



IKWEZI
Local Municipality

Province of the Eastern Cape



INTEGRATED
DEVELOPMENT PLAN

(2007 –

2012)

Draft

for 2011/12



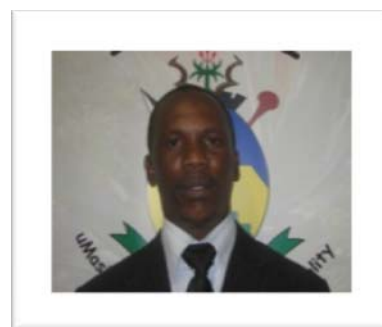
MAYORAL FOREWORD 2011/12

In the 2006 vision 2011, the council focused on the four priorities-rural economic development; human development; institutional development and infrastructure development.

Progress has been made on these priorities. Through our direct contact with the people in Jansenville , Klipplaat and Waterford, we have received feedback on progress, but we want faster change.”

Our IDP addresses the main challenges we face in our communities and council- and the way we are doing things. Our IDP is affordable, realistic and achievable. It draws lessons from our experience in local government.

Ikwezi Local Municipality and Communities face major challenges –reducing unemployment, more access to better quality basic services, overcoming the legacy of apartheid spatial development, strengthening community participation, and building effective, accountable and clean good government. This IDP is our commitment to address these challenges, working with our Community, Cacadu District, Province and National Government together with our international partners.



Ikwezi Local Municipality regard itself as the coalface of service delivery and closest sphere of government to communities. It is therefore critical that Ikwezi Municipality has provided adequate communication through the process of IDP review with all stakeholders, to continue working together with all our people around the four priorities:

- To create a condition for an inclusive economic that will reduce unemployment, poverty and inequality and produce decent jobs and sustainable livelihoods.
- Access for more women and youth to adequate education and training to enable them to participate productively in the economy and society.
- To make sure more of our people benefiting from free basic services (water, electricity, sanitation and roads) and promote the goat and mohair initiative by empowering our small farmers and redistribution of land through rural development initiative.

CONCLUSION

To make local government work better for our communities we requires effective cooperation and strong support by both provincial and national government. We commit ourselves in working together with the people- communities, business and workers in implementing the priorities of our mandate and addressing people’s concerns. I therefore call upon our people to rally behind the municipality vision of a united, non-racial, non-sexist, democratic and prosperous Ikwezi.

Together we can build better communities.

Thank you

Sizwe Mngwevu
Ikwezi Mayor

FOREWORD BY THE MUNICIPAL MANAGER

The five year term for the current administration has come to an end. This Integrated Development Plan and Budget Process provides as opportunity for the municipality to take stock.

Ikwezi Municipality has undergone a great deal of organisational re – engineering over the past three years with fruitful results. In 2010, the Department of Local Government and Traditional Affairs conducted an assessment of the municipality. The said assessment led to the development of the Municipal Turnaround Strategies (MTAS).



Service delivery base line of the municipality is in an excellent position. The municipality needs to build on this solid service delivery base line to ensure that the Millennium Developmental Goals (MDG) are met. Regional Bulk Water Supply is still a huge challenge not only to Ikwezi Municipality but to the Karoo.

The municipality has successfully established a viable Local Economic Development and Tourism Unit. The unit is focusing on catalyst projects like Revitalisation of Rail in Klipplaat, establishment of a 3mw photovoltaic Solar Technology and Energy Farm in Jansenville, Waterford Darlington Dam Exit Corridor and International Mohair Summit/Festival. Ikwezi Municipality has been declared as a rural development site by Rural Development and Land Reform.

In 2008, the municipality developed a Financial Recovery Plan (which gets reviewed annually) that sets out a road map on how the municipality intended to turnaround its financial predicament. This has led to improved debt recovery rate, increased number of residents benefiting from Free Basic Services, improved audit outcomes and improved sound financial management.

Council sat periodically as per predetermined schedule. The Audit Committee is functional. The municipality has established standing committees to ensure political oversight. The Oversight Committee was also established to oversee the Annual Report and any other matters deemed important by Council.

Public meetings and Inter – governmental Relations has improved exponentially. The Communications Strategy is in place and operational. The municipality does not have wards and has established units that serve as wards.

After the 2011 Local Government Elections, the municipality will have four wards and seven councillors. Wolwefontein which used to be under Cacadu District Municipality as a District Managed Area will now be part of ward 4.

I would like to take this opportunity to acknowledge time and effort given by Heads of Department, middle management and first line managers. Management would like to appreciate the political leadership and oversight by Council led by our Honourable Mayor, Councillor Sizwe Alfred Mngwevu.

MUNICIPAL MANAGER
TT MNYIMBA

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Ikwezi does not have the financial or technical resources to deal with spatial planning. The municipality relies on the support of the Provincial Department of Local government as well as CDM. Request has been submitted for the review of the SDF that should include detailed planning for Jansenville. The SDF 2007 estimated a financial requirement of R1,2 million rand to complete spatial planning and development projects.

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ABBREVIATIONS

ABP	Area Based Plan
BTO	Budget and Treasury Office
CS	Community Survey
CDW	Community Development Worker
CDM	Cacadu District Municipality
CBO	Community Based Organisation
CFO	Chief Financial Officer
CWH	Community Water House
DBSA	Development Bank of South Africa
DEAET	Dept. Of Economic Affairs, Environment and Tourism
DHLGTA	Department of Housing, Local Government and Traditional Affairs
DPLG	Department of Provincial and Local Government
DWAF	Department of Water Affairs and Forestry
EGDS:	Economic Growth and development strategy
EHP	Environmental Health Practitioner
EIA	Environmental Impact Assessment
EPWP	Extended Public Works Programme
HDI	Human Development Index
IDP	Integrated Development Planning
IGR	Intergovernmental Relations
KPA	Key Performance Area
LED	Local Economic Development
LOS	Level of Service
LUM	Land Use Management
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MSA	Municipal Systems Act
MTAS	Municipal Turn Around Strategy
NEMA	National Environmental management Act
NPO	Non-Profit Organization
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System

PMU	Project Management Unit
SCM	Supply Chain Management
SDBIP	Service Delivery Budget and Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
SSA	Statistics South Africa
SMME	Small Medium Micro Enterprises
WPLG	White Paper for Local Government
WSA	Water Services Authority
WSDP	Water Service Delivery Plan
MTAS	Municipal Turn Around Strategy

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LOCAL MUNICIPAL COUNCIL & ADMINISTRATION



***Standing (left to right) Clr A Lizwane , Clr J Bester and Clr NP Vanda and
Sitting (from left to right) : Mr T Mnyimba , Clr S Mngwevu and Mr N Bomvane
Insert : Ms. Kwababana (Dir. Infrastructure) / Clr Ferreira
Manager (below): Mrs M.P. Mpahlwa (LED & Tourism)***



Section A: Executive Summary

1. Legislative framework

The IDP integrates the needs of communities with the programmes of local, provincial and national government. It considers the national and provincial programmes in the local space, thus becoming the expression of all of government plans. It serves as an integrating agent of all differing needs of business, community organisations, the indigent, and mediates the tensions between these needs and the resources available to meet them. The IDP further integrates the various departments within a municipality for effective implementation. A good, realistic IDP is therefore one that is guided by community participation throughout its design and review processes, is resourced by a realistic budget and an adequately skilled workforce and can be implemented and monitored.

The Ikwezi IDP:

- (a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
- (c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law; and it should be a product of intergovernmental and inter-sphere planning.

The IDP is required to be approved by municipal councils by 30th March annually. This is also in concert with the MFMA's deadline of adopting the draft budget 90 days before the end of the financial year. However, the final reviewed IDP and budget must be approved by council by 30th June of each year, as per the Municipal Systems Act – 2000. Clearly, it is the annual plan that must be reviewed and not the entire IDP, provided that all the processes and components preceding the development of the annual plan are sound and informed by rigorous analysis.

However, this annual review must also be informed by a high level reflection of the performance of the municipality in the previous years. The expenditure of conditional grants, the equitable share, and other revenue would be central to this reflection. The Auditor-General's reports and the municipality's evaluation of its service delivery and other related targets would also inform the annual plan and the rolling three year plan.

2. Overview of Ikwezi Municipality

The Ikwezi Local Municipality is located within the Eastern Cape Province, one of nine local municipalities located within the Cacadu District Municipality (CDM). Jansenville is bordered by the Sundays River south of the town. The R75 between Port Elizabeth and Graaff-Reneit dissects the town in a north / south direction. Klipplaas is dominated by pre-dominantly defunct railway lines and shunting yards whereas Waterford may be characterised as a small rural node historically established to serve the surrounding farming community

Ikwezi include three main settlements namely Jansenville, Klipplaas and Waterford (soon to include Wolwefontein, previously under CDM as one of the DMA areas) accommodating a population of 11 452 (2 576 households) and cover an area of 4,449.7 km². It is an area characterized by low population density and high levels of poverty. 76% of households earn less than R1 600 per month and the documented levels of unemployment are documented ranging from 33% to 71%. Economic studies generally describe the area as having very limited economic potential with all settlements

rated as level 1 settlement hierarchy. (ABP 2009) The area is challenged with excessive bulk water constraints as well as very poor quality water.

Regardless of the above, the Ikwezi Municipality has maintained a stance of hope, optimism and achievement:

- Backlogs in terms of water and sanitation has been eradicated to an extent greater than 85%,
- Technological solutions for bulk water constraints is implemented (grey water)
- Alternative sanitation delivery options are piloted in new housing projects
- Options of alternative energy sources are being investigated
- Competitive advantage such as the Mohair industry is being exploited

The available infrastructure is described in the table below:

Service	IKWEZI CS – 2007	CDM (2007)	IKWEZI – 2009
Water	96.25	83.84	100%
Sanitation	36.73	73.68	88.3%
Electricity	72.18	71.88	85.4%
Refuse removal	67.38	69.31	86.1%
Housing	96.00	85.32	96

In addition, the municipality has advantages in terms of:

- Vast amount of un- or under utilized land
- 50,37 % of population is young economically able individuals

In order to capitalize on the existing advantages innovation is a central feature to overcome the seemingly insurmountable obstacles. A key instrument applied by the Municipality is the establishment and management of strategic partnerships both in terms of:

- Public sector for example the Office of the Premier and Department of Science and Technology
- Neighbouring municipalities e.g. cluster regional water scheme
- International stakeholders: German Embassy; Potsdam University and the German Chamber of Industry
- Private sector e.g. Mohair Industry and the CSIR

The objectives and strategies should take into consideration the following spatial issues:

Jansenville	<ul style="list-style-type: none"> • Backlog of 500 low cost houses which translates into 20ha of land required • A lack of land available for the middle income housing market • Additional land required for commonage purposes • Cemetery space in closer proximity to communities • Lack of available land for industrial and light industrial use • A need to make land available for church purposes • Lack of available land to construct community facilities, i.e. community halls • The need for vacant land some distance for the town to provide for the cultural practices of the
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	<p>Abakwetha</p> <ul style="list-style-type: none"> • Identification of land for conservation purposes and also to provide a recreational use
Klipplaat	<ul style="list-style-type: none"> • Additional land required for commonage purposes • Lack of available land for industrial and light industrial use • The need for vacant land some distance for the town to provide for the cultural practices of the Abakwetha • Additional cemetery space in closer proximity to communities • Identification of quarry to serve local building industry • Obtaining ownership of the Klipfontein dam which provides the town with water • Lack of available land to construct community facilities, i.e. community halls • Address the lack of spatial integration in the town
Waterford	<ul style="list-style-type: none"> • 150 rural housing units • Commonage land to service the 150 rural housing units • The inhabitant of Waterford currently utilise the cemetery facilities at Jansenville. • The establishment of a local cemetery is required to service the community

3. Priority Issues

The development priorities for Ikwezi bring to the fore those challenges that the Ikwezi local municipality needs to address in order to progress to forms of sustainable development within the municipality. The priorities are developed through intensive consultation processes and an in-depth reflection of the available statistics. This priority challenges for the municipality include:

- Dealing with the remaining **basic service backlogs** in the most cost-effective manner that consider local constraints such as bulk water constraints.
- Develop affordable systems for **operating and maintaining** existing municipal infrastructure.
- Develop access to temporary relief whilst **creating economic possibilities** for households that are unable to sustain themselves.
- Increase the economic opportunities of the Ikwezi community by increasing the **levels of literacy, education and skills**.
- To demonstrate a strategic, indicative and flexible forward planning approach with regard to **decisions on land development**.
- Meet the **legislative and community expectations** in terms of institutional performance with specific reference to the Audit General Report.
- Dealing with **financial viability issues** (revenue collection) in that only 1208 households receive free basic services whilst 76% of households are considered indigent according to 2007 statistics.

The development priorities are documented as:

- **Rural economic development.**
- **Infrastructure investment.**
- **Human development (i.e. building the people of Ikwezi).**
- **Institutional growth and development.**

4. Objectives and Strategies

The following list of objectives will guide the implementation and reporting of the Ikwezi Municipality. In order to guide the municipal area towards the intended future of the implementation process, a rigorous process of monitoring and reporting is required. To support this process the IDP objectives are linked to measurements that will serve as the quantifiable monitoring tools for the next five years.

The measurements are elaborated in terms of baseline (status quo) and realistic targets for the following five years. The measurements provide a specification of the objectives in order to avoid vague statements that have little accountability. The strategies and projects are delineated from the measurements, as they represent the most detailed level of the municipal outcomes. These measurements are also adjusted to serve as project indicators.

The strategy formulations are affected by two deliberate forces:

1. The legislation, policy and programmes of the National and Provincial Government in terms of strategic options.
2. The identification of the most relevant option within the Ikwezi context, including the institutional/delivery capacity of the Ikwezi Municipality.

National KPA	Objective	Strategies
Institutional Transformation and OD	Objective 4.1 : Strengthen the institutional capacity of the Ikwezi local municipality	Integrate Ikwezi's needs into the Cacadu District Municipality's capacity building strategy.
		Promote the concept of performance management within the institution
		Enhance the knowledge base of employees
Basic Service Delivery	Objective 2.1: To ensure the existing level of infrastructure is sustained	Ensure effective water demand management.
		Ensure cost effective electricity distribution
		Ensure effective waste collection and management.
		Promote municipal road maintenance.
	Objective 2.2 : To provide for the basic needs of the Ikwezi community	Eradicate the bucket system within the jurisdiction of Ikwezi.
		Provide a standardised bulk electricity supply
		Provide shelter to inhabitants of Ikwezi.
		Promote bulk water supply within Ikwezi.
Local Economic Development	Objective 1.1 : To enhance the rural economic potential within Ikwezi	Facilitate land acquisition for emerging farmers
		Determine the viability and economic potential of Waterford in relation to the Addo Elephant Park.
		Revitalise railway transport.
		Support the goat and mohair industry.
		To provide a comprehensive overview of LED in Ikwezi.
	Objective 2.2 : To develop local economic competence and technical skills	Promote experiential learning in the municipal's area of jurisdiction.
		Promote Vukuzenzele approach.
		Provide access to information.
	Objective 3.1 : Build the capacity of the potential workforce within Ikwezi	Develop labour market intelligence
		Promote human resource development.
Financial viability and management	Objective 4.2 : Enhance mechanisms and strategies for revenue collection	Promote the payment of service charges among local residents
		Advocate increase in equitable share.

National KPA	Objective	Strategies
Good Governance and Public Participation	Objective 3.2 : To strengthen community participation in government programmes	Ensure the effective co-ordination of health related activities
		Promote compliance of by-laws
		Strengthen relations with NGO's / CBO's.

5. Resource Frame

The municipality has a budget of R32m to invest in the management and operation of the institution including both operational and capital investment. The table below shows the division of the budget with regard to the 5 key performance areas.

The Resource frame available for the implementation of the objectives:

KPA	Operating budget (OPEX)	Capital (DORA: MIG / FMIG /)	Capital (other donors)	Small Capital (internal)	Allocation (%)	National guideline
Institutional Development and OD	R1,875,640	0	0	R45,000	3%	5%
Basic Service Delivery	R11,426,510	R28,905,000	0	R496,220	64%	75%
LED (MOHAIR)	R12,607,187	0	R2,700,000		24%	7.5%
Financial Viability and management	R4,004,490	0	0	R35,000	6.3%	5%
Good governance and public participation	R1,501,400	0	0	R250,000	2.7%	7.5%
	R31,415,227	R28,905,000	R2,700,000	R826,220	100%	100%

6. Sources of Income

Ikwezi face serious challenges in finding sustainable streams of revenue. The municipality has a high degree of dependency on external grant funding.

Source : (service charges / grants / donors)	2009/10 (budget)	2010/11 (budget)	2011/12 (budget)
Trading: Electricity	R3,006,500	R4,110,000	
Trading: Water	R 975,500	R 975,000	
NATIS Agency fees	R 80,000	R 120,000	
Refuse Removal	R 850,000	R 890,000	
Sewerage	R 770,000	R 803,000	
Assessment Rates	R1,250,000	R1,300,000	
Health Subsidy	R 508,000		

Source : (service charges / grants / donors)	2009/10 (budget)	2010/11 (budget)	2011/12 (budget)
Interest on Investments	R 500,000	R 500,000	
Interest on arrear debtors	R 650,000	R 900,000	
Housing Funds			
NER (DORA)	R 8,000,000		
MIG (DORA)	R 6,383,000	R7,022,000	
MSIG (DORA)	R 500,000	R 750,000	
FMG (DORA)	R 750,000	R1,200,000	
LED Funds/CDM	R 3,169,820	R 330,000	
IDP Funds: CDM	R 150,000	R 150,000	
Equitable Share (DORA)	R9,111,000	R11,553,000	
International Mohair Income	R11,921,437		
External Loans: Vehicles	R 670,000	R 640,000	
Other Income	R 174,700	R 856,670	
TOTAL INCOME BUDGET	R49,419,957	R32,099,670	

7. Sector Plans

The IDP is supported by a number of sector plans and executive summaries are provided in the Section I of the document. These include:

Document	Status	Included in IDP
Disaster Management Plan	Adopted 2010	Included
Integrated Transport Plan	Cacadu – 2005	Included
Comprehensive Infrastructure Plan	Final Version – 2008	Included
Ikwezi Water Services Development Plan	Adopted – 2007	Included
Integrated Waste Management Plan	Adopted – 2008	Included
Housing Sector Plan	Adopted – 2007	Included
LED strategy (Ikwezi / Bavians)	Final Version- 2009	Included
Tourism Sector Plan	Final Version – 2009	Included
Draft SMME Strategy	Adopted -- 2011	Included
Ikwezi SDF	Adopted – 2007	Included
Ikwezi Land Audit	Final version – 2008	Included
Financial Recovery Plan	Adopted 2010	Included
Draft HR Plan	Adopted 2011	Included
Municipal Turn Around Strategy	Final Adopted 2010	Included

Draft Annual Report	Adopted 2011	Included
Communication Strategy	Final Version - 2011	Included
Process Plan	Adopted 2010	Included
Ikwezi Broad Socio-Economic Profile	Adopted 2008	Included

Section B: Situational Analysis

1. Introduction

1.1 The Legislative Context

In the Constitution (Act 108 of 1996) the objectives of a municipality or local government structure are described as follows:

152. (1) The objectives of local government are –
- (a) To provide democratic and accountable government for local communities;
 - (b) To ensure the provision of services to communities in a sustainable manner;
 - (c) To promote social and economic development;
 - (d) To promote a safe and healthy environment; and
 - (e) To encourage the involvement of communities and community organisations in the matters of local government.
- (2) A municipality must strive, within its financial and administrative capacity, to achieve the objectives set out in subsection (1).

The Constitution is supported by the White Paper for Local Government (March 1998), and in turn the Municipal Systems Act (MSA 32 of 2000) that defines the new landscape of Developmental Local Government. The Integrated Development Plan is described as the tool of transformation in the WPLG (1998), and the formulation and management of the Integrated Development Plan (IDP) is rooted within the Municipal Systems Act, Chapter 5 that states that:

- Municipal planning has to be developmentally orientated and within a system of cooperative governance.
- The IDP represents a single inclusive plan to link, integrate and co-ordinate service delivery.
- The IDP forms the basis for the annual budget.
- An IDP adopted by the Council is the “principal strategic planning instrument”.
- The municipality should “give effect to its IDP and conduct its affairs in a manner which is consistent with its integrated development plan”.

To support the implementation of the IDP, the Municipal Systems Act, 32 of 2000 requires that municipalities monitor and evaluate performance in terms of IDP outputs and outcomes. Section 34 of the Act deals with the review and amendment of the IDP and states that:

“The Municipal Council:

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

The review and amendment process must also include the required public participation guidelines and be managed via a documented plan i.e. a Process Plan. An additional legislative element is the Municipal Planning and Performance Management Regulations 2001 that deals with amendments to the IDP. The prescriptions include:

- Only a member of council can introduce an amendment
- The reason for the amendment must be attached to the request for change
- The amendment can be affected only once council takes such a decision
- Reasonable notices should be given to stakeholders (21 day notice period)
- District and Local must consult with one another and take each others comment into account.

Certain circumstances could warrant changes not linked to the Review Processes in case where:

- New information has a significant impact on the priority issues of the municipality e.g. A natural disaster that destroys established infrastructure
- The implementation possibilities are impacted on new financial / budget information e.g. only 1/3 of the expected revenue has been collected
- A new opportunity is presented with an immediate effect e.g. donor programme

Adjustments suggested during the Review process will only be ratified once Council adopts the Amended IDP. The above stipulations guided the approach that was used during the planning process. The Table below demonstrates the compliance with the various stipulations:

MSA : SECTION	COMPLIANCE
16: COMMUNITY PARTICIPATION	<p>The community participation in the planning process is guided by two levels:</p> <ol style="list-style-type: none"> 1. Representative Forum (Interest groups) 2. Administrative Units (community level) <p>The consultative and planning process for the formulation of the IDP commenced in September 2007. Currently the municipality does have a communication plan and a policy in place that guides communication processes. Ikwezi Municipality is a plenary system that is headed by the speaker, who acts as the Mayor of the municipality and assisting him are four other councillors. Ikwezi municipality does not have a ward system but eight administrative units that fulfil this function.</p> <p>The units serve as the centre of communication between the municipality and the community (both political and administrative). For each unit there's a small committee with its chairperson that interacts with the municipality. Matters pertaining to stakeholder consultation and the applicable planning processes were undertaken as per the IDP process plan.</p>
26: CONTENT OF THE IDP	<p>The document reflects:</p> <ul style="list-style-type: none"> Analysis of the Status Quo (development level) Spatial Analysis Priorities / objectives and strategies Performance indicators Strategies that are aligned to sectoral programmes and policies The Vision of the Municipality Operational strategies (projects) Financial Plan and SDBIP Organisational Performance Management Summary of Sector Plans
27: FRAMEWORK FOR	<p>Ikwezi Municipality participated in the coordination events facilitated by the District to ensure integration. This included:</p>

MSA : SECTION	COMPLIANCE
INTEGRATED FRAMEWORK	<p>Involvement of PIMS in steering committee meetings</p> <p>Attendance of Cacadu District IDP events</p> <p>Integration is further achieved with bordering Municipality as part of a cluster engagement (Sundays River / Camdeboo / Bavians) in matters of bulk water supply and regional economic development.</p> <p>In partnership with the Office of the Premier, sectoral alignment engagements was held with provincial departments with regard to available budget and LM needs.</p> <p>Copies of the Draft IDP will be made available to all stakeholders for interrogation and comment.</p>
29: PLANNING PROCESS	The IDP methodology, as guided by the Guide packs from National DPLG, served as the basis of the process design. Furthermore the National Framework (DPLG) was applied in the structuring of the document.
28: ADOPTION PROCESS	<p>The Process Plan outlines the schedule for Council adoption followed by a 21 day period for public comment. The Draft IDP will be available for public comment by April 2011 and comments will be presented to the Representative Forum before final IDP is tabled for Council 21 April 2011.</p> <p>IDP / BUDGET WORK SCHEDULE</p> <p>CDM formulated and adopted an IDP/Budget Schedule to serve as a guide to all of its Local Municipalities in preparation for the re-write of the IDPs. The linkage of the IDP and budget has become a legislative requirement. In brief the IDP/Budget Schedule outlines the time frames of scheduled events/activities, co-ordinating structures involved in the process.</p>
32:	Copy of IDP submitted to the MEC 10 days after the adoption by Council.
38 – 49: PERFORMANCE MANAGEMENT SYSTEM Municipal Planning and Performance Management Regulations (R796/2001)	<p>The alignment process:</p> <p>PMS service provider is actively involved in IDP discussions</p> <p>IDP includes Sections H: Organisational Performance</p> <p>IDP is structured according to the National Key Performance Areas reflected in the performance plan of the Municipal Manager.</p> <p>Objectives are specified by measurements/baseline and targets to serve as the standards in the performance agreements – these are in the process of being formulated</p>

Table 1: Compliance to Municipal Systems Act

In addition to the above, compliance to the following legislative guidelines were built into the planning process:

- Consideration of assigned powers and functions (**Municipal Structures Act 117 of 1998**). A strong focus for the IDP not changing what the Municipality is assigned to do, but to adjust the manner in which the Municipality delivers their work towards greater developmental local government. The institutional analysis provides an overview table of the Municipal Powers and Functions as per the Capacity Report of the Municipal Demarcation Board 2008.
- The financial plan includes the SDBIP template as per treasure regulation 13 and the **MFMA: Section 57**.

- The relevance of the **Intergovernmental Relations Act 13 of 2005** is considered in all strategies in order to ensure maximum access to resource for development in Ikwezi.

1.2 National, Provincial and District Alignment

The analysis is influenced by priorities and issues documented in national, provincial and district policies and strategies. The guiding policies and frameworks of each sphere of government are invariably interlinked in their objective to attain sustainable development, the primary components of which are highlighted below.

1.2.1 National Policy Directive – Medium Term Strategic Framework (MTSF):

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

The MTSF is intent on guiding planning and resource allocation across all the spheres of government through the identification of ten (10) National Strategic Medium Term Priorities. National, Provincial and Local spheres of government are expected to adapt their planning in line with the Strategic Priorities. As such Ikwezi has, as part of the 2011/12 IDP review process, adapted its IDP so as to reflect the national directive as applicable to the Ikwezi municipal area. The detailed outcomes of such are contained within Section E of this document.

1.2.2 National Spatial Development Perspective (NSDP)

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognised as tools to:

- Coordinate government action and alignment.
- Maximise overall social and economic impact of government development spending.
- Provide a rigorous base for interpreting strategic direction.

Assumptions contained within the NSDP which ultimately inform the NSDP principles include:

- Location is critical for the poor to exploit opportunities for growth.
- Poor communities concentrated around economic centres have a greater opportunity to gain from economic growth.
- Areas with demonstrated economic potential provide for greater protection due to greater diversity of income sources.
- Areas with demonstrated economic potential are most favourable for overcoming poverty.
- The poor are making rational choices about relocating to areas of opportunity.
- Government needs to ensure that the poor are able to benefit fully from growth and employment in these areas.

Although government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities, infrastructure investment and development spending must be applied in the most cost effective and sustainable manner. In terms of cost effectiveness and sustainability, along with the assumptions as listed above, the NSDP advocates that the varying spheres of government apply the below mentioned principles when making decisions on infrastructure investment and development spending.

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and / or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and / or create long-term employment opportunities.

- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

1.2.3 Provincial Growth and Development Plan (PGDP)

The Provincial Growth and Development Plan (PGDP) is designed to deal with the spread and incidence of poverty and unemployment in the Eastern Cape, as well as the spatial inequality between different regions. The Plan documents priority interventions in the following three sectors, i.e. manufacturing, agriculture and tourism. Its programmes build on government's existing interventions, particularly those that create jobs and fight poverty. Simultaneously, it intends to redirect government plans and spending towards addressing fundamental problems in the economy.

The PGDP has three core objectives that address the Eastern Cape's most pressing issues, and three foundation objectives that create the conditions and support for development and growth. The three core objectives are:

- Systematic poverty eradication through a holistic, integrated and multi-dimensional approach to pro-poor programming.
- Agrarian transformation and strengthening household food security.
- Consolidation, development and diversification of the manufacturing base and tourism potential.

The foundation objectives are:

- Human resource development.
- Infrastructure development.
- Public sector and institutional transformation.

The PGDP provides the strategic framework, sectoral strategies and programmes aimed at a rapid improvement in the quality of life for the poorest people within the Eastern Cape Province. The objectives for growth and development set in the PGDP therefore guide development objectives of any economic development strategy within the province.

1.2.4 Cacadu District Municipality's (CDM) Integrated Development Plan :

In terms of the Municipal Structures Act, the CDM must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:

- Ensuring integrated development planning.
- Promoting bulk infrastructure development and services.
- Building the capacity of local municipalities within its area of jurisdiction in order that the local municipalities are able to perform their functions and exercise their powers.

As such the CDM has developed its IDP on the premise of the following development priorities, namely infrastructure development, capacity building and support to local municipalities, economic development and community services. Of particular relevance to the Ikwezi local municipality is the issue of capacity building and support to local municipalities. In terms of the CDM's IDP, Ikwezi has been identified as one of the three primary local municipalities within the Cacadu district to be

targeted in terms of capacity building and support programmes. As such programmes and projects reflected under Chapter 6 of this document, attempt to encapsulate capacity building and support programme needs of the Ikwezi municipality to as to benefit from the CDM's areas of strategic intervention.

2. Overview of Ikwezi

2.1 Municipal Profile

Ikwezi Local Municipality is located within the Eastern Cape Province, one of nine local municipalities located within Cacadu District Municipality (CDM). Jansenville is bordered by the Sundays River south of the town. Klipplaat is dominated by pre-dominantly defunct railway lines and shunting yards whereas Waterford may be characterised as a small rural node historically established to serve the surrounding farming community. The municipal area has a population of 11 452 (2 576 households) and covers an area of 4,449.7 km² (census 2007).

The villages /settlements include:

- Dan Sandi View
- Jansenville
- Jansenville NU
- Jansenville SH
- Klipplaat
- KwaZamukucinga
- Wongalethu

The demarcation processes that took place in 2009 has affected Ikwezi municipal area in the sense that one of the previous DMA areas which was under CDM, Wolwefontein would be incorporated as one of its areas after the 2011 elections. This brings more challenges for the municipality, such as:

- Proper Planning for this area.
- Budget
- Provision of services

Despite these challenges, the municipality has opted to do thorough planning for the incorporation of this area into the municipality's plans and this would be clearly outlined in the next IDP review.

Wolwefontein is a rural area with only 12 households. This settlement is one of the **railway stations** that were a catalyst for economic growth in the Karoo when rail was the preferred mode of transport for both passenger and freight.

It is an area characterized by low population density and high levels of poverty. 76% of households earn less than R1 600 per month. Economic studies generally describe the area as having very limited economic potential with all settlements rated as level 1 settlement hierarchy (ABP 2009). The area is challenged with excessive bulk water constraints as well as very poor quality water.

Since 1996, the population of Ikwezi Municipal area grew at an average annual growth rate of 0.1% per annum compared to the 1.1 district population growth rate, the 0.3% population growth rate provincially and the 1.2% population growth rate nationally.

In 2007, children under the age of 15 accounted for approximately 27.69% of Ikwezi Local Municipality's population whereas in 1996, children under the age of 15 accounted for 34.19% of Ikwezi Local Municipality's population which is reflective of the decline in year on year population growth rates within the municipal area.

In 1996, 2001 and 2007 the population of Ikwezi Municipal area who were HIV positive numbered 160, 788, and 1 068 respectively. In 1996, 2001 and 2007 the percentage of the population of Ikwezi Municipal area who were HIV positive were 1.54%, 7.55% and 10.25% respectively.

In 2007, Ikwezi Local Municipality's Human Development Index was 0.53, lower than Cacadu District's HDI (0.57) and equal to the Provincial index of 0.53.

The distribution of income within the municipal area has worsened between 1996 and 2007 from 0,57 to 0,66. The percentage of people in poverty has increased from 48% in 1996 to 56% in 2007 representing a total population of 5 837 people living in poverty.

The level of education composition reveals that there has been an increase in higher levels of schooling with the Ikwezi Municipal area. 7 % of the population had a minimum of a matric (grade 12) in 1996 whereas 15 % of the population had a minimum of a matric (grade 12) in 2007. Considering the skills shortages that currently exist, greater emphasis must be placed on the delivery of educational services.

In 2007, Ikwezi Local Municipality was 68.8% urbanised as compared to 71.4% for the Cacadu District.

The percentage of people unemployed within Ikwezi Municipal area in 2007 is 39.4%. There has been a gradual increase in the unemployment rate from 1996 which originally stood at 29.3%. Total employment within the Ikwezi Municipal area is dominated by the agricultural sector comprising 32.5%. The highest levels of employment in the formal sector are in the Agricultural sector (43%) and the Community Services sector (25%). The dominant sector in the informal sector is day to day trading which accounts for 38% of informal sector employment.

Ikwezi Local Municipality's economy registered positive growth during the past decade. The municipal area will have to maintain its growth rate to have a significant improvement on welfare indicators. The economic production structure of Ikwezi Local Municipality is more diversified as compared to the Eastern Cape Provincial economy. The level of vulnerability for the Ikwezi Local Municipality has decreased slightly between 1996 and 2007.

2.2 Synopsis of Ikwezi

Category		Ikwezi	Cacadu
Area (Km2)		4,449.7	58,243.93
Population (no)		11,452	403 846
Urbanization rate (%)		66.31	67.33
Density (People/km2)		2.56	7.49
Demographic (%)	Black	36.90	51.95
	White	9.29	12.76
	Coloured	53.78	35.01
	Asian	0.03	0.28
Gender (%)	Female	51.68	50.61
	Male	48.32	49.39
Age (%)	0 – 4 years	10.25	8.95
	5 – 19 years	32.08	28.10
	20 – 64 years	50.37	56.49
	65+	7.30	6.46
HDI		0.53	0.55
HIV Prevalence (2003 %)		10.25%	20.20(Provincial)
Functional Literacy (%)		51.7	60.18
Education	None	15.26	8.63
	Grade 12	9.53	14.46
	Tertiary	5.95	7.60
Household Monthly Income levels (%)	R0 R200	5.50	3.76
	R201 – R1 000	22.09	18.49
	R1 001 – R2 500	26.21	26.09
GDP Per Capita (R'000)		17.55	19.62
Unemployment (%)		33.22	34.79
Labour Force (15 – 65 years) : 2001		6 400	
Dependency Ratio (Household Grants)		2.43	1.48
Municipal Financial Grant dependency (2002/03)		47.65	78.77
Access to Basic services (% of households – 2001)	Water	96.25	83.84
	Sanitation	36.73	73.68
	Electricity	72.18	71.88
	Refuse removal	67.38	69.31
	Housing	96.00	85.32

The following section elaborates on the synopsis of the table above and incorporates an expansion of the data to include the 2007 Community Survey conducted by Stat SA. The **demographic changes** from 1996 – 2007 is described in the table below:

Group	Population 1996 Census	Population 2001 Census		Population 2007 Community Survey
Total	10 517	10 367		11 523
Household		2 738		2567
Coloured	5 794	5 625	54%	Not specified in Survey Results
Black African	3 723	3 801	36%	
White	957	934	9 %	
Indian or Asian	(0%)	4		
Other	42			

Table 2: Demographical Changes

Description	2001	%
Female	5129	52%
Male	4662	48%
Total	9 791	100%

Table 3: Gender Profile

The Capacity Assessment Report for Cacadu (2007 / 2008) published by the Municipal Demarcation Board applies the Community Survey of 2007 to conclude that the growth rate is 10% during the past 6 years. (1.66% per annum)

Municipality	Population change 2001 – 2007	Growth: 2001 – 2007
Cacadu	- 24 688	-6.8 %
Ikwezi	1 156 (10 367 to 11 523)	10 %

Table 4: Population Growth Rate

Ikwezi is one of only two municipalities in Cacadu that showed an increase in population between 2001 and 2007. Possible explanations are:

- Improved living conditions and basic services are drawing households from surrounding farms and areas
- Return of retrench workers from urban areas
- Persons affected by HIV/AIDS or other diseases that are returning home for health care and family support.

These assumptions have not been tested or collaborated but in order to determine that impact of the above possibilities on municipal service delivery attention should be given to the matter. The above could impact on the need for local job creation (retrenched workers) or additional efforts in ensuring appropriate support programme for households affected by HIV/AIDS including home based care and clinical services.

For future planning purposes the Ikwezi SDF 2007 proposes the following growth rates:

Short term	2004 – 2010	0,751
Medium term	2010 – 2015	0,35
Long term	2015 – 2020	0,25

Table 5: Growth rate: Short to Long Term

In the tables below the current population for 2004 were derived from projections made from Census data.

Year	2004	2010	2015	2020
Population per area	Current population in 2004	Short term 2004 – 2010 (Growth rate = 0,751)	Medium term 2010 – 2015 (Growth rate = 0,35)	Long term 2015 – 2020 (Growth rate = 0,25)
Jansenville	5140	5376	5471	5539
Klipplaat	3028	3167	3223	3263
Rural area	2679	2802	2851	2887
Total	10 847	11 345	11 545	11 689

Table 6: Population projections for Ikwezi

Households per area	Current number of households in 2004	Short term 2004 – 2010	Medium term 2010 – 2015	Long term 2015 – 2020
Jansenville	1389	1453	1479	1497
Klipplaat	818	856	871	882
Rural area	724	757	771	780
Total number of households	2932	3066	3120	3159

Table 7: Number of households in Ikwezi

2.3 Education and Literacy

The following table shows the highest education level attained by over 20 year olds. 2001 data is used, because of doubts with regard to the reliability of the 2007 Community Survey in this regard. (LED Strategy 2008)

Level of Education	% Ikwezi	% Eastern Cape
No Schooling	22.1	22.8
Some Primary	25.3	19.5
Complete Primary	8.8	7.4
Some Secondary	28.0	29.7
Grade 12	11.0	14.2
Higher	4.8	6.4

Table 8: Level of Education

Availability of tertiary / training institutions within Ikwezi:

The following training providers offer programmes in Ikwezi both to the general community as well as skills development for municipal staff.

Name of Institution	Typical programmes
D.O.E	ABET
East Cape Midland College	Agriculture / technical skills
EWP	Learnerships in Construction
Middleburg Grootfontein College	Agricultural training
NMMU	Leadership training
Adds skills	IT skills
Samras Bytes Technology	Finance
Fort Hare University	IDP, Project management, mfma
Global business solutions	Labour relations, EE planning, finance for non financials

Table 9: Tertiary Education Resources

The table below shows a positive growth in the successful completion of grade 12 in the Ikwezi Municipality. In 2008, 59 learners completed grade 12 successfully. Klipplaat maintains a relatively low pass rate although improvements are noted in the past seven years. Considering the economic climate and opportunities in Ikwezi, many of these school leavers would face challenges in terms of tertiary education as well as entry to the employment market.



School	2001		2004		2008	
Jansenville high	26	92%	27	96.3%	31	100%
Gcinubuzwe high	19	73.7%	16	75%	10	80%
Klipplaat high	17	27.4%	32	21.9%	18	33.3%
AVERAGE	62	64.5%	75	64.4%	59	71.1%

Table 10: Grade 12 Pass Rate

2.4 HIV/AIDS

The CDM Socio-economic profile suggests that the prevalence of HIV/AIDS have increase from 160 (1996) to 1 068 (2007). The percentage of community infected rose from 1.54% to 10.25%.

Unit	2001	2006 / 2007
South Africa	24.8	29.1
Eastern Cape	21.7	29
Cacadu	16.5	19.0 (2004)
Ikwezi	7.55%	10.25%

Table 11: HIV/AIDS Prevalence (Annual Ante-natal Survey-DoH)

There are different CBO's supporting households affected by HIV/AIDS, these include:

- Masiphilisane Aids group
- Love life and Phelo care
- Council of Churches
- Traditional leaders
- Administrative Unit Committees
- Youth forum
- Women forum
- Sports forum
- Hospice
- Currently the municipality interacts with these special groups through Local Aids Council which is chaired by the Mayor and comprised of different stakeholders. The municipality has recently appointed a coordinator/ secretariat to ensure proper functioning of the council. This council meets once a month to discuss progress in terms of its programmes. Despite all of this the Local Aids Council still experiences challenges in terms of:
 - Conducting regular meetings
 - There is no clear programme in place and as a result the Municipality cannot allocate financial assistance
 - The various stakeholders are continuing with individual efforts instead of integrated approach.



In order to raise awareness with regard to the most vulnerable groups consider the following table:

Age group (years)	2001 prevalence %	2002 prevalence %	2003 prevalence %	2004 prevalence %	2005 prevalence %	2006 prevalence %
<20	15.4	14.8	15.8	16.1	15.9	13.7
20-24	28.4	29.1	30.3	30.8	30.6	28.0
25-29	31.4	34.5	35.4	38.5	39.5	38.7
30-34	25.6	29.5	30.9	34.4	36.4	37.0
35-39	19.3	19.8	23.4	24.5	28.0	29.6
40+	9.8	17.2	15.8	17.5	19.8	21.3

Table 12: HIV/AIDS by Age Group (Source: National HIV/AIDS Survey – 2005)

Ikwezi municipality has to consider the consequences in terms of:

- Additional pressure and demands on clinic services for example voluntary testing services, improved access to ARV's and dealing with related diseases including TB
- Improving spatial planning / land availability for cemeteries
- The ensuing barriers to economic development

2.4 Disability:

The CDM Integrated Transport Plan (2005) provides the following information regarding disability in Ikwezi.

Form of Disability	Ikwezi LM	Cacadu DM
Communication	18	693
Sight	162	4494
Hearing	66	2728
Physical	237	8110
Intellectual	45	1593
Emotional	102	3425
Multiple	84	2498
Total	714	23541
% of Population (10367)	6.9%	

Table 13: Overview of Disability

Currently there is a structure in place “Disabled Forum” however it is not functioning as effective as envisaged. As a result of the poor functioning of the organisation, disabled people as a special interest group remain largely marginalized with regard to development dialogues and access to provincial programmes. Ikwezi LM does participate in all Provincial and National events with regard to disabled persons.

Challenges include:

1. Buildings including municipal facilities and schools are not conducive for disabled people
2. Houses built are also not disabled friendly
3. Allocation of housing / access to basic services do not prioritize households affected by disability
4. The mobility of disabled persons are hampered due to transportation difficulties.
5. Services at clinics do not consider the unique challenges faced by disabled persons. Disabled people are expected to arrive early and queue until late in the day.

The table below demonstrate the current level of grant dependency in Ikwezi.

Location	Grant Type	April 2008		March 2009	
		Total Grants	Total Amount	Total Grants	Total Amount
Jansenville	Old Age	146	R 141 140	130	R 134 120
	Disability Grant	158	R 164 250	91	R 91 550
	Foster Care	23	R 18 200	17	R 14 300
	Care Combination			1	R 2 260
	Care Dependency	9	R 9 330	7	R 6 720
	Child Support	344	R 118 030	254	R 95 110
Total		680	R 450 950	500	R 344 060
Klipplaat Community Hall	Old Age	73	R 69 390	75	R 71 880
	Disability Grant	116	R 112 830		R 94 490

				95	
	Foster Care	13	R 11 050	8	R 7 800
	Care Combination	1	R 1 590	2	R 2 910
	Care Dependency	1	R 940	2	R 1 920
	Child Support	190	R 63 920	172	R 65 940
Total		394	R 259 720	354	R 244 940
Ikwezi LM Totals		1 074	R 710 670	854	R 589 000

Table 14: Access to social grants

Source: South African Social Security Agency: Annual Grant Statistics 2008/09

Chapter Two: Spatial Analysis and Rationale

1 Introduction

Two documents are included in this chapter namely the Ikwezi SDF (2006/07) and the Area Based Plan (Cacadu 2009). In terms of section 26(e) of the Municipal Systems Act (32 of 2000) the Ikwezi Spatial Development Framework (SDF) is a legally required component of the Municipality's IDP and should:

- Be a strategic, indicative and flexible forward planning tool to guide planning and decisions on land development.
- Develop an argument or approach to the development of the area of jurisdiction which is clear enough to be used by decision-makers.
- Develop a spatial logic which guides private sector investment.
- Ensure the social, economic and environmental sustainability of the area.
- Establish priorities in terms of public sector development and investment.
- Identify spatial priorities and places where public-private partnerships are a possibility
- Identify key spatial development issues and priorities.
- Formulate key principles or guidelines for spatial development.
- Prioritize key actions for implementation and guide investment decisions.
- Ensure the efficient use of the resources at local level.
- Achieve compliance and alignment with National and Provincial legislation, policies and strategies.

The Area Based Plan (ABP) is essentially a sector plan that addresses land related issues at a municipal level and is intended to form part of the Integrated Development Plan (IDP) informing the Spatial Development Framework (SDF) and Land Use Management System (LUMS). The intention is that a plan providing an opportunity to access land will further unlock land socio-economic potential and inform decision making at a municipal level while meeting the core objectives of government, such as :

- Redistribute 30% of white-owned agricultural land by 2014 for sustainable agricultural development.
- Provide tenure security that creates socio-economic opportunities for people living and working on farms and in communal areas.
- Provide land for sustainable human settlements, industrial and economic development. Provide efficient land use and land administration services.
- Provide efficient State Land management that supports development.
- Provide a Skills Development Framework for land and agrarian reform to all relevant stakeholders

- Development programmes for the empowerment of women, children, people with disabilities and or HIV/ AIDS and older persons within the context of the Department's mandate

An important influence of the Spatial Development Framework is the hierarchy of settlements are defined in the Province of the Eastern Cape Spatial Development Plan (PSDP) and the Cacadu SDF. The hierarchy of centres proposed have the following categories:

Level 1 : Basic needs to all

- Fulfils basic human rights in the provision of basic services to both urban and rural areas, at a minimum level in terms of available resources. This would be guided by the incidence of service and infrastructure backlogs, the proximity of existing bulk services and the priorities identified in terms of District and Local Municipality IDP's.

Level 2 : Build capacity

- Ensures the managed investment of public sector funding in urban and rural areas in order to strengthen local capacity, build on the strengths and opportunities that exist and maximizes the development potential of existing infrastructure and settlement systems. Capacity building must include institution building, training, skills transfer and community empowerment.

Level 3 : Targeted focus areas

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

The PSDP recommends that spatial development processes should be managed according to a hierarchy of settlements. In the first instance, the hierarchy of settlements is established on the basis of functional and economic characteristics. Secondly, the opportunity for growth and investment in a town, relative to development potential, also influences the ranking of settlements. There is a third association that is linked to the location of the settlement in the Province, either inside or outside the propose SDI (Spatial Development Initiative) areas.

Jansenville is 47th in rank of the regional and district centres in the Province and is classified under Level 2. Klipplaas is a Level 1 node in the Ikwezi Municipal area. (Ikwezi SDF – January 2007) Based on the □pro-poor of an Economic Sustainability Model the hierarchies as per the Ikwezi ABP (2008) shows the following:

Settlement Name	Rating	Hierarchy of Settlements (Revised)	Eastern Cape Spatial Development Plan Hierarchy
Jansenville	66.2%	Level 1	Level 2
Klipplaas	42.2%	Level 1	Level 1

Table 15: Hierarchy of Settlement

The economic sustainability model considers the following economic indicators:

- Value of Gross Geographic Product
- GGP Growth Rate
- Number of Employed Individuals
- Employment Growth Rate
- Population Size
- Population Growth Rate
- Position along Road Network (Accessibility)
- Travel Time from Major Markets

The above revised level of settlement for Jansenville has potential impact on future strategic investment in the area via other spheres of government and private investors as it influence perceptions of sustainability of development investments.

Furthermore, the SDF is the framework for the creation of an integrated society as described in the Development Facilitation Act 67 of 1995: Administrative practices and laws should promote efficiency and integration in the social, economic, institutional and physical aspects of land development in the following ways:

- Promote mutually supportive and integrated land development in rural and urban areas;
- Promote the availability of residential and employment opportunities in close proximity to, or integrated with, each other;
- Optimise the use of existing resources;
- Promote a diverse combination of land uses;
- Encourage the phenomenon of “urban sprawl” and contribute to the development of more compact towns and cities;
- Contribute to the correction of historically distorted spatial patterns of settlement and to the optimum use of existing infrastructure.
- Encourage environmentally sustainable land development practices and processes.

The national government’s drive to facilitate the development of sustainable human settlements requires that urban development be addressed in holistic manner. The past policies which favoured the provision of housing without the necessary community and institutional infrastructure have been revised to ensure that the physical and social infrastructure associated with residential development is provided timeously. The current IDP objectives do not specifically refer to the creation of such integrated human settlements but projects relating to the Ikwezi Development Initiative and the provision of bonded housing scheme provide some movement in this direction.

1 General overview of spatial issues

- Current zoning schemes that limits middle income housing development
- Confusing messages in terms of housing showing an extreme lack of land whilst SDF emphasizes the need for infill projects where vast among of vacant erven (municipal owned) within settlements remain dormant
- Cost of services due to low densification – opting for lower level of service to make infrastructure affordable and cost recovery possible.
- Very limited information and guidance is provided with regard to the development of industrial sites in SDF for example:
 - Small processing plant for Aloe / Cactus – Camdeboo has processing plant
- Commonage land is unproductive. It is unclear how many hectares are available, how it is currently use and how it can be applied more constructively.
- Buildings / properties need to be transferred from spoornet / no title deed

Jansenville	<ul style="list-style-type: none"> • Backlog of 500 low cost houses which translates into 20ha of land required • A lack of land available for the middle income housing market • Additional land required for commonage purposes • Cemetery space in closer proximity to communities • Lack of available land for industrial and light industrial use • A need to make land available for church purposes • Lack of available land to construct community facilities, i.e. community halls • The need for vacant land some distance for the town to provide for the cultural practices of the Abakwetha • Identification of land for conservation purposes and also to provide a recreational use
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Klipplaat	<ul style="list-style-type: none"> • Additional land required for commonage purposes • Lack of available land for industrial and light industrial use • The need for vacant land some distance for the town to provide for the cultural practices of the Abakwetha • Additional cemetery space in closer proximity to communities • Identification of quarry to serve local building industry • Obtaining ownership of the Klipfontein dam which provides the town with water • Lack of available land to construct community facilities, i.e. community halls • Address the lack of spatial integration in the town
Waterford	<ul style="list-style-type: none"> • 66 rural housing units • Commonage land to service the 150 rural housing units • The inhabitant of Waterford currently utilise the cemetery facilities at Jansenville. • The establishment of a local cemetery is required to service the community

2.1 Spatial issues: Jansenville

2.1.1 Existing spatial form

The existing spatial form of Jansenville is dominated by four distinct spatial features, the Sundays River which forms the southern border of the town, the R75 between Port Elizabeth and Graaff Reinet which passes through the town in a north–south direction, a secondary road which dissects Jansenville West and lastly a secondary road providing access to Mauritius, Borchards, Phumlani and Draai. These spatial factors have created a number of suburbs within the urban area, each with its own unique character.

2.1.2 Vacant land and land ownership patterns

A large number of municipal properties exist specifically in the suburbs of Holland, Borchards, Brickfields, Draai and Phumlani. The majority of these properties are however being utilised for low cost housing purposes and have not been transferred to the respective owners living on the properties. It is of the utmost importance that these properties be transferred as soon as possible in order to enable the municipality to charge the relevant property rates and taxes.

2.1.3 Environmental sensitivity

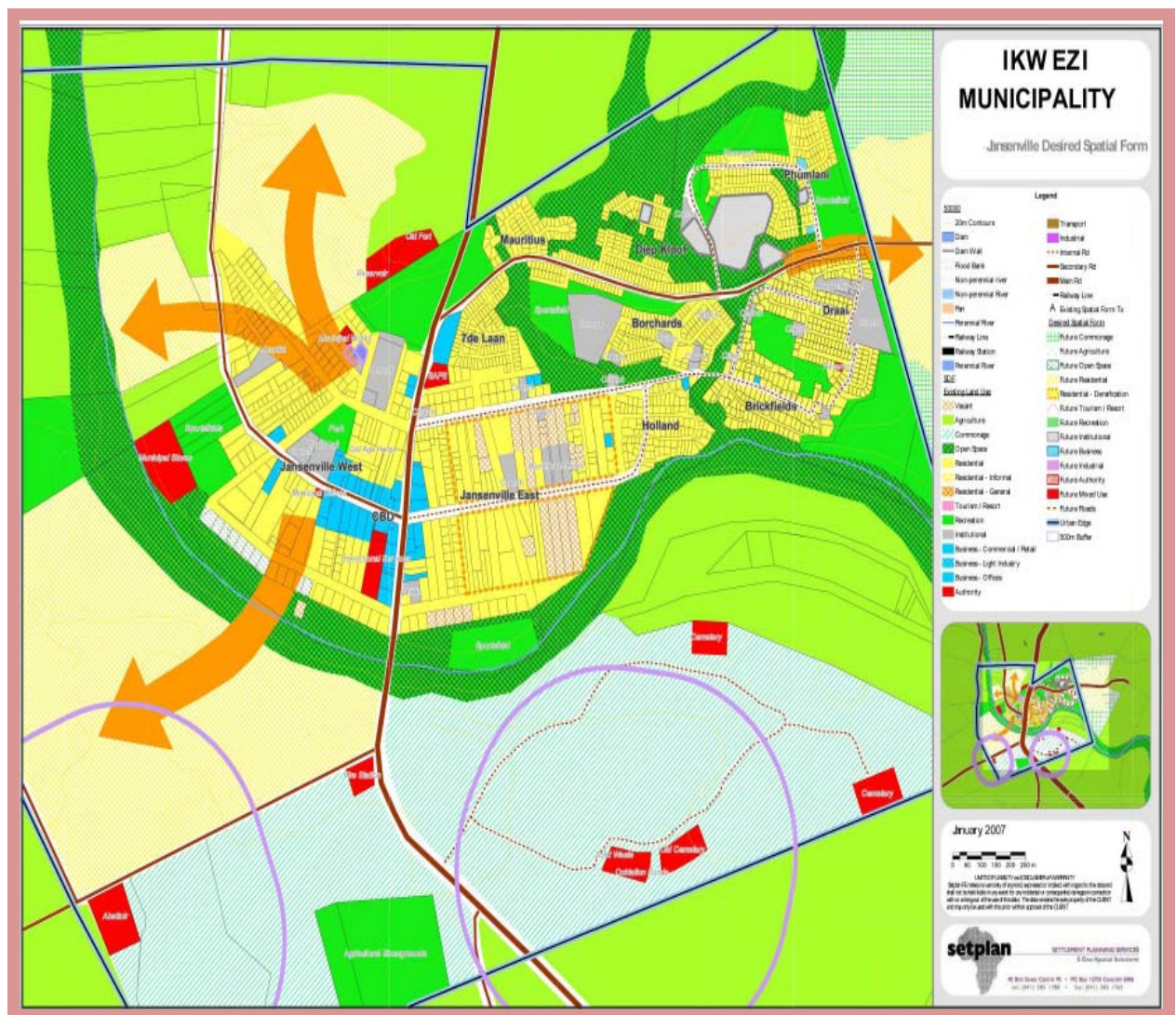
Guidelines pertaining to environmental aspects within the municipality are guided by the Subtropical Thicket Ecosystem Planning (STEP) initiative / project. The STEP Project encompasses the south-eastern Cape region, extending from the Kei River to Riversdale, referred to as the STEP domain. The project's aim was to assess the region's biodiversity in terms of the diversity of indigenous plants and animals and the processes that sustain them with special emphasis on the unique, indigenous vegetation type known as thicket. The assessment measured how much of this vegetation type has been destroyed or damaged by human activities and determined the degree to which biodiversity is endangered in different areas.

Based on assessment, development guidelines pertaining to environmental issues were compiled, the objectives of which were to :

- Ensure the persistence of biodiversity by developing a co-operative strategy for conserving corridors of land along major river valleys and the coast (the Mega Conservancy Network) which were identified as needing special safeguarding.
- Ensure the retention of biodiversity by categorizing those areas not contained within the Network into areas of conservation status with guidelines for appropriate land use.

Land surrounding Jansenville has by enlarge already been impacted by development. Land adjacent to the Sundays River has however been classified as “Critically Endangered” while the remainder has been classified as “Endangered”. As a result of this classification it is of the utmost importance that measures be implemented to conserve and where possible restore the natural habitat of these areas. Any development within these zones should be limited to already impacted areas and be subject to stringent environmental input and management.

1 1.4 Desired Spatial Form: Jansenville



MAP 1: Jansenville Desired Spatial Form

The desired spatial form for Jansenville is depicted by the table below and the relevant map overleaf.

INTERVENTION	DESCRIPTION OF DESIRED SPATIAL FORM
Urban Edge	<ul style="list-style-type: none"> • The urban edge has been defined in such a manner to limit urban sprawl and also ensure the densification of the existing urban nodes whilst still including all the uses to support the existing node as well as make provision for future expansion. As such the proposed fence encompasses the existing municipal commonage and all the authority uses contain on it to the south of the town.
Future Commonage / Agricultural	<ul style="list-style-type: none"> • The possibilities of extending the existing commonage onto the following properties which make up the Agricultural Research Station should be investigated: <ul style="list-style-type: none"> - Farm 110, Wolwefontein - Farm 110/2, Wolwefontein - Farm 149/1, De Brakke Rivier • In addition the possibility of integrating the abovementioned farm portions with the agricultural community project on Farm 147, Delports Rivier, should be investigated
Future Residential	<ul style="list-style-type: none"> • Four options have been identified to address the shortfall of 500 low cost housing units. <ul style="list-style-type: none"> - Municipal commonage land located to the south of Jansenville West and north of the Jansenville – Klipplaat access road. Servicing cost of the area is expected to be high due to fact that the site is located on the other side of the Sundays River. - Erven 396 and 636 owned by the state and located to the west of Jansenville. The extent of the Sundays River floodline must be obtained in order to determine the viability of the site - The area north of Jansenville West. The area is currently state owned and forms part of the Agricultural Research Station. The land adjacent to the town is however not being used for intensive agricultural purposes. - Farm 110 located east of Phumlani and Draai. This property forms part of the Agricultural Research Station. Extension onto this property for residential purposes should be regarded as a last resort option as it will result in increased sprawl of the town away from the CBD.
Residential *Densification	<ul style="list-style-type: none"> • The central portion of Jansenville East is "appropriate" by very low density residential development together with limited urban agricultural "appropriate and large portions of vacant land. An initiative should be launched to densify this area for both middle and low cost housing. This will provide a way to address the short term housing backlog. Programs to implement this proposal includes: <ul style="list-style-type: none"> - Lobby with private land owners for the release of land. - Investigate whether the cost saving in infrastructure provision will offset the resulting property cost.
Future Institutional / Social	<ul style="list-style-type: none"> • The vacant municipal land located in Mauritius and Phumlani should be allocated to the various institutional and social uses required by the municipality and the community.
Future Municipal	<ul style="list-style-type: none"> • No land is currently available for cemetery purposes closer to the existing suburbs. Sufficient space is available around the existing cemeteries for the expansion thereof. The possibility of incorporating a cemetery within the future residential expansion of 500 low cost housing units should be investigated.

2.2 Spatial aspects of Klipplaat

2.2.1 Existing spatial form

The spatial form of Klipplaat is dominated by railway lines, shunting yards and works. Together with the three secondary roads which provide access to PE via Baroe, Jansenville and Aberdeen the railway lines effectively divide the town into three distinct areas, namely:

- Klipplaat Town & Dan Sandi View to the north east.
- A central area (Klipplaat Central) which includes the Police Station, Hotel, a number of churches and the old town cemetery as well as approximately thirty residential units.
- Located to the south of the railway line to Willowmore is situated the suburbs of Princevale and Wongalethu.

In addition the town is bordered to the east and west by a drainage system which forms the primary component of the towns open space system and drains into the Heuningklip River flowing to the south of Klipplaat.

2.2.2 Vacant land and ownership patterns

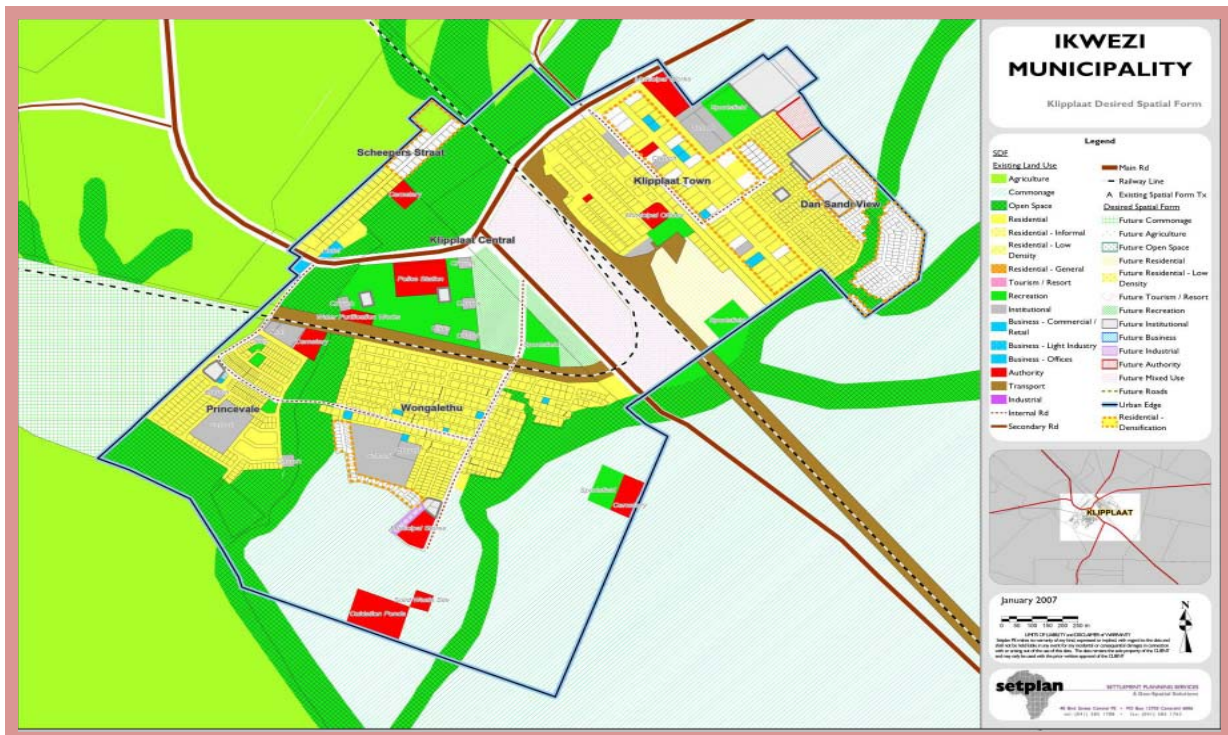
There are a large number of municipal properties within the suburbs of Dan Sandi View, Klipplaat Central, Wongalethu and Pricevale. The majority of these properties are however being used for low cost housing purposes and have not been transferred to the respective owners living on the properties. It is of the utmost importance that these properties be transferred as soon as possible in order to enable the municipality to charge the relevant property rates and taxes.

2.2.3 Environmental sensitivity

In terms of STEP the following applies:

- A buffer around Heuningklip River has been classified as “Process Area” which should be protected.
- In order to strengthen the vulnerability status of the land in an around Klipplaat the area has been classified as part of a “Conservancy Network”. Where possible measures should be implemented to conserve and restore the natural habitat within this zone.

2.2.4 Desired spatial form



MAP 2: Klipplaats Desired Spatial Form

The desired spatial form for Klipplaats is depicted by the table below and the relevant map overleaf.

INTERVENTION	DESCRIPTION OF DESIRED SPATIAL FORM
Urban Edge	<ul style="list-style-type: none"> The urban fence has been drawn in close proximity to the existing urban extent of Klipplaats. The reason for this being: <ul style="list-style-type: none"> The large amount of vacant properties within Klipplaats which leave ample space for future development. Decline of the urban residential environment within Klipplaats Town. As a result the focus in determining the Desired Spatial Form for Klipplaats is based on integration of the existing suburbs and the upgrading of declining residential environments
Future Commonage / Agricultural	<ul style="list-style-type: none"> Klipplaats is surrounded by approximately 1100ha of commonage land. In addition the municipality own 4000ha of farm land located adjacent (south) to the existing commonage. This is sufficient to address the current needs of the municipality and the Klipplaats community. Should an additional need be identified the land west of Princesvale, Farm Klipfontein 194/6 measuring 50ha, should be investigated. This land is current owned by Transnet.
Future Recreation	<ul style="list-style-type: none"> The vacant land north of Wongalethu and east of the police station is currently utilized as an informal sports field. Because of its central locality this area should be considered for a appropriate recreation facility to serve the whole of Klipplaats.
Future Residential	<ul style="list-style-type: none"> Large portions of vacant, public owned land exist in Klipplaats. The following options were identified: <ul style="list-style-type: none"> Utilize the available planned and surveyed vacant land in Dan Sandi View. Approximately 418 units can be accommodated within the area. Approximately 50 vacant land portions are located to the south of the school in

INTERVENTION	DESCRIPTION OF DESIRED SPATIAL FORM
	<p>Wongalethu.</p> <ul style="list-style-type: none"> - Additional low cost housing demand should be accommodated on Erf 526, Klipplaat Town, current owned by Transnet. • The above options will ensure that the resources currently available are utilized to their maximum. It will also serve to integrate the town.
Residential Densification	<ul style="list-style-type: none"> • The current decline of the residential component of the Klipplaat Town must be address via a densification and upgrading initiatives. These should include: <ul style="list-style-type: none"> - Prohibiting the unlawful demolition of houses - Engaging property owners to release land to the municipality
Future Institutional / Social	<ul style="list-style-type: none"> • The utilization of the following municipal owned land should be considered for future institutional / social uses: <ul style="list-style-type: none"> - Erven, 1151,1276, 1568, 1146 and 1575 Dan Sandi View - Erven 900, 901, 902, Wongalethu - Erf 263, Pricevale • It is proposed that appropriate erven from the above be selected for religious uses and alienated via a public tender process.
Future Industrial	<ul style="list-style-type: none"> • A demand for light industrial uses should be accommodated on the following municipal owned properties: Erven 906 – 911, Wongalethu
Future Authority	<ul style="list-style-type: none"> • The requirement for an additional cemetery can be accommodated adjacent to the school in Jansenville Town. In this regard it is important that the correct geo-technical, town planning and environmental processes be completed before a cemetery is proclaimed.
Mixed Land Use	<ul style="list-style-type: none"> • A mixed land use has been designated to the current railway station and shunting yard. The upgrading of this property (Erf 61) currently in the ownership of Transnet is a priority to achieve the integration and upgrading priorities of the SDF. Transnet should be approached by the Municipality to release non core portions of this land to the Municipality. A mixed land use is proposed for the area which should include the following components: <ul style="list-style-type: none"> - Community facilities - Light industrial & manufacturing uses - Recreation and tourism related activities

2.3 Spatial aspects of Waterford

2.3.1 Existing spatial form

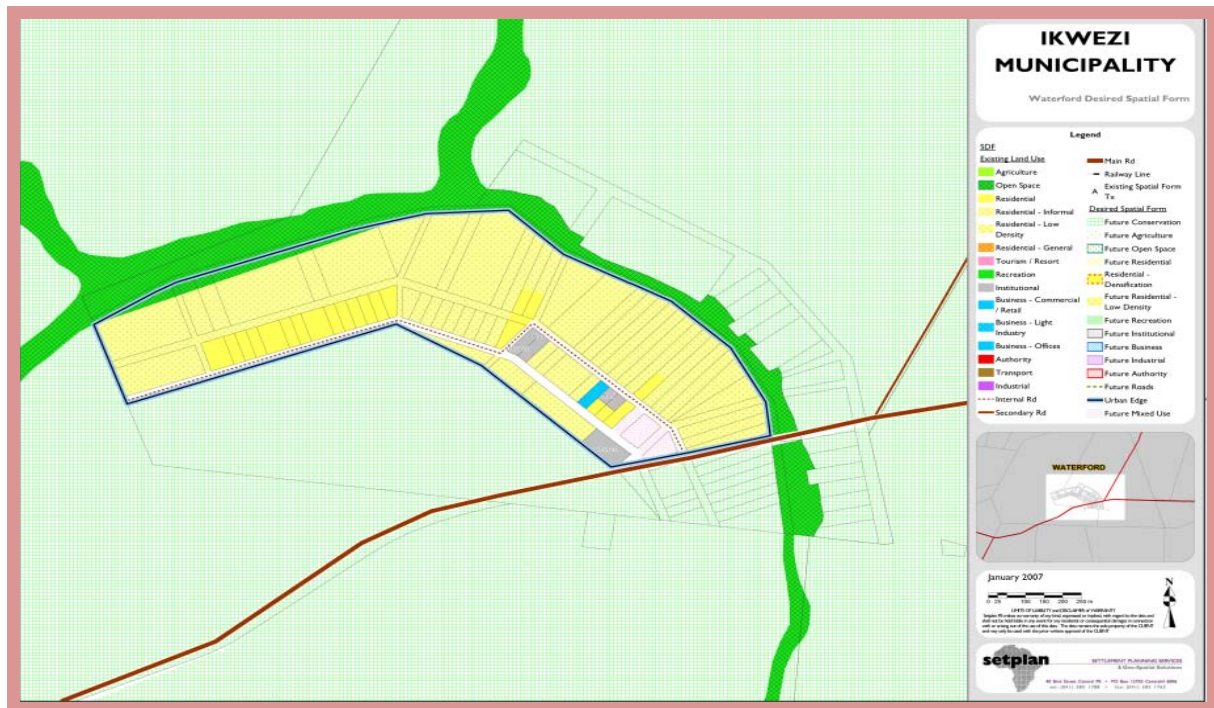
The existing spatial form of Waterford is dominated by the Sundays River which forms the northern boundary of the node and on which banks the various erven have been surveyed. The node is bordered in the south by the R400 which provides access to Darlington Dam. Access to the plots are provided from a single access road which feeds from the R400.

2.3.2 Environmental sensitivity

In terms of STEP the whole of the Waterford is located within an “Impacted Area” zone. In addition the area has been classified as “Critically Endangered”. Based on this classification all development within the node should adhere to stringent environmental assessment. In addition initiatives that conserve and restore the natural habitat within this zone should be supported. In addition the

Waterford node is included in the Planning Domain for the expanded Addo Elephant Park. SANparks is actively purchasing land in the vicinity of Waterford.

2.3.3 Desired spatial form



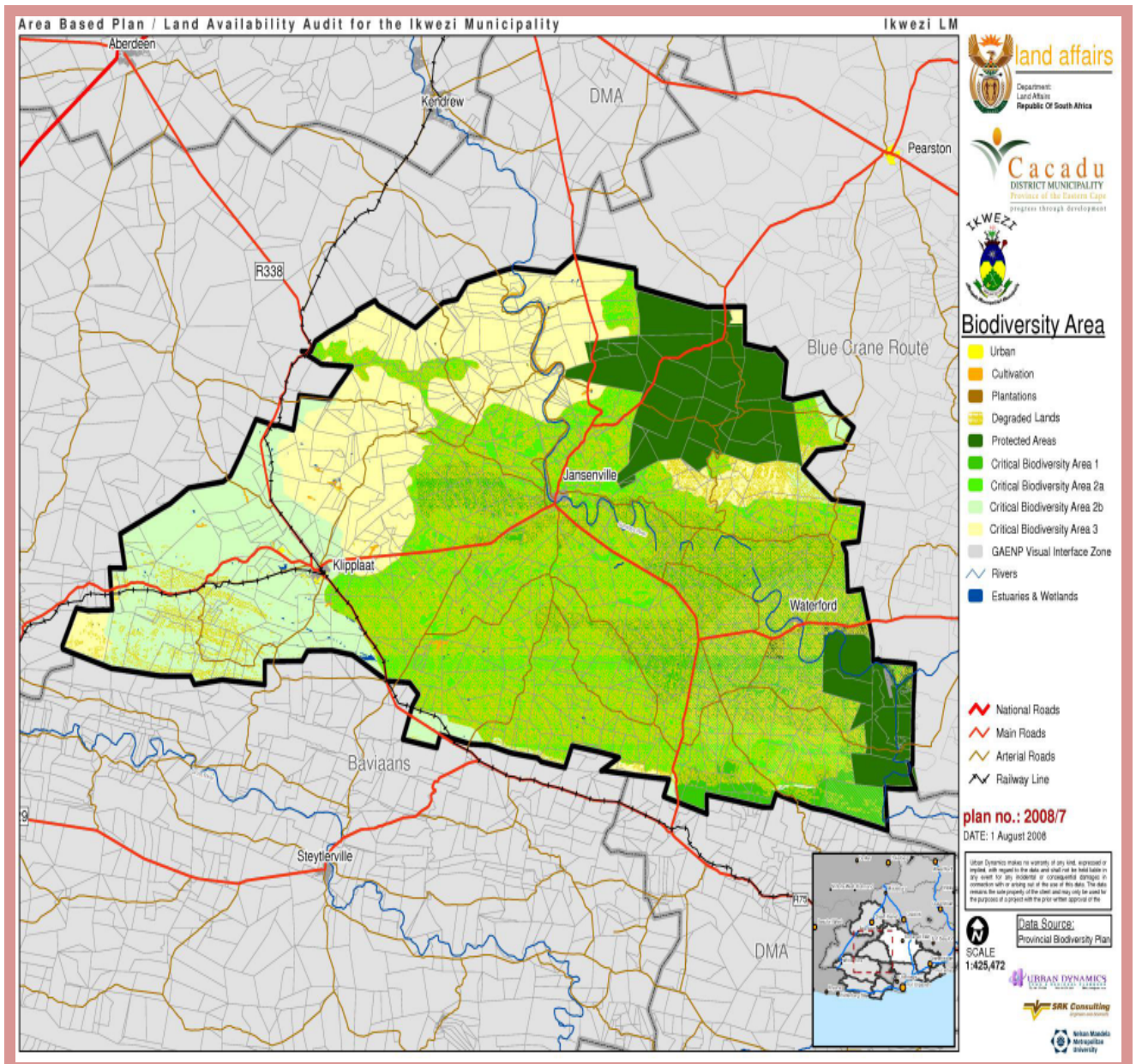
MAP 3 Waterford Desired Spatial Form

The desired spatial form for Waterford is depicted by the table below and the relevant map overleaf.

INTERVENTION	DESCRIPTION OF DESIRED SPATIAL FORM
Urban Edge	The urban edge for Waterford is aimed at containing development to the area south of the Sundays River and north of the R400. The intention of this demarcation being the ensure the appropriate densification of the node and to limit the impact on the surrounding conservation priorities.
Future Commonage / Agricultural	No future commonage area has been identified due to a lack of public owned land. In addition the size of the existing land parcels within Waterford negates the need for a commonage.
Future Conservation / Open Use	The land surrounding Waterford has been earmarked for conservation use to be incorporated into the Greater Addo Elephant National Park.
Future Residential	The vacant land contained within the proposed urban edge has been demarcated for low density residential development (rural residential use) with an agricultural or conservation bias.
Future Mixed Use	A mixed use area has been identified at the intersection of the internal access road and the R400. The purpose is to create a multifunctional area which can support the needs of the community and also the creation of opportunities through the establishment of businesses and tourism related activities to serve the Greater Addo Elephant National Park.

1 Biodiversity

Biodiversity conservation principles should be translated as management actions that seek to facilitate biodiversity conservation as the primary land management objective. In this respect, game farming is often undertaken whereby certain game species are introduced beyond their historical distribution range and have a negative impact on the ecology of an area. The application of such an approach is based on economic imperatives and biodiversity conservation is treated as a secondary or tertiary objective. Such an approach is inappropriate within the context of CBA 1 & 2 land. Within CBA 1 & 2 land, the primary land management objectives must be for biodiversity conservation. This approach should include the development and implementation of biodiversity management plans for such an area. Within the context of the economic drivers in Ikwezi these are valid considerations during land use planning. Associated guidelines for urban and agricultural development as documented in the ABP 2008 should be consulted.



MAP 4: Biodiversity

1 Comments with regard to SDF 2006 / 2007

With respect to the SDF for the Ikwezi LM, the following general observations are made by the ABP:

- The SDF generally adheres to the legislative requirements. The SDF has not been approved to date. (Incorrect information – was approved by council)
- The principle of a settlement hierarchy and levels of investment as adopted by the DM SDF and the ECSDF are acknowledged in the SDF.
- Principles of integration and sustainability are generally accepted although detailed proposals with respect to sustainability not included and lacking.
- Land identification for future expansion of urban areas based on demand and land identification is based on viability and not only existing land ownership.
- The principles of the District Housing and Settlement Plan not directly included in the SDF.
- SDF and IDP linkages are generally acceptable and SDF review required.
- SDF policies and principles not always implemented and ad-hoc decisions are made.
- General lack of Land Use Management guidelines and linkages of the SDF with the land use management system.
- The Ikwezi LM does not have the capacity and expertise to prepare the SDF in house and these processes are outsourced.
- General to poor co-ordination of SDF process on a provincial and district level.
- The Department of Local Government and Traditional Affairs has allocated an amount of R350 000 for the review of the SDF for 2011/12 financial year.

1 Guidelines for Land Use Management

As indicated in Section 26(e) of the Municipal Systems Act, the SDF is required to: “include the provisions of basic guidelines for a land use management system (LUMS) for the municipality”

5.1 Background and purpose of LUMS

The purpose of preparing a LUMS is to promote co-ordinated, harmonious and environmentally sustainable development. The formulation of a LUMS must be guided and informed by the strategic visions embodied in the relevant IDP and other broader planning frameworks.

As indicated in the White Paper on Spatial Planning and Land Use Management the term land use management includes the following activities:

- The regulation of land-use changes such as, for example, the rezoning of a property from residential to commercial use
- The regulation of ‘green fields’ land development, i.e. the development of previously undeveloped land;
- The regulation of the subdivision and consolidation of land parcels
- The regulation of the regularization and upgrading process of informal settlements, neglected city centres and other areas requiring such processes; and
- The facilitation of land development through the more active participation of the municipality in the land development process, especially through public-private partnerships

Ikwezi LM needs Land Use Management for:

- **Healthy living environments** by ensuring the right location of land uses that cause a nuisance,
- **Safety** by ensuring provision is made for fire fighting, parking, access, storm water drainage etc.
- **Conservation** of buildings, places or areas for future generations.
- **Order** by separating land uses that are not compatible.
- **Amenity** or creating pleasant living environments.
- **Convenience** for the location of people in relation to employment opportunities.
- **General welfare** of the whole community in providing for their needs.
- **Efficiency and economy** by making maximum use of scarce resources.
- **Participation** of people in the procedures of managing land.

5.2 Land Use Management Package

In accordance with the direction of national policy it is the intention of the Ikwezi Municipality to formulate a single integrated Land Use Management System (LUMS) applicable to the whole municipal area. As indicated in Figure 1 the Land Use Management System consists of:

i) The Spatial Development Framework

The Spatial Development Framework, which forms the focus of this document, is the first level of spatial planning in the package and is strategic and indicative in nature. This plan guides and informs all land development and land management in Ikwezi.

Sub-regional & Nodal Spatial Development Plans

These plans will form the next level of spatial planning and includes the compilation of Sub-regional Spatial Development Plans and detailed Nodal Spatial Development Plans. These plans will implement the strategies of the Spatial Development Framework and provide for detailed nodal and regional planning. Although these development plans will also be strategic in nature the practical proposals contained therein will facilitate implementation through Local Development Plans, the Planning Schemes/Mechanisms or specific investigative projects.

i) Local Policy Plans

These policy plans represent the third level of spatial planning and will formulate detailed implementation plans for specific areas of the nodes or for sectors of the nodal environment i.e. residential density, alternative tenure and housing structures etc.

ii) Planning Schemes/Mechanisms

The Planning Schemes are the statutory mechanisms whereby the use of land may be developed, managed and regulated. As such these regulations provide the tools which give effect to the spatial policies described in the Ikwezi SDF.

Currently the following Schemes are applicable in the Ikwezi Municipal Area:

1. Section 8 Scheme in terms of the Land Use Planning Ordinance 15 of 1985 applicable to all the smaller nodes and the rural area
2. Erstwhile Black Communities Development Act (Act 4 of 1984)

iii) Land Use Management Needs

The current land use management mechanisms in Ikwezi are unable to address the needs of the residents. The following shortcomings have been identified:

- The lack of adequately trained staff
- Ineffective zoning records, specifically for the former Western District Council Area
- The public does not have easy access to information
- No zoning map is available for Klipplaat
- Different zoning schemes apply in different areas
- No strategic plan and local plans to promote and guide development
- Current land use trends eg. Densification are not addressed holistically

1 Spatial planning and Development Projects

The following table represent a list of projects as suggested within the SDF to support the spatial planning, settlement development and land use management systems. Column one indicates which a=of these projects are already reflected in the IDP project register.

IDP	Project title	Description / Actions	Est. Cost R'000	Agents	Area	08/09 R'000	09/10 R'000	2011/2012 R'000
IDP	Detailed Spatial Plan for	The focus of the DSP should	50	DLG &	JANS &		50	350

IDP	Project title	Description / Actions	Est. Cost R'000	Agents	Area	08/09 R'000	09/10 R'000	2011/2012 R'000
	Jansenville	be to address the fragmented and very low density character of Jansenville East. The outcome should be a policy providing guidelines for the systematic orderly densification of this area. The focus of the Klipplaat DSP must be guidelines and proposals which address the lack of spatial integration of Klipplaat Town. Proposals must include strategies to address the ongoing demolition of houses in the area as well as development proposals for the proposed mixed land use area identified in the SDF		TA	Klipplaat			000
	Strategic Environmental Assessment (SEA)	Determine environmental sensitivity of the entire municipal area	350	DEAT / DBSA	IKW	150		
	Environmental Management Plan	Protection of the natural resources and biodiversity of the municipal area. This will inform the future development potential of land and future land uses within the municipality.	350	DEAT / DBSA	IKW	350		
IDP	Agricultural Development Plan	Provide guidelines with regard to the agricultural potential of land within the municipality including a comprehensive plan for key agricultural enterprises. Project applicable to the whole Cacadu region	2 700	CDM / DBSA	CDM			
Settlement Planning								
	Alienation of institutional land	Allocate institutional uses to vacant, municipal owned, institutional land and alienate on public tender		lkw-Mun	JANS			
	Extension of Jansenville Commonage	Lobby with Dept of Agriculture and Dept of Public Works for the release of Farm 110, Wolwefontein (Agricultural Research Station) for commonage and Abakwetha purposes		D-Agri D-Works	JANS			
	Alienation of institutional land	Allocate institutional uses to vacant, municipal owned, institutional land and alienate on public tender		lkw-Mun				
IDP	Strengthen the Waterford rural node	Engage with SANpark regarding future expansion proposals and the role of Waterford therein Lobby for the establishment		lkw-Mun				

IDP	Project title	Description / Actions	Est. Cost R'000	Agents	Area	08/09 R'000	09/10 R'000	2011/2012 R'000
		of tourism related industries at Waterford						
Land Use Management Programme								
	Project title	Description / Actions	Est. Cost R'000	Agents	Area	08/09 R'000	09/10 R'000	2010/2011 R'000
	Land Use Management System: Integrated zoning regulations	Convert the remaining Act 4 areas to Act 113 areas to enable freehold title	50	DHLG & TA DBSA	JANS / KLIP		50	
	Klipplaat Zoning Map	Submit funding application for the compilation of a zoning map for Klipplaat	50	DHLG& TA	Klipplaat			
IDP	Heritage Resources Register	To ensure the protection of heritage resources, to ensure legal compliance, for environmental management purposes and informed decision making.	200	DACC	IKW		200	
	Densification and subdivision policy for the entire municipal area: urban and rural.	To assist the Municipality in decision making regarding subdivision of land and densification of land uses, inside and outside the urban edge.	50	DHLG & TA	IKW		50	

1 Land Ownership

The Ikwezi LM owns 516ha urban land and 5748 ha rural area, while 194ha urban land and 14665 ha rural land is owned by the State.

Local Municipality	Other		LM Land		CDM Land		State Land		Private	
	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)
Ikwezi	7	66	1285	516	0	0	61	194	2174	4411
DM Total	211	451.9	11092	20037.7	65	17.8	4072	2566.6	95584	71265.2

Table 16: Urban Land Ownership (Source : Deeds Office – March 2008)

Local Municipality	Other		LM Land		CDM Land		State Land		Private	
	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)	Parcels	Area (Ha)
Ikwezi	20	129	10	5748	0	0	27	14665	780	404057
DM Total	693	4530.23	226	23533.55	52	2334.53	895	312122.53	15293	5261106.86

Table 17: Rural Land Ownership [Source : Deeds Office – March 2008]

7.1 Status of Land Reform Programmes

It is noted from the existing land reform process in the Ikwezi LM that approximately 72 beneficiaries were supported on an area of approximately 4310 ha. This represents 5.12% of land reform done between 1995 and 2008 in the Cacadu District at an average land price of R471 per ha.

District Municipality	Grants/Beneficiaries	Land Price in R	Total Project Cost in R	Total Exp to date in R	Grant Approved in R	Ha	% Ha of total	% Grant Approved per Municipality	Average Grant approved / beneficiary in R	Average Land Price per ha in R
Ikwezi	72	2,030,000	1,950,000	2,041,817	2,061,000	4,310	5.12	1.34	28,625	471
Cacadu Total	8,853	373,129,684	252,064,950	130,636,078	153,767,909	84,2	100.00	100.00	17,369	4,431

Table 18: Status of Land Reform Programme (Source : DLA CAPEX July 2008)

Local Municipality	Urban		Rural		Total	
	Claims	Area (Ha)	Claims	Area (Ha)	Claims	Area (Ha)
Ikwezi	19	1243.28	5	6118.62	24	7361.90
DM TOTAL	<i>371</i>	<i>1726.58138</i>	<i>135</i>	<i>58199.25</i>	<i>506</i>	<i>59925.79</i>

Table 19: Restitution Status (Source : DLA & Land Claims Commissioner 2007)

With respect to the Ikwezi LM, it is noted that 73 162 ha are excluded from the land restitution process, leaving 107 335 ha still to be redistributed within the Municipal area. Redistribution to date accounts for 4.02% of the 30% target, this is slightly higher than the District average of 6.31%. The tables indicate redistribution on a District Level for each of the Municipalities. It should be noted that although the redistribution targets are calculated for each LM. These should be implemented on a district wide basis.

Local Municipality	State Owned Land (Rural) Including National Parks	Municipal Owned Land (Rural)	Para-statal Owned Land (Rural)	Conservancies	Game Farms	Urban Land	Restitution Land (Rural)	Total Exclusions
Ikwezi	14665	5748	129	41309	0	5189	6118.62	73162.03
District Managed Area	33491	92	429	41539	35813	1957	4001.58	117324.99

Table 20: Redistribution Exclusions

Local Municipality	Land Area	Total Exclusions	Remaining Land Available (White Owned)	30% Target	Land Redistribution 1994-2008	Remaining Target	%Achieved
Ikwezi	445313	73162	372151	111645	4310	107335	4.02%
District Managed Area	1328029	117324	1210704	363211	0	363211	0.00%
Totals	5824329.81	1099341.92	4724987.89	1417496.37	84105.56	1333390.81	6.31%

Table 21: Redistribution Status and Targets

The above should be contextualized within the given District Land reform targets and achievements towards the national target of 30% target for 2014:

- 1.3 million hectares still to be redistributed in 6 years
- Average of 220 000 ha per year to be redistributed

- R165.44 million spend on land reform in the Cacadu District between 1995 and 2007
- 84 000ha redistributed in the last 12 years at an average of 7 000ha per year

Based on the above the District Land Reform Programme recommended the following:

“ The recommendation to adopt an amended and revised reform target is based on the performance to date and sheer volume of hectares and associated capital requirements. Given the impact of meeting the 2014 target, it is unrealistic to assume and accept an annual budget of 2 billion with total expenditure of 14 billion over a 7 year period, within an environment of limited capacity and limited or no agriculture support structure to accommodate 25000 beneficiaries on an annual basis into the agricultural sector. By extending the target to 2025, it will result in a realistic and achievable scenario of agricultural reform and assisting beneficiaries in a sustainable manner.

Based on the 2025 target, realist capacity building and support structure capacitation can be strategically improved on an incremental basis to meet the target over a 17 year period and at the same time provide a sustainable after target support base. Implementation of the revised target should be revised on an annual basis with realistic budget allocations and capacity support. The key anchor projects identified as part of the ABP are focusing on building the support base and ensuring a 22% per annum budget increase over the extended 17 year period. It is further believed that the impact on agricultural production and regional land prices would be minimized through a more realistic extended timeframe, at the same time maintaining the 30% land reform target. The ABP projects and proposals are based on the revised target as outlined.” (Ikwezi ABP – 2008)

Institutional issues that should be considered with regard to land reform matters are:

- Land reform is not seen as a LM responsibility and therefore not actively part of the Integrated Development Planning process as a possible sector plan component.
- Lack of personnel and resources on LM Level to deal with application support, project identification and possible project implementation partnerships.
- Although the need and demand for land reform are identified on LM Level, these responsibilities are referred to the District Land Reform Office and are not dealt with sufficiently on a LM Level.
- Implementation and formulation of the ABP is a relatively new concept and a strong capacitation and information campaign should be initiated to entrench the ABP concept and the role that the Ikwezi LM can play in assisting the District Land Reform Office.

With regard to future adjustments to the Ikwezi SDF, ABP and the IDP the following CDM objectives and strategies should be considered during the next IDP Review cycle.

OBJECTIVES	STRATEGIES
Objective 1 : Sustainable Transfer of land to Previously Disadvantaged Communities	Consider the financial feasibility and sustainability of the project
	Assess need
	Ensure alignment of proper support systems
	Consider the socio economic impact
Objective 2 : Co-ordination between Role Players and Stakeholders	Identify all the stakeholders in the process
	Identify stakeholder roles and responsibilities
	Dedicate persons to oversee the co-ordination between the different state organs
Objective 3 : Scientific Methodology to Inform Land Purchase Decisions	Develop and refine a model that informs land purchase decisions

	Develop methodology to align beneficiaries to sustainable land reform projects
Objective 4 : Develop Support Structures	Build capacity amongst officials to deal effectively with the demands of the land reform process
	Create support structures for beneficiaries before land is transferred
Objective 5 : Expand Agricultural Base	Identify unproductive land with medium to high potential
	Consolidation of land to create viable units
	Identify unproductive land that needs capital support
	Identify potential irrigation schemes
Objective 6 : Development and Training of beneficiaries and creating capacity amongst Government Officials	Implement beneficiary training programmes
	Ensure skills development for all beneficiaries
	Ensure enhanced and accelerated capacity building of government officials
Objective 7 : Focus on economic development and job creation	Prioritize projects with socio-economic spin-offs
	Prioritise projects with high job creation potential
Objective 8 : Protection of natural resources	Consider sensitive biodiversity areas
	Assess environmental impact of land reform
	Encourage farming practices with low environmental impact
	Prioritise protection against erosion

Chapter Three: Institutional Analysis

1 Performance in terms of IDP 2010/11

In 2010/11 planning cycle the municipality has at least moved towards the right direction in terms of IDP/Budget alignment, this is evident through a number of projects as contained in the project register 11/12 that were budgeted for and those that were not budgeted for an estimated cost has been provided.

Some of the achievements include:

Rural Economic Development	<ul style="list-style-type: none"> • The acquisition of 5 farms in partnership with Department of Land Affairs • Training of emerging farmers has taken place as one of the elements of the goat and mohair initiative. Five Mohair students were trained for a period of three years and graduated in September 2010. Uitkoms farm was bought for them to farm commercially by the Department of Rural Development and Land Reform. A new group has commenced in September 2010. • The Finalization of an LED plan and a Tourism sector plan • Establishment of Ikwezi Local Tourism Organisation • Draft SMME Strategy • Hosting of International Mohair Summit and Festival in November 2010 and was a huge success.
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	<ul style="list-style-type: none"> • Solar Technology Farm a service provider has been appointed (SASSA) and currently an application for license to generate electricity has been submitted to ESKOM. • One Stop Shop- funding of R2m has been received from DEDEA. • Ostrich Project was launched and currently fully operational. • Installation of Lower Pressure Solar Heaters. • Cultural village- in planning phase • Revitalisation of Rail – in planning phase • Renovation of Historical places (Fort)
Infrastructure Development	<ul style="list-style-type: none"> • Completion of a CIP • Completion of a bucket eradication programme • Connection of two schools to sewer main line • Closer cooperation and MOU's with DWA and the Karoo cluster to address the poor quality and quantity of bulk water supply • Investigation and launching of alternative service delivery models through technology • Klipplaat: Upgrade of Water Supply – completed • Jansenville : Wastewater Treatment Works Phase 2- Project completed • Installation of High Mast Lights in Jansenville – completed • Roads and Storm Water Drainage in Jansenville & Klipplaat – under implementation. • Water Treatment Plant in Jansenville – planning stage. • Establishment of cemetery in Jansenville - under implementation • Installation of High Mast lights in Klipplaat – planning stage • Waste Water Treatment Plant in Klipplaat – pre-planning phase. • Refurbishment and fencing of Klipfontein Dam – planning stage • Water reticulation – planning stage. • Water reticulation – planning stage • Connection of septic tanks in Jansenville and Klipplaat. • Expanded Public Works Programme (EPWP) - implementation • Installation of Water Meters in Jansenville and Klipplaat – planning stage • Bulk Water Supply in Waterford at planning stage
Human Development	<ul style="list-style-type: none"> • Ikwezi / Cacadu Goat and Mohair initiative in partnership Mohair South Africa, Ikwezi have trained five students in farming over a period of three years. The students graduated in September 2010. • Sakhi'sizwe Programme by the DoRT, approximately one hundred and fifty people were trained in small scale construction • EPWP by DoRT, fifty four learners were trained in various construction disciplines in order to be emerging contractors in their own right • 46 Learners are trained in New Venture Creation by East Cape Midlands College in partnership with OTP.
Institutional Development	<ol style="list-style-type: none"> 1. Skills Audit was done and a skills policy in place 2. Training on PMS was conducted. 3. Draft HR Plan is in place 4. Complete organisational structure that reflects staff compliment, filled and vacant posts is in place

1.1 Response on issues raised by the MEC on final 2010 of the IDP:

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who the Mu
2. Service Delivery and Infrastructure Planning				
2.1: General Questions				
a) Is there indication of own revenue usage for infrastructure?	B1/B2/B3/B4	N	Document is silent on revenue usage for infrastructure	
<ul style="list-style-type: none"> ▪ Do the IDP reflect knowledge, implementation, strategies and target programmes w.r.t. <ul style="list-style-type: none"> a) Backlogs b) Basic services provision c) Free basic water d) Higher levels of service requirements e) Associated services eg. Schools and clinics f) Water for growth and development. 	WSA	No		DWA, C Dept Settleme DPLG&T
<ul style="list-style-type: none"> ▪ Did the IDP integrate other sector programme's water requirements and specially address the impact on water planning. <ul style="list-style-type: none"> a) Housing b) Agriculture c) Mining d) Tourism e) Public Works programmes 	WSA	No	The integration of the total water requirement w.r.t only housing is included in the IDP.	DWA p DM
- Is there a plan and budget for Operations and Maintenance for Water services and infrastructure?	WSA	No		DWA p DM
- Is the water services programme financially viable w.r.t. Cost recovery, Metering and billing with an associated budget that is ring fenced?	WSA	No		DWA p DM
<ul style="list-style-type: none"> ▪ Does the IDP address water resources development w.r.t. demand management, water balance issues and ecological reserve? 	WSA	No		DWA p DM

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who the Mu
<ul style="list-style-type: none"> Are there specific references to the status of all contracting and licensing issues? 	WSA	No	The WSA is the WSP.	DWA p DM
<ul style="list-style-type: none"> Is there a plan to manage untreated effluent? Has this Municipality determined the need / extent for basic services, (a) free basic and (b) higher level service? 	WSA	No	WSA has only included sanitation projects within their three year plan.	DWA p DM
<ul style="list-style-type: none"> Is the sanitation service financially viable and is there a budget that is ring fenced? 	WSA	No	The WSA is the WSP.	DWA p DM
<ul style="list-style-type: none"> Is the licencing/contractual arrangement i.t.o of (a) WSA, (b) WSP, (c) WWTW working? 	WSA	No	The Municipality has no O&M plan and there are plans to address the improvement thereof..	DWA p DM
2.4 Human Settlements Housing (Human Settlements)				
<ul style="list-style-type: none"> Is the municipality able to address the housing demand challenges highlighted while taking into account the growth trends such as population, economy, etc? 	B1/B2/B3/B4	N	The document is minimal on housing. The Municipality should update their sector plan and reflect it on their IDP	Human S
<ul style="list-style-type: none"> Has the municipality indicated an ongoing process for identification of suitable land for housing development? 	B1/B2/B3/B4	N	There is an indication for identifying land for housing. However it is silent on doing it on an ongoing process.	
<ul style="list-style-type: none"> Has the municipality indicated the nature of service levels on these land parcels through CIP? 	B1/B2/B3/B4	N	The Document is silent on CIP	COGTA Planning Settleme
<ul style="list-style-type: none"> Does the IDP Informal Settlements section align to the Migration Plan of the municipality? 	B1/B2/B3/B4	N	The document is silent on informal settlements and migration. The Municipality should refer to housing sector plan.	Human S
<ul style="list-style-type: none"> Has the municipality identified current and planned housing projects that are ready for implementation? 	B1/B2/B3/B4	N	There is an indication of current and approved projects, but these projects should be up-dated The Municipality should verify the projects and determine their state of readiness.	Human S
<ul style="list-style-type: none"> Has budgetary provision being made for planned housing projects? 	B1/B2/B3/B4	N	Projects are only indicated and there is no reflection of budget projections	

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who the Mu
2.5 Roads, Transport and Storm Water				
<ul style="list-style-type: none"> ▪ What's the relevant question in terms of storm water? 	B1/B2/B3/B4	No		
2.6. Waste Management Services				
<ul style="list-style-type: none"> ▪ Is the Municipality operating a licensed landfill site? 	B1/B2/B3/B4	N	Not permitted	
<ul style="list-style-type: none"> ▪ Does the Municipality have a Trade Effluent Policy? 	B1/B2/B3/B4	N/A		
<ul style="list-style-type: none"> - Is there evidence of implementation of sustainable environmental practices for recycling, is this service financially viable and is there a budget for Operations and maintenance ring fenced? 	B1/B2/B3/B4	N	No	Advised DEAT ar
2.7 Environment: Air Quality Management				
<ul style="list-style-type: none"> ▪ Is the IDP supported by an Air Quality Management Plan? 	B1/B2/B3/B4	N	<p>In terms of AQA all municipalities need to have AQMP and build capacity to ensure that the air quality within the municipality remains good and does not deteriorate.</p> <p>Recommend that the municipality continue to participate fully within the Provincial – Municipalities Air Quality Officer Forum so as to ensure that they get capacitated on air quality issues.</p> <p>Also DEAT (Bisho District) is encouraged to look into facilitating the in-house development of the AQMP as the air quality issues around this area are not as complex.</p>	DEAET DEA Managem sub direc
2.8 Energy				

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who the Mu
<ul style="list-style-type: none"> Has this Municipality determined the need / extent for basic services,(a)free basic and (b) higher level service? 	RED ONLY	N	Its not indicated in the IDP document.	
2.9. Public amenities and community facilities				
<ul style="list-style-type: none"> Is there a budget ring fenced for operations and maintenance and new capital projects? 	B1/B2/B3/B4	No	The municipality relies on MIG funding for capital needs	Cacadu and National
<ul style="list-style-type: none"> Is the MUTAS incorporated/ attached in the IDP? 		No	MUTAS not attached or incorporated	DLGTA
<ul style="list-style-type: none"> Is there a budget expressed in MUTAS? 		No	MUTAS not attached or incorporated	DLGTA
3. Financial Planning and Budgets				
The Financial Plan				
<p>Compliance</p> <p>3.1 Is there a financial plan which includes a budget projection for at least the next three years in line with section 26(h) of MSA? Other Treasury Requirements??</p>	ALL	Yes	The Financial Plan including budget forms part of the SDBIP.	CFO
<p>3.2 What key financial policies does the municipality have/lack and should consider?</p>	ALL	NO	All key Policies should be reflected.	CFO/Co service
<p>3.3 In view of the global economic crisis, are there alternative mechanisms being sought to finance investment in infrastructure? (Optional)</p>	ALL	No	The municipality must Include alternative mechanisms to finance investment in infrastructure.	MUNICIP

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who the Mu
Expenditure 3.4 How much of the Municipality's last capital budget was actually spent (as a percentage)	ALL	No	The information is not supplied. CFO must disclose all the Information	CFO to DLGTA
3.5 What the extent is of own revenue and grant usage for infrastructure investment?	ALL	No	The municipality should reflect the extent is of own revenue and grant usage for infrastructure investment.	CFO
3.6 From the questions above, is the 10/11 IDP able to be implemented? (Consider in the context of capacity, external parties etc.)	ALL	No	The municipality should reflect the strategy to implement on the IDP	MM and
3.7 What are some of the major observations that can be made in relation to operating and capital expenditure analysis for 2009/10?	ALL	No	The information on 2009/10 not should be reflected on the IDP.	CFO
3.10 Is there a reflection of Provincial and National allocations in the IDP? Do DMs reflect their LM's budgets and do LM's reflect their DM's budgets?	ALL	No	The information should be reflected. Schedules are of very poor quality.	
General 3.13 What observations can be made in relation to own revenue generation and debt collection analysis?	ALL	No	Should be reflected.	Municipa
4. LED				
<ul style="list-style-type: none"> ▪ Can be considered for all municipalities but for 2010, the LED plan must be analyzed to a larger <ul style="list-style-type: none"> ▪ This strategy will also be important in municipalities rated C1 				
4.7. Is there stakeholder and community involvement on LED activities?	ALL	No	In the process of establishing the LED forum	DLGTA CDM Khanya Thina Si
4.10. Does the municipality have a business retention, expansion and attraction strategies in their plans/strategies?	ALL	Yes	Page 190 – Mention made to promote human resource development and support business processes for new businesses There is a need for a clear integrated for development and expansion of business	DEAET DLGTA

Evidential Criteria / KPIs	Applicable to	Y/N	Comments and Improvement Measure	Who the Mu
5. Good Governance: Public Participation, labour, IGR e				
5.7 Were the recommendations of the previous years IDP assessments taken into account?	ALL	NO	PREVIOUS COMMENTS MUST FILTER IN THE IDP DOCUMENT	DPLG&T
5.12 • Is there a unit responsible for gender matters within the municipality?	B1/B2/B3	Yes NO	Revised Organogram attached to the IDP with filled and vacant positions.	
5.13 Is gender equity promoted for access to economic opportunity?	ALL	NO	PROJECTS DONT REFLECT PROCUREMENT PREFERENCES/ NOT A REQUIREMENT ON THE GUIDELINES	
6.10 Is there evidence of efforts aimed at Inter-municipal planning	ALL	NO	INITIATIONS IN PLACE WITH OTHER MUNICIPALITIES	
6.11 Are there measures put in place to address issues raised by the MEC?	ALL	NO	MUST REFLECT ON THE PREVIOUS COMMENTS	
6.11 Disaster management and fire services		NO	DEPEND ON THE DISTRICT SERVICES BUT HAVE A SATELITE OFFICE	
6. Institutional Arrangements				
6.1 Is there a HR Strategy that responds to the long-term development plans of the municipality as reflected in the IDP?	ALL	N	There is no HR strategy.	DLGTA
6.2 Is there an approved organisational organogram that is aligned to the core business of the municipality? 1. Is the structure affordable and sustainable? • Are the Vacancies funded or unfunded? • Are there Plans with deadlines to fill the vacancies?	ALL	N	There is no approved Organogram but only a summary of the organogram on P. 66. The addendum of the organogram is on P. 229 – 230. There is no reflection of funded or unfunded vacancies. There is no reflection of deadlines to fill vacancies	None
6.11 Are there measures put in place to address issues raised by the MEC?	ALL	Y	P. 149 – 152 & 227	

Appendix A: Processes supporting the crafting of a minimum requirement IDP:

- **The conduct of intergovernmental relations**

The IGRF Act requires that there are provincial and district intergovernmental forums to promote and facilitate IGR between provinces and local government and district and local municipalities.

The Forums must provide the enabling platform for liaison and decision-making for effective intergovernmental planning.

- **Cooperative governance**

The MSA (s3) defines how local government must develop cooperative approaches to governing, resource sharing and solving of disputes within the context of IGR. It is important there is a commitment to these principles in implementing the IDP.

- **The role of sector departments**

The role of sector departments in local delivery must be clearly articulated. This input should come from both national and provincial sector departments. It must reflect awareness by sectors of the strategic focus of the IDP, and the steps taken to support the meeting of targets, or the plan to do so in future.

4. Institutional

Local Government Turn Around Strategy and Municipal Action Plans (MAPs) should be incorporated into the IDP project plans. Izimbizo issues should have been addressed, as well as issues identified in the 2005 IDP Hearings Reports.

- **Processes, tools and mechanisms**

Successful implementation of the IDP relies upon effective IGR, procurement and production processes to deliver projects within timeframes that are sustainable and regionally integrated. Local Intersectoral Steering Committee (LISSC) consisting of all sector departments, NGOs, CBOs, State Owned Enterprises and private sector has been revived and is fully operational.

1 Powers and Functions

Section 156 of the Constitution provides that a municipality has the executive authority and the right to administer the local government matters listed in Parts B of Schedules 4 and 5.

Functions	LM Function	Understand function	Performing function 2008	Budget available	Staffing available Vacant ()
Air pollution	Yes	No	No	0	0
Beaches and amusement facilities	Yes	No	No	0	0
Billboards and the display of advertisements in public places	Yes	Yes	Yes	Yes	3
Building regulations	Yes	Yes	Yes	Yes	1
Cemeteries, funeral parlours and crematoria	Yes	Yes	Yes	Yes	1 (1)
Child care facilities	Yes	No	No	0	0
Cleansing	Yes	Yes	Yes	Yes	43 (7)
Community Halls	Yes	Yes	Yes	Yes	1
Control of public nuisance	Yes	Yes	Yes	Yes	2
Control of undertakings that sell liquor to the public	Yes	Yes	Yes	Yes	1
Electricity reticulation	Yes	Yes	Yes	Yes	4
Facilities for the accommodation, care and burial of animals	Yes	No	No	0	0
Fencing and fences	Yes	No	No	0	0
Fire Fighting	Yes	Yes	Yes	Yes	1
Health	Yes	Yes	Yes	SLA Province -	3
Libraries	Yes	Yes	Yes	Yes	1
Licensing and control of undertakings that sell food to the public	Yes	No	No	0	0
Licensing of dogs	Yes	No	No	0	0
Local amenities	Yes	Yes	Yes	Yes	10 (6)
Local sport facilities	Yes	Yes	Yes	Yes	5 (1)
Local tourism	Yes	Yes	Yes	0	1
Markets	Yes	No	No	0	0
Municipal abattoirs	Yes	Yes	Yes	Yes	1
Municipal Airports	Yes	No	No	0	0
Municipal Planning / IDP	Yes	Yes	Yes	Yes	1
Municipal Health	No	Yes	No	0	0
Municipal Roads	Yes	Yes	Yes	Yes	7 (6)
Parks and Recreation	Yes	Yes	Yes	Yes	2
Pounds	Yes	No	No	No	0
Public Transport	Yes	No	No	0	SLA 2007

Functions	LM Function	Understand function	Performing function 2008	Budget available	Staffing available Vacant ()
Refuse removal and solid waste Management	Yes	Yes	Yes	Yes	50 (6)
Sanitation	Yes	Yes	Yes	Yes	10 (4)
Storm water	Yes	Yes	Yes	Yes	38
Street Lighting	Yes	Yes	Yes	Yes	10 (2)
Street Trading	Yes	Yes	Yes	Yes	1
Trading Regulations	Yes	Yes	Yes	0	1
Traffic and parking	Yes	Yes	Yes	Yes	0
Water (potable)	Yes	Yes	Yes	Yes	14

Table 22: Assessment of Powers and Functions (Source: *Capacity Assessment Report 2006/2007 for CDM – Municipal Demarcation board*)

1 Institutional Assessment

Ikwezi is listed as an urgent priority for institutional support within the Cacadu IDP 2008 review. In terms of the Cacadu District Municipality's (CDM) IDP, Ikwezi has been identified as one of three municipalities within the District to primarily benefit from their capacity building strategy. The draft capacity building strategy, as developed by the CDM, was informed by numerous assessment exercises in conjunction with a consultation process with the Ikwezi local municipality through the CDM's outreach programme conducted in July 2006. These projects have been incorporated in the project register (Institutional Development and OD). It is noted that many of these projects do not have committed funding from Cacadu.

Due to human and/or financial constraints, Ikwezi Municipality is not always in a position to produce the multitude of sector plans as stipulated by legislation guiding the IDP process. In addition, the Ikwezi Local Municipality's relationship with the Cacadu District Municipality dictates that it may not always be necessary to produce a specific sector plan. For example a District wide Integrated Transport Plan (ITP) has been formulated by the CDM. The CDM ITP details proposed interventions at a local level thereby rendering the need for a local level ITP irrelevant. The available integrated Transport Plan is dated 2005 – although CDM engaged in a review process the result has not been adopted by the District Municipality.

Institutional Issue	Progress report as reflected in CDM – IDP 2010	AG Report –June 2010
Establishment	70	
Vacancies Organizational Structure	38%	No findings
Filled Positions	62%	
Salary % of Total Budget	47%	
Free Basic Services (6k/ water, 50 KW Electricity)	√	Some indigents applications were not provided for inspection
By-laws	√	
Internal Audit	√	Internal functions were not substantially fulfilled (28) Performance measurements were not audited on a continuous basis(35)
Audit Committees	√	No audit committee charter Members did not declare their interests
Revenue Collection	46%	No policy for write offs
AFS	√	AFS were subjected to material amendments during the audit
Budget	√	Capital budget was significantly underspent
Audit Report	2009/10 :	
Audit 09/10	√	
MFMA Implementation (Compliance Cost)	No Committee	Annual report not to provincial legislature within 7 days of adoption. (22)
GAMAP / GRAP Compliance	Yes	Internal control issues(12) <ul style="list-style-type: none"> Fixed assets Implementation plan and report is not available with regard to progress towards compliance to GRAP.(28)

Institutional Issue	Progress report as reflected in CDM – IDP 2010	AG Report –June 2010
SCM Compliance	√	Not all suppliers were paid within 30 days (13)
Asset Register	√	Exemption in terms of Directive 4
MM	√	
CFO	√	
Job Evaluation	100 %	
Information Management System	70%	
Delegations	50%	Work in progress
PMS	60%	Outstanding matters(25) <ul style="list-style-type: none"> Monitoring/measuring and evaluating of performance of staff
Skills Development Plan	√	
Employment Equity Plan	√	
Assistance Plan	No	
Occupational Health & Safety	No	
Website/Communication Plan	NO	Information required in Section 75 of MFMA are not displayed on website (20)
Customer Care Strategy (Batho Pele)	√	
Indigent Policy	√	
HIV/AIDS Plan	48%	

Institutional Issue	Progress report as reflected in CDM – IDP 2010	AG Report –June 2010
Focus Groups – Good Gov.Survey	√	
Programme (Youth, Gender, Disability)	√	
Financial Delegations	√	Work in progress
Procurement Framework	√	
Audit Committees	√	
By-Law Reformer Policy	NO	
Disaster Management Plan	N/A	
Project Management Unit	√	
Organisational Structure	√	
Fin. Maintenance Budget	√	
Capital Expenditure Budget	√	
Council Functioning		Portfolio committees established
IDP 2009/10		<p>Financial plan did not reflect:</p> <ul style="list-style-type: none"> • Asset management strategies • Operational financial strategies <p>Unclear key performance indicators that is not measurable.</p> <p>No notice given for the adoption of the IDP within 14 days.</p> <p>Copy of IDP not submitted to MEC within 10 days.</p>

4. Human Resource Capacity

4.1 Staffing Establishment

Number of approved position 2010	Total number currently employed 2010	Number of vacant positions 2010	% posts filled 2010
79 (30 not budgeted for)	49 (budgeted for)	30 (not budgeted for)	62%

Table 23: Staffing

Source: Municipal Demarcation Board: Capacity Assessment Report 2007/08

According to the latest Organogram Ikwezi is dealing with the challenge of 27 vacancies. The table below shows the staff establishment as per occupational category in January 2009:

Occupational Category	Total of employees
Senior Officials and managers (as at 31 December 2010)	9
Professionals	3
Technicians and associated professionals	4
Clerks	7
Services and sales officials	0
Craft and related trade workers	0
Plant and machine operators and assemblers	0
Elementary Occupations	26
Total	49

Table 24: Staff per occupational category

Year	2002	2003	2004	2005	2006	2007	2008
Ratio	162	144	152	152	152	152	162

Table 25: Staff per capita ratios

Source: Municipal Demarcation Board: Capacity Assessment Report 2007/08

The municipality has a very overall staff turn over for example 07/08: 2.85%. Unfortunately the staff turn over is concentrated at the senior management level resulting in critical leadership and operational challenges. Due to budget constraints, a very low revenue base and an inability to offer meaningful incentive senior managers leave for other municipalities.

Key positions include:

- Director: Infrastructure -04/05/09
- LED Unit Head- 06/04/09
- Manager: Community Services -01/07/09
- Manager: Corporate Services-01/07/09
- Manager: Strategic Planning-01/11/2010

Critical positions within the directorate finance should also be noted as a priority establishment issue namely:

- Assistant Director: Finance (Recruitment done – commenced on 01 April 2011)
- Supply Chain Management Practitioner (effective from 01/07/2011)
- Budget Officer
- Accountant (Revenue and Expenditure)

The existing managers and staff have to compensate for the vacancies as indicated above which results in overburdened officials.

4.2 Workplace Skills Plan

The workplace skills plan is adopted by Council, functional and guided by a Skills Development Policy. Section 6 of the Workplace Skills Plan links the IDP / institutional objectives to the training and development of staff. The identification of training needs is completed within the framework of IDP results. Technical / engineering related competencies are the most deficient organisational skill in line with the IDP focus with regard to the eradication of backlogs and effective management of municipal infrastructure assets.

Departmental priorities and plans (aligned to legislative mandates) further inform the training needs analysis. Unfortunately the analysis is jeopardised by the unavailability of senior managers due to excessive workloads and responsibilities. As a result the departmental skill gaps are not documented as effectively. The small staffing component with particular reference to management contributes to challenges for employees to be away from work due to training sessions.

The budget available for training has increased to R200 000 in 2011/12. Due to the small staff component, access to LGSETA skills development grant is limited to R18 000 – R20 000 per annum. The money has to be bulked up by means of other funding. Currently DORA allocations are applied to obtain minimum competencies within financial management (as per Gazette – June 2007)

In addition internships are used to enhance human resource capacity and to develop a suitable skill base including five financial interns; one Community Development management intern and one electrical engineering intern.

Ikwezi will also be applying the discretionary grant of the LGSETA once the 250 application for housing in Klipplaat has been approved to support the skills development of youth and women.

The current training committee rely solely on the Skills Development Facilitator for all guidance and decision making as the committee is not capacitated to deal with all the responsibilities. The Cacadu District Municipality is seen as a resource in this regard.

4.3 Recruitment/ Selection and Retention Strategy

A recruitment and selection policy (2011) is available that aims to:

- Introduce fair and objective principles and procedures for the staffing of the Ikwezi Municipality
- Provide guidelines for the appointment of candidates to the Ikwezi Municipality
- Establish principles and procedures the ensures legislative compliance with regard to employment equity and affirmative action
- Set out procedural steps for the advertisement of vacant positions, selection of applicants for interviews and the appointment of staff

The Municipality is in the process of preparing a Retention Strategy.

4.4 Employment Equity Plan

Council fully complies with affirmative action as staff is representative of the demographics of the area. The table (EEA 4 report different stats from EEA 2) below demonstrate the total number of staff per racial group and gender the % shows the Demographical composition of Ikwezi as per Census 2001

Categories	Male ^{48%}	Female ^{52%}	% of workforce
African ^{36%}	18	7	51%
Coloured ^{54%}	15	6	43%
Indian	0	0	0
White ^{9%}	1	2	6%
Total	34 (69%)	15 (31 %)	100%

Table 26: Status of Equity Targets

The employment equity plan has been updated and new targets were formulated. This is hoped to improve reporting on matter of EE targets.

4.5 Organizational PMS

Council adopted an Electronic Performance Management System as a service delivery monitoring tool. A Performance Management Framework together with a Performance Management Process Plan was also adopted. Performance assessment of section 57 set although not as periodically as prescribed. During the second half of the reporting financial year, the assessments set accordingly.

During August 2008, Ikwezi in partnership with GTZ commissioned an assessment of the Performance Management System. The assessment considered:

- Compliance with the policy framework
- Functionality of the PMS structures
- Link to the IDP, SDBIP and Performance Agreements
- Understanding and usage of electronic PMS
- Frequency and regularity of system usage
- Functionality and effectiveness of PMS related structures such as the Audit committee

The following strengths and achievements are listed in the report:

- The PMS policy framework is aligned to all regulations excluding the 2006 Regulations.

- The accounting officers has strong background of performance management
- The municipality has increased capacity building budget
- The municipality has started capacitating the Directors
- Organisational structures and job descriptions is being reviewed
- The latest IDP review seeks to improve the alignment
- An electronic PMS is available

Some of the challenges include:

- Due to high staff turn over of accounting officers and section 57 employees the PMS has never been functioning (too few assessments, no submission of portfolio of evidence)
- Some employees are functioning without job descriptions
- Framework does not provide for priorities, objectives, indicators and targets
- PMS focuses only on Section 57 employees
- Revenue base is very low and qualified employees cannot be retained
- No clause in the policy that guides the audit committee
- Audit committee does not execute their functions effectively
- Lack of PMS administrative capacity
- E-system is not functioning effectively
- Municipal officials and the politicians do not understand the PMS completely
- No clear alignment with IDP, SDBIP, Budget and PMS
- Linkages between individual performance and organisational performance are unclear.

The Municipality in partnership with their service provider AMAVA is currently dealing with the recommendations of the report which includes:

- PMS should be cascaded to other levels including the development of performance contracts
- Clear criteria for setting indicators and targets should be provided in the PMS policy framework
- A new functioning Audit Committee should be appointed, capacitated and guidelines should be provided for in the PMS framework
- IDP should be reviewed and simplified
- Good work should be rewarded and appreciated
- Alignment should be created
- Batho Pele principles should be observed at all times
- Capacitation of all staff and political officials
- Public participation should be strengthened

4.6 HIV/AIDS workplace plan

An HIV/AIDS policy is available, by which the Ikwezi Municipality is committed to avoid discrimination and will take the necessary relevant steps to assist staff members in minimizing the risk of HIV infection and transmission. The mission statement reads as follows:

“ To perceive HIV/AIDS as a manageable disease, to remove the stigma attached to HIV/AIDS, to promote honest and to provide ongoing, sustainable material, medical, physical and psychological support in order to improve longevity and health for all.”

The policy is supported by an attached Code of Good Practice. An HIV/AIDS workplace plan is not yet developed.

4.7 Anti-corruption strategy

An anti-corruption strategy (Fraud Prevention Plan) has been approved by Council during 2008. Ikwezi subscribes to the principles of good corporate governance, which requires the conducting of business in an honest and transparent fashion. Consequently Ikwezi is committed to fighting fraudulent behaviour at all levels within the organization. The Plan is premised on the organizations core ethical values driving the business of Ikwezi, the development of its systems, policies and procedures, interactions with ratepayers, the public and other stakeholders, and even decision-making by individual managers representing the organization. This means that in practice all

municipalities, departments and other business units of Ikwezi and even external stakeholders must be guided by the Plan as the point of reference for their conduct in relation to Ikwezi.

In addition to promoting ethical conduct within Ikwezi, the Plan is also intended to assist in preventing, detecting, investigating and sanctioning fraud and corruption. This dynamic document details the steps, which have been, and will continually be taken by Ikwezi to promote ethical conduct and address fraud and corruption.

The policy of Ikwezi is zero tolerance to fraud and corruption. In addition, all fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls. These prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the systems, policies and procedures of Ikwezi. The policy deals with the following issues:

- What should an employee do if he/she suspects fraud and corruption?
- What should a member of the public or providers of goods and/or services do if they suspect fraud and corruption?
- How will allegations of fraud and corruption be dealt with?
- Recovery of Losses
- Feedback to reporters of fraud
- Confidentiality
- Media
- Protection of Whistle Blowers

The main principle upon which this Plan of Ikwezi is based on and aligned to the LGAS includes the following:

- Creating a culture which is ethical and intolerant to fraud and corruption;
- Deterrence of fraud and corruption;
- Preventing fraud and corruption which cannot be deterred;
- Detection of fraud and corruption;
- Investigating detected fraud and corruption;
- Taking appropriate action in the event of such irregularities, e.g. disciplinary action, recovery of losses, prosecution, etcetera; and
- Applying sanctions, that includes blacklisting and prohibition from further employment

Communication approaches that will be considered by Ikwezi are the following:

- An official launch for the Plan aimed at all stakeholders;
- Posters, newsletters and pamphlets to advertise the Codes of Conduct for staff members and Councillors, aimed at employees, the public and other stakeholders;
- A suggestion box for employees and other stakeholders to make submissions which could enhance the further development of the Plan;
- Ensuring that ethics promotion is a fixed agenda item in meetings;
- Signing of declarations of commitment by all employees to the Plan;
- Endorsements of other correspondence directed at providers of goods and/or services with pro-ethics and anti-fraud and anti-corruption messages;
- Screensavers on computers with appropriate pro-ethics and anti-fraud and corruption messages;
- The Annual Report of Ikwezi should publish the Plan and successes of its implementation

4.8 Draft HR Plan

4.8.1 Executive Summary

The premise for Human Resource Management and Organizational Development in Ikwezi Municipality is based amongst the prescripts of the existing legislative framework which includes the Constitution, Municipal Finance Management Act (MFMA), amended Public Service Act, 1994, the White Paper on Human Resource Management, Human Resource Planning guideline and toolkit 2007/2008, Public Audit Act, Municipal Systems Act, Municipal Structures Act, and thus within the Public Service Management Framework.

This Human Resource Plan (HRP) is further contextualised by the strategic framework of the institution, the Annual Report 2009/2010, as well as the Municipal Turnaround Strategy (MTAS) and within the institution's budgetary framework as per the Medium Term Expenditure Framework (MTEF).

4.9 Intergovernmental Relations and Strategic partnerships

Since 2007 the Ikwezi municipality has established a number of strategic partnerships for the purpose of technological advancement, access to financial resources, possibilities of innovation and to facilitate learning. Council has taken a conscious decision that to be able to overcome its challenges, it needs to hold hands with both public and private sector. These partnerships include:

- **The Office of the Premier** – this office is assisting Ikwezi in addressing socio – economic challenges.
- **Rural and Urban Livelihoods (Ruliv)** – Ruliv will provide agency support in Ikwezi by mobilising human, technical and financial resources.
- **Industrial Development Corporation** – IDC has shown interest in economic development initiatives around Ikwezi, such as the “Cacadu – Ikwezi Goat and Mohair Initiative” and Solar and Wind Technology Farm Project.
- **PPC** – through Corporate Social Investment, PPC is currently investing in the Goat and Mohair Initiative (Hardwood Farm Component).
- **University of Potsdam (Germany)** – the German Ministry of Education appointed the University of Potsdam to pilot the Communal Water House Project in the Republic of South Africa. Ikwezi is partnering with the Department of Science and Technology in this novel **Grey Water Recycling Project**.
- **Department of Science and Technology** – the department is working with municipality on the above – mentioned project.
- Through Ikwezi – Cacadu Goat and Mohair Initiative in partnership with **Mohair South Africa** has been established. Ikwezi Local Municipality is training five local people in farming over a period of three years. Ikwezi Local Municipality together with Mohair South Africa will launch a shearer's training programme in the new financial year.
- NDA-

Other national and provincial partnerships include:

- The municipality has registered capital projects for MIG allocation but experiencing serious technical and human capacity challenges. These challenges have a direct impact on non – spending although there is a chronic need for these projects.

Through Sakh'isizwe Programme by the Department of Roads and Transport (DoRT), approximately one hundred a

be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls. These prevention controls include the existing financial and other controls and checking mechanisms as prescribed in the systems, policies and procedures of Ikwezi. The policy deals with the following issues:

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- Screensavers on computers with appropriate pro-ethics and anti-fraud and corruption messages;
- The Annual Report of Ikwezi should publish the Plan and successes of its implementation

4.10 Legal Services

No legal advisory service is available for executive decision making. Legal services are obtained via an external service provider which results insignificant financial obligations. Often the operational budget does not accommodate these costs as litigations are drawn out and costly. Litigation issues include labour related issues, review and development of HR and finance policies and by-laws. All of the above are elements critical to ensuring legal compliance and good governance. The options currently include an offer to a service provider based on a retainer fee to ensure availability. Some matters are referred to CDM for support, but the level of commitment and support depends on the degree of interest that the district has regarding the litigation. Ikwezi take notes of the intention of national and provincial government to make such support available but expresses their doubt with regard to the feasibility of such models as Province are facing similar limitations in terms of expertise.

1 SWOT Analysis of Institutional priorities

The strategic planning session of Ikwezi (2007) highlighted the following institutional matters as decisive priorities to the institutional success of the institution:

1. Financial viability
 - Dealing with grant dependency
 - Repayment of long term debt
2. Sustainability and growth through effective debt collection
3. Capacity building in financial skills (GAMAP / GRAP)
4. Effective management of resources (availability of policies)
5. Realization of Batho Pele principles
6. Maintenance of assets especially infrastructure
 - Asset Registers
7. Dealing with the Audit Report

In order to support the transformation of the Ikwezi municipality, the following are listed:

Financial Transformation	<ul style="list-style-type: none"> • Prioritization of an effective indigent registration • Improving the economic sustainability of communities • Administrative units must embark on revenue collection campaigns • Control measures must be put in place in terms of internal spending (fuel) • The powers and functions of the municipality must be re-evaluated • Implementation of an effective SDBIP cycle that is aligned to IDP
Transformation in public participation	<ul style="list-style-type: none"> • Deal with the level of effectiveness of the various structures and mechanisms of participation • Feedback and communication to communities should ensure a more

	<p>informed and empowered society</p> <ul style="list-style-type: none"> • Batho Pele should translate in actual deliverable • Capitalize on CDW programme through proper integration • Development of effective Administrative Units • Develop communications strategies that respond to high levels of illiteracy • Develop platforms to progress reporting
Records and Archives	<ul style="list-style-type: none"> • Develop and implement an effective records management place • Documents are getting lost and damaged • Communication and information to all stakeholders in order to make the system work • The importance of archives in the effective management of infrastructure assets should be clear • Back up files should be protected and other legal compliance issues adhered to • Access to information should be addressed both internally and external stakeholders

Chapter Four: Basic Service Delivery – Backlog information and challenges

1 Introduction

In the attempt to ensure the self sustainability of Ikwezi as a municipality, capital investment needs to be developed in such a way that will ensure efficiencies in infrastructure through addressing current and future development needs, along with the associated maintenance and operation thereof, in an ordered and systematic manner.

A balance must be achieved between where investment in new infrastructure should take place and the current obligations in terms of the maintenance and refurbishment of existing infrastructure. As such the provision of new infrastructure should compliment planning directives (e.g. The Provincial Spatial Development Framework, the Cacadu District Municipality’s Spatial Development Framework) in order to ensure appropriate rationalised development.

In addition, the municipality’s budget needs to be aligned with the development priorities as identified by the Ikwezi Municipality. This further implies that whenever an initiative is launched in terms of a specific development priority that all relevant line function departments budget adequately to ensure that the initiative can be implemented and further maintained in its totality.

In consideration of the above, funding still required to address the developmental need within Ikwezi are reflected by the table below. Subsequent IDP reviews along with the associated development of the project register and the prioritisation of projects therein, will therefore need to :

- First and foremost consider the development priorities as contained within the IDP in the prioritisation of projects and ;
- Recognise the implications of prioritising projects in relation to available revenue sources in respect of the maintenance and operational obligations.

It must be noted that the only verifiable empirical data contained in the table below relates to water and sanitation backlogs. All other information is based on local knowledge estimations and therefore is to be viewed as such. It is also important to note that those figures supplied in terms of operation and maintenance are based on the current “visible” obligations rather than on an assessment on what maintenance is required over and above the “visible obligations, e.g. replacement of water pipelines, etc. As the Ikwezi municipality does not have the financial means to undertake an assessment of infrastructural maintenance no verifiable information can be supplied in terms of overall infrastructural maintenance obligations / implications.

DEVELOPMENTAL NEED	BACKLOG	CURRENT OBLIGATIONS (OPERATION / MAINTENANCE)	TOTAL	AVAILABLE FUNDING TO ADDRESS DEV. NEED	INTERNAL REVENUE
Water & sanitation.	R 17,909,764	R 2,036,383	R 19,946,147	R 2,036,383	R 1,520,325
Electricity	R 25,000,000	R 1,969,219	R26,969,219	R 1,969,219	R 1,912,743
Housing	R 39,525,000		R39,525,000		
Social Services	R 22,150,000	R 255,283	R 22,405,283	R 255,283	
Roads & stormwater	R 98,000,000	R 755,200	R 98,755,200	R 755,200	
TOTAL	R 202,584,764	R 5,016,085	R 207,600,849	R 5,016,085	R 3,433,068

Table 27: Backlog Overview

According to the Water Service Plan the cost of addressing domestic water backlogs is estimated to be R4.2 million for Ikwezi during the 2007/08 IDP. For a more comprehensive overview of the current situation information from the Comprehensive Infrastructure Plan (CIP – 2008) will be presented:

1 **Asset Register**

The following information is captured in the Comprehensive Infrastructure Plan (CIP) 2008. It should be noted that due to the lack of historical information these figures should be considered as estimates until such time that the official asset register is completed. The completion of the register is scheduled for the financial year 2009/10.

Table 28: Asset Register (CIP 2008)

WATER	Number of Assets	Ave Replacement Value ('000)	Equivalent Expected Useful Life	Ave Residual Value (%)	Ave O&M %	REPLACEMENT VALUE (model) ('000)	ANNUAL DEPRECIATION ('000)	ANNUAL O&M
Water treatment works (Total MI/day)	36	1, 0 00	28	40%	0.24%	36, 000	771	86 400
Water treatment plants (filtering & dosing)	1	150	15	0%	0.40%	150	10	600
Dams	1	20, 000	100	60%	0.60%	20, 000	80	120 000
Reservoirs	11	3, 300	38	30%	0.24%	36, 300	669	87 120
Pump stations	1	1, 000	22	30%	0.44%	1, 000	32	4 400
Boreholes	12	150	30	30%	5.70%	1, 800	42	102 600
Bulk pipeline (km)	25	550	60	20%	0.44%	13, 750	183	60 500
Reticulation (km)	510	280	60	20%	0.44%	142, 800	1, 904	628 320
TOTAL						251, 800	3, 691	1, 089 940
SANITATION								
Sewage treatment works (Total MI/day)	1	1 500	28	40%	1.40%	1, 500	32	21 000
Pump Stations	6	1 000	22	30%	0.44%	6, 000	191	26 400
Bulk pipelines (km)		550	60	20%	0.44%	-	-	-
Reticulation (km)	600	280	60	20%	0.44%	168, 000	2, 240	739 200
TOTAL						175, 500	2, 463	786 600
ROADS								
Paved road (km)	107	1 600	35	40%	2.00%	171, 200	2, 934	3 424 000
Unpaved road (km)	642	200	15	40%	2.00%	128, 400	5, 136	2 568 000
TOTAL						299, 600	8, 070	5, 992 000
Grand Total						726, 900	14, 225	7, 868 540

The above table indicate that an amount of R7, 868 540 per year is required for operation and management of water, sanitation and road maintenance. The above also gives an indication of the needed future capital investment requirements with the average residual value between 20%-30%.

3. Water Services

3.1 Profile of consumers

The total number of consumers to which the Ikwezi Municipality provide water and sanitation related services to 11 523 persons residing in 2 576 households. (Community Survey 2007) The WSA only supplies water and sanitation services to Klipplaat and Jansenville. Waterford uses rainwater for drinking purposes and borehole water for flushing of the toilets in the community centre

The backlog information with regard to household water is as follows:

Municipality	Census 2001					CS – 2007			
	Piped water in dwelling	Piped water inside yard	Communal stand < 200 m	Communal stand > 200 m	Total Piped water	Piped water in dwelling	Piped water inside yard	Access point outside yard	Total Piped water
Cacadu	30.6	44.1	8.9	9.1	92.7	61.8	25.4	8.4	95.6
Ikwezi	27.6	63.7	2.7	4.7	98.7	44.0	50.0	0.8	94.8

Table 29: Household water

According to the Water Service Development Plan the status quo is that 100.00% of the consumer units are served with individual un-metered erven connections. Once the quality of water is improved through water treatment plants (purification systems) all erven should have metered connections in order to ensure cost recovery.

A flat rate is applied for all water services and this impact on the ability of the WSA to determine and deal with matters of cost recovery.

Public Institutions and ‘dry’ industries: This sector of the consumer units is less than 5% of the total number of residential type consumer units served by the WSA and WSP. The WSA has some water meters installed, but these are not read, and the consumers are thus not billed as per their water usage. The WSA does not have problems servicing these institutions, but the payment of services rendered is problematic.

Wet Industries: The only wet industry in the Ikwezi Municipality is the abattoir in Jansenville. Thus the Wet Industry component in the Ikwezi Municipality is a small component and the WSA also does not have any implementation problems regarding the wet industries.

3.2 Water Source

The WSA receives water from Groundwater sources as well as surface water sources In Klipplaat, water is derived from the Klipplaat Dam and in emergencies from various boreholes and in Jansenville, water is derived solely from boreholes situated on the outskirts of the town. Waterford receives potable water from a rainwater tank.

Due to the serious constraints with regard to bulk supply, innovative approaches to water management are required. Ikwezi demonstrates such innovation through the partnership with the Potsdam University (Germany) where public water houses apply grey water technology. The Communal Water House (CWH) is a German-South African Demonstration project for the improvement of rural life by advanced water treatment technologies, water recycling and sanitation.



The CWH provides for water management by recycling and rational water use for unserved communities. It has been developed and advocated by a project partners including companies, universities and professional bodies. The Department of Science & Technology (DST) has committed to supporting a demonstration project of the CWH project in Jansenville, Ikwezi Municipality, Cacadu District Municipality, Eastern Cape. It is envisaged that the success of the CWH could establish it as a viable model for wider delivery in other district municipalities following the pilot.

The facility is seen as providing new improved facilities as well as a supplementary “back-up” system for the conventional water services including the following issues:

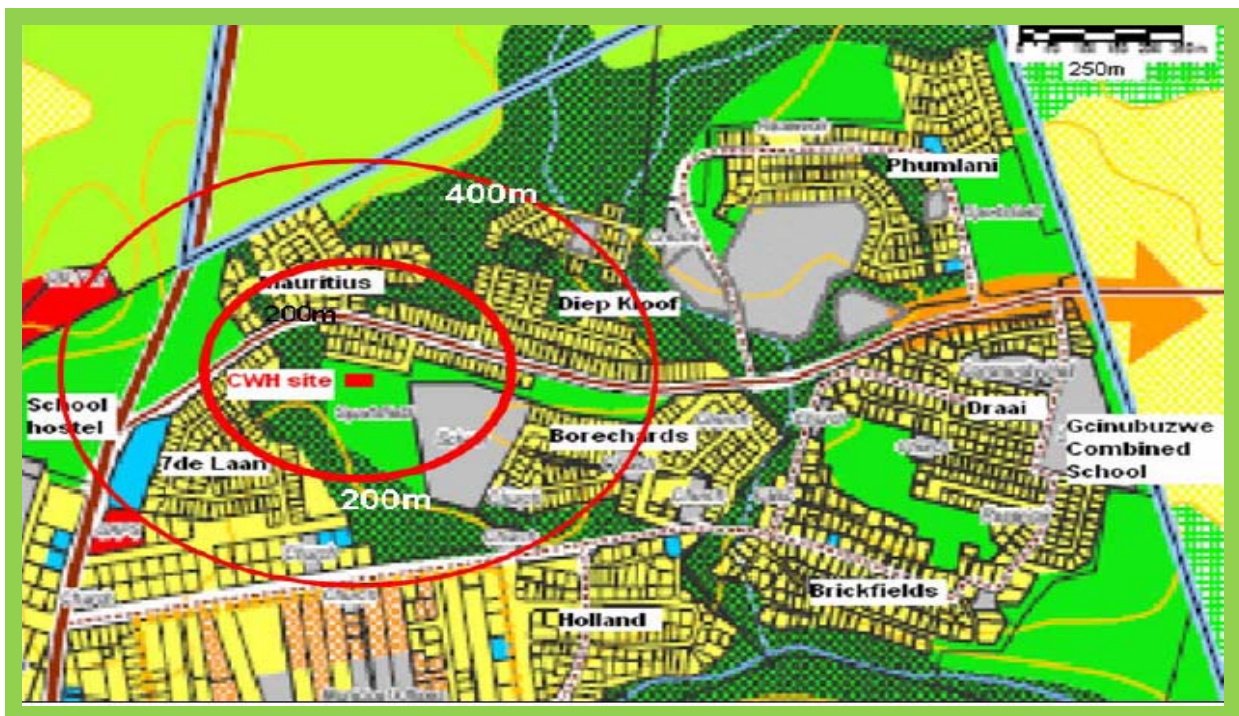
- Hot water for showering and laundry is welcomed particularly in winter and for making laundry washing easier;
- Showers are seen as more convenient and economical than bathing at home;
- The CWH will provide free access to better quality water than currently available;
- Showering facilities with hot water could be particularly useful for senior citizens who are difficult to bath in washing tubs;
- The CWH will provide employment for local people;
- The facility will provide a reliable supply of good quality water,
- The CWH re-use of water is a positive feature and people are prepared to wash and re-use water;
- Hand-washing facilities are welcomed,
- Health and hygiene education is seen as necessary,
- The sale of soap and washing powder is a positive feature.



There has, however, also been concern about the following issues:

- Potential health problems, such as fungal infections (athlete’s foot) and other skin problems;
- The safety and security of women making use of the facility;
- The potential mixing of sexes in the facility;
- Parents need to know that girls particularly are secure from the attention of boys;
- Mixing of generations in showers and privacy is an issue;
- Whether laundry facilities are adequate;
- Whether there is any waste of water.

In addition, extensive lobbying is being done by the Cluster Regional Water scheme to develop access to new sources of water of better quality.



MAP 5: Location of Community Water House

3.3 Water Quality

Water currently used is generally of a good quality with the water complying to SABS 241 for almost 10% of the time. Waterford's groundwater was deemed to be of such a poor quality that it is not fit for human consumption.



3.4 Water loss management

The WSA does not have any Bulk metres on its water supply line, and hence cannot quantify the amount of unaccounted for water. Even if the unaccounted for water losses were known, the WSA does not have funding nor a budget to ensure future funding for the reduction in unaccounted water.

The reduction of high pressures to reduce water loss in Ikwezi is not viable as there are no areas with excessively high water pressures. The WSA also does not have a Leak Detection programme in place to ascertain if water is being lost due to leaks in the reticulation system.

Currently there are limited Water Resource Management Interventions being implemented by the WSA. In terms of the groundwater resource management intervention, the WSA will in its project list include for the development of a groundwater monitoring and operation procedure to ensure the sustainability of the resource. This will also include for drought scenario management interventions and operation of the aquifer.

The decisions taken with regard to service levels drive the need for infrastructure. Based on the total projected water demand figures and the potential benefits of implementing water conservation/water demand strategies, the capacity of the existing infrastructure can be assessed. Due to the majority of funding for bulk water and sanitation projects being funded by the MIG programme, the Ikwezi Municipality has based its master plan for new infrastructure construction on this programme. The MIG allocation per annum is based on the demographics of the Municipality. Thus the master plan for future infrastructure for the Municipality is based on the 3 year MIG Capital Plan.

3.5 Institutional Capacity of the Water Services Authority

For the WSA to fulfil its role and meet the WSDP goals and service level targets the Municipality needs to ensure that:

- It is able to effectively fulfil the water services authority (WSA) responsibilities as outlined in the Water Services Act (internal management and regulatory arrangements);
- Efficient and effective water service provider institutional arrangements are in place (bulk WSP's, retail WSP's and support agents).

Generally the WSA makes a great attempt to have the different policies and mechanisms in place, but is hampered by the lack of funding, resources and in certain cases lack of infrastructure.

- The WSA is currently in the process of drafting and finalising their By-Laws. This has been completed as indicated in the CIP 2008. A review process of by-laws are due in partnership with CDM.

The Municipality is busy with the section 78 studies which will highlight the staffing levels required to effectively and efficiently provide the water and sanitation service. Due to limited operational and maintenance resources, the Ikwezi Municipality has embarked on limited training regarding the WSP function, which relates to the provision and maintenance of water and sanitation services. The implementation strategy of the Municipality regarding the WSP institutional arrangement is to continue as is, until the Section 78(3) study has been completed. Based on the findings of this report, a final decision regarding the provision of the WSP function will be made.

At the date of compiling this report, the Council had not yet taken a final decision regarding the future of the WSP institutional arrangements, which at this stage, suggests a municipal future for the WSP function.

In its current format, the WSP is not only responsible for the water and sanitation service, but all the other services provided by the Municipality such as roads, stormwater and refuse collection etc.

The institutional capacity to deliver basic services is described as follow within the CIP 2008:

Focus Area	Question	Technical Services
Operational	Asset management plan approved by Council	No
	Audited asset register compiled	Yes
	% of service interruptions lasting > 48h	5%
	% of service interruptions lasting > 24h	10%
	% of service interruptions lasting > 6h	20%
	Who is the Water Services Authority?	Local Municipality
	Have the water services finances been ring-fenced	No
	Independent & separate financial audit undertaken	Yes
Strategic intent & Structure	Are Performance Agreements for the Technical Section 57 Managers in place?	Yes
	Does the Performance Agreement of Sections 57 Manager reflect the strategic priorities of the Municipality?	Yes
	Are job descriptions of subordinates of Section 57 Managers aligned with performance agreements of these managers?	Yes
	Is the organisational structure aligned with the strategic objectives and performance agreements of the municipal manager	Yes
Procedures & Job Descriptions	Are procedures of each department documented/mapped	Yes
	Are job descriptions aligned with documented procedures?	Yes
	Has the structure of the Municipality changed? If yes please give details of changes to structure.	Yes
	Have any functions been added to/ taken away from the various Departments?	No
	Are job descriptions available for all filled posts of the Municipality?	Yes
	Please indicate the percentage of posts for which job descriptions do exist.	100%
	Have job descriptions been updated where changes to the organisational structure of the Municipality have been effected?	Yes
	Are job descriptions in line with the prescribed regulations?	Yes
	Does the Municipality have a formal Job Evaluation Policy in place?	No
Recruiting	Are all vacant/new posts subjected to job evaluation before being advertised? Please explain process followed	No
	Have all new/upgraded posts on the approved new structure of the office of the Municipality being subjected to job evaluation?	No
	Have all strategic vacant posts been identified for filling?	Yes
	Is budget available for filling of strategic vacant posts?	Yes

Table 30 Institutional capacity for water and sanitation delivery (CIP – 2008)

The table above demonstrates that Ikwezi meet most institutional requirements. Challenges are experiences with regard to the availability of Human Resources as well as the budget to ensure all positions are filled.

1 Sanitation

The Water Service Development Plan (2007) presents the following status quo information for Ikwezi:

Sanitation	<ul style="list-style-type: none"> • 49,28% of the consumer units are served with buckets • 0.69% of the consumer units are served with pit latrines • 20,88% of the consumer units are served with conservancy tanks • 29,15% of the consumer units are served with waterborne sewer system
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These statistics showed Ikwezi as having the lowest RDP sanitation service levels (54.3%), the largest sanitation backlog of 45.6% that contributes 9.5% to the district backlog and 0.2% to the provincial backlog based on 2006/07 backlog studies. This backlog information is replaced by the Community Survey 2007 data:

Municipality	Pit Latrines		Bucket toilets		No toilet	
	Census 2001	CS 2007	Census 2001	CS 2007	Census 2001	CS 2007
Cacadu	21.5	12.0	14.6	7.7	12.1	4.4
Ikwezi	7.7	1.0	48.4	40.0	15.2	5.7

Table 31: Household Sanitation

This backlog information has dramatically changed during the financial year 2007/08 with the bucket eradication process involving 1035 households and an investment of R12.3 million (BEP). The remaining households that rely on the bucket system are located on private land and the matter is being investigated. This is currently a priority, and would seem that this programme has been successful and is near completion.

Currently the backlogs are mainly related to the reliance on septic tanks in areas where bulk water supply is limited. In order to consider cost effective and appropriate technology in areas such as Waterford, new technologies namely Solar / Urine diversion system. This will be piloted in partnership with the German Ministry and the University of Potsdam.

Basic services must include an education component. Many water and sanitation projects carried out by municipalities have lacked this important aspect in the past and this needs to be addressed. "Experience both within the country and internationally has shown that the most successful sanitation initiatives have been those in which emphasis was placed on generating a high level of health and hygiene awareness rather than producing a large number of latrines. Health and hygiene education and awareness creation not only provides the community with the tool to improve their environment and to change their behaviour, but it also provides the motivation and the understanding for people to prioritise sanitation as a need and hence be able to contribute towards the provision of sanitation facilities to enhance their own lives." (NASCO, 2000).

Education programmes could include information on:

- Sanitation promotion;
- Sources of water pollution (e.g. sewage with specific reference to downstream users of rivers and groundwater sources);
- Dangers of people using water from polluted rivers, boreholes or wells;
- Waterborne diseases;
- Health and hygiene awareness including initiatives to reduce waterborne diseases, such as hand washing;
- The need to conserve water and use it efficiently.

There are a number of different methods in which these messages can be distributed and thought should be given to which groups will be targeted, possible health messages, communication methods, roles of different institutions, time frames, who will carry it out and how skills will be transferred. These methods include:

- Public meeting
- Printed information disseminated (e.g. pamphlets)
- Radio/newspaper slots
- Household visits by health officers
- Number of Community Health Workers (CHW's) appointed
- Number of household visits by health officers

Currently the WSA does not have Educational and Awareness Programme.

1 **Constraints with regard to Project Implementation**

Main Category	Sub Category	Nature of Problems
Municipal functions impacting on project implementation	Policy issues	Unclear policies wrt levels of service resulting in inappropriate designs and lack of affordability
	Admin issues with payment, lacking financial skills	Municipal Supply Chain Management processes not engaged efficiently
		Late funding approvals received from other spheres of government
		Late submission of claims
	Land & EIA approval	Land issues not concluded
	Technical issues	IDP under revision
		Lack of coordinated planning of infrastructure
		Inappropriate technical solutions for the specific situation in a municipality
		Lack of technical reports and baseline information
		Lack of technical skills and capacity
		Lack of bulk supplies
	Insufficient allowance or consideration of geotechnical conditions on site.	
O&M capacity	Limited maintenance and operations budget prevents further infrastructure development	

1 **Housing**

The right to shelter is entrenched in The Constitution and requires the municipality to actively engage the phenomenon of homelessness in its area of jurisdiction. The provision of alternative housing forms especially rental housing and multi storey buildings need to be accommodated in the housing strategy for Ikwezi. The provision of housing is also an important tool to facilitate the physical integration of races and income groups.

A total backlog of approximately 1 575 low cost housing units has been identified within the allotment area during 2007/08. South African Stats SA describes the backlog as follows:

Municipality	Formal dwellings	% informal housing	Estimated housing backlogs

	Census 2001	CS 2007	Census 2001	CS 2007	
Cacadu	77.0	88.1	12.1	12.4	38 944 units
Ikwezi	95.7	96.8	2.8	1.9	767 units

Table 32: Housing Backlog (CS 2007)

Settlement	Approved Projects				Housing Demand (short / medium terms)	Additional Land Requirements (ha)
	No. Of Projects	Houses Completed	Houses Under Construction	Total		
Jansenville	2	350	-	350	1000	30
Klipplaat	2	456	212	668	425	20
Waterford	-	-	-	-	150	30
Total	4	806	212	1018	1575	80

Table 33: Housing Backlog and Projects (DHLG & TA & Ikwezi SDF – 2007)

The statistics display a variation in backlog information of 767 units versus 1 575 units. An assumption is that the reference to 767 units take into account completed housing projects. The SDF documents the following guidelines for housing developments:

- Establish the real need for housing (The Backlog) and prioritise the beneficiaries.
- Proactively identify and access land needed for future housing.
- Beneficiary and surrounding communities need to be consulted and participate in all housing related matters.
- All housing developments must contribute to the formulation of compact and integrated nodes.
- All housing developments are to comply with legislative processes and requirements.
- Strive to minimise or eradicate informal and/or shacks
- The full spectrum of housing needs is to be catered for; i.e. low-income, subsidy housing, multi storey developments, affordable housing,
- Low-income subsidised residential areas where freestanding dwellings are erected on individual stands should not be developed at gross densities of higher than 20 units per hectare, while the erven should not be smaller than 250m².



Progress in dealing with the housing backlog is shown in the table below:

Project Title	No. Of Sites	Comments
Klipplaat	418	Project still running.417 units have been completed
Jansenville	253	Project Complete
Jansenville PH 2	97	Registration stage
Klipplaat Disaster	185	Project completed
TOTAL	953	

Table 34: Summary of housing projects (CDM)

No	Project Name	Subsidy Instrument	Planned Units	Completed Units	Outstanding Units
1	Klipplaat 418		418	417	1
2	Jansenville 350		350	253	97
Total			760	670	98

Table 35: Blocked Projects

Project Title	No. Of Sites	Comments
Jansenville	500	Not yet Approved (Linked to Ikwezi Development Initiative – LED 12)
Waterford	60	Approved
TOTAL	560	

Table 36: Planned Projects – Jan 2009

The Housing Sector Plan (2007) refers to a shortage of land with regard to future housing developments. This is contradicted by information displayed in the Ikwezi ABP (2008)

Town Settlement	Settlement Level (Revised)	Housing demand (short / medium term) (SDF/IDP)	Land Identified by SDF (ha)	Units at Optimal Density	Over / Under Provision
Jansenville	Level 1	1000	222.58	6677	5677
Waterford	Level 1	150	0.00	0	-150
Klipplaat	Level 1	425	16.90	507	82
<i>Total</i>		<i>1575</i>	<i>239.48</i>	<i>7184</i>	<i>5609</i>

Table 37: Shortage of Land

The SDF (2007) shows the following potential land availability for projects:

Area	Ownership	Description	Size (m ²)	Land-use/description
	Municipality	68	2974	Vacant
	District Council	66	1489	Community Hall
	District Council	67	1489	Community Hall
	District Council	Rem 143	2603	Church
Klipplaat				
Dan Sandi View	Municipality	1151	1560	Vacant
Dan Sandi View	Municipality	1276	4550	Vacant
Dan Sandi View	Municipality	1568	4968	Vacant
Dan Sandi View	Municipality	1146	1.9ha	Vacant
Dan Sandi View	Municipality	1575	1ha	Vacant

Klipplaat Central	Municipality	59	5ha	Portion of commonage
Wongalethu	Municipality	900-911	5945	Vacant
Princevale	Municipality	263	3100	Vacant
Other	Municipality	161	89ha	Municipal Commonage
Other	Municipality	59	1000ha	Municipal Commonage
Other	Municipality	Farm 214	1408ha	Municipal Agric Project
Other	Municipality	Farm 214/1	2785ha	Municipal Agriculture Project
Jansenville				
Phumlani	Municipality	1179	33225	Vacant
Phumlani	Municipality	1212	4863	Vacant
Phumlani	Municipality	1213	5864	Vacant
Phumlani	Municipality	1210	730	Vacant
Phumlani	Municipality	1234	1353	Vacant
Phumlani	Municipality	1591	1761	Vacant
Jansenville West	Municipality	375	1487	Vacant
Jansenville West	Municipality	388	1438	Vacant
Other	Municipality	111	614ha	Municipal commonage
Other	State	396	12.49ha	West of Jansenville West
Other	State	636	8450	West of Jansenville West

Table 38: Potential land for housing development

Source: Ikwezi SDF 2007

Creating accessible opportunities for everyone in the community and to ensure that housing services meet the needs of the special needs group is a priority issue. Individuals of all cultural and ethnic backgrounds, HIV and Aids Orphans, farm workers, etc should be able to access, housing delivery programs. Ikwezi Municipality currently does not have any form of prioritization oriented towards the special needs group. The backlog presented under special needs category is for farm workers. Additional efforts need to be explored to better address this issue.

6.1 Institutional Capacity for Housing Delivery

The table below shows that the municipality relies heavily on consultants to manage the range of housing processes.

Capacity to Housing Delivery	Resource Availability/Utilisation				
	In-House	Consultants	PIMMS	Contracts	Developers
Project Inception	-	√	-	-	-
Planning & Programming	-	√	-	-	-
Engineering design	-	√	-	-	-
Beneficiary Identification & PHB Approval	√		-	-	-
PHB Project & Business Plan Application	-	√	-	-	-

Financial Control	-	-	-	-	√
Progress Report	-	-	-	-	√
Building Construction	-	-	-	√	-
Services Installation		-	-	√	-
Top Structure Design	-	√	-	-	-
Top Structure Construction	-	-	-	√	-

Table 39: Capacity for Housing delivery

Source: Ikwezi Municipality 2008

1 Energy and electricity

The Ikwezi municipality, as the owners of urban infrastructure assets (i.e. roads, electrification reticulation, etc), has the responsibility to maintain the applicable elements of municipal infrastructure. Unfortunately due to a variety of reasons the varying elements of municipal infrastructure, of which electrical infrastructure is included, has not been protected from deterioration resulting from usage, aging, climate and geological conditions.

Furthermore, due to inadequate funding, certain components of this infrastructure have been neglected and only received remedial treatments. Consequently these municipal infrastructural assets have a shortened service life.

The problem is further exasperated as the Ikwezi municipality does not have the technical means nor resources in order to undertake an assessment of the current state of infrastructural assets relating to electricity thereby resulting in the continual ad hoc approach to electrical infrastructural maintenance and repair.

Local knowledge does however indicate that the bulk supply of electricity to Jansenville is insufficient and requires upgrading. The eradication of the backlog during the past 6 years can be displayed as follows:

Municipality	Lighting		Cooking		Heating	
	Census 2001	CS 2007	Census 2001	CS 2007	Census 2001	CS 2007
Cacadu	71.7	84.5	47.8	74.6	41.5	68.5
Ikwezi	71.7	85.4	35.1	76.5	32.0	69.1

Table 40: Household electricity

The table shows that Ikwezi has consistently in the past five years rectify backlogs in order to meet or even exceed Cacadu averages. The current backlog (14.5%) is mainly located in the Waterford area as well as new housing developments in Klipplaat. The Klipplaat backlogs are being discussed and finalized by ESKOM.

A current investment plan of R25 mil by the Department of Mineral and Energy during the next three years will address bulk supply, upgrading of transformers, power stations and network system. This investment will respond to the backlog.

South Africa's first regional electricity distributor, known as RED, was introduced during 2005. The intention has been to support local government in the distribution of electricity to communities. REDs are made up of power utility Eskom and local authorities, which will buy electricity from power generators at wholesale prices determined by the National Energy Regulator.

Discussions on restructuring the R25 billion electricity distribution industry started as far back as the early 1990s. This restructuring was meant to address problems of fragmentation, sustainability, efficiency and an apparent lack of cost effectiveness.

7.1 Alternative energy – solar technology Farm

This project will position Ikwezi as a leading municipality in development of Renewable Energy.. A feasibility study was conducted in Ikwezi by NASTEP (New Age Solar Technology Environmental Projects) which advises the programme with regard to the most relevant technological option. As the Ikwezi solar project is sized to 5 GWh/a, the plant will generate electricity for approximately 5 500 homes (1.1MWh/a per household). The capital investment requirement is estimated at R500m for land and infrastructure. A site of 20 ha will be required for the programme.

The feasibility study concluded that grants and subsidies will be fundamental to the facilitation of the growth of solar energy generation in South Africa. The project fits with the current National and ESKOM policies such as moving towards zero/low carbon emissions and targets with regard to renewable energy aimed at 2013.

The PV solar plant would occupy a significant area and unless it is well shielded, it is likely to be a prominent visual feature. It would combine the physical features of the large solar field with a small substation with a gas that is considered benign. Environmental consideration should be given nonetheless.

1 Roads and Transport

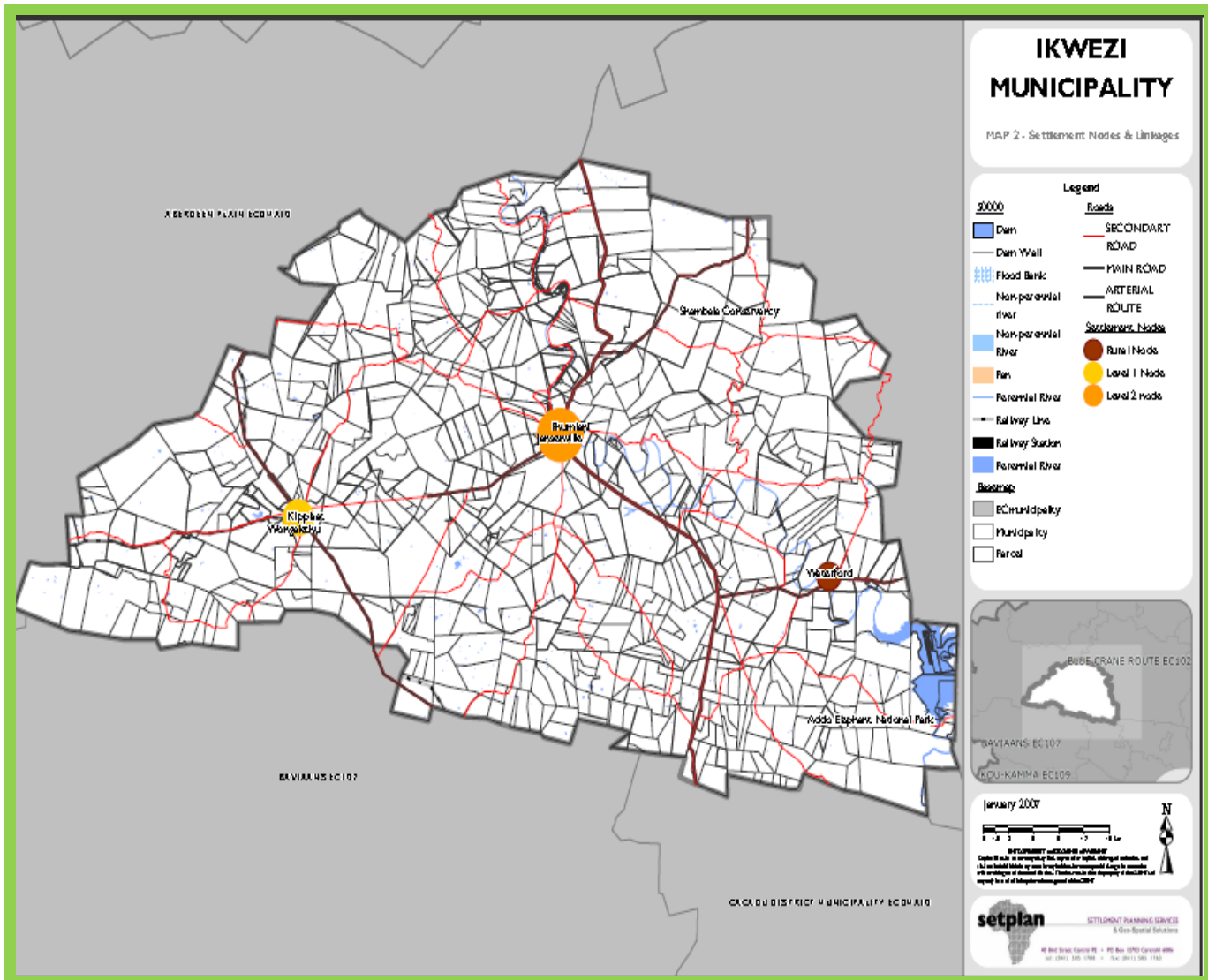
Executive Summary

This report constitutes the first Integrated Transport Plan for Cacadu District Municipality, as required under National Land Transport Transition Act 22 of 2000. It also includes an update of Cacadu CPTR that was done in 2003. The area of jurisdiction is Cacadu District Municipality boundary, comprising of nine Local Municipalities.

The broad range of road infrastructure within Ikwezi is highly significant as it relates directly to, and ultimately influences, the economic activity with regards to agricultural related industries. There is a growing concern within the local municipality that the existing road network is not sufficiently maintained, the consequences of which directly influence the potential economic bearing of the agricultural sector.

Due to a variety of reasons, internal roads within the respective settlements have not been protected from deterioration resulting from usage and aging and as such are in a poor state of repair.

Many rural gravel roads within the municipality are in a very poor state of repair, a significant concern, considering that at times they can carry noteworthy volumes of vehicular traffic. The prevalence of rural gravel roads throughout the municipality are illustrated by the table below.



MAP 6: Settlement nodes and linkages

Municipality	Gravel Length	Surfaced Length	Total Length
Ikwezi Local Municipality	670.1 km	78.7 km	748.7 km

Table 41: Road surface

8.1 Public Transport

Ikwezi forms part of the Cacaadu Integrated Transport Plan (2005 – 2010). In the planning document the following priority projects are listed for Ikwezi:

Project	Funding	Progress
1. Shelters in Jansenville (3)	R30 000	2 shelters completed
2. Shelters in Klipplaas (2)	R20 000	2 shelters completed
3. Sidewalks on taxi routes	R50 000	

A backlog study and a master plan was completed during 2007 and costed to the value of R95 million. Funding applications has been submitted through Ruliv. Future transport plans should be available for any future housing development plans.

1 Waste Management

The Community Survey 2007 offers the following information regard the refuse removal in Ikwezi:



Municipality	Households: Refuse Removal	% of Households receiving service	Backlog %	Backlog as % of district	Backlog as % of province
Ikwezi	2212	86.1	13.8	12.3	0.1

Table 42: Household Refuse Removal

The Ikwezi Integrated Waste Management Plan (2008) states that the Municipality currently service 2 748 properties in Ikwezi. The information provided did not specify the difference between domestic, commercial and industrial service points.

The Municipality provides a weekly (1 day per week) waste collection service to all the households in Jansenville and Klipplaat. Waterford receives a service once every 2 weeks. The businesses, hospitals and schools in the Municipality receive a waste collection service up to five times a week depending on the collection requirements.

Street cleaning (litter picking, sweeping, and cleaning of ablution facilities) is done in Jansenville and Klipplaat once per week and none in Waterford.

The waste service delivery of the Ikwezi Municipality is co-ordinated from Jansenville. A regular waste removal service is provided to all households and businesses within the major towns of the Municipal area, except to the households in rural areas. The majority of the population in rural areas either bury or burn their waste. The farming areas of the Ikwezi

The Ikwezi Municipality renders its own waste collection and street cleaning service. The following personnel are employed by the Municipality for waste collection:

Jansenville: 1 Driver; 4 Runners; 1 Landfill Site Manager

Klipplaat: 1 Driver; 4 Runners; 1 Landfill Site Manager

The Municipality currently does not have any staff shortages. This may however change due to the fact that new developments are planned in the Municipality. New developments are planned for the Ikwezi Municipality where refuse collection service will have to be rendered in future. The planned developments are as follows:

- Jansenville – 500 houses; shopping complex
- Klipplaat – 150 houses
- Waterford – 100 houses

	Current population	Generation rates	2009	2010	2011	2012	2013	2014	2015
Jansenville	5 140	0.8	3893.6	3932.5	3971.8	4011.5	4051.6	4092.2	4133.1
Klipplaat	3 028	0.3	917.5	926.7	935.9	945.3	954.7	964.3	973.9
Waterford	500	0.3	151.5	153.0	154.5	156.1	157.7	159.2	160.8

Table 43: Expected waste generation rates(kg/d)

Municipality do not receive a waste removal service. The provision of such a service is at the moment not envisaged by the Municipality. There are also no private waste contractors active within the municipal area.

Waste receptacles: The Ikwezi Municipality utilises a black bin system for all the households in the municipal area. Black bags were provided by the Municipality, but the service was discontinued due to the fact that the black bags were not used for refuse. The Municipality accepts any number of bags or bins per household or business, so there is no specific limit. The bags and bins are placed on the curb outside the house or business and collected from there.

Municipal by-laws pertaining to waste: The Ikwezi Municipality has a set of by-laws pertaining to cleansing services. The Bylaws were compiled by the Cacadu District Municipality for all the respective Local Municipalities. The Bylaws were then adapted to suit the varying conditions for the Local Municipalities. The Bylaws comprehensively address the issue of waste removal and set out fines for specific contraventions.

From the Status Quo and Needs Analysis study in the IWMP, certain needs pertaining to the waste disposal service in the Ikwezi Municipality were identified that requires attention. These needs are summarised below:

- There are no waste minimisation strategies that have been developed. These need to be addressed and implemented.
- The waste collection services should be extended to include all areas which are not currently being serviced.
- The new developments that are taking place in the Ikwezi Municipality must also be included for the provision of a waste collection and disposal service.
- It is essential that in conjunction with the Town Planning Department that future residential and business area expansion are catered for in terms of refuse removal. This will allow the Municipality to, at an early stage, determine the possible costs involved and therefore will be able to adjust their budget accordingly. This will allow the Municipality to service the new areas when they are developed.
- There is illegal disposal of waste at various sites in the municipality. The illegal disposal should be addressed in order to manage and minimise the illegal activities pertaining to waste disposal.
- The Jansenville and Klipplaat landfill sites should be permitted in terms of section 20(1) of the Environment Conservation Amendment Act, Act 50 of 2003 and be upgraded to include i.e. proper fencing and a guard house with ablution facilities.
- Proper access control and record-keeping of incoming waste streams do not occur at the entrance to the landfill sites.
- Garden refuse are disposed off at the disposal facilities with no processing of the garden waste. The exact volumes of garden refuse need to be determined (entrance control at disposal facilities) to determine the feasibility of composting garden refuse.
- The Ikwezi Municipality has a few vehicles that are old and in poor condition that are due for replacement.
- Municipal waste records should be kept and maintained for informed future decision-making purposes and to comply with the Government's Waste Information System requirements.
- A mitigation strategy or some form of succession planning should be developed for the expected increase in HIV-AIDS related deaths amongst personnel.
- A medical waste stream management strategy should be formulated to deal with this component, and with the intention of ensuring compliance with SANS 0228.
- To provide a cost effective waste management service, the payment of service tariffs should be improved and the tariff structure should be investigated to be viable and should be standardised. The number of domestic, commercial and industrial service points should be determined to ensure that the generators of waste pay for the waste they generate. This can also be an incentive for businesses to minimise their waste streams and will allow for the objective to render a complete service to all communities in the municipal area.
- A Detailed financial investigation should be done by the Municipality

10. Social Service Facilities

Throughout the District, and within the Ikwezi local municipality itself, inadequate social service facilities exist within the previously marginalised urban areas. The clustering of social services is seen as an answer to alleviate the capacity problems and provide communities with a full range of amenities including social facilities. The development of multi-purpose community development centres, consisting of health, developmental welfare, education and training and sports and recreation

would make a contribution towards the alleviation of social service requirements within the previously marginalised urban areas.

10.1 Public Facilities: Community Halls and Sport Facilities

Existing infrastructure that is available by geographical area:

Settlement	Facilities
Jansenville	1 x Town hall 1 x community hall (Mejani Popoyi) 3 x Sport fields
Klipplaat	1 x Town hall 1 x community hall (Princevale) 1x community hall(Wongalethu) 2 x Sport fields
Waterford	1 x community hall

Community facilities often represent a financial burden to municipalities due to vandalism and ineffective managerial arrangements. Cost recovery plans are not in place that accommodate the sharing of responsibility between the municipality and the users of the facilities. This area represents an opportunity to partnerships with community structures with regard to the management of the facilities. In order to avoid the lost of investment due to vandalism options of caretaking and securing the facilities should be finalized before any further investment of funds.

10.2 Health Care

Health care facilities exist within Klipplaat however the clinic is short staffed and often over crowded. A contributing factor to the overcrowding problem is that people visiting the clinic do not adhere to stipulated visiting dates. Facilities do exist in Jansenville but these are in need of urgent upgrading. A mobile clinic does visit Waterford however accessibility problems remain for the surrounding rural communities. A possible solution to the problem may include capacitating local volunteers in the distribution of relevant medication.

The distribution of health care facilities throughout Ikwezi is reflected in the table below.

LOCAL MUNICIPALITY	HEALTH SERVICE INFRASTRUCTURE									
	SET CLINICS			SATELLITE CLINICS			MOBILE CLINICS			TOTAL
	CDM RUN	LM RUN	PROVINCE RUN	CDM RUN	LM RUN	PROVINCE RUN	CDM RUN	LM RUN	PROVINCE RUN	
Ikwezi Local Municipality	1	2	0	1	0	0	1	0	0	5

Table 44: Health Care Facilities

11.3 Education

The Statistical information with regard to education and literacy in Ikwezi is of alarming concern. It is important for the Ikwezi IDP to pay attention to the available resources and encourage a drive for education and development.

The schools however need to be upgraded and are under resourced in terms of education facilities and equipment. There is also a need for schools and facilities to cater for adult education to try and improve the employability of the adults sector of the community.

A number of efforts are being made through partnership to support the culture of learning within Ikwezi. These include:

- Maths and Science Programme (Department of Roads and Transport)
- Motivating Educators and Parents (Department of Public works)

Efforts also include support with regard to infrastructure with DWA in regard to:

- Sewer connection at schools
- Greening projects
- Rain water harvest tanks (2 x schools)

Difficult time to secure the involvement of the Department of Education – on project steering committee

Ikwezi is challenged in finding a balance between municipal functions (core business) and provincial functions such as education but recognizes their role to:

- Facilitate / create awareness with the responsible agency with regard to issues and possible strategies to deal with the IGR issue of cooperation with the Department of Education. Efforts were made to establish a steering committee but the absence of the department has compromised these efforts.

10.4 Cemeteries

Ikwezi has three cemeteries that serve the communities. The CDM has been approached to support the establishment of a new facility. The SDF do provide guidance with regard to future needs and planning.

Death rate per 1000	17,25 per 1000 for the period 2005 – 2010	16,6 per 1000 for the period 2010 – 2015	16,2 per 1000 for the period 2015 – 2020
Number of deaths per year	196	188	184
Deaths for total period	1174	942	919
Daily deaths	0.54	0.52	0.50

Table 45: Death rate for Ikwezi

11. Safety, Security and Protection Services

11.1 Crime statistics

Crime for the Jansenville Police Precinct in the Eastern Cape for the period April to March 2001/2002 to 2007/2008

Crime Category	April 2001 – March 2002	April 2002 – March 2003	April 2003 – March 2004	April 2004 – March 2005	April 2005 – March 2006	April 2006 – March 2007	April 2007 – March 2008
Murder	5	3	4	6	3	3	3
Rape	3	2	6	7	1	10	7
Assault with intent to inflict grievous bodily harm	76	87	31	37	27	42	43
Burglary (residential)	43	82	51	44	26	19	29
Burglary (business)	39	15	16	15	18	7	1
Stock Theft	40	74	63	43	33	36	32

Drug related crimes	7	12	37	22	15	22	49
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Crime for the Klipplaat Police Precinct in the Eastern Cape for the period April to March 2001/2002 to 2007/2008

Crime Category	April 2001 – March 2002	April 2002 – March 2003	April 2003 – March 2004	April 2004 – March 2005	April 2005 – March 2006	April 2006 – March 2007	April 2007 – March 2008
Murder	4	1	3	2	5	0	2
Rape	6	6	5	11	8	6	5
Assault with intent to inflict grievous bodily harm	49	48	67	73	48	49	43
Burglary (residential)	29	60	43	35	39	41	19
Burglary (business)	14	17	13	3	7	6	5
Stock Theft	44	49	28	30	32	24	14
Drug related crimes	0	4	10	9	8	16	10

11.2 Traffic Services

Ikwezi LM is in the process of investigating the possibility of delivering traffic related services. Careful attention will be paid to the cost effectiveness of such an investment. The final decision should balance the need for improved road safety services versus the operational cost of staff and equipment.

Ikwezi does delivery an agency service for licensing (NATIS) on behalf of the Provincial Department.



11.3 Fire fighting service:

The CDM has a local Disaster Management Office that is responsible for firefighting services in Ikwezi and surrounding municipalities. The municipality act in an oversight capacity ensuring the respective communities receive an appropriate level of service.

11.4 Disaster Management:

11.4.1 Executive Summary

This disaster management plan has been developed by Cacadu District Municipality Disaster Management Centre, with significant input from the Ikwezi Municipal Disaster Management Advisory Forum. The plan provides a framework through which a holistic and comprehensive risk management can be undertaken within the local municipality.

The focus, as required by Disaster Management Act 57 of 2002, and within the legislated disaster management framework, is on minimizing the effects of hazards on local communities by ensuring a co-ordinated effort in risk management within Ikwezi Local Municipality, utilizing partnerships of Provincial Government, District and non- governmental bodies with a responsibility or capacity in disaster risk management and emergency response.

This plan has been designed around the identified risks, identified during Risk Assessment process. The plan outlines the Cacadu District Municipality disaster management framework. The plan further identifies the risk environment for Ikwezi municipality and outlines the key institutional and programming components relative to effective risk management and emergency response.

The Plans is not designed to usurp the incident management responsibilities of the various emergency services or other organisations within their normal daily activities. Instead the plan is

designed to enhance the capacity of the emergency services to more effectively plan for and respond to emergency situations. This is achieved through the combined processes of hazards and risk analysis, which provides more realistic base information upon to which to frame operational plans and procedures.

The plan is a dynamic document which maybe extended in the future to incorporate any additional risk treatment options as they are identified following formal hazard and risk analysis. The plan will also be amended in line with changes in the legislation and current best practice, and to reflect lessons learnt from the impact of hazards and other disaster situations that may arise.

The function of Disaster Management lies within the District Municipality. According to their IDP 2008/09 the Cacadu District Local Municipality is in the process of developing a Disaster Management Plan for the District. The anticipated timeframes for the completion of the plan is indicated below. The plan will as such be included in the IDP through the annual IDP review process.

The Cacadu District Municipality, which is a Category C municipality, is responsible for the overall planning and co-ordination of service delivery within the boundaries of the District Municipality. Due to the vastness of the geographical area and the diversity within the boundaries, there are numerous and unique situations being encountered in terms of the provision of a range of services, in particular “community services”, i.e. health, disaster management, etc. As such, existing resources need to be properly leveraged in order to benefit the community at large whilst still taking into account the resources available within the municipality.

The following objectives are documented in the Cacadu IDP:

OBJECTIVE 1 : To mitigate disasters in the Cacadu District

- 1) To develop integrated institutional Capacity for Disaster Management within CDM
- 2) Shared Services Model & Partnerships

OBJECTIVE 2 : To provide effective fire fighting in the District Strategies Projects

- 1) Build Institutional Capacity in the District
- 2) Capacitate LMs in Fire Services
- 3) Shared Services Model & Partnerships
- 4) Investigate financing arrangements

In terms of Ikwezi the following risks should be considered:

- Tornado,
- Epidemics like cholera due to quality of water,
- Foot and mouth disease
- Household fires,
- Hazardous chemicals due to number of trucks recently passing though the area
- Draught
- Floods

A complete risk assessment report is not available.

1. Competitive Advantage (Thina Sinako Report)

1.1 Infrastructure and Services

Ikwezi's Communications (transport and telecommunications) infrastructure is among the more developed in the Province, with operational rail infrastructure and air transport facilities, a relatively high proportion (32.86%) of the population with direct access to telephones and favourable cellular coverage, and proximity to the major economic centre of Port Elizabeth. A limiting factor is that road surfacing (6.35%) is below Provincial average.

While Ikwezi reflects below Provincial access to education facilities and limited access to health facilities, the Municipality claims a moderately high **Quality of Life** score based on above average performance on basic services provision (water, electricity, sanitation, refuse removal) and housing.

On **Economic infrastructure** Ikwezi is among the Province's least developed municipalities, with two commercial banks and two post offices.

1.2 Institutional Environment

The largely urbanised (66.31%) Municipality is the top **Land/Property Security** performer in the Province, where more than half (54.92%) of households own their properties, of which 98.01% are fully paid up owners, and where all of Ikwezi's 68 **unsettled land claims** are for financial compensation.

Ikwezi performs moderately well in respect of **Crime**, although its crime rate (46.54 crimes per 1000 people) is higher than Provincial average and police coverage by geographical area is poor. Police coverage by population is high and the crime rate has dropped significantly (-7.30%pa) over the past three years. Business and livestock related crime is roughly equal.

The local economy is highly **concentrated**, dominated by Agriculture in terms of both GVA and employment. The Municipality is favourably proximate to the Metro and the cost of doing business in the area places Ikwezi among the top half of all municipalities in the Province. Contributing factors are the moderate **transaction costs** arising through distance, and travel time to the major economic centre, and expenditure on transport, communication and finance. Although there is no Telkom service branch in the area and municipal regulatory capacity is very limited, there is favourable access to business **service providers** and particularly to development and financial support institutions.

1.3 Economic Indicators

Ikwezi is home to a fair proportion of people aged under 20 (42.33%) and a high proportion of people aged over 64 (7.30%) years, coupled with the highest dependency ratio (2.43) in the District. Unemployment (33.22%) is below the District average, while the proportion of people living in poverty (57.42%) falls between the District and Provincial averages.

The Municipality's above average **Productivity** score results principally from higher than average growth in value relative to employment and above Provincial average availability of skills to the formal economy. By contrast, growth in value relative to remuneration growth is poor and GDP per worker (formal and informal) falls between the District and Provincial averages.

Formal Economy Performance is the lowest in the District, particularly on the basis of higher financial grant dependence, poor employment growth performance, and to a lesser extent on the concentrated local economy. The local economy has experienced a marginal negative shift in share for employment and marginal positive shift for GDP contribution. Growth rates for GDP (1.83%pa) and employment (0.75%pa) for the period from 1996 to 2004 have fallen substantially short of the District and Provincial rates. Economic Absorption Capacity is limited considering the low total disposable income and buying power of the Municipality, although Ikwezi has a marginally positive income expenditure balance and high capacity informal sector, coupled with an above Provincial average employment multiplier.

The local economy claims a comparative advantage in Agriculture, for both employment and GDP contribution, centred exclusively on the Agriculture and Hunting sub-sector (32.46% GVA and 40.28% employment). Ikwezi also claims an employment advantage in Households (26.68%) and a GVA advantage in respect of Manufacturing, overwhelmingly dominated by the Transport equipment sub-sector (24.82%) and Community Services, centred on Health and Social Work (9.51%). Leading products in Ikwezi include game, sheep and goats. Tourism has potential for expansion and value-adding potential exists in association with the leading agricultural products of goats (mohair), game and sheep (meat processing, and wool).

1.4 Human Resource Capacity

Resident Participation Capacity is buoyed by the above Provincial average HDI (0.53) and low proportion of child-headed households, but is diminished by limited access to education and particularly health professionals and services.

The Human Development Index (HDI) is a mechanism in which to measure development by combining indicators of life expectancy, educational attainment and income into a composite human development index, the HDI. As such the HDI can be used as a frame of reference for both social and economic development. The HDI sets a minimum and a maximum for each dimension, called goalposts, and then shows where each country stands in relation to these goalposts, expressed as a value between 0 and 1.

HDI ratios and the percentage of people living in poverty as applicable to Ikwezi are reflected in the table below.

LOCAL MUNICIPALITY	HUMAN DEVELOPMENT INDEX		% OF PEOPLE IN POVERTY	
	1996	2005	1996	2005
EC103 –Ikwezi	0.51	0.55	46.3%	60.0%
EASTERN CAPE	0.49	0.53	54.3%	64.7%

Table 46: Human Development Index (Source : Global Insight, 2006)

Municipal Capacity is limited, in spite of a favourable ratio of municipal employees to population, owing to limited managerial experience and a relatively low number municipal functions performed with capacity.

Functional literacy (51.70%) is low and the qualification rate (8.07%) and proportion of residents with at least a matric (15.49%) is below the Provincial and District averages. Women's Economic Participation is lower than the District average, where women form a slight majority but constitute only 40.98% of the EAP and face higher unemployment levels and rate of growth in unemployment than their male counterparts.

The Analysis of competitive advantage in the Eastern Cape, Ikwezi (together with the Baviaans municipality) is noted as having very low competitive scores. As mentioned above, due to the poor economic state of the area, not many job opportunities exist, and the level of unemployment is high and thus the level of poverty in the area is also high. As a direct result of the high level of poverty, the crime rate is also a problem this is exacerbated by the poor quality of law enforcement in the towns. (LED Strategy 2008)

1.5 Economic trends

As mentioned before, the economy of the Ikwezi Municipality is negatively affected by the close proximity of the town of Graaff-Reinet. The municipality is saddled with a high unemployment rate in the region of 71% with widespread poverty in all three areas. The municipality is also burdened with

low levels of formal employment, as major employers prefer locating in places like Graaff-Reinet, which is less than 100km away, than in Ikwezi. Close on 78% of the households in Ikwezi are earning R1600 or less in the municipality with 15% having no income at all.

This trend seems to be worsening, as the population in the municipal area is steadily declining thus causing the revenue base to be under pressure. The number of unemployed people is also increasing. In contradiction to this the population increase shows growth not decline, but this does not necessarily imply a better revenue base as most household remain indigent. Worst case scenario, households are become worst of as retrenched workers move back home meaning households loose remittance money.

1.6 Future Trends and Goals (Economics)

As indicated above, the tourism and hunting industries are the major creators of employment in the area albeit on a seasonal basis. These employment generators play a major role in the economy and functioning of the region. If the access (Roads infrastructure) to the town is upgraded, the number of visitors would increase, and thus the employment figure could be positively affected as more and more farmers create B&B's and game hunting farms.

The development of the tourism sector will have the most effect on the economic trend in the area. The development of this sector will have little or no effect on the WSA's infrastructure as the majority of this sector is located on private land surrounding the three main towns/settlements.

Due to the economy of the area not growing the area is characterized by a high unemployment rate, poverty, organized crime, etc. The economy relies heavily on primary economic sectors such as agriculture, the government and transport services. One of the contributing factors is the lack of infrastructure (i.e. water and roads). The relative small population of the area, Jansenville in particular, results in it not being a very attractive investment destination. As mentioned before the economic prospects of the area are limited by the lack and poor quality of water. Bigger centres such as Graaff-Reinet and PE/Uitenhage are situated too close for any servers to consider relocating or investing in the area. The future growth potential of Jansenville and particularly Klipplaat is limited.

Description (annual income)	Nr of Households	
No income	442	2 141 House holds earn less than R1 600 per month <u>76.93%</u>
R1 – R4 800 (< R400 p.m)	211	
R4 801 –R9 600 (< R800 p.m)	855	
R9 601 – R19 200 (< R1 600 p.m)	633	
R19 201 – R38 400	291	
R38 401 – R76 800	130	
R76 801 – R153 600	99	
R153 601 – R307 200	55	
R307 201 – R614 00	8	
R614 001 – R1 228 800	5	
R1 228 801 – R2 457 600	11	
R 2 457 601 +	1	

Table 47: Household income (Demarcation Board, 2001)

1.7 Employment

The Department of Social Development of the Province of the Eastern Cape issued a socio-economic and demographics profile of the Province in February 2004. The high levels unemployment is exacerbated with extreme low levels of education and skills as demonstrated in the table below:

Area	% of unskilled labour
Ikwezi	52.1

Eastern Cape	27.8
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Table 48: Level of Unskilled labour

Socio-economic and demographic information pertaining thereto in relation to the Ikwezi local municipality is reflected in the tables below.

Employment status of workforce shown as a % of the total population of Ikwezi					
	Employed	Seasonal worker not working presently	Unemployed	Other	Total
Jansenville	9.97	0.38	22.05	15.19	47.57
Klipplaat	2.16	0.28	10.88	11.79	25.13
Rural area	15.82	0.33	3.56	7.62	27.30
TOTAL	27.95	0.99	36.49	34.58	100.00

Table 49: Unemployment Rate (CS2007)

1 Economic Sectors

The primary source of potential for economic development within Ikwezi relates to agricultural development. The Cacadu District Municipality (CDM) has developed an agricultural spatial database which contains a variety of agricultural related datasets that seek to enhance decision-making with regards to natural resource management. A component of the agricultural spatial database includes a SWOT analysis of the nine local municipalities located within the Cacadu district. The table reflected overleaf highlights the strengths, weaknesses, opportunities and threats as identified for Ikwezi in terms of the agricultural spatial database exercise.

SOCIO-ECONOMIC SWOT ANALYSIS	PRIMARY ISSUES
Strengths	<ul style="list-style-type: none"> • Agricultural know-how does exist within the communities due to their exposure and experience within the agricultural sector. • The close proximity of the Addo Elephant National Park may be of a potential benefit to Ikwezi. A possible entry point into the Addo Elephant National Park via the settlement of Waterford may provide positive economic spin-offs. • Mohair and Angora goats are prevalent within the area. • The natural resources of Ikwezi are in the form of good veld and soils. The Noorsveld (Cactus euphobia) in Jansenville is indigenous and could be exploited. • Game farming exists within the area. • Communal land exists at Klipplaat.
Weaknesses	<ul style="list-style-type: none"> • Most products that are produced locally (e.g. mohair) are distributed outside of Ikwezi for processing.

	<ul style="list-style-type: none"> • Transport costs are high due to the large distances between settlements within Ikwezi. • Low rainfall. • Shortage of available communal land and veld for the emerging farmers. • The dependent syndrome of local people (e.g. state grants)
Opportunities	<ul style="list-style-type: none"> • The Mohair industry. • Under-utilised land. • Aloes and cactuses. • The proximity of Addo Elephant National Park.
Threats	<ul style="list-style-type: none"> • Seasonal water shortages. • The high cost of produce for local people, due to transportation costs, etc. • The loss of human capital due to HIV and Aids and the migration of skilled people to bigger cities. • Improper financial assistance to projects.

The concept of Gross Geographic Value Added (GVA) is used as a basis for making estimates of regional economic activity. The map overleaf illustrates the geometric increase of GVA as one moves from areas with less than R 1 million per mesozone (white and beige) to areas with more than R 1 billion per mesozone (purple range of colours).

2.1 Agricultural Potential

The table below illustrates aspects relating to the suitability and / or potential of agricultural development within Ikwezi.

Rainfall	Soils	Irrigation	Land Cover	Suitability / Potential
<p>< 300mm over the plain.</p> <p>400mm or more in the hills.</p> <p>The area is classified as arid with small occurrences of semi arid in the hills.</p> <p>65% of the rain falls in summer (Oct – Mar).</p> <p>A drop in rainfall occurs in mid summer (Dec – Jan).</p>	<p>Soils are shallow: <300mm.</p> <p>Low lands: 300 – 600mm.</p> <p>Topsoil textures vary from loamy sand to sandy clay loam.</p> <p>Clay pan soils with impeded internal drainage in deeper soil areas.</p>	<p>Large areas suitable or marginally suitable for irrigation should water be available.</p> <p>Due to lack of water, irrigation is severely limited to isolated occurrences.</p>	<p>Predominantly Karoo shrub land with areas of thicket.</p>	<p>Crops – Irrigation:</p> <ul style="list-style-type: none"> Sugar beet, oranges, olives (large areas suitable or marginally suitable). Cotton (substantial areas are marginally suitable). Stone fruit (substantial areas suitable or marginally suitable). <p>Crops – Rain Fed:</p> <ul style="list-style-type: none"> Aloe (all areas are suitable). <p>Livestock / Game:</p> <ul style="list-style-type: none"> Boer goat, mutton, wool, mohair, game ranching, ostrich farming (all areas suitable). Beef (all areas suitable except the south eastern area).

Table 50: Agricultural Potential

In Ikwezi there are two groups of emerging small-stock farmers: the Zingisa Farmers Club which has 43 members owning 749 animals which graze on the Jansenville commonage (309ha, which is heavily over-grazed); and the Phambili Agriculture Co-op in Klipplaat which grazes goats on the commonage and at Hardwood Farm. There have been discussions regarding the use of the Angora Goat Experimental Farm at Jansenville (2128 ha) by emerging farmers. There is reported to be limited liaison between emerging and commercial farmers in the areas. (LED Strategy 2007)

AgriDIS (2006) reports the production capabilities of Ikwezi to include: Cotton, stone fruit, citrus, angora, beef cattle, mutton and wool, ostriches and boer goats

The potential crop products would require irrigation, and in this respect the areas' potential is quite limited. The Darlington Dam, the water body of which is mainly located in SE Ikwezi is connected to Gariep-Fish River Transfer Scheme (through the De Mistkraal Weir) and supplies the citrus farms of Sunday's River. The land adjacent to Darlington on the Ikwezi side has poor soils and is due to be incorporated into the Greater Addo Elephant Park. So irrigation here is unlikely. (LED Strategy 2007)

Possible projects include:

- Emerging farmer mohair, sheep and game enterprises (based on land acquisition)
- Commercial exploitation of Cactus euphorbia (indigenous around Jansenville), aloes, Agave Americana, prickly pears and harvesting of other natural products.
- Urban food enterprises
- Floriculture (e.g. fynbos)
- Fish-farming of tilapia on farm dams (Thina Sinako is supporting a similar project in Camdeboo, employing the wives of farm labourers)

All these projects need to be subjected to preliminary scoping, and prioritised according to employment potential and viability etc. Obviously it will be important to examine not just primary production but also downstream activities (processing etc).

1 2.2 Agri-Processing

Existing agro-processing activities include:

- Karnmoor Meats (abattoir in Jansenville)
- Meat processing plant in Jansenville (ostrich and venison) although this is currently un-operational.
- Ostrich feather sorting and packing operation in Jansenville⁴

Various opportunities have been identified:

- Wool and Mohair Beneficiation (R2.208 m from CDM; CSIR involvement)
- Natural Fibre Beneficiation Hub (R1.5 m allocated by CDM).
- Agave Americana: research by CSIR/ECDC (NB tequila plant in Graaff-Reinet closed early 2008)
- Karoo Sausage and biltong
- Abattoir (goat meat)(Hardwood Farm)
- Tanning (Hardwood Farm) – It is noted that tanning and primary processing of wool and mohair (washing and scouring) may not be feasible in the areas due to limited water availability. Here we need to distinguish between industrial-scale and craft-scale.

One-stop tourism craft shop in Jansenville as Steynberg Mohair already retails mohair products in the town, none of which are manufactured in the area. Other craft may include spinning, knitting, sewing, and African taxidermy. It is also noted that the Ikwezi Goat Project report argues against the viability of an abattoir complex at Hardwood Farm, because of the existing abattoir at Jansenville (which has surplus capacity) and the small number of small-stock presently owned by emerging farmers.

2.3 Responsible Tourism Sector Plan

A Responsible Tourism Sector Plan is available and was adopted by council in 2010.

2.3.1 Executive Summary

The objective of the Responsible Tourism Sector Plan is to provide guidelines and make recommendations to enable Ikwezi Municipality to develop a functioning tourism system through the application of a defined strategy and specific actions. Tourism is an inter-related system of supply and demand factors and a broad range of societal / environmental influences. Together, these comprise the tourism system. The tourism market is composed of both supply and demand. These are linked through marketing, research, distribution, global and national tourism organisations and transportation.

The supply side of tourism focuses on the most fundamental resources that attract tourists to regions and what the tourism industry brings to the tourist : the natural and cultural resources. The demand side of tourism comprises those needs and motivations, how they are shared by other people, how this becomes the basis for defining tourist segments ultimately drive the movements of tourists from one country and region to the next.

The tourism distribution system focuses on distributing tourism from the tourism sectors to the potential tourist. Tourism distribution can therefore be defined as the extension of the number of points of sale or access away from the location at which the services are performed. The overall environment in which tourism operates affects supply and demand because it reflects historical, current and future legislative, technological, social and economic trends.

The entire strategy, together with all the relevant contextual and background materials for reference, are contained in the main body of the document. The process followed in the compiling of Responsible Tourism Sector Plan (RSTP) has two principal stages, namely: Situational analysis and Development of the Responsible Tourism Sector Plan.

ECTB lists one hotel in Jansenville and no other forms of tourist accommodation there, although the draft Ikwezi Tourism Sector Plan mentions five establishments, with 9% occupancy. A group of

farmers in Ikwezi have formed the *Jansenville and Beyond Tourism Association*, and this alone has 14 members.

However, Ikwezi is half-way on the wagon trail to the jewel of the Karoo and mid-way between two great nature reserves. There is a large private conservancy, Shambala Conservancy, in NE Ikwezi. The ECTB's Mohair Meander passes through Ikwezi on the R75, from Uitenhage to Graaff-Reinet. However, Ikwezi is half-way on the wagon trail to the jewel of the Karoo and mid-way between two great nature reserves. There is a large private conservancy, Shambala Conservancy, in NE Ikwezi. .

One possibility for Ikwezi to benefit from increasing tourism incomes is the construction of a western gate to Addo Elephant Park at Waterford, thereby providing a possible tourism corridor between Addo and Baviaans.

2.4 LED STRATEGY

The LED Strategy is available and was adopted by Council in 2010.

2.4.1 Executive Summary

This document seeks to address the following key issues:

- The creation of an environment which is conducive to investment within Ikwezi Municipality, effectively leading to a reduction in unemployment levels;
- The development of strategies aimed at exploiting the commercial value of historic and heritage sites, together with the natural beauty of the area, in order to promote tourism..
- The identification of LED projects that have public/private partnerships potential, hereby creating a platform for collaboration by different role players within and outside the municipalities.
- The diversification of the economy by promoting other sectors whose potential has not yet been fully realised.

The LED Strategy is based upon the socio-economic review of Ikwezi Municipality. The observations and strategies identified are based upon desktop research, primary research and a workshop with the stakeholders.

Amongst the secondary data sources utilised are:

- Demarcation BOARD Municipal Profiles
- StatsSA (Community Survey 2007 etc)
- Thina Sinako Competitive Advantage Assessment (2005)
- Cacadu District Socio-economic Profile (ECSECC.2006)
- Cacadu Growth and Development Strategy (2006)
- The District and Local Municipal IDP
- Ikwezi Tourism Sector Plan

The process of developing this strategy has included initiating discussions with key role-players in the LED arena, including the DBSA, ECDC, ECSECC , Office of the Premier and other sector departments. The intention is that this process will begin to open the doors for increased public sector spending in the municipal area, through the creation of a strong network of relationships. It is important that the LED Strategy and the Responsible Tourism Sector Plan be read together.

2.5 DRAFT SMME STRATEGY

2.5.1 Executive Summary

The document is a product of the Thina Sinako supported Community Based Economic Development (CBED) and Community Based Enterprise Support Services (CBESS) projects. The projects were started in early 2010, and are due for completion by the end of 2011. The

overarching aim of the two projects is to stimulate community based economic development in Ikwezi Municipality.

The findings and suggestions contained in this document are the result of a community based planning process. Through this process extensive research and consultation has been undertaken within the local communities to identify the challenges and opportunities for community based pro poor economic growth.

This document will present the findings and recommendations for developing a SMME support programme for the Ikwezi Municipality. Extensive work has already been done on economic development in the area, including LED and sector specific strategies. This document should be read within the context of those documents and aims to add to the ideas and initiatives already identified through providing options that have a focus on community based, pro-poor and sustainable livelihood outcomes.

The existing LED ideas and strategies and the community driven projects that are emerging from the CBED process provide a list of economic projects at a range of scales for the area. This document does not aim to provide another list or create additional projects. Its purpose is to make proposals that will create an enabling environment within the Ikwezi area for successfully supporting SMME's.

Based on the processes and inputs summarised in section 2, this report makes the following proposals for a SMME Support Strategy and System aimed at supporting community based SMMEs. Each item listed here is further unpacked in section 3:

- An **Ikwezi SMME Incubator** is created to provide the core support services to SMME's in the area. – High Priority.
- A **SMME Project Forum** be created to ensure the sharing of resources and skills within the various supporting institutions. – High Priority.
- An **Entrepreneurship campaign** be implemented to create awareness within the community of their own ability and responsibility for economic and livelihood security. - Medium Priority.
- A **Development Trust** is created to support SMME creation and incubation. – Medium Priority.

Core to the successful implementation of these strategies is the building of capacity within the Ikwezi structures. A dedicated SMME support person at an appropriate level of capacity will need to be put in place as soon as possible to drive these structures and process.

Important Policy Framework

In the Cacadu District and Nelson Mandela Metropolitan Municipalities, the Department of Agriculture will focus on co-operation with the Municipalities on activities to establish and promote the Siyazondla Programme and to facilitate investment in infrastructure development and export –oriented production, particularly in citrus and deciduous fruit. Towards these ends, the Department is committed to the development of emerging farmers using the opportunity created by the intensification of land transfers from commercial to historically disadvantaged individuals and groups.

Agro-tourism could emerge as one of the most lucrative businesses in this regard. In terms of the development priority “rural economic development”, the applicable objectives, strategies and projects to be undertaken by the Ikwezi municipality are reflected below.

Rural economic development should be interpreted within the context of the broad objectives of the Area based plan. The Minister reaffirmed during the National Land Summit of 2005 that one of the measures that need to be in place “to ensure that land and agrarian reform moves to the new trajectory that will contribute to the higher path of growth, employment and equity by 2014” is the “introduction of proactive land acquisition by the state for targeted groups in the land market.” The implementation of the Proactive Land Acquisition Strategy (PLAS) will contribute to the higher path of growth, employment and equity by 2014. While the PLAS was approved “in principle” in July 2003, it arrived with a Ministerial proviso that a management (implementation) plan be developed prior to the implementation of the Strategy. The objectives include:

- To speed up the pace of land reform in South Africa in order to achieve national land reform targets;
- To contribute to enhanced economic development thereby contributing to the targets as set out in ASGISA;
- To integrate land reform into provincial and municipal development frameworks;
- To improve the sustainability of the land reform projects;
- To promote sector alignment: agriculture, LED, Integrated Sustainable Human Settlements, tenure security / upgrade linked to the provision of basic services. To promote the objectives of intergovernmental relations with municipalities and sector departments;
- To empower communities to participate actively in project formulation and implementation of land reform projects.

The achievement of this objective is made possible by a number of national / provincial programmes.

Chapter Six: Analysis of Financial viability and management

6.1 Executive Summary

Ikwezi municipality is a financially depressed institution in all material respects. As was indicated elsewhere within this document, the municipality derives its financial state from its rural nature and the fact that agriculture is a primary source of employment within this area. The agricultural industry has itself been experiencing a massive decline due to excessive drought within the area. The majority of our people remain unemployed and the lack of other private sector initiatives (other than farming) in our area make things all the more difficult.

The municipality had a history of lack of internal control processes. As such, the Office of the Auditor General has been expressing a series of disclaimer opinions since the date of inception of Ikwezi. This chapter focuses on institutional plans that were put in place to turn the situation around. This chapter also places emphasis on the financial situation of the municipality. Collection rate has been very low over the year. The municipality has been collecting at an average of 30% per annum. Coupled with this has been a lack of financial policies within the municipality.

The legislative environment continues to change and as such the municipality was required to comply with the requirements of GRAP for financial reporting purposes. The Finance Department is also tasked with Supply Chain Management. This is a critical function and contributes immensely to basic service delivery. The 2009/10 financial year can be described as a year of challenges regarding Supply Chain. The establishment of the SCM unit meant that staff had to be trained on the processes. Furthermore, new bid committees had to be established. There was a lot of uncertainty which resulted in delays in terms of processing tenders. Such delays negatively impacted on expenditure on grant funding and Council was forced to apply for a roll-over for these funds to be used in the new financial year.

The financial sector focuses its attention on the state of municipal finances. We also focus on issues of capacity within the municipality where finances are concerned. The municipality is struggling to attract and retain the necessary skills. Due to low packages offered to municipal employees, the municipality normally finds itself as a training ground for bigger municipalities that can afford to pay more attractive salaries.

1 6.2 Institutional Capacity

According to the Financial Recovery Plan (2009/10) Ikwezi faced extreme financial challenges with a budget of R20.2 million (one of the lowest in South Africa), salaries consuming 48% of the budget leaving only 52% for service delivery (mainly basic maintenance). With an infrastructure backlog estimated at R 183 million the national targets of 2010 deems impossible. In addition the financial management processes also result in the following constraints.

The office consists of the following staff component:

- Chief financial officer (One year and 3 months)
- Assistant Director : Finance
- Revenue accountant
- Two finance interns (one earmarked for BTO / one earmarked for internal auditing)
- Creditors clerk (x2)
- Senior Debtors clerk (also acting as ENATIS clerk)
- Credit control clerk
- Supply Chain Officer

- Cashiers (X2)

6.3 Challenges

1. Key deadlines in terms of the budget process in council are not adhered to and this is mainly as a result capacity constraint within the department. For the financial year 2011/12 a budget / IDP process plan was tabled and approved by council. A copy of the process plan is attached.
2. The meeting of deadlines are also relevant to other matters of compliance including the submission of quarterly reports to Council, the presentation of the annual report to the Provincial Legislature within 7 days of adoption and the mid-year performance assessment that was due for presentation on 25 January 2009. The time schedule and submission of quarterly reports and the annual report has been addressed during the financial year 2010/11.
3. With regard to the GAMAP / GRAP Compliance challenges have been experienced in terms of:
 - a. Internal control issues: Leave pay reserve fund
 - b. Asset Register: Fixed Assets could not be verified due to incomplete information on Register. This is a pervasive problem in the municipality due to the lack of available historical information. The indicated value (Historical Cost) of R69.6 m could not be verified as supporting documentation on fixed assets prior to 30 June 2005 is not available. Funding available via the MSIG 2009/10 will be applied in dealing with this challenge.
 - c. Consolidated report of withdrawals not available to Treasury. CFO to check and respond
 - d. Implementation plan and report is not available with regard to progress towards compliance to GRAP.

The current budget process applies the new GAMAP/GRAP budgeting format and all HOD's have received a briefing in this regard. The matter of compliance is prioritized in terms of applying the MSIG Existing staff will be re-organized to fit new organo-gram by 01 July 2011.

2. Financial Management

2.1 Compliance

The Auditor General's report is a key indicator of municipal performance in the MFMA 2000. The Ikwezi municipality has progressed from a **qualified audit opinion for 2007/08** to an **unqualified audit opinion** in the **(2008/9)** financial year. The municipality was able to maintain its unqualified audit status for the 2009/10 financial year. This is a massive achievement if one takes into account that all municipalities were required to report on GRAP standards during 2009/10. The municipality was able to take advantage of certain exemption – in particular those that relate to disclosure of assets at fair value.

Issues raised during the report include:

1. With regard to the GAMAP / GRAP Compliance challenges have been experienced in terms of:
 - Internal control issues: Leave pay reserve fund – the issue has since been addressed but management acknowledge that the risk has not been entirely removed. More emphasis will be put on this during the year under review and will be monitored through the internal audit plan. This challenge has since been addressed by appointment of a Human Resource officer and co-operation with our Internal Auditors.
 - Asset Register: Fixed Assets could not be verified due to incomplete information on Register. This is a pervasive problem in the municipality due to the lack of available historical information. The indicated value (Historical Cost) of R69.6 m could not be verified as supporting documentation on fixed assets prior to 30 June 2005 is not available. However, as a mitigating mechanism to this a service provider was appointed

in the 09/10 financial year to compile a GRAP compliant asset register and the project is 100% complete at this stage. This project is funded through the MSIG fund. Coupled with this project, is the conversion of the financial statements from IMFO to GAMAP/GRAP. The conversion process was finalised in 2009/10 and the project is over the three year period.

- Implementation plan and report is not available with regard to progress towards compliance to GRAP. A meeting between the appointed service provider, management and the internal auditors has been arranged. One of the objectives is to craft an implementation plan for the conversion process.

The current budget process applies the new GAMAP/GRAP budgeting format and all HOD's have received a briefing in this regard. Budget meetings sat during the IDP review process in an effort to ensure that the IDP is fully aligned to the budget.

2. Compliance with regard to the Supply Chain Management framework. In the past financial year challenges included delays in the payment of suppliers as well as non-compliance to transparency during the tender procedures in terms of making contract available to the public.

These matters are being addressed through:

- The review of the SCM policy
- Training workshops aimed at financial officials and all HOD's have been completed
- Permanent capacity will be created within the new organo-gram.

An **Internal Audit committee** was established 2005 for a 5 year term concluding in 2009. The committee is a shared service with the Karoo Cluster (Bluecrane / Camdeboo / Ikwezi) and a chairperson report is included in the Annual Report. The GTZ report pertaining to the PMS did state some concerns with regard to the functioning of the committee as members were extremely difficult to reach.

2.2 Challenges With Regard To Financial Viability

A critical challenge for the municipality is the availability of internal revenue to deal with operational, maintenance and new investment. Currently the Municipality is heavily reliant on external grant funding. The three dimensions of the problem include:

- poor collection rate
- Small revenue base
- High number of indigent households
- Under collection on water

The revenue base made up of businesses, private individuals and government departments. Businesses include the commercial farmers. Included in the private individuals will be a high number of indigents.

A poor collection rate:

- a. 2008/09: 32%
- b. 2009/10: 46%

The total value for the year to June 2010 amounted to R2, 815,527 and a large portion has been provided for a bad debts. Ikwezi is facing a challenge of unemployment – 62% of the adult population is unemployed. Coupled with that is an additional challenge of outdated debtor information on our

database. Included in the debtors amount is amount owed to the municipality by itself. During 2009/10, the municipality had to write off R5.4m that was owed by indigents. The cleansing of our data information is still work in progress and should be addressed by the end of 2011/12 financial year.

The poor collection rate is as a result of:

Incorrect billing of properties that have not been transferred to owners – as a result the municipality is billing themselves. Corrupt data with regard to consumers, inaccurate addresses, and inaccurate ownership was addressed by appointment of two debtors' clerks on a six month contract in 2009. However, the data cleansing project has been finalised and the end product of this process was the write offs of indigent debt and that of properties owned by the municipality. Council approved a total write off to the tune of R5.4m in June 2010.

Plans are in place to embark on a **data cleansing project** as a second phase which will see several properties transferred to rightful owners so as to enhance the proper billing process. Finance department has also noted with concern, the amount of debtors lying at 90 days and above and as a result of that demand letters are to be issued to private businesses and government departments that owe the municipality. Private consumers have also been encouraged to come to the municipality and register as indigents. A strategy is in place to collect as much as we can for the next financial year. A series of indigent campaigns have been undertaken by the municipality, resulting in substantial numbers of indigents being incorporated into our indigents register. A credit control clerk has been appointed on a contract basis to monitor full implementation of the credit control policy of the municipality.

The high unemployment rate compounded by low household income compounds the battle in terms of revenue. Although an Indigent Policy is in place, the current Indigent register is queried in terms of accuracy. It is suggested the many more households are unable to pay for services resulting in high levels of unpaid bills. The above mentioned awareness campaigns will address this problem going forward.

Settlement	Number of Households	Total amount (equitable share) – 2010/11	Budget for 2011/12
Jansenville	734	R1,005,000	R1,005,000
Klipplaat	301	R 307,000	R 900,000
Waterford	No Service	Nil	R 100,000
Total	1035		

Table 51: Allocation of FBS

The indigent policy is managed by the department of finance where a full time official in the revenue office is responsible for indigent application process including the verification of information and updating of register. At Klipplaat municipal offices – the administration head is responsible to transfer relevant information to the indigent official. CDW are used to announce that people should apply – applications are managed on an annual basis. The official is responsible for all information and communication regarding indigent.

Revenue was also lost due the issuing of certificate for Deeds of Transfer whilst outstanding consumer accounts. The issue has since been addressed and forms part of the duties of the Revenue Accountant.

Secondly, excessive internal expenditure with regard to telephone and vehicle cost are prioritized as areas for attention. The limited revenue is expended for reasons other than basic service delivery due to the perceived misuse of council facilities. Both matters are being addressed through:

- Introducing a zero tolerance approach to the misuse of telephones and vehicles
- Education and awareness sessions with employees
- A drive to improve the supervision and control within each department
- Investigation of systemic solutions such tracking systems, call print outs per ID code and the improved use of log books.

A Financial Recovery Plan (2009 / 2010) is available that consolidates the issues and actions listed above. The plan includes action such as:

- Data cleansing
- Review of evaluation roll
- Review of indigent register, D
- development and review of financial policies,
- Writing of irrecoverable debt,
- Implementation and monitoring of an Audit plan,
- Appointment of financial interns,
- Installation of water meters,
- Aggressive revenue collection efforts,
- Development of credible asset register,
- Development of action plan on risk management
- Conversion from IMFO to GRAP financial statements.

All of the above measures are included in the IDP strategies and projects.

1 Financial Performance 2010/11

3.1 Operating results

The overall operating results of the Ikwezi Municipality for the year ended 30 June 2010 are outlined below as per the Annual Report:

	Actual 2010	Actual 2009	Variance 2009/10	Budget 2009	Variance Actual/ Budget
	R	R	%	R	%
Income					
Opening (deficit)/surplus	16,104,778	13,862,960	16.17%	16,462,280	2.17%
Operating income	2,880,597	2,891,734			
Closing Deficit	-	-			
	<u>18,985,375</u>	<u>16,754,694</u>			
Expenditure					
Opening deficit	2,891,734	2,232,593	8.57%	16,457,170	12.24%

Operating exp	14,443,037	13,303,291
Appropriations	<u>1,561,177</u>	<u>1,218,810</u>
	<u>18,985,948</u>	<u>16,754,694</u>

Rates and General Services

	ACTUAL 2010 R	ACTUAL 2009 R	VARIANCE 2009/10 %	BUDGET 2010 R	VARIANCE ACTUAL/ BUDGET %
Income	11,918,205	10,856,005	9.78%	12,070,020	1.26%
Expenditure	<u>10,332,865</u>	<u>10,099,818</u>	2.31%	<u>12,125,620</u>	14.78%
Surplus/(deficit)	<u>1,585,340</u>	<u>756,187</u>		<u>(55,600)</u>	

Trading Services

	ACTUAL 2010 R	ACTUAL 2009 R	VARIANCE 2009/10 %	BUDGET 2010 R	VARIANCE ACTUAL/ BUDGET %
Income	2,884,127	2,192,976	31.52%	3,046,500	5.33%
Expenditure	<u>2,807,726</u>	<u>1,989,594</u>	41.12%	<u>2,937,790</u>	4.43%
Surplus/(deficit)	<u>76,401</u>	<u>203,382</u>		<u>108,710</u>	

Ikwezi were able to realize surpluses for the year due to proper controls that were put in place. Continuous checking and testing of electric cables resulted in less tempering (reducing losses on electricity sales). An employee from the municipality has been dispatched to go around the households on a regular basis and monitor the connection of electric cables. He then draws up a list of households with deficient electricity cables, which is then submitted to our infrastructure department for rectification. Another challenge relates to the old infrastructure which is no longer reliable, our electricity infrastructure is mostly overhead, is extremely vulnerable to adverse weather conditions. The poor condition also a lead to further electricity losses and an upgrade (or better still – a complete overhaul) is urgently required.

The municipality is currently addressing electricity infrastructure through a grant by the Department of Energy of R25m and the project is expected to be completed in 2012.

Water Services

	ACTUAL 2010	ACTUAL 2009	VARIANCE 2009/10	BUDGET 2009	VARIANCE ACTUAL/ BUDGET
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	R	R	%	R	%
Income	1,302,446	813,979	60.01%	1,345,760	3.22%
Expenditure	<u>1,302,446</u>	<u>1,213,879</u>	7.30%	<u>1,393,760</u>	6.55%
Surplus/(deficit)	<u>-</u>	<u>(399,900)</u>		<u>(48,000)</u>	

Income and expenditure cancelled each other out resulting in break-even. This was due to an allocation of R3110, 447 from the equitable share. The allocation was necessary and was effected to avoid recovering all the losses from the rates account.

A provision of R572, 631 for doubtful debtors led to the deficit in water services. The challenge we have here is the fact that we charge a flat rate for everyone, businesses, government departments and private consumers. This practice is not only depriving the municipality of possible income, but is also unfair to consumers. The condition of our infrastructure is also a cause for concern as the rate charged does not reflect the true status of consumption.

Capital expenditure and Financing

Land and Buildings

	Actual 2009 R	Budget 2009 R	Actual 2008 R
Infrastructure:			
Roads	0		79 362
Town Planning			
Sewerage and sanitation	1 436 977	1 600 000	14 557 935
Water	1 578 191	3 897 000	2 059 224
Electricity	65 000	2 000 000	0
Housing services	8 928 481	7 000 000	2 248 026
Other fixed assets:			
Vehicles			
Software	0		415 695
Furniture and equipment	374 812	130 000	341 383
	<u>12,383,461</u>	<u>14,627,000</u>	<u>19,701,625</u>

Resource used to finance the fixed assets were as follows

	ACTUAL 2010 R	BUDGET 2010 R	ACTUAL 2009 R
Grants & subsidies	3,173,232	14,627,000	19,545,518
Provision and reserves	144,354	-	127,123
Contributions from Income	17,936	-	28,984

3,335,522	14,627,000	19,701,625
3,335,522	14,627,000	19,701,625

External loans, Investments and Cash

No external loans were outstanding at 30 June 2010 as also in 2009.
Investments and cash amounts to R5, 188,358 (2008: R3, 783,308).

Funds and Reserves

The balances of funds and reserves were at year end a total of R2, 220,822 (2007/08: R2, 281,087).
No interest were allowed to these funds due to the Council's Cash flow shortage and the changes from IMFO accounting to GAMAP/GRAP. These funds are also not cash backed.

4. Resource Framework

4.1 Budget Information 2009 / 10 – OPEX & CAPEX

	Budget – Actual 2008/09	Budget – Estimate 2009/10	% change in operating budget 2009/10 to 2010/11	Budget per Capita 2009/10	Budget per Capita 2009/10
Operational Budget	13 165 190	21 186 956	60.93%	1143	1839
Capital Budget	19 70 1625	3 856 000		1710	335

(Demarcation Board: Capacity Report 2007/08)

4.2 Sources of Income

Source : (service charges / grants / donors)	2009/10 (budget)	2010/11 (budget)
Trading: Electricity	R3,006,500	R4,110,000
Trading: Water	R 975,500	R 975,000
NATIS Agency fees	R 80,000	R 120,000
Refuse Removal	R 850,000	R 890,000
Sewerage	R 770,000	R 803,000
Assesment Rates	R1,250,000	R1,300,000
Health Subsidy	R 508,000	
Interest on Investments	R 500,000	R 500,000
Interest on arrear debtors	R 650,000	R 900,000
Housing Funds		
NER (DORA)	R 8,000,000	
MIG (DORA)	R 6,383,000	R7,022,000
MSIG (DORA)	R 500,000	R 750,000
FMG (DORA)	R 750,000	R1,200,000

LED Funds/CDM	R 3,169,820	R 330,000
IDP Funds: CDM	R 150,000	R 150,000
Equitable Share (DORA)	R9,111,000	R11,553,000
Internation Mohair Income	R11,921,437	
External Loans: Vehicles	R 670,000	R 640,000
Other Income	R 174,700	R 856,670
TOTAL INCOME BUDGET	R49,419,957	R32,099,670

4.3 Investment per KPA: 2010/11

KPA	Operating budget (OPEX)	Capital (DORA: MIG / FMIG /)	Capital (other donors)	Small Capital (internal)	Allocation (%)	National guideline
Institutional Development and OD	R1,875,640	0	0	R45,000	3%	5%
Basic Service Delivery	R11,426,510	R28,905,000	0	R496,220	64%	75%
LED (MOHAIR)	R12,607,187	0	R2,700,000		24%	7.5%
Financial Viability and management	R4,004,490	0	0	R35,000	6.3%	5%
Good governance and public participation	R1,501,400	0	0	R250,000	2.7%	7.5%
	R31,415,227	R28,905,000	R2,700,000	R826,220	100%	100%

Ikwezi does not have the financial or technical resources to deal with spatial planning. The municipality relies on the support of the Provincial Department of Local government as well as CDM. Request has been submitted for the review of the SDF that should include detailed planning for Jansenville. The SDF 2007 estimated a financial requirement of R1, 2 million rand to complete spatial planning and development projects. The Department of Local Government and Traditional Affairs has allocated R350,000 to the municipality to address this issue.

4.4 Investment by other spheres of government

The following table represent the intended sectoral investment as per two different sources:

- Annexure B – document generated during a inter-sectoral workshop facilitated by the Office of the Premier
- Gazette (schedule of allocation) – April 2009

Department	Annexure B		Gazette – April 2009			
	Nature of Investment	Amount (2009 / 2010)	2009/10	2010/11	2011/12	2012/13
Agriculture	Mohair Summit	R4 500 000	R5 358	(R2 500)	Unknown	Unknown

			000	000)		
Land Affairs	Delport River Mohair Farms	15 000 000	Unknown	Unknown	Unknown	Unknown
DWAF	Refurbishment of existing waste sites Elimination of alien vegetation. Replacement Underground Water Network (Ikwezi)	R8, 600 000	Unknown	Unknown	Unknown	Unknown
Roads and Transport	Sakhisizwe community Pavement project EPWP program R337	R18 , 750 000	Unknown	Unknown	Unknown	Unknown
Public Works	Unknown	Unknown	240 000	264 000	264 000	277 000
Health	Service Level Agreement	463 080	508 000	635 000	663 000	696 000
Education	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
DEDEA	Cacadu allocation – business plans should be submitted	No indication	3, 300 000	13, 975 000	7, 877 000	
Social Development	Neighbourhood Watch Response Program Ke Moja Program	R308 000	Unknown	Unknown	Unknown	Unknown
Housing	Jansenville 500 Klipplaat 250 Waterford 350	R52 897 000	Unknown	Unknown	Unknown	Unknown
Provincial Local Government, traditional affairs & housing (Cacadu)	Cacadu allocation – business plans should be submitted	No indication	7,894 000	6,153 000	5,466 000	
Research and Development	Fresh and Delicious Egg Production Project Waterford Food Security Project Abafazi Phambili Women's Cooperative Klipplaat Women's Cooperative	R1, 950 000	0	0	350 000 750 000 500 000	0
DSRAC	Cacadu allocation – business plans should be submitted	Unknown	6,794000	10,620 000	10,800 000	

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Table 52: Sector Investment for Ikwezi for 2010/11

4.5 Submission of Business Plans per Department: Application for development funds: 2010/11 /12

Agency applied to	Name of Fund	Purpose of fund	IDP Project ID	Benefiting Admin Unit	Amount	Status of Approval
PPC	Social Responsibility	Hardwood Farm and Cultural Village	10.1 / 10.3	LED	R4, 500 000	Approved
Open Society	Development Fund	Community Based Economic Development	8.1 / 9.2	LED	R450 000	Approved
PPC	PPC Trust	Day Care Centre		Community Development - Klipplaat	190 000	Approved

Chapter Seven: Status Quo report on Good Governance and Public participation

Public participation is defined as: “an **open, accountable process through which individuals and groups within selected communities can exchange views and influence decision-making**” (National Policy Framework for Public Participation – 2007)

1 Policy Framework

National government is committed a form of participation which is genuinely empowering, and not token consultation or manipulation. This involves a range of activities including:

- Creating democratic representative structures (ward committees) in the case of Ikwezi the establishment of strong administrative units
- Assisting structures to plan at a local level (community-based planning),
- To implement and monitor these plans using a range of working groups and CBOs,
- Supporting community-based services,
- Support these local structures through a cadre of Community Development Workers

In addition, the government is seeking deepened involvement of local communities in local governance by incorporating ward committees (administrative units) and the community / interest groups at large in consultation around key municipal process like integrated development planning (IDP), the budget, performance management and service delivery. This applies in respect of implementation, monitoring and evaluation as well as planning.

The Legislative context includes:

- The Republic of South Africa Constitution Act, 108 of 1996 (hereinafter the Constitution), places an obligation on local government ‘to encourage the involvement of communities and community organisations in the matters of local government.’
- The promulgation of the Municipal Systems Act, 33 of 2000 (hereinafter the Systems Act) focused the attention of municipalities anew on the need to encourage the involvement of communities in the affairs of the municipality.
- Chapter 4 of the Municipal Systems Act is devoted to public participation

Government Policy and related instruments are available to support the implementation of the above framework. This includes:

1. The **White Paper on Local Government 1998** municipalities require active participation by citizens at four levels:
 - As voters: to ensure maximum democratic accountability of the elected political leadership for the policies they are empowered to promote.
 - As citizens: who express, via different stakeholder associations, their views before, during and after the policy development process in order to ensure that policies reflect community preferences as far as possible.
 - As consumers and end-users: who expect value-for-money, affordable services and courteous and responsive service.
 - As organised partners involved in the mobilisation of resources for development via for profit businesses, non-governmental organisations and community-based institutions.

2. **Batho Pele**, a Sotho translation for 'People First', is an initiative to get public servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. Eight Batho Pele principles were developed to serve as acceptable policy and legislative framework regarding service delivery in the public service. These principles are aligned with the Constitutional ideals of promoting and maintaining high standards of professional ethics; providing service impartially, fairly, equitably and without bias; utilising resources efficiently and effectively; responding to people's needs; the citizens are encouraged to participate in policy-making; and rendering an accountable, transparent, and development-oriented public administration. The Batho Pele principles include:
 - Consultation
 - Setting service standards
 - Increasing access
 - Ensuring courtesy
 - Providing information
 - Openness and transparency
 - Redress
 - Value for money

3. Key among related policy initiatives important for public participation is **Community-Based Planning**. Based on a number of principles, Community-Based Planning seeks the active involvement of the community, especially poor people, so as to improve the quality of plans and services, extend community control over development and empower communities so that they take action and become less dependent. The principles of Community-Based Planning are:
 - Poor people are included
 - Plans, and the planning process, must be realistic and practical
 - Planning must be linked to legitimate structures like ward committees
 - Planning should include implementation, monitoring, evaluation and annual review
 - The plan must be people-focused and empowering
 - The emphasis should be to build on strengths and opportunities rather than focus on problems
 - Plans must be holistic and cover all sectors
 - Planning must promote mutual accountability between communities and officials
 - There must be commitment by councillors and officials to the whole process

4. In 2003 the **Community Development Workers** initiative was introduced, the primary aim of which is assist local communities in accessing government services and in meeting their needs. Since inception, CDWs have been appointed in different parts of the country. The CDWs can play a supportive role to the ward committees by:

- Ensuring that ward committees and civil society are informed on government support and services
- Encouraging ward committees and civil society engage with opportunities
- Identifying needs and building on strengths by facilitating CBP locally
- Supporting implementation of community activities and projects by community structures such as community workers and Community-Based Organisations
- Providing technical support (compiling reports and documents for example) to ward committees to monitor community projects and to account to communities and municipalities

The Public participation strategy intends to deal with the following:

- Effective management of a Community Complaints Management System – currently a suggestion box is in place.
- Publish and distribute a Citizen’s Participation Charter that:
- Publicises the Public Participation Principles
- Outlines the various local structures to contact
- Processes to follow for communities to participate in municipal governance
- Use Citizen’s Satisfaction Surveys as a means of becoming informed about the community’s views on municipal delivery.
- Empower and support ward committees, as well as require them to operate in a participatory and democratic fashion.
- Empower and support the IDP forum (provide information / administrative & logistics support / IDP workshops)
- A comprehensive local Stakeholder Register must be compiled and maintained to ensure the full inclusion of as many local players as possible

1 Customer Satisfaction

Weak or non-existent complaint management systems in municipalities is a major limiting factor in developing a customer focused municipality. This coupled with weak monitoring of Batho Pele and a weak management response system perpetuates a negative public image of Ikwezi which the public participation strategy just addresses with earnest and dedication. The only indication of customer satisfaction is the result of a study conducted by Cacadu and GTZ during 2007. (Report on the Good Governance Survey in Ikwezi Local Municipality – 2007)¹

Members of the public were asked to give their impressions of different aspects of service delivery quality on a scale of 1 to 5 (1 being least satisfactory, 5 most satisfactory). While the scores were spread over most rankings, in most cases respondents scored the various aspects of service delivery quality fairly highly. However, relatively negative perceptions were expressed with regard to views on whether the municipality performs the service right the first time and whether the municipality follows through on its promises.

Assessment items	1	2	3	4	5	Total
Employees of the municipality have the knowledge to answer our questions	76 (19)	47 (11.8)	72 (18)	67 (16.8)	138 (34.5)	400 (100)
The municipality has employees who give us personal attention	64 (16)	78 (19.5)	79 (19.8)	106 (26.5)	73 (18.3)	400 (100)
Employees of the municipality are always willing to help us	79 (19.8)	59 (14.8)	93 (23.3)	94 (23.5)	74 (18.5)	399 (100)
The municipality performs the service right the first time	101 (25.3)	69 (17.3)	88 (22)	73 (18.3)	69 (17.3)	400 (100)
When the municipality promises to do something by a certain time it does so	134 (33.5)	38 (9.5)	57 (14.3)	63 (15.8)	108 (27)	400 (100)

Table 53: Impression of service delivery quality

¹ It should be noted that Council did not adopt the report, but sections are useful in formulating a meaningful public participation strategy.

1 verview of Public Participation in Ikwezi

Management of Ikwezi Municipality has developed a **Turnaround Strategy** that is centred on the Principles of Batho Pele, Good Governance and Inter – Governmental Relations. Consistent support from the community, NGOs and CBOs, district municipality, provincial departments, national government, parastatals and private sector is central in the success of the said strategy. The political leadership and management of Ikwezi Local Municipality requests all the above mentioned stakeholders to stand united in the fight against poverty and underdevelopment.

Good governance dictates that the Municipality should conduct its business in an open, transparent and accountable manner and for this to be realised, community participation is essential. In order to achieve this Ikwezi established 8 administrative units to fulfil this function. The units serve as the basis of communication between the municipality and the community (both political and administrative). For each unit there is a chairperson and a small committee that interacts with the municipality.

Besides using units to communicate with the public- the municipality has other structures in place that assist with this function namely:

1. A list of Stakeholders which take part in the following types of meetings
 - IDP / Budget sessions
 - Rates Policy
 - LED related meetings
 - HIV/AIDS meetings
 - IGR meetings
2. Local communicators forum (IGR) and
3. Different Forums i.e. youth Council and the
4. Council itself which reports quarterly to the public.



Name of stakeholder	Interest in business of municipality	Mechanism or cooperation
All Government departments	Ensuring integrated planning towards improved service delivery	IDP Meetings, Local Communicators Forum-IGR Forum
NGO's- Klipplaat Development Forum and Jansenville Development Forum		IDP Meetings Stakeholders Forum
CBO': Rate payers Association Farmers Association Business Sector Small Business Projects CPF	Determine what opportunities is the municipality bringing, how they can explore those opportunities	IDP Meetings Stakeholders Forum
Political Organisations- ANC DA JKA	It the municipality leaving up to its mandate	IDP Meetings Stakeholders Forum
Administrative units	To guide the business of the municipality, plan together with the municipality	IDP Meetings Stakeholders Forum
Different Forums: Disabled Women Youth Council Sport Forum Council of Churches	To be included in the plans of the municipality	IDP Meetings Stakeholders Forum, AIDS Council Meetings

Table 54: Stakeholder analysis

The IDP forum represents a pivotal mechanism for community participation and the effectiveness thereof should be reflected upon. According to the Report of Good Governance Survey (March 2007) the following is documented:

Councillors & officials				
Rating	IDP forum		Ward committees	
	No. Of respondents	% of total	No. Of respondents	% of total
Very ineffective	0	0	0	0
Ineffective	1	10	1	10
Effective	3	30	3	30
Very effective	6	60	6	60
Non-existent	0	0	0	0
Don't know	0	0	0	0
Total	10	100	10	100
Members of the public				
	IDP forum		Ward committees	
	No. Of respondents	% of total	No. Of respondents	% of total
Very ineffective	54	23.2	58	25
Ineffective	5	2.1	13	5.6
Effective	31	13.3	49	21
Very effective	5	2.1	8	3.4
Non-existent	11	4.7	14	6
Don't know	128	54.9	91	39
Total	234	100	233	100

Table 55: Effective of the IDP forum

Concerning the factors that contribute to the effectiveness of forums for community participation, amongst the councillors and officials interviewed, the most important factors were the leadership of the forums, the credibility of the forums within civil society, human resources capacity, and an understanding of the role of the forums. Amongst members of the public, human resources capacity, leadership of the forums and their credibility within civil society were viewed as the most important factors.

1 Results Public Participation meeting (2011/12)

Community	Total Part.	Issues
Klipplaat	103	<p>1. Language issue in terms of public participation and the document itself came out strong as one of the contributing factors towards poor participation from the community. Unit members recommended that the document be summarized in both Afrikaans and Xhosa.</p> <p>2. Street names, the municipality to look at this as one of its priorities as it will ensure speedy response from the police service.</p> <p>3. Public transport is a costly item for</p>

		<p>already poor households</p> <p>4. Efforts should be made to attract investors to Klipplaat in so doing creating economic infrastructure that reduced the need to Klipplaat community to travel far for basic goods.</p> <p>5. Quality of water and the management thereof (people are currently wasting water)</p> <p>6. Municipality to consider improving the standard of hardwood houses i.e. electricity</p> <p>7. Poor police service i.e. police vehicles, no phone at the police station and well as poor customer service.</p> <p>8. TV station crisis</p> <p>9. Clinics, there is only one sister in charge. The issue of shortage of doctors, ambulance and general poor service delivery.</p> <p>10. Unavailability of shops around Klipplaat. The available ones are too expensive because there is no competition and thus resulting in more poverty</p> <p>11. The municipality to look at old RDP houses as some of them are currently leaking</p> <p>12. Poor service delivery from the municipality i.e. street lights, maintenance of the halls, upgrading of the Klipplaat library e.g.</p>
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		<p>installation of computers</p> <p>13. Employment of local contractors for the paving of streets, high mast lights and geysers.</p> <p>14. Hopson Khanyisa connection.</p> <p>15. Upgrading of sports field.</p> <p>16. Visibility of LED Office to assist the SMME's in the area</p> <p>17. The Municipality to assist CBO's</p> <p>18. Municipality prioritize the idea of bringing employment creation projects/ income generating projects to alleviate poverty.</p> <p>19. Tarred road linking Baru and Klipplaat.</p> <p>20. Opening up of a tannery.</p> <p>21. Management of solid waste.</p> <p>22. Municipality must consider the issue of providing a crèche at Dan Sandi</p> <p>23. Bakery</p> <p>24. Municipality to assist young people in the provision of a training venue for sport related activities (karate)</p> <p>25. Beautification of Klipplaat Town/Rehabilitation Works/ Picnic Site Development.</p>
Jansenville	69	1. Urgent need for a new Cemetery and in the meantime the municipality must

		<p>consider putting temporary toilets at the cemetery for the convenience of the community.</p> <ol style="list-style-type: none"> 2. Maintenance of the cemetery (it is currently dirty and there is no fencing) 3. Old RDP Houses that need renovations 4. New Houses criteria and toilet snags under LRC 5. Internal Roads needs urgent attention as those that are tarred are full of potholes 6. Storm water drainage causing floods when it rains. 7. Street lights not working due to poor monitoring/maintenance 8. Bursting of sewer pipe lines 9. Municipality to take into cognisance the issue of illegal dumping sites (Spogter house) in the locations and to also look at the dumping site next to the cemetery 10. Municipality to speed up process of ensuring that services are brought closer to the people i.e. home affairs. 11. Land issues- what is the municipality doing to ensure that scarcity of land is avoided and that house are built for the community of Jansenville. 12. Assets and land of the municipality. 13. Water issue (quality and quantity) 14. Housing applications are problematic for example an old man that applied and his application was denied due to information that a house in the metro is already registered under his name. How is the municipality responding to such
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		<p>issues?</p> <ol style="list-style-type: none"> 15. Municipality to consider upgrading of sports fields and develop a maintenance plan for the soccer kick about. 16. Youth Advisory Forum to be established 17. Collection of information about the fellow comrades 18. Construction of historical monuments to respect our comrades 19. Illegal dumping causing health hazards 20. Licking sewage 21. Bucket system collection timetable to be reviewed. 22. Municipality to consider the three languages when preparing documents for public participation meetings
Waterford	18	<ol style="list-style-type: none"> 1. Poor service delivery of the municipality i.e. response time, for example the issue of the pump station it has been reported several times and nothing has been done to address it 2. Water crisis even the tanks installed have no water. 3. Urgent need for a shop, where the community would be able to go and buy instead of driving all the way to Jansenville even for small/little items like paraffin or sugar. 4. Vegetation plant which will serve as a measure of eradicating poverty in this area and also as an LED initiative. 5. Establishment of a crèche' (pre-school)

		<p>and a Primary School.</p> <ol style="list-style-type: none"> 6. Income generating options such as a wood project 7. Improve the visibility of the Mobile clinic within this area or community health workers. 8. Municipality to assist by ensuring that pension does come to Waterford instead of people having to hire transport or hike to get to Jansenville for their pensions. 9. Municipality to consider the possibility of providing a sports field for Waterford community. 10. Cemetery to bury the family members in Waterford not in Jansenville. 11. Exotic Fish Harvesting in Darlington Dam 12. Most houses are in bad condition 13. High rate of unemployment to be considered when planning about Waterford. 14. Municipality must tar road for the two streets
Wolwefontein	26	<ol style="list-style-type: none"> 1. Wolwefontein Sports field to be developed for recreational purposes. 2. Urgent need for cemetery and availability of land 3. Water 4. Housing and availability of land 5. Electricity 6. Municipality to assist in applying for Grade –R and a list of children to be forwarded to the Department of Education for approval 7. Community members need a clinic to

		<p>access basic health care.</p> <p>8. Upgrading of the toilet system which is unhygienic</p> <p>9. High rate of unemployment leading to dependency on social grants.</p> <p>10. LED to support emerging small businesses.</p> <p>11. Visibility of Social Development to assist in social related issues</p> <p>12. Members of the public are renting houses in poor condition and paying for water to Transnet</p>
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3.1 Priority issues:

ISSUES RAISED	SOLUTION FROM THE MUNICIPALITY
<ul style="list-style-type: none"> The IDP needs to become an understandable concept. As it represents the strategic planning document of the municipality it cannot be over simplified, but additional efforts are needed to engage with communities, promote conversations and implement an IEC strategy that makes messages available to the community in a clear manner (considering language requirements) 	<ul style="list-style-type: none"> The municipality is committed in crafting an A4 page summarised version of the IDP, which will be translated in all three languages dominant in Ikwezi. During the IDP Road Shows, script would be crafted and translated in to a play (using school children) in order to educate or make the IDP more understandable to the communities of Ikwezi.
<ul style="list-style-type: none"> The management of the Indigent register vis-à-vis communication with the community can become a much more powerful tool in supporting poor and vulnerable households. Great institutional attention should be paid to the matter. 	
<ul style="list-style-type: none"> The quality of housing delivery (leaks/incomplete structures /delays) is jeopardizing the image of government in the area. 	
<ul style="list-style-type: none"> The establishment of a cemetery will soon become a crisis for the municipality. 	The municipality has prioritized this and currently busy with the EIA process.
<ul style="list-style-type: none"> That the municipality adheres to the legislative requirements of reporting to the public on a quarterly basis. 	
<ul style="list-style-type: none"> Conduct IDP/Budget workshops with administrative units for better understanding of the document. 	
<ul style="list-style-type: none"> The isolated nature of Waterford and 	

Klipplaat raises a challenge for the municipality with regard to issues such as access to economic infrastructure / social services like pension / television services. The cost of transport is contributing to an already deepening poverty cycle	
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1 Communication Strategy

Executive Summary

Local municipalities are at the coalface of service delivery and the closest sphere of government to communities. As such, they are held accountable for all government services, even when these functions are not assigned to them.

The local government elections and the public debate elicited greater scrutiny of municipal service delivery efforts and there were many protests across the country as citizens expressed their dissatisfaction at the lack of performance of municipalities. This was attributed in part to the lack of effective communication by municipalities of their achievements in service delivery.

It is therefore critical that local municipalities provide for adequate communications structures and to communicate proactively with both the media and with all their stakeholders, and to develop a communications strategy that will address the challenges. They need to ensure a two-way flow of information and to build relationships and partnerships so that service delivery can take place in a conducive environment.

A communication Policy (2006) as well as a Communication Strategy (2008) is in place. The Strategy is guided by the State of the Nation Address (SONA), the State of the Province Address (SOPA), the District of district Address (SODA) and the National Government Communications Plan as well as the SALGA National Communications Conference which took place in Tshwane on 8 – 10 May 2006, which put forward a new, consolidated model for local government communications. It is also guided by legislation such as the Promotion of Access to Information Act 2 of 2000, the Local Government Municipal Structures Act 117 of 1998, the Local Government Municipal Systems Act 32 of 2000, and the Local Government Municipal Finance Management Act 56 of 2003.

A local communicator's forum has been established on the 13/05/2008 and is made up of communicators from the different government departments. As per the terms of reference it was set to meet on a monthly basis up until it is stable and thereafter meets on a quarterly basis. As means of allowing better communication with communities and ensure provision of information on time a Communication Strategy was crafted and tabled to council in 2010 the following objectives:



- To create platforms for greater public participation through a consultation process and by sharing information with communities and obtaining feedback about Ikwezi IDP/government priorities, challenges and remedial actions.
- To promote community awareness towards meaningful participation of civil society in municipal and government programmes.
- To enhance coordination of communication activities among the three spheres of government.
- To enhance Intergovernmental Relations and integrate programmes and projects within clusters across spheres of government.
- To align communications with the Integrated Development Plan in terms of the cycle for local government.
- To communicate the municipalities roles and functions.
- To influence behavioural change in communities to prevent vandalism, wasting of water, illegal use of foreign objects in sanitation systems, improve health and hygiene, recycling waste and to take collective responsibility for government property.
- To strengthen and sustain media relations and to communicate proactively with the media.
- To market the Ikwezi brand.

- To strengthen and improve an effective internal communication system within Ikwezi.
- To strengthen communication in popularizing government's initiatives and what Ikwezi is doing to implement these e.g. ASGISA, JIPSA etc.
- To promote mainstreaming of marginalized groups e.g. youth, gender, disabled and HIV and Aids and to promote a healthier lifestyle.

It also clearly illustrates some of the challenges this municipality is facing regarding communication. These include:

- Lack of capacity and no/dedicated communications officer. Leading to common phenomena of doubling up functions and being responsible for diverse issues such as communications, local economic development, special programmes etc.
- Inadequate funds for communication.
- Establishment of Thusong Service Centre.
- Communication activities are conducted haphazardly and uncoordinated.
- Lack of cohesion in messages.
- Non-participation of government role-players in communication structures hinders coordination of government programmes.
- There is often also a lack of integration of programmes and projects within clusters between provincial and local government.
- Communication channels are not always followed and bureaucracy can hinder the process of effective and timeous communication.
- Strategic importance of communications is often overlooked.
- Absence of community media.
- Budgetary constraints make it difficult to cater for special groups e.g. blind and deaf.
- Reaching and communicating to farm communities is a challenge.
- Strengthening of community support groups e.g. HIV and Aids

The draft communication strategy will be assessed with the support of GTZ with specific reference to meeting all national directives and the inclusion of a clear policy direction with regard to interaction with the media and the creation of a positive public image. As a framework for the assessment the following National principles should be operationalized:

- **Accountability:** All organs of state in the different spheres of government should maintain accountability, ensuring that their decisions are not biased and that their responsibility to the communities is retained
- **Communication:** Effective communication between the national, provincial and local spheres of government and communities should ensure access to information and the empowerment of communities to participate,
- **Community well-being and empowerment:** Community well-being and empowerment must be promoted through public dialogues, the sharing of knowledge and experience, and other appropriate means.
- **Conflict of interest:** Actual or potential conflicts of interest between government, and other stakeholders should be resolved through conflict resolution procedures.
- **Decision-making:** Decisions must take into account the interests, needs and values of all interested and affected parties, and this includes recognising all forms of knowledge, including traditional and ordinary knowledge.
- **Effectiveness:** Actions and decisions pertaining to community participation should achieve set objectives in a manner that constitutes efficient use of resources, appropriate economic, social and environmental costs.
- **Equity:** The vital role of women and youth in community participation and development must be recognised and their full participation therein must be promoted.
- **Sustainable Development:** Development must be socially, environmentally and economically sustainable.
- **Intergovernmental coordination:** There must be intergovernmental coordination and harmonisation of policies, legislation and actions relating to community participation.
- **Participation:** The participation of all interested and affected parties in ward development, and governance must be promoted, and the people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged persons must be ensured.

- **Batho-Pele:** Ward governance and development must place people and their needs at the forefront, and serve their physical, psychological, developmental, cultural, linguistic and social interests equitably.
- **Transparency:** Decisions must be taken in an open and transparent manner, and access to information must be provided in accordance with the law.

Following a thorough interrogation the strategy will be exposed to an extensive public participation process for commenting and education.

4.1 Challenges with regard to Community Development Workers

In order to maximize the full benefit of this National initiatives within Ikwezi the following challenges must be addressed:

- Communities are confused with regard to their role and relationship to the Council. As a result misperceptions and conflicting interests emerge in the community.
- No programme available with regard to their work in terms of how it contributes to the work of the municipality – measurement should be in place to assess the extent to which the performance of the CDW's contribute to the IDP objectives.
- Reporting structure is not conducive for good working relationships and effective monitoring

1 Special interest groups

In terms of public participation, Ikwezi intends to develop and maintain mechanisms to ensure community participation in policy initiation and formulation, and in the monitoring and evaluation of decision-making and implementation. A challenge within this is to ensure that the voice of the most vulnerable and the most marginalized is also included in the engagement. As per the National framework these groups should include the youth, women, disabled and families affected by HIV/AIDS. The following approaches are considered:

- **Forums** to allow organized formations to initiate policies and/or influence policy formulation, as well as to participate in monitoring and evaluation. This includes the existing of forums representing general community interests (Jansenville and Klipplaat development Forums) as well as forums for the disabled, youth, women and others. The latter forums need much institutional attention and support as they hardly function. The IDP representative forum is another example where interest groups are encouraged to influence the development agenda of Ikwezi.
- **Structured stakeholder involvement** in certain council committees, in particular if these are issue-oriented committees with a limited lifespan rather than permanent structures. A more detailed stakeholder analysis is presented in this section.
- **Participatory budgeting initiatives** aimed at linking community priorities to capital investment programmes. Extensive public participation outreach programmes are driven from the Mayors office in terms of IDP, budget and general Imbizo's.
- **Focus group participatory action research** conducted in partnership with NGOs and CBOs that can generate detailed information about a wide range of specific needs and values.

During 2008Ikwezi (with the support of DSRAC) initiated an engagement process with the local youth. Contemporary topics were debated and resolutions formulated. These include:

- Moral regeneration
- Teenage Pregnancy & HIV / AIDS
- Unemployment

These topics should be viewed as the priority issues for youth in Ikwezi. The following table shows a summary of the

Priority Issues	Factors listed by Ikwezi youth	
Moral regeneration	We respect certain people & not everybody Public indecency Don't have a civil manner of talking to each other Vulgar language	Personal and leadership development (voice of reason from inside) Being able to confront problems



	<p>We have deserted our own culture and traditions General discipline does not exist-lack of punishment Too much inequality Racism is still rife in society</p>	<p>in an open manner – having sufficient support mechanisms and networks. Create equal opportunities for all.</p>
<p>Teenage Pregnancy & HIV / AIDS</p>	<p>Promote Voluntary testing Factors that promote irresponsible sexual practices include access to abortions and the child support grant. Prejudice rife in terms of HIV/AIDS (no support for affected persons) therefore fear of disclosure Unemployment and poverty create a cycle of hopelessness that result in other social problems such as drinking / taverns. Parental guidance and role models are critical The youth is vulnerable in terms of receiving material goods e.g. cell phones in exchange for sexual favours</p>	<p>Personal development (being able to have a choice / say no / use condoms / deal with trust / limit low self esteem issues) Offer constructive activities that creates hope in the poverty ridden communities Employment opportunities to reduce temptation to prostitute or earn income through illicit means.</p>
<p>Unemployment</p>	<p>School drop out due to financial limitations and intentional pregnancies – high risk youth Prostitution becomes attractive option Job opportunities are scarce for those have grade 12 Youth with physical or learning disabilities are affected the most Youth is not proactive, expecting jobs to come to them Irresponsible work ethic – do not treat jobs with the necessary seriousness and commitment No place to gain in the job experience after studies Educators are not disciplined or motivated There is no access to financial support for future studies (bursary) Identity documents critical to access government programmes – not all youth have access to ID's.</p>	<p>Employ locals instead of 'outsiders' Start with elementary – jobs accept job offers as a start People must take own initiative, Vukuzenzele, collect a can Youth projects from the municipality that must be approach with seriousness. Start recruitment at school level Bursary from the level of municipality</p>

The outcome of the initial process includes the value of having the youth's agenda incorporated in the IDP. The Youth Development Forum together with DSRAC, the Youth Council and Ikwezi LM has the opportunity to develop a powerful implementation plan to address the priority issues.

Similar processes should be initiated with other priority interest groups including women and the disabled. In most cases the forums are non-functional and representation on the general forums is weak.



1 Process Plan

The Ikwezi Municipality acknowledges the IDP process as a pivotal vehicle of public participation through the:

- IDP steering committee that accommodates deliberation and dialogue between the council and administration
- IDP Representative Forum including representation from Government departments, NGO's, CBO's, political organisations, business sector, civil society, community members/representatives etc.
- Engagement with administrative units during the approval phase of the review process

In line with National guidelines the 2010/11 review cycle concentrates on performance reporting to all stakeholders and adjustment of the annual plan based on progress and the available resource framework. The following table describes the process plan in terms of key activities as well as critical stakeholders involved in the various stages. The timeframe is aligned to the District IDP Framework.

IDP Review Revised Process Plan was approved by Council in February 2010.

IDP PROCESS PLAN 2010/11

Nov-11

	A	B	C	D	
1	2008/09 IDP & BUDGET PROCESS PLAN : ACTION PROGRAMME FOR Ikwezi MUNICIPALITY				
2	Item	Details / Outcomes / Key Milestones	Main Activities / Actions	Responsible Agent	Role
3					
4	A				
8	1	District Workshop	alignment of timeframes, agree on data sources and discuss review focus areas, training/refresher workshop, ongoing professional advice and support and CIP	CDM Planning Unit	All LM's HOD's
9	2	Council Adoption	Table CDM Framework Plan to Council	Ikwezi LM; Acting Manager Strategic Planning	Manag
10	3				

11	4	Establish the IDP Steering Committee	Steer Com Meeting is held where the following was considered : composition of IDP Steer Com; Draft Process plan & Amended as per comments ; Clarify the role of CDM in the IDP process of Ikwezi and District framework Plan; agree on an effective Public Participation mechanism	Ikwezi LM : Acting Manager Strategic Planning.	Steering Committee Mayor, Council Manager and all
12	5		<i>Table reviewed stakeholders list and comments from MEC on Assessment Tol</i>	<i>CDM; Manager Strategic Planning</i>	<i>Steer</i>
13	6				
14					
15	7	Access IDP Support Funding	Submit a Council Resolution on Adoption of Process Plan to CDM; Submit the costed and adopted process plan to CDM	Ikwezi LM SteerCom; Acting Manager Strategic Planning	
16		Appointment of Service Provider	Appointment of service provider for the Review of IDP	Ikwezi LM; CDM	C
17	8	Publicize the IDP process	A. Place notices in local newspaper. Sensitize settlement Units; Advertise the first meeting of the Rep Forum	Ikwezi LM; CDM	C
18	9		Conduct a stakeholder's analysis exercise and submit results to SteerCom	Ikwezi LM; CDM	C
19		Review the IDP Stakeholder Representatives Forum	Hold a stakeholder Rep Forum meeting	Ikwezi; CDM	S
24					

25	B				
26	10	Status Quo Analysis is completed (Remapping Priority Issues)	Address comments from MEC Assessment tool	CDM; Ikwezi LM	CDM; S
27			Review of Executive Summary of SDF	CDM; Ikwezi LM	CDM; S
28	11		Conduct Infra situational analysis; Environmental Health analysis and LED & Tourism analysis	CDM; Ikwezi LM	CDM; I Steerin
29	12		Complete institutional and financial analysis (Good Governance)	CDM; Ikwezi; Resource Persons	CDM; S
30	13		Filter results to determine priority issues (Projects for 11/12)	CDM; Ikwezi; Resource Persons	CDM; S
31	C				
32	14	Monitoring and Evaluation strategic session	Facilitate strategic planning session; confirm if strategies are achieving the mandate of the municipality (revision of the ScoreCard)	CDM; Ikwezi LM	Steerin
33	15	Reviewed Sector Plans	reviewed current sector plans to meet services demands for refurbishment (sector plans-water, sanitation, electricity, roads etc); Develop institutional model, develop budgets to meet Infra investment	CDM; Ikwezi LM	Steerin
34	16	<i>BUDGET PLANNING PROCESS STARTS. Adopted comprehensive IDP/budget/PMS process plan</i>	<i>All HODs to determine Operating & Capital Budget requirements for 2011/12 (staff estimates, general expenses, maintenance). Submit comprehensive process plan to steering com. and Special Council meeting</i>	<i>Ikwezi LM : CFO</i>	<i>Municip</i>
35	D				

36	17		Obtain finance information on known or predictable conditional grant funding; obtain financial information on known or predicted discretionary resources	Ikwezi & CDM's CFO; All HoDs	SteerC Strateg
37			Complete electronic template for the following project categories: Rollover projects; multi-year projects; Projects with confirmed conditional funding; Projects to bid for discretionary resources	Directors; Snr Managers	SteerC Plannin
38	18	STRATEGIC ALIGNMENT(IDP with Budget.)	All IDP Project Templates to Finance Dept. for alignment with 2011/12 Budget.	Ikwezi LM : CFO; Manager Strat.Plannin	CFO, a re
39	E				
40	19	Integration of status quo analysis, development strategies; projects, with sector specific guidelines & cross-cutting dimensions	Integrate the following components into the IDP: Sector Plans such as Housing Plan; Water Services Development Plan; CIP; LED Plan; TSP; Integrated Waste Management Plan PROGRAMMES such as 5-year Financial Plan (SDBIP); 5-year Capital Investment Plan 5-year Action Plan Performance Management System; Institutional Plan (Strategic); WSP	Cacadu DM-HoDs & Managers, Ikwezi LM- HoDs & Managers; appointed service provider	All Mar relevan Comm (in con) Provide
41	F				
42	20	THE ADOPTED IDP DOCUMENT IS DISTRIBUTED	Finalize draft IDP taking into consideration all comments, inputs, amendments and alignments. Refer to IDP Steering Com. & Repr. Forum.	Ikwezi LM; CMD; Service Provider	Steer

44	21		The approved draft IDP is prepared (incorporating Council comments) for public scrutiny.	Ikwezi Council; MM	IDP-
45	22		Council comments are incorporated into the approved draft IDP document	Manager Strat.Planning : Ikwezi & CDM	
46			Copies of the approved draft IDP are made & distributed to CDM; MEC & points of access by the public	Ikwezi Manager Strat,Planning	
47	23		Advertise in local publications inviting public to scrutinize and comment on the draft IDP	Manager Strat. Planning : Ikwezi & CDM	Steer
48		Public Comment on Draft IDP	Circulate draft to strategic stakeholders & partners; place draft on Ikwezi Website	Ikwezi; CDM	CDM D
49			Public Participation Week (IDP taken to each unit to enable them to interrogate the draft- comments) (6 venues)	Ikwezi LM	Steer
50	24	Prepare for final approval & adoption	Attend to comments received; Refer all comments to Steering Com (& Rep Forum where necessary) and prepare final draft for submission to Council	Ikwezi LM; CDM	
51	25	IKWEZI COUNCIL ADOPTS IDP	Prepare and submit final IDP document to Council for Adoption	Cacadu DM, Ikwezi LM : Finance Manager & IDP Co-ordinator	Co

52	26	THE ADOPTED IDP DOCUMENT IS DISTRIBUTED	Forward hard copies & electronic versions of IDP to CDM; CDM to send copy to DPLG; DLG&TA; relevant government libraries; Ikwezi to send copies to settlement units	Cacadu DM, LM	Ikwezi	Co
53						
54	TOTAL COST ESTIMATE FOR THE 2010/11, THIS IS INCLUSIVE OF CIP FUNDING; SDF&IDP REVIEW					
55						

The intention of Ikwezi is to create an integrated institutional process plan that encourages and supports all levels issues of integration including the IDP, Budget, SDBIP, Revision of Sector plans and the PMS. The creation of such an integrated institutional schedule will respond to the challenges of having the right information available at the right time for all planning cycles to flow in a value adding manner. As the municipality recognizes the ambitious nature of such a schedule a phased approach will be applied:

- 2009 / 2010: IDP /Budget
- 2010 / 2011: Inclusion of SDBIP in planning schedule
- 2011 / 2012: Inclusion of PMS / score card revision

- 2011/2012: Inclusion of Revised Sector plans

Ultimately the institution will be guided by an **annual strategic planning calendar** that meets legislative timeframes and public participation requirements of local Government. This strategic direction challenges current departmental silo habits / practices and paradigms. The development of the concept requires more than the planning and scheduling hardware but should be accompanied by a new commitment and paradigm for integrated planning.

1 **Main-streaming of cross cutting issues**

Currently issues such as HIV/AIDS, poverty and gender are allocated to various units in a functional manner. The special programme unit is most often referred to as the responsible agent for the delivery of development dimensions. The Department of Community Services is listed as another key stakeholder.

The approach described above requires rethinking to promote a more integrative mindset in each department. Through dialogues departmental planning process should include a standard agenda item namely:

How does my project / programme / operations

- Create jobs?
- Contribute to youth development?
- Reach vulnerable groups? i.e. women
- Assist the poor households?
- Respond to the challenges of HIV and Aids?
- Contribute to spatial integration?

This should be seen as a priority issues during the 2010/11 IDP Review.

1 **Inter-governmental Relations**

Local government operates in a legislative environment, which highlights why it is important for Ikwezi to strengthen intergovernmental relations, to ensure synergy in the planning and implementation of projects within the three spheres of government and to share information amongst the different spheres of government.

In relation to this, in 2007 September 5-6 had a strategic session where it resolved to insure that it intensifies collaboration with the different spheres of government and non government organizations. With effect to the above, a local IGR forum was established

on the 13/05/2008, comprising of all sector departments and NGO's. Some of the most strategic partnerships:

- **The Office of the Premier** – this office is assisting Ikwezi in addressing socio – economic challenges. The OTP is also assisting in the coordination of sector engagement in the municipality.
- **Rural Livelihoods Programme (Ruliv)** – Ruliv will provide agency support in Ikwezi by mobilising human, technical and financial resources.
- **Industrial Development Corporation** – IDC has shown interest in economic development initiatives around Ikwezi, such as the “Cacadu – Ikwezi Goat and Mohair Initiative” and Solar and Wind Technology Farm Project.
- **PPC** – through Corporate Social Investment, PPC is currently investing in the Goat and Mohair Initiative (Hardwood Farm Component).
- **University of Potsdam (Germany)** – the German Ministry of Education appointed the University of Potsdam to pilot the Communal Water House Project in the Republic of South Africa. Ikwezi is



partnering with the Department of Science and Technology in this novel **Grey Water Recycling Project**.

- **Department of Science and Technology** – the department is working with municipality on the above – mentioned project.
- Through Ikwezi – Cacadu Goat and Mohair Initiative in partnership with **Mohair South Africa** has been established. Ikwezi Local Municipality is training five local people in farming over a period of three years. Ikwezi Local Municipality together with Mohair South Africa will launch a shearer's training programme in the new financial year.

In addition the municipality has other areas of intergovernmental cooperation:

- Regional cluster (Sunday River LM; Baviaans LM; Camdeboo LM) with regard to matters of bulk water schemes, LED including tourism.
- Service Level Agreements with the Department of Health as well as the Department of Roads and Transport.
- Shared responsibilities with Cacadu District Municipality in respect of Institutional Development including performance management; Disaster Management planning and implementation; Integrated Transport Planning and implementation as well as Tourism. CDM are also responsible to support accelerated housing delivery in the area.

Despite the strides made by OTP provincially it is still a challenge to get meetings to sit as scheduled and to get cooperation from certain sector departments (regarding planning) locally.

SECTION C & D: VISION & MISSION

VISION:

Ikwezi would like to be recognized as follows;

- **Economically prosperous,**
- **Self-sustainable and**
- **Socially responsive Municipality committed to effective and efficient service provision and facilitates empowerment programmes.**
- **That will result in local residents being self-reliant**



MISSION:

- We believe our primary responsibility is with the residents of Ikwezi. We exist to provide community services; promotion and deepening of local democracy; to stimulate socio-economic development; creation of space for community participation and human resource development, and to facilitate sustainable livelihood for local residents.
- We strive to be transparent and accountable in the execution of our responsibilities, and being effective and efficient in the implementation of the programmes and projects.
- We recognize the value and mutual benefits of networking and working in partnership with stakeholders such as District Municipality, SALGA, Provincial and National Governmental Agencies.

SECTION E: MTSF, DEVELOPMENT PRIORITIES, OBJECTIVES AND STRATEGIES

1 Introduction

As mentioned previously Ikwezi municipality's identified development priorities are as follows:

- Rural economic development.
- Infrastructure investment.
- Human development (i.e. building the people of Ikwezi).
- Institutional growth and development.

The development priorities as listed above bring to the fore those challenges that the Ikwezi local municipality needs to address in order to progress to forms of sustainable development within the municipality. The priorities are developed through intensive consultation processes and an in-depth reflection of the available statistics. This includes:

- High levels of poverty in Households
- Low levels of education / literacy
- All settlements rated as level one in the settlement hierarchy
- Severe institutional challenges both in terms of human and financial constraints

Although the development priorities are long-term in nature, critical short and medium term interventions need to be implemented if Ikwezi is to stand any chance of a sustained viable future. The basis of these interventions is therefore to focus on those aspects that address "getting the basics right" by means of available resources and opportunities. It needs to be recognised that Ikwezi will always be faced with enormous resource constraints. As such unrealistic propositions and intentions will always remain nothing but a distant illusion. Only by "getting the basics right" will Ikwezi start to map a course towards sustainability.

The concept of "getting the basics right" predominantly relates to what direct interventions the Ikwezi municipality as an institution can undertake in consideration of its available resources. It is however recognised that government as a whole does not work in isolation and as such proposed interventions in the form of strategies have been highlighted, upon which District, Provincial or National government may intervene in support of the determined development priorities. As such, should any government institution outside that of the Ikwezi municipality which to intervene within Ikwezi, they should view a proposed intervention in light of the objectives and strategies as indicated below rather than an individual identified project per se.

1 National Key Performance Areas MTSF/ Provincial Priorities; Ikwezi Objectives and Municipal Turn Around Plans

National KPA	Objective	Strategies	PROJECTS	MTSF	PROVINCIAL PRIORITIES	MTAS
Institutional Transformation and OD	Objective 7 : Strengthen the institutional capacity of	Integrate Ikwezi's needs into the Cacadu District Municipality's	LED 5.4; 8.1; 9.1 INST 10.1; 10.3	1. Priority 3.6 2. Priority	Priority 7	

National KPA	Objective	Strategies	PROJECTS	MTSF	PROVINCIAL PRIORITIES	MTAS
	the Ikwezi local municipality	<p>capacity building strategy.</p> <p>Through Municipal Managers Forum & Mayoral Forum. Technical MUNIMEC and MUNIMEC</p> <p>Through DIMAFO & SALGA</p>		<p>2</p> <p>3. Priority 4</p> <p>4. Priority 7</p>		
		Promote the concept of performance management within the institution				
		Enhance the knowledge base of employees				
Basic Service Delivery	Objective 3: To ensure the existing level of infrastructure is upgraded and refurbishment	<p>Ensure effective water demand management and conservation.</p> <p>Promotion of regional bulk water supply.</p> <p>Ensure upgrade and refurbishment of Internal Bulk water supply.</p> <p>Supply of water harvest tanks to all households.</p> <p>Ensure provision of bulk electricity supply.</p>	<p>LED 12.3; INST 10.1; 10.3</p> <p>INF 9.1;9.2; 6.1-6.7; 1.4; 2.1</p> <p>CSS 3.1-3.6; INF 6.4; 6.5; CSS 6.1</p>	<p>1. Priority 2</p> <p>2. Priority 3.4</p> <p>3. Priority 5</p> <p>4. Priority 6</p> <p>5. Priority 9</p>	<p>Priority 2</p> <p>Priority 5; 6 (assisting the province as this is not a municipal mandate)</p> <p>Priority 8</p>	

National KPA	Objective	Strategies	PROJECTS	MTSF	PROVINCIAL PRIORITIES	MTAS					
		Ensure effective waste collection and management.									
		Ensure upgrading and maintenance of municipal roads.									
		Ensure development of infrastructure maintenance plans.									
	Upgrading and connection of septic tanks to the main line.										
	Objective 4 : To provide for the basic needs of the Ikwezi community	Ensure all residents have access to water.									
		Ensure all residents have access electricity									
		Ensure all residents have access to sanitation.									
		Access to refuse removal.									
	Local Economic Development	Objective 1 : To enhance the rural economic potential within Ikwezi					Facilitate land acquisition for emerging farmers	LED 1.1; 1.2; 4.1; 5 LED 12.3	1. Priority 1 2. Priority 2	Priority 2 Priority 3 Priority 1	
							Determine the viability and economic				

National KPA	Objective	Strategies	PROJECTS	MTSF	PROVINCIAL PRIORITIES	MTAS
		potential of Waterford in relation to the Addo Elephant Park.	LED: 4.1; 5.2; 5.4; 8.1; 9.1; 10.1; 10.1; 10.3 Socio-economic survey	3. Priority 3 4. Priority 4		
		Revitalise railway transport.				
		Support the goat and mohair industry.				
		Promote Rural Development Zone				
		To provide a comprehensive overview of LED in Ikwezi.				
	Objective 2 : To develop local economic competence and technical skills	Promote experiential learning in the municipal's area of jurisdiction.	New Venture Creation(OTP & ECMC). Training of Tour Guides Animal Production Learnership	Priority 3		
		Promote Vukuzenzele approach.	Through Summit & Festivals. Training of caterers Registration of cooperatives.			
			CBESS Training of emerging contractors Establishment of the LED & Tourism Unit. Establishment of LTO.			
		Provide access to information to SMMEs.	Establishment of Business Intelligence Unit within the Thusong Service Centre.			

National KPA	Objective	Strategies	PROJECTS	MTSF	PROVINCIAL PRIORITIES	MTAS
	Objective 5 : Build the capacity of the potential workforce within Ikwezi (this belongs to KPA1)	Develop labour market intelligence	Internships & Learnership programmes Apprenticeship (Artisans)	Priority 4		
		Promote human resource development.	Training of Ward Committees. Training and development of CDWs	Priority 4		
Financial viability and management	Objective 8: Ensure sound financial practice and compliance with the Municipal Finance Management Act 2003 and all related treasury regulations	Effective application of FMG and MSIG funding streams with regard to Treasury Regulations.	100% expenditure on capacity building for Finance. Ensure 100% expenditure as per the activity plan. Ensure 100% compliance with MFMA. Review and monitoring of risk register. Develop/ review an internal audit plan based on the risk assessment. Develop and monitor an action plan on issues raised by internal and external auditors. Ensure support to Audit Committee. Ensure that an unqualified audit status is maintained.			
		Develop competencies with regard to financial management within the Directorate Finance as	Ensure that all Finance staff meet the minimum requirements by 2013.			

National KPA	Objective	Strategies	PROJECTS	MTSF	PROVINCIAL PRIORITIES	MTAS
		well as within functional departments				
		Develop and implement process plans that deliver financial products as per expected timeframes and as per public participation requirements	Development of budget process plan. Review of the Financial Recovery Plan. Enforcement of the Credit Policy and Municipal By-laws.			
	Objective 9 : Enhance mechanisms and strategies for revenue collection	Promote the payment of service charges among local residents	Through education and awareness campaign(Masakhane).			
		Advocate increase in equitable share.	Through Municipal Managers Forum & Mayoral Forum. Technical MUNIMEC and MUNIMEC Through DIMAFO & SALGA			
Good Governance and Public Participation	Objective 6 : To strengthen community participation in government programmes	Ensure establishment of Audit Committees. Ensure establishment of Portfolio Committees. Ensure Establishment of Ward Committees. Ensure that CWDs function as per the National Guidelines.	GGP 2.2; 23; 3.1; 3.5	Priority 10	Priority 7	

National KPA	Objective	Strategies	PROJECTS	MTSF	PROVINCIAL PRIORITIES	MTAS
		Promote IGR both horizontally and vertically. Establishment of Oversight Committee. Enhance Financial Resource mobilisation (lobbying, research & networking). Promote active citizenship				

Municipal Turn Around Strategy (MTAS)

Executive Summary

In 2006, the current administration developed “Vision 2011” which became its five year mandate. The said vision is institutionalised in the Integrated Development Plan of the municipality and stands on four pillars, namely:

1. Rural Economic Development
2. Infrastructure Development
3. Human Capital Development and
4. Institutional Development

These development priorities are derivatives of the municipal grand strategy.

The Municipal Turnaround Strategy (MTAS) begins by acknowledging the fact that all is not well in Ikwezi Municipality. In 2008, Council developed a turnaround strategy that focused on eight key areas. Chapter two outlines these focused areas.

The said focused areas were based on the identified top twenty key problem areas within the municipality. The Local Government Turnaround Strategy (LGTAS) developed by Cooperative Governance and Traditional Affairs (COGTA) also identified key problems areas in local government country wide.

In addressing these challenges, the municipality has utilised the five key national key performance areas as a framework.

In chapter three MTAS conducts a situational (SWOT) analysis of the municipality. The municipality held its second Strategic Planning Session in June 2009 where a comprehensive institutional analysis was done.

This chapter also looks at risk assessments of 2008/2009 and 2009/2010 financial years respectively. Lastly, this chapter illustrates the fact that Ikwezi Municipality is categorised as a B3 municipality which means it is a financially depressed municipality.

Chapter four acknowledges the fact that Council's 2008 MTAS had a narrow view approach which means that the municipality was facing imminent failure and drastic measures needed to be taken. This chapter also indicate the approach of the 2010/2011 MTAS which is a broad view approach. The following are the key features of this approach:

- (a) Restoration of organisational values, principles and codes of ethics and;
- (b) Restoration of organisational image.

Chapter five attends to the legal framework in which local government operates.

Chapter six of MTAS provides an academic model for a turnaround strategy. The model deals with inherent components and stages of a credible turnaround strategy.

In chapter seven, MTAS attends to actual municipal turnaround utilising the five national key performance areas as a guide. This chapter attends to what is on the ground in addressing issues raised as problem areas in chapter two.

Lastly, chapter eight is an action plan that seeks to produce short, medium and long term interventions to address identified challenges in Ikwezi Municipality.

3. Alignment to national, provincial and district programmes

3.1 Relevant priorities and targets

The following sets of national priorities influence the formulation of the Ikwezi objectives:

Presidential priorities as expressed in Department of Agriculture Objectives 2008 / 20099:

- Redistribution of 5 000 ha of white-owned agricultural land to 10 000 new agricultural producers. In this regard the Eastern Cape share of the commitment is 650 000 ha, the Department would request funds to redistributed 300 000 ha.
- The commitment to increase black entrepreneurs in the agri-business industry by 10%. The ECDoA's activities through the Eastern Cape Rural Finance Corporation (ECRFC) and other Provincial institutions will provide significant assistance, guidance and resources to secure this priority.
- A commitment to provide universal access to agricultural support services to defined rural target groups involved in the above initiatives. The ECDoA's anticipated institutional development will assist in meeting this commitment.
- A commitment to increase agricultural produce by 10% to 15% and to increase agricultural trade by 10% to 15%.

Medium Term Strategic Framework (MTSF)

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

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

The ten Strategic Priorities are appropriate and summarized as follows:

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

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

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

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

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

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

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

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

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

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

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

- 2.7 Developing physical infrastructure in *rural* areas: To address the specific development needs of different rural localities, government will invest in agricultural infrastructure and production services in association with land redistribution and restitution and social infrastructure such as schools, health, water, energy as well as sports and other recreational infrastructure;
- 2.8 Even while new investments are being undertaken, government will ensure *Proper and appropriate investment in and an ongoing program for the Maintenance of existing infrastructure*;
- 2.9 Improving provincial and *local government capacity to plan for and maintain infrastructure* to ensure continued efficient delivery of economic and social services;
- 2.10 Continuing *programs to provide and maintain* health, education, library sporting, recreation and other social infrastructure.

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

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

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

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

This strategy recognizes the importance of skills and education to enable every member of society to ppropr his / her potential and participate in social and economic life – and thus

contribute to the reduction of inequality – the objective is to focus skills and education systems towards the delivery of quality outcomes.

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

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

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

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

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

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

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

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

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

9. *Sustainable Resource Management and Use:*

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

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

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

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

- Improve the delivery and quality of public services;
- Promote a culture of transparent, honest and compassionate public service;

- Build partnerships with society for equitable development;
- Strengthen democratic institution

Provincial Growth and Development Programme: (2004 – 2014)

The strategy framework for growth and development is expressed in terms of six strategic objectives, which are divided further into three key objectives and three foundation objectives. The three key objectives:

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

The Ikwezi objective and strategies consider the spatial strategy of the PGDP as:

- A focus on developing nodes and areas where economic opportunities and resources exist, or where such opportunities can be stimulated
- Investment should target areas where the economic opportunities and returns are greatest
- Inter-departmental investment linkages should be identified in order to maximize benefits and achieve a co-ordinated effort
- Social expenditure on basic infrastructure for basic needs should be specified as spin-offs from economic development investments, wherever possible

Cacadu District Management: Economic Growth and Development Strategy (2006)

- To create an environment, this is conducive to investment within the district and to ensure that the current high unemployment levels are reduced.
- To place special emphasis on the development of income-generating sectors in order to maximize the income levels in the district and thereby supporting growth and development of SMMEs .
- To develop strategies aimed at exploiting the commercial value of historic and heritage sites, together with scenic natural beauty of the coastline, in order to promote tourism.
- To identify Local Economic Development projects that have Public Private Partnerships potential, and thereby creating a platform for collaboration by different role-players within and outside the district.
- To diversify the economy by promoting other sectors whose potential has not yet been fully realized.
- To identify how state resources and expenditure can be harnessed for economic growth and development.
- To assess linkages between neighbouring municipalities and development initiatives for possible investment opportunities.

Accelerated and shared growth initiative for South Africa (AsgiSA)

AsgiSA has set economic and social objectives. Economically, it aims to achieve economic growth of four comma five percent (4, 5 %) in the first phase of development from 2005 to 2009 with economic growth of six percent (6%) being reached by 2014. Social objectives on the other hand include the improvement of the environment and opportunities for labour –absorption and ensure that the fruits of growth are shared in such a way as to eventually eliminate poverty.

AsgiSA has identifies the following constraints against which the policy operates. These include:

- The volatility and level of the currency.
- The cost, efficiency and capacity of the national logistics system.
- Shortage of suitably skilled labour amplified by the cost effects on labour of apartheid spatial patterns.
- Barriers to entry, limits to competition and limited new investment opportunities.
- Regulatory environment and the burden on small and medium businesses.
- Deficiencies in state organisation, capacity and leadership.

3.2 Implementation instruments

The following national and provincial instruments are considered to realize the Ikwezi objectives:

Instrument	Description
Municipal Infrastructure Grant (MIG)	<p>The municipal Infrastructure Grant's main purpose is to help municipalities to provide poor people with at least a basic level of service. Types of projects funded through MIG include:</p> <p>Basic residential infrastructure to the poor, including electricity, storm-water management, water supply and refuse removal</p> <p>Basic municipal services to schools, clinics, police stations, prisons and recreational facilities</p> <p>Public municipal services e.g. emergency services such as fire stations, and community services such as sports facilities</p> <p>Standard basic services to poor business premises.</p>
Expanded Public Work Programme (EPWP)	<p>The EPWP is a nationwide programme which aims to provide unemployment people with productive work and training so that they increase their capacity to earn an income in four sectors:</p> <p>Infrastructure: The programme aims to create work opportunities for unemployed people, especially those living in rural areas. One of the main projects involves construction of rural roads and bridges</p> <p>Environment and Culture: This sector has created opportunities for training and employment in protecting our environment. This includes Environmental Rehabilitation, Working for Water, People and Parks, Coastal Care, Land Care, Working on Fire, Wetlands programmes, and Community-Based Natural Resource Management</p> <p>Social: The programme focuses on Home and Community-Based Care programmes and on Early Childhood Development programmes.</p> <p>Economic: EPWP Contractor Learnership Programme: Vuku'phile and the National Youth Service (NYS).</p>
Integrated Energy Centres (IeC)	<p>An integrated Energy Centre (IeC) is a non-stop energy shop owned and operated by a community cooperative and organised as a community project. It provides energy services and products, with information on how to use these energy services sustainably.</p>
Department of Agriculture	<p>Integrated Food Security and Nutrition Programme (IFSNP): This inter-governmental programme provides relief to households affected by food security, in the form of agricultural help: seedlings, equipment, fertilisers, etc. The aim is to give beneficiaries the equipment they need to produce their own food. Groups or individuals who want to start a small-scale garden, and subsistence farmers in rural or urban areas, can apply.</p> <p>Irrigation, Revitalisation and Development: Water available for agriculture and farmers is limited and good management practices are essential to make the most of the available water. Small-scale irrigation can play a major role in food security and poverty alleviation. The revitalisation of under-utilised irrigation schemes and the development of new irrigation schemes in areas where adequate water is available can contribute to enhancing the livelihoods of rural communities.</p> <p>Comprehensive Agricultural Support Programme (CASP): Many who acquire land through land and agrarian reform programmes need support to use it effectively. This programme offers support services to previously disadvantaged land-owners to promote and facilitate farming</p>
Department of Land Affairs:	<p>LRAD Grant: The objective of the LRAD Grant is to improve land tenure security and to extend property ownership and/or access to productive resources to black South African citizens.</p> <p>LRAD Planning Grant: The objective of this grant is to provide for the payment of services of design agents, valuers, transaction costs and costs associated</p>

Instrument	Description
	<p>with subdivision only for those projects that fall under the Integrated Land Redistribution and Agricultural Development Programme.</p> <p>Settlement / Land Acquisition Grant (SLAG): The objective of SLAG is to improve land tenure security and to extend property ownership and/or access to land to the historically disadvantaged and the poor.</p> <p>Grant for the Acquisition and Development of Land for Municipal Commonage: The objective of the grant is to enable primary local authorities to acquire land to extend or create a commonage for the purpose of establishing schemes involving the productive use of the land.</p> <p>Settlement Planning Grant: This grant is to be used to enlist the services of planners and other professionals, who will assist applicants in preparing grant applications and post-transfer support, and beneficiaries.</p> <p>Restitution Discretionary Grant: The grant is awarded to enable the successful claimants to take charge of their land upon transfer.</p>
Innovation Fund (DoST)	Innovation is key to continued economic growth. Without innovation, there can be no new products or services. The Innovation Fund helps fund new and viable product ideas and services which lead to the established of new enterprises. By doing so, economic competitiveness will be promoted, which will ultimately benefit all South Africans.
Thina Sinako LED Support Programmes	Local Government Support Fund (LGSF): It supports local government to create an enabling environment for local economic development

The list is by no means exhaustive but demonstrates the commitment of the municipality to engage all possible partners (public and private) in the achievement of the Ikwezi objectives. The source of funding identified in the project register (Section F) shows all the funding / resource avenues that are explored by the Ikwezi Municipality.

1 **PRIORITIES, OBJECTIVES AND STRATEGIES**

The following tables show the relationship between the Municipal priorities and objectives. Each objective is elaborated in terms of measurements including baselines and targets for the following 3 consecutive years (2009/10 up to 2011/12). The elaborations of the targets are intended to support both the institutional scorecard as well as the performance agreements.

To support the achievement of the targets 2009/10 a list of actions and projects as well as the intended investment for 2009/10 is shown in the tables below. The project register contained in Section F shows the longer term action plan with regard to the various strategies.

Development Priority 1 & 3: Rural Economic Development / Building the Human Capacity of Ikwezi

The above mentioned development priority has been identified due to the existing dormitory nature of the existing settlements within Ikwezi along with the “investing in people” principle of the NSDP which stipulates the following:

Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

OBJECTIVE 1 : To enhance the rural economic potential within Ikwezi

MEASUREMENT	BASELINE	Targets		
		2009/10	2010/11	2011/12
Number of jobs created through municipal / public work (s) – cleansing / roads / water projects	Unknown	20	30	50
Number of new jobs created in public – private partnerships	0	100	150	200
Number of self employment opportunities created (SMME development) Total of 17 sustainable initiatives by 2011/12.	4	4	5	4
Hectares of land available for emerging farmers (allocated) Total land to be redistributed: 372 151 ha	4,02 %	8 %	11%	15%
Number of innovative events to revitalize Ikwezi	1 (Ibaqolo cultural event)	2	2	2
Number of Agricultural Value chain opportunities (Agri-processing) Total: 12 sustainable initiative by 2011/12	2	2	3	5
Number of households benefitting in poverty alleviation projects of social development	2 141 h/h below poverty line	2% 42 h/h	5% 107 h/h	10% 214 h/h

STRATEGY	ID	ACTIONS AND PROJECTS FOR 2009/10
Ensure internal capacity to deliver guide and contribute to LED	OPS	Effective strategic leadership and networking re. MM office
	OPS	LED office administration
Facilitate land acquisition for emerging farmers	LED 1.1	Approach commercial farmers on participating in pro-active land acquisition policy (DLA).
	OPS	Actively participate in district land Reform programme
Determine the viability and economic potential of Waterford in relation to the Addo Elephant Park.	LED 2.1	Facilitate merging of Ikwezi LM property (Waterford) as an exit corridor for Addo Elephant park in order to boost tourism.
Revitalise railway transport.	LED 3.1	Confer with Spoornet / DoT on revitalisation project – convey message to affected communities.
Support the goat and mohair industry.	LED 4.1	Training for emerging farmers (approach to be used – mentoring – commercial farmers)
	OPS	Provide land in support of the goat and mohair industry.
	LED 4.3	Hosting of Inaugural International Mohair Summit
Ensure the availability of economic intelligence for investment and LED projects	LED 5.2	Development of relevant up to date socio-economic projects and opportunities collation of statistical reports and updating of LED strategy plans.
	LED 5.3	Develop the resource base in LED unit as advisory / referral hub – well managed data base
	LED 5.4	Develop labour market intelligence with regard to required skills, skill gaps and skills development opportunities
Support poverty alleviation initiatives that will contribute to households re-joining the economic market		Ensure indigent households have access to free basic services
		Incorporate and invest in the skills development of unemployed persons
	CSS 5.1	Ensure access to national and provincial poverty relief programmes (Social Development grants/ Feeding schemes)
Support Crime Prevention Strategy	INF 6.4	Install high mast lights in areas where none exist
	CSS 6.1	Encourage communities to participate and co-operate with CPF and Community Safety Forum

OBJECTIVE 2 : To develop local economic competence and technical skills

MEASUREMENT	BASELINE 2008/09	Targets		
		2009/10	2010/11	2011/12
Number of people trained in priority sector agriculture, agri – processing and tourism	5Harwood	Third Year: 5	New: 6	Second Year: 6
	16 Ostrich	16 Ostrich	16 Ostrich	16 Ostrich
	0	6: C/Village	8: C/Village	10: C/Village
Number of people trained in business skills (SEDA & Canada & Umsombvu) • Total of 88 listed beneficiaries require training	Unknown	25	25	25
Resource centre is available for market intelligence and services	0 %	25% (Concept document & Plan – HOW)	70% Prepare for implementation	100% Operational -
STRATEGY	ID	ACTIONS AND PROJECTS FOR 2009/10		
Promote Vukuzenzele principle through the creation and support entrepreneurial opportunities linked to municipal services	LED 7.1	Establishment of vendors of jel fuel as alternative energy source		
	LED 7.2	Support the establishment of Laundromat at Communal Water House (Gray water)		
	LED 7.3	Develop Recycle Projects as landfill sites ^{IWMP}		
Promote human resource development.	LED 8.1	Skills Development programmes and initiatives including entrepreneurship training		
	LED 8.2	Support Sakh'isizwe Programme of small scale construction training		
	LED 8.3	Support the EPWP programme for training in road construction		
Support business planning processes for new businesses	LED 9.1	Promotion of SMME's through for referral systems that can support training, business plans and advisory services		
	LED 9.2	Feasibility investigation and business planning/ EIA / re-zoning for quarry establishment		
Promote Rural development Zone	LED 10.1	Manage the Harwood farm		
	LED 10.2	Establish the availability of professional agricultural expertise to guide and support the agricultural sector plan and all other farming related activities. (Phase I)		
	LED 10.3	Value-chain development: Ostrich by-product as pillar for cultural village (processing of all animal by-products e.g. hunting) – PPC (R 4.5 mil)		
Promote Tourism in Ikwezi	LED 11.1	Prepare Tourism (sector) Development Plan (Cacadu- 2008/09)		

Municipal Area	LED 11.2	Establish tourism information office
	LED 11.3	Prepare promotional material for Ikwezi tourism including tourism route map
	LED11.7	Prepare Heritage Plan
Ikwezi Development Initiative	LED 12.1	Phase I: Shopping centre / 24 hour station / truck stop

Development Priority 2: Infrastructure Development

It is recognised that infrastructure development (within the confines of the NSDP principles), and more importantly infrastructure maintenance, is the lifeblood of local government's existence. Without appropriate infrastructure development and appropriate infrastructure maintenance the sustainability of a local municipality will be severely compromised as one's existing and future tax base is dependant on appropriately maintained infrastructure. In addition, appropriate infrastructure at appropriate locations can create an environment conducive to economic development.

In addition to the above, local government has a constitutional mandate to provide for the basic needs of it's communities and as such ensure appropriate infrastructural standards.

In terms of the development priority "infrastructure development", the applicable objectives, strategies and projects to be undertaken by the Ikwezi municipality are reflected below.

OBJECTIVE 3: To ensure the existing level of infrastructure is sustained				
MEASUREMENT	BASELINE	Targets		
		2009/10	2010/11	2011/12
% of implementation : Master Infrastructure maintenance and replacement plan	No plan available	Asset Register	Revised water / sanitation Develop for roads & stormwater (8.2) Electricity Plan (6.3)	Integrated Master Plan Available
% of budget allocated and spent on maintenance of infrastructure (Required R 5,016,085 – 5 % of the value of capital asset)	<3%	3 %	7%	7.5%
Reduction in cost of unaccounted electricity distribution (tampering)	29% (R794 554)	20%	15%	10%
% of water loss	Unknown – not quantified	Quantified water loss 4 x Bulk meter functional	Reduction in water loss % Leak Detection Programme	Reduction in water loss %
Number of innovative service delivery options / mechanisms	1	5 Section 78 Reports available For water and environmental services.	1 Sustained 1 : new	6 Sustained 1 New
Response time to complaints / breakdown (Issue reference number)	Unknown	Complaints management system to log complaints electronically with signing off	Reduction in number of complaints not attended to by 50%	Reduction number of complaints not attended to by 90%

		procedures		
		Data /baseline is available		
Duration of service interruptions	5% > 48hrs 10% > 24Hrs 20% > 6 hrs	2% > 48hrs 5% > 24 Hrs 17% > 6hrs	0% > 48% hrs 2% > 48 hrs 12 % > 6 hrs	90% < 6 hrs 10% > 6 hrs
STRATEGY	PROJECT ID	ACTIONS AND PROJECTS FOR 2009/10		
Ensure effective water demand management.	INF 3.1	Installation of water meters on a phased approach.		
	INF 3.2	Review tariff policy. (Annually)		
	INF 3.3	Development of a water infrastructure operations and maintenance plan (including operational procedures and specifications)		
	INF 3.4	Establish and operate Communal Water House		
	INF 3.5	Awareness campaigns to save water		
Ensure cost effective electricity distribution.	INF 6.7	Development of an infrastructure plan for electrical infrastructure .		
Ensure effective waste collection and management.	INF 7.1	Standardise Refuse Receptacles: Provide feasibility report for the provision of wheelie bins to households within Ikwezi		
	INF 7.5	Extend & Maintain Collection Fleet: Replacement Plan		
	INF 7.6	Implement strategy to manage Illegal dumping activities		
	INF 7.7	Formulate Medical waste stream management strategy		
Promote municipal road maintenance.	INF 8.3	Facilitate dialogue with DoRT with regard to the upgrade and maintenance of provincial roads: J'ville to Klipplaat Klipplaat to Baroe		
Ensure effective operation and maintenance of existing water and sanitation infrastructure	INF 5.7	Develop an maintenance plan for all sanitation infrastructure		
Effective management of fleet for service delivery	INF 12.1	Obtain additional municipal vehicles – general		
	INF 12.2	Policy , strategies and tools that support effective management of the municipal fleet e.g. information management ; tracking system		
	OPS	Effective management of fleet workshop		

OBJECTIVE 4 : To provide for the basic needs of the Ikwezi community

MEASUREMENT	BASELINE	Targets		
		2009/10	2010/11	2011/12
Increase % households with access to a basic level of water	100%	100%	100%	100%
Increased number of households with metered water connections (Jansenville)	0%	0%	25%	75%
Eradication of bucket system	99%	100%	100%	100%
Increase % households with access to water borne sanitation	95%	99%	100%	100%
Increase % households with access to a basic level of electricity	85%	90%	95%	100%
Increase % households with access to solid waste management	86%	100%	100%	100%
Effective spending of MIG allocation	14%	100%	100%	100%
Reduce housing backlog (units) VERIFY	800	500	0	0
Availability of middle income (bonded) housing	0	500	550	550
STRATEGY	PROJECT ID	ACTIONS AND PROJECTS (2009 / 10)		
Effective application of MIG funds for eradication of water and sanitation backlogs	INF 5.2	Waste Water Treatment Plant - Phase II		
	INF 1.4	Development of water treatment plant.		
	INF 2.1	Upgrade of water reticulation systems (Phase I)		
	INF 5.6	Link schools into sanitation system (Remaining 2)		
Increased bulk and reticulation of electricity supply including the investigation of alternative energy options	INF 6.1	Alternative energy systems (SOLAR) for 100 new housing units		
	INF 6.2	Electricity reticulation to new housing developments (208 & 250 units)		
	INF 6.3	Upgrading of electricity distribution and substation		
	INF 6.4	Investigation report for the costing and plan of high mast lighting		
	INF 6.6	Pilot alternative energy solutions for Ikwezi – Solar / Wind Farm Technology		
	INF 6.1	Alternative energy systems (SOLAR) for 100 new housing units		
Provide shelter to inhabitants of Ikwezi.	HOU 1.3	Prepare and submit housing applications to ECHDB 500 houses Jansenville – application 100 houses Waterford – Approved 250 houses Klipplaat - approved		
	HOU 1.4	Develop / facilitate referral of home owners access title deeds		
	HOU 1.5	Facilitate and manage effective beneficiary listing, housing applications and development		
Promote bulk water	INF 1.2	Cluster participation in regional water scheme.		

supply within Ikwezi.	INF 1.3	Elimination of alien vegetation.
Ensure an effective PMU for the spending and successful implementation of capital projects		
Effective land management	INF 11.1	Reviewed SDF available for development planning
	INF 11.2	Support and facilitate the redistribution of land as per DLA program and District Land Reform programmes
	INF 11.3	Transfer Transnet and state land to Ikwezi
Disaster Management	INF 10.1	Develop disaster management plan for Ikwezi
Promote effective public transport infrastructure and systems	INF 9.1	Development of Sidewalks & Cycle Tracks
	INF 9.2	Upgrade of Shelters (3 shelters completed)
Upgrade and maintain available recreational and sport facilities	CSS1.5	Establish Multi-purpose centre - Thusong Center
	CSS 2.2	Fencing/wall building at existing cemetery
	CSS 2.3	Establishment process for new cemetery
	CSS 2.4	Fencing and caretaker facilities at new cemetery
Ensure the effective co-ordination of health related activities.	CSS 3.1	Continuously develop and expand the health volunteer model for the administration TB medication
	CSS3.2	Health related awareness and education campaign addressing priority health needs and issues in partnership with Dept of Health
	CSS 3.3	Upgrade the service of k'plaat clinic to accommodate a 24 hour service
Implement support initiatives to influence the prevalence and impact of HIV/AIDS in Ikwezi communities	CSS 4.1	Set up Aids Counselling Teams at clinics (Operational since 2006)
	CSS 4.2	Detailed investigation of Aids in region
	CSS 4.3	Support the functioning and successful delivery of programmes by the Local AIDS council
	CSS 4.4	Support and monitor the functioning of home base care groups
	CSS 4.5	Maintain an effective data base regarding matters of HIV/AIDS in Ikwezi

OBJECTIVE 6 : To strengthen community participation in government programmes

MEASUREMENT	BASELINE	Targets		
		2009/10	2010/11	2011/12
Number of community members trained in issues relevant to LG initiatives and programmes (Education of citizens) - Issue to be focussed on		IDP / LED - Promotion of payment for municipality services	Improved engagement HIV/AIDS	Removal of flat rate (financial recovery plan) Year of Voting
Number of committees, councils, forums or community structures supported (Admin units / CBO committees / Special group committees & councils / business chamber) – organized partners	42 already trained	All members of Admin Unit trained	New members	Admin Units (New members)
Where relevant: 10% = Establish 25% = Well trained leadership 50% = Regular meetings / valuable debates 70% = Action plans 85% = Securing own funding for initiatives 100% = Implementation of action plans	Business Forum = 0%	Business Forum = 25%	Business Forum = 50%	Business Forum = 70%
	HIV/AIDS = 30%	HIV/AIDS = 50%	HIV/AIDS = 85%	HIV/AIDS = 100%
	IDP Forum = 95%	IDP Forum = 100%	IDP Forum = 100%	IDP Forum = 100%
	LED/ Tourism = 60%	LED/ Tourism = 70%	LED/ Tourism = 85%	LED/ Tourism = 100%
	Youth Forum – 10%	Youth Forum – 25%	Youth Forum – 70%	Youth Forum – 85%
	Woman's Forum = 0%	Woman's Forum = 0%	Woman's Forum = 10%	Woman's Forum = 25%
	Disability Forum = 5%	Disability Forum = 5%	Disability Forum = 25%	Disability Forum = 50%
	Number of stakeholder forum meetings / dialogues / feedback (planning and budget reviews / imbizo's / interest / lobby groups) - citizens / voters	1 stakeholder per Quarter 1 public meetings per quarter	4 per annum	4 per annum
% of Customer satisfaction with the services of the municipality (End-user)	Unknown	55% - 60% satisfaction rate	65 - 70 % satisfaction rate	75% - 80% satisfaction rate
% Implementation of communication strategy – citizens / voters	Draft	Final	60% Implementation (Report)	80% Implementation (Report)
STRATEGIES	ID	PROJECT OUTPUTS / DELIVERABLES		
Promote compliance of by-laws.	GGP 1.1	Education and awareness campaigns on by-laws.		
Improved public participation strategies to engage communities in the matter of Local Government	GGP 2.1	Assessment and adjustment of stakeholder listing		
	GGP 2.2	Development and monitoring of communication strategy		

	GGP 2.3	Facilitate youth contributions, involvement and benefit in on-going Municipal programmes like sport development, awareness, education and LED.
Strengthen relations with NGO's / CBO's.	GGP 3.1	Establishment of a stakeholder's forum.
	GGP 3.2	Support institutional development of Disability Forum
	GGP 3.3	Support institutional development of HIV/AIDS Council
	3.4	Support to youth council in terms of institutional development and programme delivery
	GGP 3.5	Training of members of the administrative units
	GGP 3.6	Support the development of a Women and Children's Agenda
Support national and provincial priorities regarding good governance	GGP 4.1	Anti-corruption Strategy (Fraud Prevention Plan)
	GGP 4.2	Reviving of Batho Pele Principles: IEC strategy and awarding excellent service
	GGP 4.3	Establish customer service help desk – customer complaints management system
	GGP 4.4	Managing Internal Audit requirements
	GGP 4.5	Establish and management a comprehensive risk management plan for the institution including all categories of risks
Strengthening of IGR relationships and other partnerships	GGP 6.1	Establish and monitor Public / public partnership including Premiers Office; RULIV; Department of Science and Technology.
	GGP 6.2	Establish and monitor Public / Private initiatives (PPC / University of POTSDAM)
	GGP 6.3	Participation in Karoo Municipal cluster

Development Priority 4: Institutional Growth and Development

The nationally driven Accelerated and Shared Growth Initiative for South Africa (ASGISA) has identified six factors that constrain growth in South Africa. One of these is the shortage of skills which is especially relevant across all aspects of local government. As such Ikwezi has identified the above mentioned development priority.

OBJECTIVE 7 : Strengthen the institutional capacity of the Ikwezi local municipality				
MEASUREMENT	BASELINE	Targets		
		2009/10	2010/11	2011/12
Amount of Investment in skills development of employees	R120 000	R120 000	R129 600	R140 000
Reduction in number of managerial vacancies	4 vacancies	0 vacancies	0 vacancies	0 vacancies
Draft IDP submitted to council by 31 March each year	100% compliance	100% compliance	100% compliance	100% compliance
Institutional Scorecard (OPMS) and SDBIP performance reports available for IDP review process <ul style="list-style-type: none"> • September – 3 / 4th quarters of previous year • February – 1st 2 quarters of new year 	100% compliance	100% compliance	100% compliance	100% compliance
Sector plans are monitored and reviewed annually (IWMP; IWSP; SDF; CIP; LED / Tourism)	0% Reviewed	SDF IWSP	SDF LED / Tourism CIP IWMP	SDF LED/ Tourism CIP IWMP IWSP
STRATEGIES	PROJECT ID	PROJECT OUTPUTS / DELIVERABLES		
Integrate Ikwezi's needs into the Cacadu District Municipality's capacity building strategy.	INST 1.1	Internal audit of Ikwezi's capacity building needs (completed)		
Ensure effective council system	INST 2.1	Support the effective functioning of council and the committee system (agendas, minutes, resolutions)		
Improve the management of relationships with partners, service providers and other government agencies in order to reduce financial and legal risks	INST 3.1	Formalisation of Service Level Agreement (SLA) including all contractual arrangements with other spheres of govt and service providers.		
	INST 3.2	Assess, updating and developing action plans for municipal by-laws to deal with most relevant issues (Phase II)		
	INST 3.3	Effective planning and management of commonages (commonage register / appropriate by-laws / monitoring and utilization)		
	INST 3.4	Ensure appropriate Legal advise and services is available for decisions (policies / by-laws)and litigation matters		
Promote the concept of performance management within the institution.	INST 4.1	Implementation of electronic performance management system affecting all levels of the organisation.		
Ensure municipal facilities supports customer services	INST 5.1	Upgrade the existing municipal offices. (J'ville)		
	INST 5.2	Relocation (centralization) of Cashiers to town hall (renovation and security) – J'ville		
	INST 5.3	Strategic work session with relevant units (alignment to new organizational structure)		

	INST 5.4	Upgrading of Klipplaat municipal office in terms of security
	INST 5.5	Upgrading of security at infrastructure stores (Klipplaat and J'ville)
	INST 5.6	Furniture / equipment for municipal offices
Enhance the knowledge base of employees.	INST 6.1	Develop and conduct annual review of the skills development policy. (completed – 2008)
	INST 6.2	Capacitate training committee
	INST 6.3	Compile and implement an annual Workplace Skills Plan.
Improve registry function in LM	INST 7.1	Compile Records management policy (COMPLETE)
	INST 7.2	Develop Registry procedure manual and implement effective document control
Develop good practice reputation with regard to Human Resource Management	INST 8.1	Development the outstanding HR related policies, strategies and plans as per assessment conducted during 2008/09.
	INST 8.2	Workshop and implementation of HR policies (internal)
	INST 8.3	Develop HR strategy to respond to long term development plans of Municipality
	OPS – HR	Administration of Human Resources
Implementation of organisational structure and processes that supports IDP implementation	INST 9.1	Establishment and implementation of suitable organo-gram.
	INST 9.2	Update job analysis and descriptions
	INST 9.3	Recruitment of staff as per vacant positions.
	INST 9.4	Internal capacity building with regard to the IDP
		Implementation, roll-out and monitoring of the SDBIP (part of performance mgt)
	OPS – IDP	Administration for IDP
Develop and manage an effective MIS	INST 10.1	Establishment of ADSL for faster communication
	INST 10.2	Formulate Disaster Recovery Plan for information management system
	INST10.3	Maintenance of Website

OBJECTIVE 8: Ensure sound financial practice and advice to the organisation and the various departments as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations

MEASUREMENT	BASELINE (2007 / 08)	Targets		
		2009/10	2010/11	2011/12
Unqualified Audit Report	AG Report 2007/08: Qualified with 3 matters resulting in qualification.	AG Report for 2008 / 09 Qualified Only Asset Register outstanding.	AG report for 2009 / 10: Unqualified	Unqualified
Application of GAMAP / GRAP - compliance	0 %	100% as per Gazette 29 June 2007	100% as per Gazette 29 June 2007	100% as per Gazette 29 June 2007
Budget submitted to council as per circular 28 / Municipal budget regulations	100 % Comply	Comply	Comply	Comply
Budget reports is submitted to council quarterly (circular 13 – SDBIP)	100% Comply	Comply	Comply	Comply
Successful financial reporting on all capital projects as per grant conditions	100% Monthly reports	Monthly reports	Monthly reports	Monthly reports
Cash flow management maintains continuation of operations	Continued operations	Continued operations	Continued operations	Continued operations
Number of municipal financial officials that meet the minimum competency profiles (As per unit standards in Gazette 29967 – June 2007 : Municipal finance management programme)	1 (enrolled)	1 + 1 (ippro) = 2	2 + 2 (enrol) = 4	4 + 2 (enrol) = 6
Number of municipal officials (accounting officer + section 57) that meet the minimum competency profiles (As per unit standards in Gazette 29967 – June 2007 : Municipal finance management programme)	0	1 (enrol)	1 + 1(enrol) = 2	
STRATEGY	PROJECT ID	ACTIONS AND PROJECTS FOR 2009/10		
Effective apply FMG and MSIG funding streams with regard to GAMAP compliance	FIN 3.1	Completion and management of Asset register		
	FIN 3.2	Respond to GAMAP / GRAP compliance (conversion of information)		
	FIN 3.3	Manage internal auditing arrangements		
	FIN 3.4	Development and review of financial policies		
	FIN 3.5	Implementation and monitoring of the Audit Plan		
	FIN 3.6	Action Plan on Risk Management:		
	OPS	Ensure effective day to day financial management and accounting		
Develop competencies with regard to financial management within the	FIN 4.1	Develop and implement skills development programme that meets the minimum competency requirements to all accountable managers and financial officials including internships.		

Directorate Finance as well as within functional departments	FIN 4.2	Supply chain management unit is capacitated to meet all requirements
Develop and implement process plans that deliver financial products as per expected timeframes and as per public participation requirements.	FIN 5.1	Present input to Annual Report and IDP budget alignment as per given time frames and format
	FIN 5.2	Present reviewed annual budget, financial statements and all related performance reports as per gazetted time frames

OBJECTIVE 9 : Enhance mechanisms and strategies for revenue collection

MEASUREMENT	BASELINE	Targets		
		2009/10	2010/11	2011/12
General and interim valuations is reconciled	90 %	100 %	100 %	100%
Increase in revenue collection rate for services	45 %	55 %	60 %	75 %
Indigent register reflect actual number of indigent households	713 h/h	1 000 h/h	1 200 h/h	1 708 h/h
Number of business plans submitted to unlock streams of revenue	Unknown	10	12	15
STRATEGY	ID	ACTIONS AND PROJECTS FOR 2009/10		
Improve the effectiveness of the financial (billing) system to ensure payment for service	FIN 1.2	Update and manage indigent register to incorporate all households eligible for free basic services.		
	FIN 1.3	Update all billing information to ensure clear and accurate information is available to clients		
	FIN 1.4	Implement credit control policy		
Increase the potential revenue that the municipality can collection	FIN 2.1	Conduct and implement regular tariff and valuation reviews		
	FIN 2.2	Review of the evaluation roll		
	FIN 2.3	Consolidated drive for the preparation and submission of business plans to public/ private and donor community.		
		Installation of metered water connections		
	OPS	Management of revenue collection and debtors management		

SECTION F: PROJECTS & DELIVERABLES

1 INTRODUCTION

The projects present the implementation component of the Strategic Plan and were formulated on the basis of the agreed strategies. The figure below offers a schematic overview of the process in the completion of the project register.

Taking into consideration that the previous IDP included projects both funded and unfunded, the work of the project teams involved checking which of the existing projects are relevant for the newly-formulated strategies. Based on this analysis, the missing building blocks towards achievement of the strategy were formulated.

The financial information should be interpreted as follows:

- Amounts shown in brackets indicate that the money is not available (Yet) but that efforts will be made by the relevant department to “un” bracket the money. The register shows the intended source (s) of funding.
- Amounts that are underlined shows investment by other agencies (public, private or donor) that benefits the LM and contributes towards project implementation, but the amount is managed by the “donor” not by the Municipal budget.
- Amounts that are not in bracket can be interpreted as money that is already available for project implementation (i.e. approval of funding applications / Gazetted DORA amounts / OPEX and CAPEX).
- Some projects are implemented via the available staff and operational budget – where specific amounts are available the project register will indicate this. Where implementation is part of a broader operational budget, the relevant budget code will be used. Where possible the table below refers to the official GFS budget codes (as per National Treasury) in order to make future IDP / budget alignment more effective. In some instances these codes do not yet match the Ikwezi operational budget where general descriptive will be used. The OPEX referred to in the Project Register will be funded from the relevant OPS code.

The above system is all in aid of promoting IDP / Budget alignment; increasing credibility of the IDP and promoting SDBIP reporting systems.

Code	Function / actions	2009/2010	2010/2011	2011/2012	2012/2013
OPS 1201	Operation Of Existing Water Assets And Infrastructure In Terms Of Distribution	1,679 940	2,376,890	2,519,530	2,670,790
OPS 1202	Operation Of Existing Water Assets And Infrastructure In Terms Of Water Storage	Part Of OPS 1201	Part Of OPS 1201	Part Of OPS 1201	Part Of OPS 1201
OPS 1001	Effective Management And Operation Of Sewerage Infrastructure	1,573 070	2,038,890	2,155,850	2,279,060
OPS 1301 / 1302	Effective Management And Operation Of Electrical Infrastructure (Generation And Distribution)	3, 515 220	4,800,580	5,769,120	6,935,700
OPS 1011	Effective Management And Operation Of Waste Management Schedule And Infrastructure	1,398 380	1,717,300	1,820,360	1,929,650
OPS 1101	Effective Maintenance Of Roads	407 640	748,330	977,410	1,121,270
OPS 1104	Affective Administration Of Natis System For Licensing	94 070	106,310	112,690	119,490
OPS 0704	Support The Effective Management Of Fire Fighting Services In Ikwezi	10 000	229,780	247,170	277,660
OPS 0601	Develop / Facilitate Referral Of Home Owners Access Title Deeds	OPS ADMIN	OPS ADMIN	OPS ADMIN	OPS ADMIN
OPS 0601	Facilitate And Manage Effective Beneficiary Listing, Housing Applications And Development	OPS ADMIN	OPS ADMIN	OPS ADMIN	OPS ADMIN
OPS 0503	Effective Operating And Maintenance Of All Town Halls / Recreational / Sport Facilities	248,470	218,230	231,370	245,480
OPS 0504	Effective Management Of Cemeteries	28 360	27,320	28,970	30,750

OPS MB	General Maintenance Of Municipal Buildings	56 000	219,600	232,780	246,770
OPS ADMIN	Effective General Administration	1,088 560	1,204,930	1,277,230	1,353,940
OPS - INF	Effective Administration Of Technical Services	1,749 440	1,860,480	1,972,120	2,090,520
OPS - CCS	Administration – Community Services	204 920	227,040	293,660	311,310
OPS - COUN	Council General Expenses	1, 108 510	1,385,910	1,455,360	1,529,370
OPS - HR	Administration Of Human Resources	296 730	634,250	672,320	712,730
OPS - IDP	Administration For Idp	252 690	451,000	478,000	506,830
OPS - LED	Led Office Administration	418 930	525,260	556,790	590,240
OPS 0201	Management Of Revenue Collection And Debtors Management	1, 661270	2,124,030	2,251,480	2,386,630
OPS Fin	Ensure Effective Day To Day Financial Management And Accounting	1,494 160	3,138,810	3,367,940	3,555,500
OPS - SPU	Administration of Mayor's office	130 200	137,000	145,230	153,990
OPS COR	Effective records management	105 430	155,750	165,100	175,060

INFRASTRUCTURE AND BASIC SERVICE DELIVERY

STRATEGIES	ID	OUTPUTS / DELIVERABLES	Settle - ments	Resposi - ble Department	SOUR - CE OF FUNDI - NG	YEARS ('000)				
						2008/09	2009/10	2010/11 /	2011/12	2012/13
Promote bulk water supply within Ikwezi.	INF 1.1	Short term intervention – water tanks (rainwater harvesting).	Ikwezi	Infrastruct ure	CDM DWA	300 000	3.5 m	1.7m	2.7m	
	INF 1.2	Cluster participation in regional water scheme.	Ikwezi	Infrastruct ure	OPEX	OPS 1201	OPS 1201	OPS 1201	OPS 1201	
	INF 1.3	Elimination of alien vegetation.	Ikwezi	Infrastruct ure	DWA	0	0	0	0	
	INF 1.4	Development of water treatment plant.	J'ville	Infrastruct ure	CDM MIG	0	6, 383 000	7m	14.6m approved -pre planning phase	
	Inf 1.5	Upgrading of Water Treatment Plant	K'ppla at	Infrastruct ure	MIG	0	0	0	0	(R5)

STRATEGIES	ID	OUTPUTS / DELIVERABLES	Settlements	Responsible Department	SOURCE OF FUNDING	YEARS ('000)				
						2008/09	2009/10	2010/11 /	2011/12	2012/13
	Inf 1.6	Upgrading of Klipfontein Dam	K'pplaat	Infrastructure	DWA	0	0	0	1,073m	0
	INF 1.7	Upgrade of bulk water supply – COMPLETE	K'pplaat	Infrastructure	MIG	1,197 000	0	0	0	
	Inf 1.8	bulk water supply	Waterford	Infrastructure	MIG			0	0	(3.5m)
	INF 1.9	Water demand and conservation plan (conservation)	Ikwezi	Infrastructure	DWA	0	0	0	(798 000)	0
Improve water reticulation infrastructure	INF 2.1	Upgrade of water reticulation systems (Phase I)	J'ville	Infrastructure	DWA	0	6,800 000	0	(13.8 56m)	0
		Upgrade of water reticulation systems (Phase II)	Klippaat	Infrastructure	DWA	0	0	0	(11.2 48m)	0
	INF 2.2	Pollution control plan: water source protection	Ikwezi	Infrastructure	DWA DEAT	0	0	0	(20 000)	(4000 0)
Ensure effective water demand management.	INF 3.1	Installation of water meters on a phased approach.	J'ville	Infrastructure	MIG DWA	0	0	0	(3,000 m)	0
			K'pplaat			0	0	0	(2,036 m)	0
	INF 3.2	Review of financial policies. (Annually)	Ikwezi	Infrastructure	OPEX	OPS 1201	OPS 1201	OPS 1201	OPS 1201	OPS 1201
	INF 3.3	Development of a water infrastructure operations and	Ikwezi	Infrastructure	MIG	114 000	Refer to INF 1.4 & 2.1	OPS 1201	OPS 1201	OPS 1201

STRATEGIES	ID	OUTPUTS / DELIVERABLES	Settlements	Responsible Department	SOURCE OF FUNDING	YEARS ('000)				
						2008/09	2009/10	2010/11 /	2011/12	2012/13
		maintenance plan (including operational procedures and specifications)								
	INF 3.4	Establish and operate Communal Water House (COMPLETED)	J'ville	Infrastructure	Dept. Of S & T	540 000	0	0	0	
					German	500 000	0	0	0	
					OPEX	0	OPS 1201	OPS 1201	OPS 1201	OPS 1201
	INF 3.5	Awareness campaigns to save water	Ikwezi	Infrastructure	DWA OPEX	OPS 1201	OPS 1201	OPS 1201	OPS 1201	OPS 1201
	INF 3.6	Develop water control / water demand management plan including meter repair / pipe leaks and replacement plan.	Ikwezi	Infrastructure	DWA CDM	0	0	0	0	
	INF 3.7	Risk management plan	Ikwezi	Infrastructure	DWA	0	0	0	(75)	
Eradicate the bucket system within the jurisdiction of Ikwezi.	INF 4.1	Implementation of BEP programme including 1035 households (Completed 2007/08 = R12.3 mil)	Ikwezi	Infrastructure	MIG	0	0	0	0	
Provision of	INF 5.1	Development of additional sewer	J'ville	Infrastructure	MIG	0	0	0	0	

STRATEGIES	ID	OUTPUTS / DELIVERABLES	Settlements	Responsible Department	SOURCE OF FUNDING	YEARS ('000)				
						2008/09	2009/10	2010/11 /	2011/12	2012/13
Appropriate sanitation		ponds (Completed)								
	INF 5.2	Waste Water Treatment Plant - Phase II (Completed)	J'ville	Infrastructure	MIG	1,900 000	4.5 mil	0	0	
	INF 5.3	Waterborne sanitation to all households(replacement of septic tanks to all households.	J'ville	Infrastructure	MIG	0	0	0	(9m)	(14.7m)
			K'plaat	Infrastructure	MIG	0	0	0	(6m)	(10.3m)
	INF 5.4	Waste Water Treatment Plant (Phase I & II)	K'plaat	Infrastructure	MIG (DWA)	0	0	0	0	6.8m
	INF 5.5	Sewer outfall works (Completed)	J'ville	Infrastructure	MIG	0	0	0	0	
	INF 5.6	Link schools into sanitation system (Remaining 2)	J'ville	Infrastructure	MIG	0	0	0	(40 000)	0
K'plaat			Infrastructure							
INF 5.7	Develop an maintenance plan for all sanitation infrastructure	Ikwezi	Infrastructure	MIG	0	Ref: INF 5.2; 5.3; 5.4	Ref: INF 5.2;5.3;5.4	Ref: INF 5.2, 5.3,5.4	Ref:INF 5.2,5.3,5.4	
Provide a standardised bulk electricity supply, household reticulation and public lighting	INF 6.1	Alternative energy systems (SOLAR) for 60 new housing units	W'ford	Infrastructure	German-Potsdam/SASSA	0		0	0	372 000
	INF 6.2	Electricity reticulation to new housing developments (108 & 250 units)	K'plaat	Infrastructure	ESKOM	0	0	0	0	0
	INF 6.3	Upgrading of electricity distribution and substation	J'ville	Infrastructure	DME (NEF)	0	0	8m	8m	6m
	INF 6.5	Installation of high mast lighting (JVL completed)	J'ville K'plaat	Infrastructure	MIG	0	0	1.8mil	1.8m	2m
	INF 6.6	Pilot alternative energy solutions for Ikwezi – Solar / Wind Farm Technology	J'ville	Infrastructure	DME ESKOM NEF SASSA	0	(40m) OPS 1301	(40m) OPS 1301	(40m) OPS 1301 to 0	40m OPS
	INF 6.7	Development of an infrastructure plan for electrical infrastructure .	Ikwezi	Infrastructure	DME	0	Ref: INF 6.3	0	0	

STRATEGIES	ID	OUTPUTS / DELIVERABLES	Settlements	Responsible Department	SOURCE OF FUNDING	YEARS ('000)				
						2008/09	2009/10	2010/11 /	2011/12	2012/13
Ensure effective waste collection and management is per IWMP	INF 7.1	Standardise Refuse Receptacles: Provide feasibility report for the provision of wheelie bins to households within Ikwezi	Ikwezi	Infrastructure / community development	OPEX	0	(30 000)	0	0	
	Community Dev. 7.2	Authorise the Klipplaat and Jansenville landfill sites.	Ikwezi	Infrastructure	Unknown	0	0	0	(600 000)	0
	INF 7.3	Upgrade and improve management of Klipplaat and Jansenville landfills	Ikwezi	Infrastructure	Unknown	0	0	0	(200 000)	
	INF 7.4	Develop fleet for management of landfill sites (Front end loader / TLPB)	Ikwezi	Infrastructure	Unknown	0	0	0	0	(1,2m)
	INF 7.5	Extend & Maintain Collection Fleet: 7.5.1 Replacement Plan 7.5.2 Manage procurement schedule 7.5.3 Monitor maintenance of plant	Ikwezi	Infrastructure & finance	OPEX CDM / DLGTA	0	OPS 1011	To be determined	To be determined	Finance and Admin to discuss this
	INF 7.6	Implement strategy to manage Illegal dumping activities	Ikwezi	Infrastructure	CDM / DLGTA	0	(480 000)	To be determined	To be determined	
	INF 7.7	Formulate Medical waste stream management strategy	Ikwezi	Infrastructure	Unknown	0	(300 000)	To be determined	To be determined	To have a strategy for their dumping (Community Services) need to get the hospital waste management plan.
	INF 7.8	Undertake detail financial investigation to decide on service Delivery mechanism	Ikwezi	Infrastructure	Unknown CDM sect.78	0	0	0	(500 000)	
	LED 7.3	Determine feasibility of establishing a	J'ville	Office of MM:	DEDEA for	100 000				

STRATEGIES	ID	OUTPUTS / DELIVERABLES	Settlements	Responsible Department	SOURCE OF FUNDING	YEARS ('000)				
						2008/09	2009/10	2010/11 /	2011/12	2012/13
		recycling centre at the Jansenville landfill site. ^{LED}		LED	<u>feasibility study</u>					
Promote municipal and provincial road upgrade and maintenance.	INF 8.1	Development of a roads infrastructure maintenance plan.	Ikwezi	Infrastructure	MIG	0	0	Ref: INF 8.2	0	
	INF 8.2	Implementation of Road and storm water programme as per Master Plan for internal roads and stormwater	J'ville	Infrastructure	MIG DoRT	0	1.5mil	5mil	4mil	
	INF 8.3	Facilitate dialogue with DoRT with regard to the upgrade and maintenance of provincial roads: <ul style="list-style-type: none"> J'ville to Klipplaat Klipplaat to Baroe 	J'ville	Office of MM	EPWP	8,000	12,000	0	0	
		K"plaat	EPWP		0	0	100,000	To get funding		
							To be rolled over For phase 2			
Promote effective public transport infrastructure and systems	INF 9.1	Development of Sidewalks & Cycle Tracks	Ikwezi	Infrastructure	DoRT	0	2,500 000	(2,500 000)	(2,500m)	
	INF 9.2	Upgrade of Shelters (3 shelters completed)	J'ville		CDM	60 000	(30 000)	0	0	
			Klipplaat		CDM	20 000	(20 000)	0	0	
Disaster Management Plan	INF 10.1	Develop disaster management plan for Ikwezi	Ikwezi	Infrastructure	CDM	0	(Unknown)	0	0	
Effective land management	INF 11.1	Reviewed SDF available for development planning	Ikwezi	Infrastructure	DLGHTA	0	0	0	350 000	
	INF 11.2	Support and facilitate the redistribution of land as per DLA program and District Land Reform programmes	Ikwezi	Office of MM	RDLR	12,382 000	(unknown) To get costs of the five farms from Farm Manager	(unknown)	(unknown)	
	INF 11.3	Transfer Transnet and state land to Ikwezi	Ikwezi	Office of MM	OPEX	OPS 0601	OPS 0601	OPS 0601	OPS 0601	
	INF 11.4	Develop an area based plan (completed) and integrate content to IDP	Ikwezi	Office of MM	CDM	(Unknown)	0	0	0	
Effective management of fleet for service delivery	INF 12.1	Obtain additional municipal vehicles – sanitation truck / council general vehicle	Ikwezi	Finance	OPEX	0	420 000 250 000	(unknown)	(unknown)	
	INF 12.2	Policy, strategies and tools that support effective management of the	Ikwezi	Finance	OPEX	OPS 0201	OPS 0201	OPS 0201	OPS 0201	

STRATEGIES	ID	OUTPUTS / DELIVERABLES	Settlements	Responsible Department	SOURCE OF FUNDING	YEARS ('000)				
						2008/09	2009/10	2010/11 /	2011/12	2012/13
		municipal fleet e.g. information management ; tracking system								
Provide shelter to inhabitants of Ikwezi.	HOU1.1	Facilitate the implementation of the Ikwezi housing scheme for middle income bonded housing options	J'ville	Infrastructure	Private Inv.	0	0	(Unknown)	0	
	HOU1.2	Development of settlement guidelines / housing sector plan. (completed)	Ikwezi	Infrastructure	Dept of Housing	(Unknown)	0	(80)	(80)	
	HOU1.3	Prepare and submit housing applications to ECHDB <ul style="list-style-type: none"> 500 houses Jansenville - application 100 houses Waterford - Approved 250 houses Klipplaat(green fields housing) - approved 	Ikwezi	Infrastructure	Dept of Housing	18,391 000 808 000	18,391 000	26,273 000	(unknown)	
	HOU1.4	Develop and strengthen internal housing development unit	Ikwezi	Infrastructure	Dept of Housing CDM	0	0	(unknown)	(unknown)	
Upgrade and maintain available recreational and sport facilities	CSS1.1	Development of new library service (complete)	J'ville		CDM	(Unknown)	0	0	0	
		Development of new library service	Klipplaat	Comm. Services	CDM	0	0	0	(900 000)	
	CSS1.2	Renovation and upgrade of Community and Town Halls Town Hall (Klipplaat) <ul style="list-style-type: none"> Popoyi (completed) 	Wongal ethu	Infrastructure: Comm. Serv	DSRAC	0	0	0	(250 000)	
			Princeville	Infrastructure: Comm. Serv	DSRAC	0	0	30 000	0	
			Klipplaat town	Infrastructure: Comm. Serv	DSRAC	0	0	0	(250 000)	
			J'ville (town hall)	Infrastructure: Comm. Serv	MIG	0	0	205 000	100 000	
	CSS1.3	Renovation and upgrade of Sports field - Multi-purpose in J'ville and K'plaat	Wongal ethu	Infrastructure: Comm. Serv	DSRAC MIG Lotto	0	0	(700 000)	(700 000)	
			Princeville	Infrastructure: Comm. Serv	DSRAC MIG Lotto	0	0	0	(500 000)	
			J'ville	Infrastructure: Comm. Serv	DSRAC MIG Lotto	0	0	(700 000)	(700 000)	
Mauritius			Infrastructure: Comm. Serv	DSRAC MIG Lotto	0	0	0	(500 000)		
CSS1.4	Support to the development of sporting codes	Ikwezi	Community Services	OPEX SPU		25 000				

STRATEGIES	ID	OUTPUTS / DELIVERABLES	Settlements	Responsible Department	SOURCE OF FUNDING	YEARS ('000)				
						2008/09	2009/10	2010/11 /	2011/12	2012/13
	CSS 1.5	Upgrade of public open spaces (parks / picnic areas) inclusion equipment, fencing, grass areas and trees. Fencing of the Park.	J'ville	Infrastructure: Comm. Serv	DSRAC	0	0	0	(250 000)	
			Klipplaat	Infrastructure: Comm. Serv	DSRAC	0	0	0	(250 000 To be reviewed)	
	CSS 1.6	Establish Multi-purpose centre - Thusong Centre	J'ville	Infrastructure: Comm. Serv	National Treasury Office of the Premier	0	0	0	(6,000,000)	
Upgrade and maintenance of cemeteries	CSS 2.1	Upgrading of road to cemetery	J'ville	Infrastructure: Comm. Serv	MIG	0	0	INF 8.2	0	
	CSS 2.2	Fencing/wall building at existing cemetery	J'ville	Infrastructure: Comm. Serv	CDM	0	(200 000)	0	0	
	CSS 2.3	Establishment process for new cemetery	J'ville	Infrastructure: Comm. Serv	CDM	0	260 000	0	1,5m	
	CSS 2.4	Building of new cemetery: Fencing and caretaker facilities at new cemetery	J'ville	Infrastructure: Comm. Serv	CDM	0	(300 000)	0	0	
Ensure the effective co-ordination of health related activities.	CSS 3.1	Continuously develop and expand the health volunteer model for the administration TB medication	Ikwezi	Infrastructure: Comm. Serv	CDM	(unknown OPEX)	(unknown OPEX)	(unknown OPEX)	(unknown OPEX)	
	CSS3. 2	Health related awareness and education campaign addressing priority health needs and issues in partnership with Dept of Health	Ikwezi	Infrastructure: Comm. Serv	SPU fund OPEX Dept of Health	5	5	5	5	
	CSS 3.3	Effective delivery and upgrade the service of k'plaat clinic to accommodate a 24 hour service	K'Plaat	Infrastructure: Comm. Serv	OPEX Dept of health	465 920	461 780	496 100	540 040	
		Upgrade of Clinic Facilities (infrastructure, equipment and furniture)	K'Plaat	Infrastructure: 4: community services	CAPEX Dept of Health	0	46 220	10 800	11 660	
	CSS3. 4	Upgrade medical services in Ikwezi (increase the number of doctors and nurses) (completed)	J'ville		Dept of Health					
	CSS3. 5	Upgrade Wongaletu clinic (complete 2005/06)	K'Plaat							
	CSS 3.6	Establish patient transport facility (completed)	J'ville		Dept of Health					
	Implement support initiatives to influence the prevalence and impact of HIV/AIDS in Ikwezi communities	CSS 4.1	Set up Aids Counselling Teams at clinics (Operational since 2006)	Ikwezi	Infrastructure: Community Services	Dept of Health	See GGP 3.3	See GGP 3.3	See GGP 3.3	See GGP 3.3
CSS 4.2		Engage with the Department of Health for detailed investigation of Aids in region	Ikwezi	Infrastructure: Community Services	OPEX		OPS - CCS	OPS - CCS	OPS - CCS	
CSS		Support the successful	Ikwezi	Infrastructure	ECAC		35 000			

STRATEGIES	ID	OUTPUTS / DELIVERABLES	Settlements	Responsible Department	SOURCE OF FUNDING	YEARS ('000)				
						2008/09	2009/10	2010/11 /	2011/12	2012/13
	4.3	delivery of programmes by the Local AIDS council (also see GGP 3.3)		e: Community Services	SPU CDM					
	CSS 4.4	Support and monitor the functioning of home base care groups	Ikwezi	Infrastructure: Comm. Serv	OPEX CDM		Refer to 4.3			
	CSS 4.5	Maintain an effective database regarding matters of HIV/AIDS in Ikwezi	Ikwezi	Infrastructure: Community Services	OPEX		OPS - CCS	OPS - CCS	OPS - CCS	
	4.6	Day Care Centre in Kiplaaplaat to be included.	Ikwezi Development Trust		PPC				190 000	
Poverty Alleviation Strategy	FIN	Ensure indigent households have access to free basic services	Ikwezi	Ref: FIN	OPEX	OPS FIN	OPS FIN	OPS FIN	OPS FIN	
	LED	Incorporate and invest in the skills development of unemployed persons	Ikwezi	Ref: LED						
	CSS 5.1	Ensure access to national and provincial poverty relief programmes (Social Development grants/ Feeding schemes)	Ikwezi	Infrastructure: Comm. Serv	OPEX	OPS 0508	OPS 0508	OPS 0508	OPS 0508	
Support Crime Prevention Strategy	INF 6.4/6.5	Install high mast lights in areas where none exist		Ref: INF 6.4 – 6.5						
	CSS 6.1	Encourage communities to participate and co-operate with CPF and Community Safety Forum	Ikwezi	Infrastructure: Comm. Serv	OPEX SPU	OPS 0508	OPS 0508 2 000	OPS 0508	OPS 0508	

	CSS 6.2	Upgrading of Recreational Facilities	Ikwezi	Infrastructure Comm.Serv	MIG			0	0	
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2. INSTITUTIONAL DEVELOPMENT AND OD

STRATEGIES	ID	PROJECT OUTPUTS / DELIVERABLES	Settle-ment	Responsible Department	SOURCE OF FUNDING	YEARS ('000)			
						2008/09	2009/10	2010/11	2011/12
Integrate Ikwezi's needs into the Cacadu District Municipality's capacity building strategy.	INST 1.1	Internal audit of Ikwezi's capacity building needs (completed)	Ikwezi	Office of MM	CDM	(unknown)	0	0	0
Ensure effective council system	INST 2.1	Support the effective functioning of council and the committee system (agendas, minutes, resolutions)	Ikwezi	Office of MM (Corporate Services)	OPEX	OPS ADMIN OPS COUN	OPS ADMIN OPS COUN	OPS ADMIN OPS COUN	OPS ADMIN OPS COUN
	INST 2.2	Infrastructure for Ward Clrs & Strengthening of Ward Committees	Ikwezi	Office of MM (Corporate Services)	OPEX MSIG	0	0	0	400 000
Improve the management of relationships with partners, service providers and other government agencies in order to reduce financial and legal risks	INST 3.1	Formalisation of Service Level Agreement (SLA) including all contractual arrangements with other spheres of govt and service providers.	Ikwezi	Finance - Corp. Serv	OPEX	OPS ADMIN	OPS ADMIN	OPS ADMIN	OPS ADMIN
	INST 3.2	Assess, updating and developing action plans for municipal by-laws to deal with most relevant issues (Phase II)	Ikwezi	Finance / Admin	CDM	0	(50 000) To be roll-over to 11/12)	0	50 000
	INST 3.3	Effective planning and management of commonages (commonage register / appropriate by-laws / monitoring and utilization)	Ikwezi	Finance / Admin	OPEX CDM	0	(80 000) To be rolled over to 11/12)	0	80 000
	INST 3.4	Ensure appropriate Legal advise and services is available for decisions (policies / by-laws)and litigation matters	Ikwezi	Corporate Serv./ Office of MM		120	180 000	250 000	400 000
Promote the concept of performance management within the institution.	INST 4.1	Implementation of electronic performance management system affecting all levels of the organisation. (Cascading to 2 nd layer of management)	Ikwezi	Office of MM (accounting officer) / Corporate Services	CDM	100	(150 000)	200 000	(170 000)(subject to development and approval of PMS Policy by HR)
Ensure municipal facilities supports customer services	INST 5.1	Upgrade the existing municipal offices. (J'ville)	Ikwezi	Finance - Corporate services & Infrastructure	Private /public partnerships	0	0	0	(1,500,000)
	INST 5.2	Relocation (centralization) of Cashiers to town hall (renovation and security) – J'ville	Ikwezi	Finance - Corporate services &	OPEX	0	30 000 (OPS XY)(to be rolled over to 11/12)	0	30 000
	INST 5.3	Strategic work session with relevant units (Ward Committees) (alignment to new organizational structure)	Ikwezi	Finance - Corporate services &	OPEX	0	0	50 000 (to be rolled over to 11/12)	50 000
	INST 5.4	Upgrading of Klipplaat municipal office in terms of security		Finance: Corporate Services	OPEX	0	0	100 000(to be rolled over to 11/12)	100 000

STRATEGIES	ID	PROJECT DELIVERABLES / OUTPUTS	Settle-ment	Responsible Department	SOURCE OF FUNDING	YEARS ('000)			
						2008/09	2009/10	2010/11	2011/12
	INST 5.5	Upgrading of security at infrastructure stores (Klipplaat and J'ville)	Ikwezi	Finance: Admin	PMU / MIG	0	(150 000)	0	(150 000)
	INST 5.6	Furniture / equipment for municipal offices	Ikwezi		Small Cap	130 000	110 000	79 520	85 500
	NST 5.7	IEC Infrastructure	Ikwezi	Finance & Admin	DLGTA	100 000		150 000	
Enhance the knowledge base of employees.	INST 6.1	Develop and conduct annual review of the skills development policy. (completed – 2008)	Ikwezi	Finance: HR	OPEX	Unknown	0	OPEX	OPEX
	INST 6.2	Capacitate training committee	Ikwezi	Finance: HR	CDM	0	(unknown)	0	30 000
	INST 6.3	Compile and implement an annual Workplace Skills Plan.	Ikwezi	Finance: HR	OPEX LGSETA	120 000	120 000	129 600	200 000
Improve registry function in LM	INST 7.1	Compile Records management policy (COMPLETE)	Ikwezi	Finance: HR	OPEX	OPS ADM	0	0	0
	INST 7.2	Develop Registry procedure manual and implement effective document control	Ikwezi	Finance: HR	OPEX	0	OPS ADMIN	OPS ADMIN	0
Develop good practice reputation with regard to Human Resource Management	INST 8.1	Development of the outstanding HR related policies, strategies and plans as per assessment conducted during 2008/09. Including: - Retention strategy - HIV/AIDS workplace plan - EE plan and targets - Succession Planning - Absenteeism and sick leave abuse - Overtime policy - Leave Policy - HR Plan - Performance Management Policy - Scarce Skills Policy - EAP	Ikwezi	Finance: HR	MSIG (HR)	30 000	OPS-HR	OPS-HR	OPS-HR
	INST 8.2	Workshop and implementation of HR policies (internal)	Ikwezi	Finance: HR	CDM / MSIG (HR)	0	50 000	0	50 000
	INST 8.3	Develop HR strategy to respond to long term development plans of Municipality	Ikwezi	Finance: HR	CDM	0	(100 000)	(50 000)	(50 000)
	OPS - HR	Administration of Human Resources	Ikwezi			367 660	296 730	320 490	463 080
Implementation of organisational structure and processes that supports IDP implementation	INST 9.1	Establishment and implementation of suitable organo-gram.(Review of Organogram)	Ikwezi	Office of MM HR	OPEX CDM	Unknown	(120)	0	0
	INST 9.2	Update job analysis and descriptions	Ikwezi	Office of MM/HR	CDM	0	(70)	0	0
	INST 9.3	Recruitment of staff as per vacant positions.	Ikwezi	Office of MM HR	OPEX	OPS budget	OPS budget	OPS budget	OPS budget
	INST 9.4	Internal capacity building with regard to the IDP	Ikwezi	Office of MM	GTZ OPEX	OPS 0301	OPS 0301	OPS 0301	OPS 0301
		Implementation, roll-out and monitoring of the SDBIP (part of	Ikwezi	REF: INST 4.1					

STRATEGIES	ID	PROJECT DELIVERABLES / OUTPUTS	Settle-ment	Responsible Department	SOURCE OF FUNDING	YEARS ('000)			
						2008/09	2009/10	2010/11	2011/12
		performance mgt)							
	OPS – IDP	Administration for IDP	Ikwezi	Office of MM	OPEX	0	252 690	272 930	290 370
Develop and manage an effective MIS	INST 10.1	Establishment of ADSL for faster communication	Ikwezi	Finance	CDM	50 000	15 000	17 000	20 000
	INST 10.2	Formulate Disaster Recovery Plan for information management system	Ikwezi	Finance	CDM	0	(150 000)	0	0
	INST 10.3	Maintenance of Website	Ikwezi	Office of MM	OPEX	0	10 000	15 000	20 000

3. LOCAL ECONOMIC DEVELOPMENT

PROJECT DESCRIPTION (STRATEGY)	ID	OUTPUTS / DELIVERABLES	WARD	Responsible Department	SOURCE OF FUNDING	YEARS			
						2008/09	2009/10	2010/11	2011/12
Ensure internal capacity to deliver guide and contribute to LED	OPS - GEN	Effective strategic leadership and networking re. MM office	Ikwezi	Office of MM: LED	OPEX	OPS - GEN	OPS - GEN	OPS - GEN	OPS - GEN
	OPS - LED	LED office administration	Ikwezi	Office of MM: LED	OPEX	400 000	OPEX	OPEX	OPEX
Facilitate land acquisition for emerging farmers	LED 1.1	Approach commercial farmers on participating in pro-active land acquisition policy (DLA).	Ref: INF 11.2	Office of MM: LED	OPEX	OPS LED	OPS LED	OPS LED	OPS LED
	LED 1.2	Actively participate in district land Reform programme	Ref: INF 11.2			OPS LED	OPS LED	OPS LED	OPS LED
Determine the viability and economic potential of Waterford in relation to the Addo Elephant Park.	LED 2.1	Facilitate merging of Ikwezi LM property (Waterford) as an exit corridor for Addo Elephant park in order to boost tourism.	Ikwezi	Office of MM: LED	OPEX	OPS LED	OPS LED	OPS LED	OPS LED
Revitalise railway transport.	LED 3.1	Confer with Spoornet / DoT on revitalisation project – convey message to affected communities.	Ikwezi	Office of MM LED	OPEX DoRT SP Shosholoza Mail TFR IDC NDPG	OPS LED	OPS LED	OPS LED	OPS LED
Support the goat and mohair industry.	LED 4.1	Training for emerging farmers (approach to be used – mentoring – commercial farmers)	Ikwezi	Office of MM	Depart. of Agric Mohair SA OTP	64 638 120 388	0	0	0
	LED 4.2	Goat and mohair initiative	Ikwezi	Office of MM	DEDEA	0	0	81 000	2 119 m
	LED 4.3	Provide land in support of the goat and mohair industry.	Ikwezi	REF: INF 11.2 & LED 1.1					
	4.4	Bakery	Klipplaat	Office of MM	MIG	0	0	0	100 000
	LED 4.5	Hosting of Bi-annual International Mohair Summit and Annual Mohair Festival	Ikwezi	Office of MM	CDM RDAR, M SA, ECDC, DEDEA; Camdeboo, Ikwezi; DTI, RDLR DSRAC	OPEX	1,500 000 11, 921 000 437 000 (5.4M; 1M; 750 000; 1080; 100 000; 80 000 3m)	1.3m	(2,5m)
	LED 4.6	Weaving & Spinning	Ikwezi		ECDC GIZ NDA		0	0	(180 000)
Ensure the availability of economic intelligence for	LED 5.1	Formulate and conduct annual review of the Ikwezi LED Plan (strategy) in relation to the municipal area of Ikwezi.	Ikwezi	Office MM	Thina Sinako GTZ	195 000 0	195 000	OPEX	OPEX

PROJECT DESCRIPTION (STRATEGY)	ID	OUTPUTS / DELIVERABLES	WARD	Responsible Department	SOURCE OF FUNDING	YEARS			
						2008/09	2009/10	2010/11	2011/12
investment and LED projects	LED 5.2	Development of relevant up to date socio-economic projects and opportunities collation of statistical reports and updating of LED strategy plans.	Ikwezi	Office of MM	CDM Khanya Aiccd	0	(150 000)	0	0
	LED 5.3	Develop the resource base in LED unit as advisory / referral hub – well managed data base	Ikwezi	Office of MM	OPEX	OPS LED	OPS LED	OPS LED	OPS LED
	LED 5.4	Develop labour market intelligence with regard to required skills, skill gaps and skills development opportunities	Ikwezi	Office of MM	OPEX	OPS LED	OPS LED	OPS LED	OPS LED
	LED 7.2	Support the establishment of Laundromat at Communal Water House (Gray water)	Ikwezi	Office of MM	German Embassy	0	300 000	0	350 000
	LED 7.4	Construction of state of the art cultural village	Klipplaat	Office of MM	PPC MIG	0	0	0	1m (4.5m)
	7.5	Construction of Monument for Fallen Heros	Ikwezi	Office of MM	MIG	0	0	0	100 000
Promote human resource development.	LED 8.1	Skills Development programmes and initiatives including entrepreneurship training	Ikwezi	Office of MM	ECDC SEDA	0	300 000 50 000		
	LED 8.2	Support Sakh'isizwe Programme of small scale construction training	Ikwezi	Infrastructure	REF INF 8.3	OPS LED	OPS LED	OPS LED	OPS LED
	LED 8.3	Support the EPWP programme for training in road construction	Ikwezi	Infrastructure	Refer to: INF 8.3	OPS LED	OPS LED	OPS LED	OPS LED
Support business planning processes for new businesses	LED 9.1	Promotion of SMME's through for referral systems that can support training, business plans and advisory services	Ikwezi	Office of MM	REF: LED 5.3	OPS LED	OPS LED	OPS LED	OPS LED
	LED 9.2	Feasibility investigation and business planning/ EIA / re-zoning for quarry establishment. Establishment of quarry project	Ikwezi	Office of MM	CDM DME PPC Private Investment	0 0 0	650 000 1,500 000 0	500 000 1,500 000 500 000	0
Support SMME Development	LED 9.3	Establishment of Youth Advisory Offices	Ikwezi	Office of MM	SEDA NYDA DLGTA	OPEX	OPEX	OPEX	53 000
Promote Rural development Zone	LED 10.1	Manage the Harwood and Karoo-Vlakte farms	Ikwezi	Office of MM	OPEX		266 820	0	(266 820)
	LED 10.1	Upgrade of Hardwood infrastructure			PPC RDAR		500 000	0	451 000
	LED 10.3	Establish the availability of professional agricultural expertise to guide and support the agricultural sector plan and all other farming related activities. Implementation of Cacadu Agricultural Mentorship Strategy	Ikwezi	Office of MM	OPEX RDAR RULIV CDM Ikwezi Emerging Farmers	0	0	(700 000)	0
Promote Tourism in Ikwezi Municipal Area	LED 11.1	Prepare Tourism (sector) Development Plan(Review TSP)	Ikwezi	Office of MM	CDM Khanya Aiccd	Completed	0	250 000	0
	LED 11.2	Establish tourism information office (in progress)	Ikwezi	Office of MM	REF: LED 12.1		0	0	0
	LED 11.3	Prepare promotional material for Ikwezi tourism including tourism route map	Ikwezi	Office MM	OPEX CDM	0	15 000 15 000	20 000 20 000	30 000 30 000
	LED 11.4	Establishment of LTO (Completed)	Ikwezi	Office MM	OPEX CDM			OPS OPEX	OPEX

PROJECT DESCRIPTION (STRATEGY)	ID	OUTPUTS / DELIVERABLES	WARD	Responsible Department	SOURCE OF FUNDING	YEARS			
						2008/09	2009/10	2010/11	2011/12
					Private				
	LED 11.5	Develop Home stays programme	Ikwezi	Office MM	ECDC DEDEA ECTB		OPS	0	0
	LED 11.6	Training of Tour Guides	Ikwezi	Office MM	<u>ECTB</u> <u>SEDA</u>		0	10 000	10 000
	LED 11.7	Prepare Heritage Plan	Ikwezi	Office of MM	CDM Arts & Culture	0	(140 000) 110 000	0	0
	11.8	Renovations of the Fort(completed)	J'ville	Office of MM	CDM	0	0	32 000	0
	11.9	Fencing of the Fort	J'ville	Office of MM	MIG	0	0	0	50 000
	11.10	Development of Ikwezi DVD	Ikwezi	Office of MM	CDM	0	0	0	30 000
Ikwezi Development Initiative	LED 12.1	Phase I: Shopping centre / 24 hour station / truck stop (to revisit)	J'ville	Office of MM	<u>Private investment</u>	0	<u>(45,000,000)</u>	<u>0</u>	<u>0</u>
	LED 12.2	Phase 2: Integrated Human Settlement (in progress)	J'ville	Office of MM	<u>Private Investment</u>	0	<u>30,000</u>	<u>40,000</u>	<u>0</u>
	LED 12.3	Solar Technology Farm (in progress)	J'ville	Office of MM	<u>DME</u> <u>DBSA</u> <u>ECDC</u> <u>CEF</u> <u>IDC</u>	0 0 0 0 0	<u>3,000</u>	<u>567,000,000</u>	<u>0</u>

4. FINANCIAL VIABILITY AND MANAGEMENT

STRATEGIES	ID	PROJECT DELIVERABLES / OUTPUTS	Settle-ments	Responsible Department	SOURCE OF FUNDING	YEARS ('000)			
						2008/09	2009/10	2010/11	2011/12
Improve billing system	FIN 1.1	Data cleansing project of existing property and billing data base	Ikwezi	Finance	OPEX	40 000	30 000	0	OPEX
	FIN 1.2	Update and manage indigent register to incorporate all households eligible for free basic services .	Ikwezi	Finance	OPEX	1, 400 000	1,300 012	Refer: Fin 3.2	Refer: Fin 3.2
	FIN 1.3	Update all billing information to ensure clear and accurate information is available to clients	Refer to FIN 1.1						
	FIN 1.4	Implement credit control policy	Ikwezi	Finance	OPEX		OPS 0201	OPS 0201	OPS 0201
Increase potential revenue collection	FIN 2.1	Conduct and implement regular tariff and valuation reviews.	Ikwezi	Finance	OPEX	OPS 0201	OPS 0201	OPS 0201	OPS 0201
	FIN 2.2	Review of the evaluation roll (Compile a general valuation roll)	Ikwezi	Finance	OPEX	OPS 0201	OPS 0201	OPS 0201	OPS 0201 (1 400000)
	FIN 2.3	Consolidated drive for the preparation and submission of business plans to public/ private and donor community.	Ikwezi	Office of MM	OPEX	OPS-ADMIN	OPS-ADMIN	OPS-ADMIN	OPS-ADMIN
	INF 3.1	Installation of metered water connections	REF: INF 3.1						
	OPS 0201	Management of revenue collection and debtors management	Ikwezi	Finance	OPEX	OPS FIN	1, 661270	1,784 200	1,862 960
Deal with MFMA compliance with particular reference to GAMAP / GRAP	FIN 3.1	Completion and management of Asset register	Ikwezi	Finance	MSIG	200 000	400 000	Refer: Fin 3.2	Refer: Fin 3.2
	FIN 3.2	Respond to GAMAP / GRAP compliance and ensure full compliance with GRAP 17 by 2013) (conversion of information)	Ikwezi	Finance	MSIG	0	100 000	750 000	790 000
	FIN 3.3	Manage auditing functions and requirements	Ikwezi	Finance	OPEX FMG	150 000	200 000	250 000	400 000
	FIN 3.4	Development and review of financial policies	Ikwezi	Finance	OPEX	OPS FIN	OPS FIN	OPS FIN	OPS FIN
	FIN 3.5	Implementation and monitoring of the Internal Audit Plan	Ikwezi	Finance	OPEX	OPS FIN	OPS FIN	OPS FIN	OPS FIN
	FIN 3.6	Action Plan for responding to AG report implemented	Ikwezi	Finance	OPEX	OPS FIN	OPS FIN	OPS FIN	OPS FIN
Develop internal financial management capacity for all managers responsible for budgeting, expenditure control and reporting.	FIN 4.1	Capacitating of finance departments with interns and support services.	Ikwezi	Finance	FMG	700 000	700 000	700 000	800 000
	FIN 4.2	Learning programmes and skills development programmes to achieve minimum competencies levels as per treasury regulations (Gazette June 2007)	Ikwezi	Finance	FMG	50 000	50 000	300 000	450 000

5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIES	ID	PROJECT DELIVERABLES	OUTPUTS /	WARD	Responsible Department	SOURCE OF FUNDING	YEARS ('000)			
							2008/09	2009/10	2010/11	2011/12
Promote compliance of by-laws.	GGP 1.1	Education and awareness campaigns on by-laws.		Ikwezi	Office of MM	CDM	0	0	0	OPEX - IDP
Improved public participation strategies to engage communities in the matter of Local Government	GGP 2.1	Assessment and adjustment of stakeholder listing		Ikwezi	Office of MM	OPEX	OPEX - IDP	OPEX - IDP	OPEX - IDP	OPEX - IDP
	GGP 2.2	Development and monitoring of communication strategy		Ikwezi	Office of MM	GTZ	OPS-IDP	Unknown	OPEX-IDP	OPEX-IDP
	GGP 2.3	Facilitate youth contributions, involvement and benefit in on-going Municipal programmes like sport development, awareness on Municipal Programmes, education and LED.		Ikwezi	Office of the MM	OPEX DSRAC		15 000 15 000		OPEX - IDP
Strengthen relations with NGO's / CBO's.	GGP 3.1	Establishment of a stakeholder's forum.		Ikwezi	SPU/ Com.Serv.	OPEX	OPS-IDP	OPS-IDP	OPS-IDP	OPS-IDP
	GGP 3.2	Support institutional development of Disability Forum		Ikwezi	SPU/ Com.Serv.	OPEX		5 000		
	GGP 3.3	Support institutional development of HIV/AIDS Council		Ikwezi	SPU / Com.Serv.	OPEX		30 000		
	3.4	Support to youth council in terms of institutional development and programme delivery		Ikwezi	SPU Com.Serv.	OPEX	Refer GGP 2.3	Refer GGP 2.3	Refer GGP 2.3	Refer GGP 2.3
	GGP 3.5	Training of members of the administrative units (Ward Committees)		Ikwezi	Office of MM	CDM OPEX	Unknown	Unknown	Unknown OPEX IDP	Unknown OPEX IDP
	GGP 3.6	Support the development of a Women and Children's Agenda		Ikwezi	SPU/ Com.Serv.	OPEX		10 000 5 000		
Support national and provincial priorities regarding good governance	GGP 4.1	(Review) Anti-corruption Strategy (Fraud Prevention Plan) Rev		Ikwezi	Finance	OPEX		0	0	0 OPEX
	GGP 4.2	Reviving of Batho Pele Principles: IEC strategy and awarding excellent service		Ikwezi	Office of MM	MSIG OPEX	0	0	(50 000)	(50 000)
	GGP 4.3	Establish customer service help desk - customer complaints management system		Ikwezi	Office of MM	OPEX	0	0	OPS - ADM	OPS - ADM
	GGP 4.4	Managing Internal Audit requirements		Ikwezi	Office of MM	OPEX	0	349 060	376 990	407190
	GGP 4.5	Establish and management a comprehensive risk management plan for the institution including all categories of risks		Ikwezi	Office of MM Finance	FMG OPEX	0	0	OPEX	OPEX
Strengthening of IGR relationships and other partnerships	GGP 6.1	Establish and monitor Public / public partnership including Premiers Office; RULIV; Department of Science and Technology.		Ikwezi	Office of MM	OPEX RULIV OPT	OPS - ADM	OPS - ADM	OPS - ADM	OPS - ADM
	GGP 6.2	Establish and monitor Public / Private initiatives (PPC / University of POTSDAM)		Ikwezi	Office of MM	OPEX	OPS - ADM	OPS - ADM	OPS - ADM	OPS - ADM
	GGP 6.3	Review Participation in Karoo Municipal cluster		Ikwezi	Office of MM	OPEX	OPS - ADM	OPS - ADM	OPS - ADM	OPS - ADM

Section G: Financial Plan and SDBIP

1. Ikwezi Budget

The Ikwezi Budget for 2010/11 sets out the detail of the financial plan or the medium term ending in June 2011. A high level summary of the three year plan is described the next below.

Operating Budget 1 JULY 2008 to 30 JUNE 2011

Narration	2009/10	2010/11	2011/12	20012/13
Income				
Assessment rates	1,272,000	1,300,000	1,378,000	1,460,680
Administration	10,174,680	12,409,670	13,888,400	14,852,250
Cemeteries	5,500	6,000	6,360	6,750
Community halls	10,000	12,100	12,830	13,630
Libraries	550	489,000	511,240	536,530
Council	378,000	463,290	492,000	517,000
Sewerage services	803,000	803,000	851,180	902,260
Refuse removal	795,530	980,000	943,400	1,000,010
Traffic and licensing	88,000	120,000	127,200	134,840
Electricity services	2,626,150	4,110,000	4,860,000	5,690,000
Water services	955,070	975,000	1,033,500	1,095,510
Health Clinic	496,680	635,000	663,000	696,000
Other	881,050	3,518,610	3,557,060	4,043,720
Total Income	18,485,210	25,821,670	28,324,170	30,949,180
Expenditure				
Accounting Officer	1,475,600	2,226,690	2,364,310	2,509,780
Budget & Treasury Office	4,024,750	5,262,840	5,619,420	5,942,130
Community, Safety & Social Services	1,462,690	957,700	1,008,080	1,063,340
Corporate Services	387,170	1,040,000	1,102,420	1,168,690
Executive Mayor & Council	1,306,850	1,522,910	1,600,590	1,683,360
Sewerage services	1,562,940	2,083,890	2,155,850	2,279,060
Technical Services Administration	1,341,280	1,860,480	1,972,120	2,090,520
Roads and stormwater	481,840	748,330	977,410	1,121,270
Electricity services	2,939,000	4,800,580	5,769,120	6,935,700
Water services	1,590,330	2,376,890	2,519,530	2,670,790
Health Clinic	496,680	583,040	618,040	655,210
Other	467,470	3,216,000	3,412,660	3,633,440
Total expenditure	17,941,860	26,634,360	29,119,550	31,753,290

1.1 Capital budget

The municipality relies heavily on grants to fund its capital needs. The capital budget therefore focuses on national and provincial priorities in order to be assured of the necessary funding streams. The projects that are currently undertaken by the municipality are funded through the Municipal Infrastructure Grant (MIG) and the Provincial department, consist of the following: bucket eradication, upgrading of roads, as well as a waste water treatment plant.

Capital Budget 1 July 2009 to 30 June 2013

Narration	2009/10	2010/11	2011/12	2012/13
<u>Funding source</u>				
Municipal Infrastructure Grant	6,310,000	7,022,000	8,445,000	10,268,000
	<u>6,310,000</u>	<u>7,022,000</u>	<u>8,445,000</u>	<u>10,268,000</u>
<u>Function</u>				
Infrastructure	6,310,000	7,022,000	8,445,000	10,268,000
	<u>6,310,000</u>	<u>7,022,000</u>	<u>8,445,000</u>	<u>10,268,000</u>

1.2 Revenue

Ikwezi Municipality, like most rural local authorities, has as its foremost challenge, the collection of sufficient revenue to perform and sustain the functions allocated to it. The high prevalence of poverty and unemployment take its toll on the extent to which the municipality can implement tariffs that are realistic and sustainable in the long run. The degree to which the broadening of the tax base, by including farm areas for rates purposes, will relieve the burden is still to be seen.

Another factor that also needs sober reflection is the effect of the implementation of the property rates act and the inclusion of the farms for rating purposes. It is clear that this step will make the municipality more viable in the long run, while the wider net will bring about relief for current ratepayers. Furthermore, it will afford the municipality the opportunity to grant exemptions and rebates in accordance with its rates policy.

1.3 Equitable share

The importance of the municipality's reliance on grant funding is accentuated by the pattern of revenue streams. This means that considerable thought is to be given to cash flow management in order to smooth out the expenses in line with revenue flows.

The growth or otherwise of the equitable share is a matter that is very pertinent to the municipality's cash management.

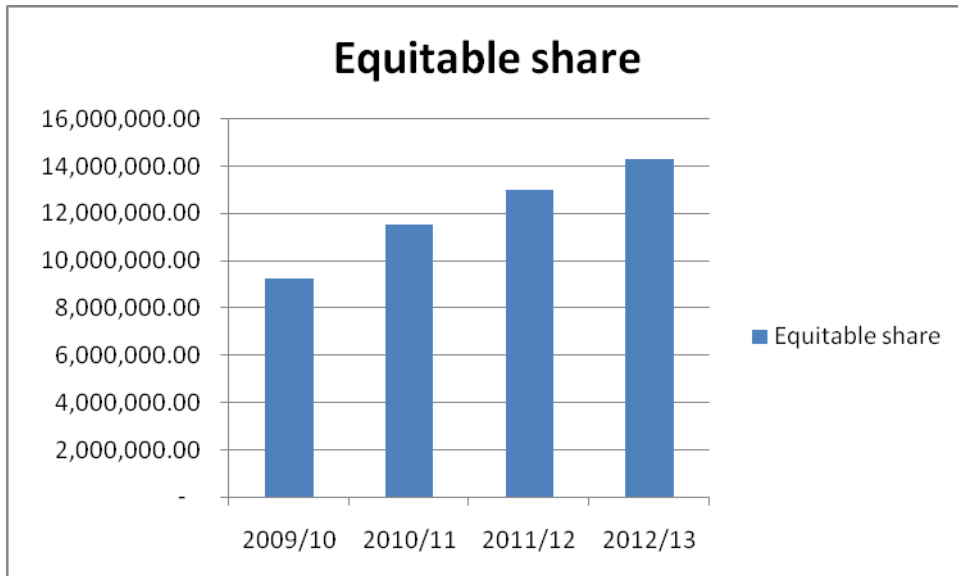


Figure 1: Equitable share 1 July 2009 to 30 June 2012

1.4 Sources of revenue

The municipality has the following as major sources of revenue. *(Note that assessment rates do not include the farms since the valuation has not yet been finalised):*

- Assessment rates
- Administration (including grants and subsidies)
- Service charges:
 - Electricity,
 - Water,
 - Sanitation and
 - Refuse

1.5 Expenditure

The way the municipality spends its limited funds is most significant amid the ongoing pressure to contribute to local economic growth and the creation of employment in a poor rural environment.

1.6 Salaries and wages

The municipality has over the years contended with the dualism of acquiring the necessary skills to deal with the transformation agenda of the government while trying to bring down the salary bill as a percentage of the total budget. It succeeded to shrink the cake slice of salaries and wages, but suffered the pressures of fewer people to perform the tasks necessary. This shortage of people to do the work has become critical now whilst the target of at least 35% has not yet been achieved.

It can only be hoped that the growth in budgets over the next few years will be substantially larger than the increases to salaries, wages and allowances. When compared to previous years, it is clear that significant progress has been made to bring down this percentage from 45% to 41% and now to 40%. It is also clear that the tendency has slowed down.

Matters more pertinent to the human resource demands are addressed in more detail in the relevant sections.

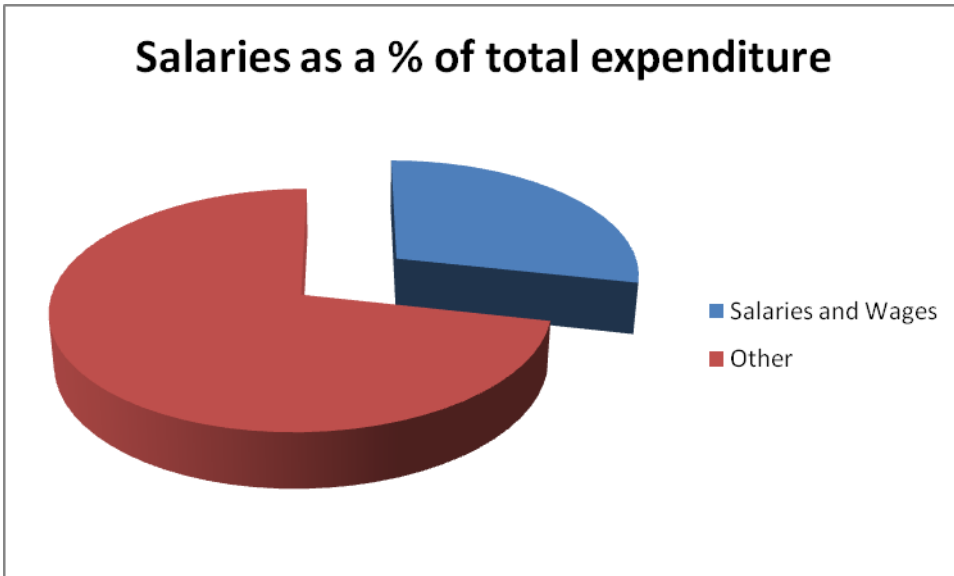


Figure 2: Payroll cost

1.7 Financial policies and strategies

The transformation of financial management, led by National Treasury, has placed enormous demands on the municipality. The need to increase capacity in order to comply is sorely felt.

The transition to GAMAP (*Generally Acceptable Municipal Accounting Practice*) and GRAP (*Generally Recognized Accounting Practice*) has become a race to the finish line of 1 July 2008. While some high capacity municipalities are still grappling with implementation, the smaller ones must now start in the hope of locating best practice close by. The implication is that the institution will have to train officials and upgrade systems and policies to comply.

The 07/08 audit pointed out weaknesses in internal control and policies which needed to be urgently addressed; this has improved in the 08/09 audit as report stated that this has been substantially addressed.

3. SDBIP

The SDBIP as formulated by the finance department in partnership with the Performance management service providers. The final document will be an attachment to the budget.

3.1 NON FINANCIAL PERFORMANCE

3.1.1 Performance Targets by Departments

DEPARTMENT	NKPA	OBJECTIVE	KPI	ANNUAL TARGET	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	ACTUAL
MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To enhance the rural economic potential within Ikwezi	Number of jobs created through municipal / public work (s) – cleansing / roads / water projects	30	5	5	10	10	
MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To enhance the rural economic potential within Ikwezi	Number of new jobs created in public - private partnerships	150	25	25	50	50	
MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To enhance the rural economic potential within Ikwezi	Number of self employment opportunities created (SMME development) and Total of 17 sustainable initiatives by 2011/12.	5	1	1	1	2	
MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To enhance the rural economic potential within Ikwezi	Hectares of land available for emerging farmers (allocated) and Total land to be redistributed: 372 151 ha	11%	2%	2%	3%	4%	
MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To enhance the rural economic potential within Ikwezi	Number of innovative events to revitalize Ikwezi	2	n/a	1	n/a	1	
MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To enhance the rural economic potential within Ikwezi	Number of Agricultural Value chain opportunities (Agri-processing) and Total: 12 sustainable initiative by 2011/12	3	n/a	1	1	1	

MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To enhance the rural economic potential within Ikwezi	Number of households benefitting in poverty alleviation projects of social development	5% 107 h/h	26	26	26	29	
MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To develop local economic competence and technical skills	Number of people trained in priority sector agriculture, agri - processing and tourism	New: 6 16 Ostrich 8: C/Village	25%	25%	25%	25%	
MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To develop local economic competence and technical skills	Number of people trained in business skills (SEDA & Canada & Umsombvu) and Total of 88 listed beneficiaries require training	25	6	6	6	7	
MUNICIPAL MANAGER	LOCAL ECONOMIC DEVELOPMENT	To develop local economic competence and technical skills	Resource centre is available for market intelligence and services	70% Prepare for implementation	10%	10%	10%	40%	
MUNICIPAL MANAGER	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To strengthen community participation in government programmes	Number of community members trained in issues relevant to LG initiatives and programmes (Education of citizens)	Improved engagement HIV/AIDS	investigation into current issues	draft process plan	final plan	implement	

MUNICIPAL MANAGER	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To strengthen community participation in government programmes	Number of committees, councils, forums or community structures supported (Admin units / CBO committees / Special group committees & councils / business chamber) – organized partners and Where relevant: 10% = Establish 25% = Well trained leadership 50% = Regular meetings / valuable debates 70% = Action plans 85% = Securing own funding for initiatives 100% = Implementation of action plans	All members of Admin Unit trained	25%	25%	25%	25%	
				Business Forum = 25%					
				HIV/AIDS = 50%					
				IDP Forum = 100%					
				LED/ Tourism = 70%					
				Youth Forum – 25%					
				Woman's Forum = 0%					
				Disability Forum = 5%					
MUNICIPAL MANAGER	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To strengthen community participation in government programmes	Number of stakeholder forum (planning and budget reviews / imbizo's / interest / lobby groups) - citizens / voters meetings / dialogues / feedback	4 per annum	1	1	1	1	

MUNICIPAL MANAGER	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To strengthen community participation in government programmes	% of Customer satisfaction with the services of the municipality (<u>End-user</u>)	55% - 60% satisfaction rate	55%-60%	55%-60%	55%-60%	55%-60%	
MUNICIPAL MANAGER	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To strengthen community participation in government programmes	% Implementation of communication strategy – <u>citizens / voters</u>	Final	Review draft	submit council	final document	implement	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To ensure the existing level of infrastructure is sustained	% of implementation : Master Infrastructure maintenance and replacement plan	Revised water / sanitation Develop for roads & stormwater (8.2) Electricity Plan (6.3)	25%	50%	75%	100%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To ensure the existing level of infrastructure is sustained	% of budget allocated and spent on maintenance of infrastructure (Required R 5,016,085 - 5 % of the value of capital asset)	7%	1%	2%	2%	2%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To ensure the existing level of infrastructure is sustained	Reduction in cost of unaccounted electricity distribution (tampering)	15%	4%	4%	4%	3%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To ensure the existing level of infrastructure is sustained	% of water loss	Reduction in water loss % Leak Detection Programme	20% reduction	40% reduction	60% reduction	80% reduction and 1 programme	

INFRASTRUCTURE	BASIC SERVICE DELIVERY	To ensure the existing level of infrastructure is sustained	Number of innovative service delivery options / mechanisms	5 Sustained 2 : new	1	1	1	4	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To ensure the existing level of infrastructure is sustained	Response time to complaints / breakdown	Reduction in number of complaints not attended to by 50%	50%	50%	50%	50%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To ensure the existing level of infrastructure is sustained	Duration of service interruptions	0% > 48 hrs 2% > 48 hrs 12 % > 6 hrs	max 20%	max 20%	max 20%	max 20%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To provide for the basic needs of the Ikwezi community	Increase % households with access to a basic level of water	100%	25%	25%	25%	25%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To provide for the basic needs of the Ikwezi community	Increased number of households with metered water connections (Jansenville)	25%	5%	5%	5%	10%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To provide for the basic needs of the Ikwezi community	Eradication of bucket system	100%	25%	25%	25%	25%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To provide for the basic needs of the Ikwezi community	Increase % households with access to water borne sanitation	100%	25%	25%	25%	25%	

INFRASTRUCTURE	BASIC SERVICE DELIVERY	To provide for the basic needs of the Ikwezi community	Increase % households with access to a basic level of electricity	95%	20%	20%	25%	30%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To provide for the basic needs of the Ikwezi community	Increase % households with access to solid waste management	100%	25%	25%	25%	25%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To provide for the basic needs of the Ikwezi community	Effective spending of MIG allocation	100%	25%	25%	25%	25%	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To provide for the basic needs of the Ikwezi community	Reduce housing backlog (units)	0	n/a	n/a	n/a	n/a	
INFRASTRUCTURE	BASIC SERVICE DELIVERY	To provide for the basic needs of the Ikwezi community	Availability of middle income (bonded) housing	550	100	100	150	200	
FINANCE	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Strengthen the Institutional capacity of the Ikwezi Local Municipality	Amount of Investment in skills development of employees	R129 600	25%	25%	25%	25%	
FINANCE	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Strengthen the Institutional capacity of the Ikwezi Local Municipality	Reduction in number of managerial vacancies	0 vacancies	0	0	0	0	
FINANCE	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Strengthen the Institutional capacity of the Ikwezi Local Municipality	Draft IDP submitted to council by 31 March each year	100% compliance	20%	50%	100%	FINAL DOC	

FINANCE	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Strengthen the Institutional capacity of the Ikwezi Local Municipality	Institutional Scorecard (OPMS) and SDBIP performance reports available for IDP review process and September – 3 / 4th quarters of previous year and February – 1st 2 quarters of new year	100% compliance	100%	100%	100%	100%	
FINANCE	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Strengthen the Institutional capacity of the Ikwezi Local Municipality	Sector plans are monitored and reviewed annually (IWMP; IWSP; SDF; CIP; LED / Tourism)	SDF LED / Tourism CIP IWMP	25%	50%	75%	100%	
FINANCE	FINANCIAL VIABILTY	Ensure sound financial practice and advice to the organisation and the various departments as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations	Unqualified Audit Report	AG report for 2009 / 10: Unqualified	100%	100%	100%	100%	
FINANCE	FINANCIAL VIABILTY	Ensure sound financial practice and advice to the organisation and the various departments as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations	Application of GAMAP / GRAP - compliance	100% as per Gazette 29 June 2007	100%	100%	100%	100%	

FINANCE	FINANCIAL VIABILTY	Ensure sound financial practice and advice to the organisation and the various departments as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations	Budget submitted to council as per circular 28 / Municipal budget regulations	Comply	100%	100%	100%	100%	
FINANCE	FINANCIAL VIABILTY	Ensure sound financial practice and advice to the organisation and the various departments as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations	Budget reports is submitted to council quarterly (circular 13 – SDBIP)	Comply	100%	100%	100%	100%	
FINANCE	FINANCIAL VIABILTY	Ensure sound financial practice and advice to the organisation and the various departments as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations	Successful financial reporting on all capital projects as per grant conditions	Monthly reports	3	3	3	3	

FINANCE	FINANCIAL VIABILTY	Ensure sound financial practice and advice to the organisation and the various departments as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations	Cash flow management maintains continuation of operations	Continued operations	100% effective	100% effective	100% effective	100% effective	
FINANCE	FINANCIAL VIABILTY	Ensure sound financial practice and advice to the organisation and the various departments as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations	Number of municipal financial officials that meet the minimum competency profiles (As per unit standards in Gazette 29967 – June 2007 : Municipal finance management programme)	2 + 2 (enrol) = 4	n/a	2	n/a	2	
FINANCE	FINANCIAL VIABILTY	Ensure sound financial practice and advice to the organisation and the various departments as regulated by the Municipal Finance Management Act 2000 and all related treasury regulations	Number of municipal officials (accounting officer + section 57) that meet the minimum competency profiles (As per unit standards in Gazette 29967 – June 2007 : Municipal finance management programme)	1 + 1(enrol) = 2	n/a	1	n/a	1	
FINANCE	FINANCIAL VIABILTY	Enhance mechanisms and strategies for revenue collection	General and interim valuations is reconciled	100 %	25%	50%	75%	100%	

FINANCE	FINANCIAL VIABILTY	Enhance mechanisms and strategies for revenue collection	Increase in revenue collection rate for services	60 %	10%	20%	30%	60%	
FINANCE	FINANCIAL VIABILTY	Enhance mechanisms and strategies for revenue collection	Indigent register reflect actual number of indigent households	1 200 h/h	300 h/h	300 h/h	300 h/h	300 h/h	
FINANCE	FINANCIAL VIABILTY	Enhance mechanisms and strategies for revenue collection	Number of business plans submitted to unlock streams of revenue	12	3	3	3	3	

SECTION H: ORGANISATIONAL PERFORMANCE AND MANAGEMENT SYSTEM

1. Overview of System

Performance Management in Local Government begins essentially with the need to ensure the realization of the IDP and the continued improvement in the standards of performance through the following:

- Increased accountability and transparency.
- Provision of a platform for learning and development.
- Facilitation of decision making through the clarification of goals and priorities.
- Provision of early warning signals highlighting underperformance.
- Continual assessment of the performance of the Municipality so as to assess areas requiring improvement.
- Creation of a culture of performance of the Municipality amongst all officials.

The function of performance management and its use by officials thereof is regulated by the following legislation:

- The Municipal Systems Act (32/2000).
- The Municipal Planning and Performance Management Regulations (2001).
- The Municipal Finance Management Act (56/2003).
- The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006).

Legislation states that key performance indicators and targets must be formulated and delegated to posts within the municipality. These indicators pin-point areas of focus for each financial year as developed through the process of public participation. Essentially they are derived both from the projects listed in chapter six and also from needs identified in the Institutional plan. In addition to the indicators developed through the IDP process, the Municipal Planning and Performance Management Regulations also stipulate a set of national KPIs which must also be included where applicable.

Once approved, the IDP is married with the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The utilization of the SDBIP is how institutional performance management is monitored. The SDBIP is then transformed into a personalized performance management system for each and every official through the delegation of activities included in the SDBIP, and as agreed in individual performance plans. As every activity of Ikwezi is attached to an official who is responsible for its conclusion, one can see that institutional performance is inseparable from Individual performance. For Ikwezi to succeed in its objectives, it depends on the performance of each employee.

Through a system of quarterly reviews, performance of each individual is monitored to ensure that progress remains in line with what was originally planned in the IDP. The final result is fed back to the community via the annual report.

2. Present situation

By the 2006/7 financial year, Ikwezi had developed indicators for the top management. During the 2006/07 financial year, a decision was taken to ensure full compliance. A complete assessment was conducted during 2008. (See Chapter 3: 4.5)

2.1 Strategic objectives of performance management within Ikwezi local municipality

The legacy of underdevelopment, poverty, limited access to basic services, insufficient housing and infrastructure backlogs has been problems that have hounded both local and provincial government for many years. In our young democracy, accountability has been debated and implemented by government to enhance service delivery. Hence, to improve service delivery government has instituted various measures and mechanisms to ensure that optimum levels of service delivery are continuously maintained, and enhanced.

The department of local government has legislated a comprehensive and elaborate system of monitoring the performance of municipalities and individuals in those municipalities. The purpose of the performance management system is to enable continuous monitoring of the municipality to ensure that their key objectives have been realised within the necessary timeframes and budgets. The core of performance management is the development of key performance areas (KPA's) and key performance indicators (KPI's) as instruments to assess the performance of the municipalities and their employees. These KPA's and KPI's are crucial in ensuring that complex socio-economic and technological developmental issues are easily quantified and measured. These KPA's and KPI's are therefore key components to ensure that a proper assessment can be conducted on the municipalities to determine their impact on improving the lives of the communities in which they operate.

Ikwezi Local municipality is in the process of institutionalising performance management to enhance service delivery within its jurisdiction. The Municipal Systems Act 32 of 2000 (Section 38) states that "A municipality must establish a performance management system that is (i) Commensurate with its resources, (ii) Best suited to its circumstances and (iii) In line with the priorities, objectives, indicators and targets contained in its integrated development plan. A municipality must promote a culture of performance management among its political structures, political office bearers and councillors and in its administration and administer its affairs in an economical, effective, efficient and accountable manner."

Hence, the ultimate objective of implementing a Performance Management System in Ikwezi, beyond fulfilling legislative requirements is to serve as a primary mechanism in achieving Ikwezi's Strategic Objectives as articulated in the integrated developmental plan, and in so doing ultimately improve the quality of life of its community by enhanced delivery of services in an effective and efficient manner.

The principles that have guided government and municipalities to effect the essential changes in municipal Performance Management Policies are contained in the Constitution (1996), the White Paper on Local Government as well as the Batho Pele White Paper (1998). The Municipal Systems Act 2000, Municipal Finance Management Act 2003 as well as the Municipal Performance Regulations of 2001 and 2006 have resulted in a uniform performance management system to be adopted by Ikwezi Local Municipality as governed by the Department of Local Government.

Ikwezi Local Municipality has already implemented an Institutional Performance Management System from 2007/2008. The performance management system in Ikwezi Local Municipality is currently been implemented in the following manner:

- Targets are set and there is the monitor and review of the performance of Ikwezi Local Municipality based on indicators linked to their Integrated Development Plan (IDP)
- An annual performance report on performance of the Municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA) is published.
- An audit of all performance measures is conducted continuously.
- The Ikwezi Local Municipality annual performance report is audited by the Auditor-General.

- The community is involved in setting indicators and targets and reviewing municipal performance through the IDP processes as well as the involvement of councillors during the Evaluation of individual performance.

In terms of the Municipal Systems Act of 2000, Council has adopted a Performance Management Systems Process Plan. This document serves, as an annexure to the Performance Management Policy Framework. The Performance Management Process Plan guides Ikwezi Local Municipality with the preparation and the implementation of an institutional and individual Performance Management System for 2007/2008 and beyond.

The PMS framework details the implementation of the PMS, as well as the procedures and processes of maintaining the PMS. As mentioned earlier the primary objective of the PMS framework is to assist Ikwezi Local Municipality in achieving its strategic objectives as articulated in the Integrated Development Plan (IDP), resulting in improved quality of life of its community by enhanced service delivery in an effective and efficient manner.

The PMS framework deals with the following components:

- The legislative requirements which a performance management system will need to comply with.
- The characteristics and objectives that dictates the development and the use of the system within the municipality.
- Linking institutional performance with individual performance.
- The philosophy underlying the PMS.
- Adopting the balance scorecard as an approach and methodology.
- The linking of the IDP and Budget to the PMS.
- The Service Delivery and Budget Implementation Plan link to the PMS.
- The roles and responsibilities of the various key stakeholders within the PMS process.

The abovementioned Performance Management Policies and Process Plan are available at the office of the Municipal Manager.

2.2 Future implementation

The present goal is to ensure achievement of an unqualified Audit Report for Performance Measures thereby proving full compliance with all requirements in terms of Performance Management

The above objective will be substantially addressed in this financial year, following extensive preparation the previous financial year. The entire administration will be exposed to a performance management system that ensures quarterly interaction between manager and employee.

Service providers are in the process of being appointed to develop a comprehensive performance management system for the Ikwezi Local Municipality. In anticipation of such a draft institutional scorecard / service delivery and budget implementation plan (SDBIP) has been developed, the details of which are reflected overleaf, linking where possible the development priorities, objectives, strategies and projects to performance measures.

Standard key performance indicators for all Section 56 / 57 employees should include:

- Efforts to increase streams of revenue for projects / actions that have “bracketing” amounts in the project register
- Mainstreaming of cross cutting issues (Departmental achievements in terms of HIV/AIDS, Gender, Youth, LED etc.)
- Skills development that support the IDP objectives
- Legal compliance including the review of sector plans as required
- Effective administration of department
- Implementation / visible evidence of Batho Pele principles

Section I: Sector Plans

1. Status of Sector Plans:

Document	Status
Disaster Management Plan	<i>Cacadu – December 2008</i>
Integrated Transport Plan	Cacadu – 2005
Consolidated Infrastructure Plan	Final Version - 2008
Ikwezi Water Services Plan	Adopted – 2007
Integrated Waste Management Plan	Adopted - 2008
Housing Sector Plan	Provincial - Adopted - 2007
LED strategy (Ikwezi / Bavians)	Draft- 2009
Tourism Sector Plan	Draft – 2009
Ikwezi SDF	Adopted - 2007
Ikwezi Land Audit	Final version - 2008

2. Executive Summary

All of the above documents have made integrated in the main IDP chapters in terms of status quo information and projects. What follows are short representations of the information available in each of the approved sector plans.

2.1 SPATIAL DEVELOPMENT FRAMEWORK

Extensive integration in Chapter 2 – Section 1 - 9

2.2 INTEGRATED WASTE MANAGEMENT PLAN – 2008

INTRODUCTION:

The Cacadu District Municipality appointed KV3 Engineers to assist with the compilation of an Integrated Waste Management Plan (IWMP) for the Waste Management Division of the Ikwezi Local Municipality. As a requirement of the National Waste Management Strategy (NWMS) and the IDP Process all Municipalities are faced with the obligation to compile such a plan by end 2004 but at present many municipalities are still in the process of compiling an IWMP

The compilation of this IWMP was done in line with the Starter Document for Guidelines for the compilation of IWMP's (DEAT, 2000). The process of compiling the IWMP consisted of two phases. During the first phase an assessment of the current status of waste collection systems and existing disposal sites, service delivery capacity and a needs analysis for each of these aspects were done and completed in July 2008.

The second phase will comprise the compilation of the IWMP. The Objectives and Goals identified will be included in this phase, with alternatives for obtaining these being considered and evaluated on a high level thereafter. Based on the preferred options selected for implementation a programme was developed and cost estimates compiled to facilitate inclusion of the plan into the IDP.

LEGISLATIVE FRAMEWORK

Following is a short summary of all the relevant legislation pertaining to waste management. The South African Constitution (Act 108 of 1996) is the supreme law of the land. All law, including environmental waste management planning must comply with the Constitution.

The Constitution states that the people of South Africa have the right to an environment that is not detrimental to human health, and imposes a duty on the state to promulgate legislation and to implement policies to ensure that this right is upheld. All departments of state or administration in

the national, provincial or local levels of government have similar obligations. The principles of Co-governance are also set out in the Constitution and the roles and responsibilities of the three levels of government are defined.

According to the Constitution, responsibility for waste management functions is to be devolved to the lowest possible level of government. Local government therefore is assigned the responsibility for refuse removal, refuse dumps and solid waste disposal. Provincial government has the exclusive responsibility to ensure that local government carries out these functions effectively.

In addition to the Constitution, a number of government policies and statutes are relevant to waste management at the local government level, which includes the following:

- National Environmental Management Act 107 of 1998
- National Environmental Management: Waste Management Act, 2007
- Environment Conservation Act 73 of 1989
- Local Government Transition Act 209 of 1993
- Municipal Demarcation Act 27 of 1998
- Municipal Structures Act 117 of 1998
- Municipal Systems Act 32 of 2000
- The Development Facilitation Act 67 of 1995
- The Physical Planning Act 125 of 1991
- National Environment Management: Air Quality Act 39 of 2004
- Atmospheric Pollution Prevention Act 45 of 1965
- National Water Act 36 of 1998
- Health Act 63 of 1977
- White Paper on Environmental Management Notice 749 of 1998
- White Paper on Integrated Pollution and Waste Management for South Africa, Notice 227 of 2000

- Minimum Requirements for Waste Disposal by Landfill, 2nd edition, 1998
- Minimum Requirements for the Handling and Disposal of Hazardous Waste, 2nd Edition, 1998
- Minimum Requirements for Monitoring at Waste Management Facilities, 2nd edition, 1998
- National Waste Management Strategy and Action Plans.
- Relevant Provincial Legislation
- Local government by-laws on waste management.

DISPOSAL INFRASTRUCTURE

The Ikwezi Municipality has two landfill sites namely the Klipplaat and Jansenville landfills. All the sites are managed by the Municipality. The landfills are located on municipal property. The Klipplaat and Jansenville landfill sites have not been permitted by the Department of Environmental Affairs and Tourism (DEAT) and an authorisation application should be compiled and submitted to DEAT in terms of Section 20 (1) of the Environment Conservation Amendment Act, Act 50 of 2003, for its continued operation. None of the existing disposal facilities are however fully operated in accordance with the Minimum Requirements:

- Access control is lacking at the sites.
- No record-keeping of incoming waste takes place at the landfills.

The existing Klipplaat and Jansenville landfill sites should be upgraded to conform to the Minimum Requirements for Waste Disposal by Landfill:

1. Klipplaat:
 - Establish an ablution facility at the guard house;
 - The site fence should be maintained and an access gate should be installed at the entrance
2. Jansenville:
 - Properly fence the site with an access gate at the entrance.
 - Establish a guard house and ablution facility at the entrance

Upgrading the operations at the landfills will ensure that waste will in the future be effectively managed. The operational activities at both landfill sites should be improved by operating them in accordance with the Minimum Requirements and/or according to the operational plan which need to be submitted as part of the authorization application of each site. It is recommended that the Municipality should hire a TLB which can be utilized on a part time basis to handle waste effectively on the two landfills.

WASTE COLLECTION INFRASTRUCTURE

The Municipality currently has sufficient equipment for the delivery of a refuse removal service.

Some of the vehicles are however old and there is the need to plan for the future replacement of these vehicles. A compilation of a replacement plan as well as the implementation of a savings plan will assist the Municipality to plan ahead and budget for the vehicles.

INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

The Ikwezi Municipality at the current moment has limited or no personnel at the disposal facilities. A gate guard to control access, a site supervisor/operator to operate or manage the site and litter pickers should at least be appointed at each of the disposal facilities. It is also essential that the municipal workers are properly trained for their specific tasks. Additional General Workers and drivers (as required) will have to be appointed to ensure a proper waste collection service once services are extended to un-serviced or newly developed areas.

FINANCIAL RESOURCES

The payment of services in certain areas of the Municipality is low due to various reasons. A prepaid

system should be investigated to be implemented where non-payment of fees is present. It is also recommended that a detail financial investigation be done by the Municipality to investigate the most cost effective and efficient service delivery mechanism.

DISSEMINATION OF INFORMATION / COMMUNICATION

A Waste Information System needs to be developed to ensure effective waste management. This information will also enable the Municipality to contribute to the quarterly waste management workshops with the other Municipalities in the District Municipality. The aim of these workshops will be to build capacity within them as well as guide Municipalities with less experience. The communities within the municipal area should also be made aware of proper waste management techniques and the service the Municipality renders. The establishment of a communication channel with all waste generators in the municipal area would benefit all.

MANAGEMENT OF ILLEGAL ACTIVITIES

The Municipality has a problem with illegal dumping within the municipal area. To improve the current situation, the Municipality can introduce a neighborhood watch system that will aim to prevent illegal dumping within their specific area. The Municipality can also deploy skips at strategic locations across the towns and settlements to minimize illegal dumping.

Illegal dumping areas should all be cleared and the waste taken to a properly established waste disposal site. Skips should be placed in "illegally dumping hot spot areas", as well as notice boards to try and prevent further illegal dumping in these areas once cleaned.

The Municipality should also embark on the development of a **Medical Waste Stream Management Strategy** to ensure the safe handling and disposal of medical waste and to ensure compliance with SANS 0228.

WASTE MINIMISATION

The Ikwezi Municipality at the moment does not have any formal recycling activities. This can also be attributed to the lack of available markets for the recycled materials. The feasibility of establishing a recycling centre and composting facility at the Jansenville disposal site should be investigated. The distribution of recycle containers throughout the towns and settlements will further encourage recycling activities. The implementation of an incentive scheme for in-house waste minimization for businesses should also be investigated.

RECOMMENDATIONS AND CONCLUSION

Apart from the recommendations in Section 10, the following recommendations are made:

- A Waste Information System should be implemented for the Municipality. The aim of this information system will be to provide all the necessary detail information pertaining to waste management i.e. permit status of disposal facilities, volumes disposed off, condition of the landfills/transfer station, number and type of equipment, date of purchase, operating and maintenance cost, replacement date, type of service, number of service points (domestic, commercial and industrial), the number of personnel involved, etc.
- Decisions concerning new equipment or services can then be made based on accurate information provided by the above system. Some of the information in this document can serve as a basis for future development of such a Waste Information System. The above is regarded to be of the utmost importance to the district as well as the local municipalities.
- This IWMP should be re-evaluated and expanded to a detail operational plan, once suitable information is available from the system as to ensure that future planning is done correctly:
- Service levels should be workshopped with the community to obtain their views and inputs on the proposed upgrading of their service and the cost implications involved.
- Community awareness campaigns should be implemented to educate the communities on responsible waste management i.e. why a landfill is fenced, why you dispose of your waste in waste receptacles, why waste is covered at a landfill, why illegal dumping is costly, etc.

- The municipality should promote recycling and/or waste minimization. The informal salvaging operations at the landfill sites should be formalized to ensure that the reclaimers co-operate with the landfill supervisors.

The above recommendations together with the recommendations in Section 10 should ensure that the short term waste management requirements in the region are met. Once the Waste Information System is implemented, this Plan should be re-evaluated and if need be adjusted. Long term planning can then be done in a more responsible manner. This will ensure that sound waste management is practised in the region.

2.3 HOUSING SECTOR PLAN – 2007

INTRODUCTION

In terms of the Municipal Systems Act (MSA) 32 of 2000, Municipalities are required to prepare a Housing Sector Plan (HSP) as a component of the Integrated Development Plans (IDP's). Towards this goal, The Department of Housing, Local Government and Traditional Affairs in collaboration with Local and District Municipalities, have embarked on a programme to facilitate the preparation of HSP's for Municipalities, 33 Municipal in the Eastern Cape.

The HSP sets out the municipality's vision and mission in the performance of its development role in housing development set out in the Housing Act (Act 107 of 1997).

The HSP outlines the demands for housing needs and priorities, respond to issues underlying the provision of housing and makes proposals for strategic housing interventions.

The purpose of a Housing Sector Plan is as follows:

- To ensure the effective allocation of limited resources (specifically financial and human resources) to a range of potential development interventions.
- To provide a formal and practical method of prioritising housing projects and obtaining political consensus for the sequencing of their implementation.
- To ensure more integrated development through bringing together the relevant cross-sectoral role players in housing delivery process to coordinate their development interventions.
- To provide greater spatial linkages between the Spatial Development Framework (SDF) and the physical implementation of projects.
- To ensure that there is a definite housing focus for the IDP.

A comprehensive situation analysis was undertaken during the period of August 2007 – February 2008. The purpose of the analysis was to identify key issues facing the municipality in housing delivery programs within its jurisdiction. This report gives a factual account of the situation as it obtains currently within Ikwezi municipality and identifies immediate interventions required to address housing priorities

THE LEGAL CONTEXT FOR HOUSING PROVISION IN SOUTH AFRICA

The Bill of Rights contained in the Constitution of the Republic of South Africa entrenches certain basic rights for all citizens of South Africa including: "The right to have access to adequate housing" (Article 26). "Adequate housing" is defined in the RDP White Paper of November 1994, in the following terms: "As a minimum, all housing must provide protection from weather, a durable structure, and reasonable living space and privacy. A house must include sanitary facilities, storm-water drainage, a household energy supply, and convenient access to clean water. Moreover, it must provide for secure tenure in a variety of forms."

National Housing Code

The code must contain National Housing Policy and administrative guidelines, in order to facilitate the effective implementation of the National Housing Policy. Besides outlining the National Housing Policy, the code also provides guidelines and suggestions as to how this policy should be implemented. However the code does not replace the key legislation and laws relating to National Housing Policy.

The “Breaking New Ground” (BNG) document was approved by Cabinet and presented to MINMEC on 2 September 2004.

The new human settlements plan reinforces the vision of the Department of Housing, to promote the development of a non-racial, integrated society through the development of sustainable human settlements and quality housing. Within this broader vision, the Department is committed to meeting the following specific objectives:

- Accelerating the delivery of housing as a key strategy for poverty alleviation
- Utilising the provision of housing as a major job creation strategy
- Ensuring property can be accessed by all as an asset for wealth creation and empowerment
- Utilise housing provision to leveraging growth in the economy
- Combating crime, promoting social cohesion and improving the quality of life for the poor
- Supporting the functioning of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump.

Major relevant changes suggested through this document include:

- The new human settlements plan moves towards more holistic, integrated, flexible and responsive mechanisms which address the multi-dimensional needs of sustainable human settlements.
- Municipalities are set to play a significantly increased role in the housing process, and must therefore take the lead role in negotiating the location of housing supply to facilitate spatial restructuring. This will also encourage integration between housing delivery, spatial planning, infrastructure provision, Municipal IDP and the budgetary process.

HOUSING ANALYSIS

Taking into account the issues raised in the data collection process in the Ikwezi Municipality, the key issues facing housing delivery can be summarised as follows:

Key Issues

- Lack of bulk infrastructure to serve on land that is set aside for housing development
- The Provincial Department of Housing’s (PDH) centralization of housing delivery programs and procedures results in delays.
- Slow disbursement of funds by the PDH creates a rift between the contractors/service providers and the local authorities and affects profitability of SMME negatively.
- Ikwezi Municipality does not have a Housing department within the municipality
- Municipality unable to attract permanent and fully qualified staff to fill the vacancies.
- Difficult to contract experts to deal with housing issues on a short term basis as housing is a long term process.
- The municipality does not have the capacity/expertise to interpret the Policy Documents (IDP & SDF) and translate them for the formulation of housing programs.
- The municipality does not stream line special needs in housing allocation.
- The municipality is not aware of economic development nodes (settlement hierarchy) where planned intervention can lead to a multiplier effect to other development parameters/sectors.
- Non-expenditure on projects resulting on the projects incurring higher interests
- Require funding to purchase land for housing development

Existing Housing Situation

According to the IDP 2007/2008, a total backlog of approximately 1 575 low cost housing units has been identified within the allotment area. The IDP identifies the lack of land for housing development to address the estimated housing backlog of 1 575 housing units as one of main impediments to growth.

Creating accessible opportunities for everyone in the community and to ensure that housing services meet the needs of the special needs group is a priority issue. Individuals of all cultural and ethnic backgrounds, HIV and Aids Orphans, farm workers, etc should be able to access, housing delivery programs. Ikwezi Municipality currently does not have any form of prioritization oriented towards the special needs group. The backlog presented under special needs category is for farm workers. Additional efforts need to be explored to better address this issue.

Institutional Analysis

There is insufficient capacity within the municipality to handle housing issues. The municipality does not have management positions or supporting staff dealing with housing issues. All positions are vacant as indicated by table 16. The Municipality does not have a Housing Department set up for tackling housing issues.

The Municipality does not have staff with managerial, technical, administrative and financial skills to manage the various housing projects, as shown in Table 16, currently there is only 1 Technical Assistant at Ikwezi to deal with housing issues and the position of the Technical Manger is vacant.

External Support

As a result of the shortage of critical staff the Ikwezi municipality has been literally reduced to a satellite office without powers to initiate its own housing programs as all housing issues are managed by the PDoH. The PDoH is also under-staffed and cannot effectively ensure that housing issues for all the municipalities are addressed adequately. Research findings have identified bureaucratic delays as a major issues; affecting the PDOH's ability to assist local authorities for example an application for 350 housing units at Klipplaat which was submitted in 2000 to the Department of Housing only got a response in 2007.

Project managers submit claims but there are delays by the PDoH in disbursement of funds. This has led to conflicts and subsequently a rift between the municipality and contractors/ builders. The contractor(s) normally end up re-apply for funding.

HOUSING VISION

The housing vision based on the challenges identified in the situational analysis is as follows:

"A viable Unit with adequate institutional capacity that shall ensures efficient housing delivery to attain sustainable human settlements"

HOUSING MISSION

To ensure adequate institutional capacity for the implementation of housing policies for the betterment of the housing conditions of all income groups.

HOUSING OBJECTIVES

- To establish a well resource housing department/ division with requisite expertise
- To Ensure alignment of housing backlog with bulk infrastructure, land and national obligations
- To Formulate and implement strategies to meet the current and future housing demand.
- To introduce Capacity Building to improve capability and effectiveness of housing delivery.
- To update and create a comprehensive housing demand database.
- To integrate housing delivery with other.
- To explore alternatives procedures in the disbursement of funds by PDoH
- To Increase Revenue base within the Municipality.

SUMMARY OF OBJECTIVES, STRATEGIES AND PROJECTS

OBJECTIVES	STRATEGIES	PROJECTS
To create a housing unit with requisite expertise	<p>Create housing Organogram</p> <p>Widen Resource Base for staff remuneration</p> <p>Provide Incentives to attract skilled personnel</p>	<p>Fill in posts proposed by the organogram</p> <p>Housing strategies to promote economic growth to be explored</p> <p>Remuneration packages to be competitive to attract permanent stuff</p>
To have a housing program aligned with bulk infrastructure, land and national obligations	<ul style="list-style-type: none"> - integrate housing projects with other departmental initiatives and broaden search for funding and concentration of resources pressure MIG funding applications 	<ul style="list-style-type: none"> - Identify projects connected to housing development i.e. bulk infrastructure and integrate them as one programme.
To have a comprehensive data capture system to prioritise special needs	<ul style="list-style-type: none"> - Design a comprehensive data capture programme 	<ul style="list-style-type: none"> - An electronic beneficiary data capture system
To establish an efficient financial management system	<ul style="list-style-type: none"> - Explore other alternatives sources of financing housing projects and disbursement of funds by PDH - Bridging finance accounts - Steamline payment - methods 	<ul style="list-style-type: none"> - Appointment a Finance officer
To fast tract Housing Delivery process	<ul style="list-style-type: none"> - Ensure availability of funds - Elaborate contract agreements with contractors - Explore procurement methods 	<ul style="list-style-type: none"> - Accelerated Housing Delivery

2.4 WATER SERVICE PLAN – 2007

INTRODUCTION

The Water Services Development Plan (later referred to as the WSDP) was written and compiled as a legislative measure in order to comply with the terms of the Water Services Act (Act 108 of 1997) in consensus with the National Water Act (Act 36 of 1998). The WSDP is a supplementary document to the Integrated Development Plan (IDP) of the Municipality and consists of a more detailed elaboration on the status quo and future plans for water services and sanitation.

In order to comply to the Water Services Act (Act 108 of 1997) and the National Water Act (Act 36 of 1998), the Council of the Cacadu District Municipality appointed Maisha Development Engineers in Joint Venture with Engineering Advice and Services to assist them in formulating a WSDP for submission to DWAF and to serve as a planning tool and barometer against which the quality and efficiency of water services and sanitation delivery can be measured.

PROJECT MANAGEMENT FUNCTION (PMU)

A PMU unit has been established within the Municipality as per the requirement of Section 10.3 of the Framework governing the implementation of the Municipal Infrastructure Grant (MIG) programme. Due to limited financial resources, existing officials who are also performing WSA and WSP functions are, currently collectively conducting the function of the PMU unit within the Municipality

Currently the staff performing the water and sanitation function is not just dedicated to these services and performs all the other services as well such as roads and stormwater. With the current water and sanitation networks the effective management is near its limit in terms of available resource, namely financial and manpower.

Once the networks are expanded to meet the Municipality's objectives, as well as performing the required routine and repetitive maintenance functions, additional resources will be required to ensure effective and sustainable management of the water and sanitation services.

The Municipality's objective is to supply each consumer with an individual metered water erf connection and a full water borne sanitation system, if technically and financially feasible. From the above, it is clear that the LOS provided by the WSA is "higher" than the minimum required by the National RDP Standards. All the water and sanitation related projects listed in the IDP and WSDP's are geared to achieve this goal.

The economic growth in the Municipality is driven by the tourism sector in the area. The net benefit of growth in this sector relates to more disposable income being available to pay for services rendered by the WSA. The Municipality's consumers are all located within an urban environment that have high expectations in terms of their desired level of service they expect in terms of the water and sanitation service. This has been reflected in the IDP and has become the objective in terms of the municipality and can be confirmed by the project list. Currently there is no formal health and hygiene programmes in place and will be developed to ensure compliance. Currently there are no real health or hygiene problems being experienced in the Municipality.

SERVICE LEVEL PROFILE

The total number of consumers to which the Ikwezi Municipality provides water and sanitation related services to is 9 144 residing in 2 902 households.

- Of the 9144 residents, 4348 are males and 4796 are females.
- Of the 9144 residents, 282 are older than 5 years of age with 4294 less than 18 years of age.

In Summary:

- 7,1% of the consumer group is older than 65
- 32,0% of the consumer group is younger than 18
- 60,8% of the consumer group are viewed as being in the economically active group
- 47,6% of the consumer group are male

- 52,4% of the consumer group are female

Demographically, the region has a healthy portion of the consumer group who fall within the economically active group.

WATER SOURCE

The WSA receives water from Groundwater sources as well as Surface water sources In Klipplaat, water is derived from the Klipplaat Dam and in emergencies from various boreholes and in Jansenville, water is derived solely from boreholes situated on the outskirts of the town. Waterford receives potable water from a rainwater tank.

WATER QUALITY

Water currently used is generally of a good quality with the water complying to SABS 241 for almost 10% of the time. Waterford's groundwater was deemed to be of such a poor quality that it is not fit for human consumption.

WATERBORNE SANITATION

The goal of the WSA is to provide the entire consumer units with a full flush form of sanitation. In Ikwezi, 29.15% of the consumer units are already served with full waterborne sanitation. Currently, there are approximately 49.97% of the consumer units that are still below the RDP minimum standard of sanitation namely buckets and pits.

WATER RESOURCE MANAGEMENT INTERVENTIONS

The WSA does not have any Bulk metres on its water supply line, and hence cannot quantify the amount of unaccounted for water. Even if the unaccounted for water losses were known, the WSA does not have funding nor a budget to ensure future funding for the reduction in unaccounted for water.

The reduction of high pressures to reduce water loss in Ikwezi is not viable as there are no areas with excessively high water pressures. The WSA also does not Leak Detection programme in place to ascertain if water is being lost due to leaks in the reticulation system.

Currently there are limited Water Resource Management Interventions being implemented by the WSA. In terms of the groundwater resource management intervention, the WSA will in its project list include for the development of a groundwater monitoring and operation procedure to ensure the sustainability of the resource. The above will also include for drought scenario management interventions and operation of the aquifer.

WATER SERVICES INFRASTRUCTURE

There are three distinct water schemes, which the WSA provides potable water to its consumers. The decisions taken with regard to service levels drive the need for infrastructure. Based on the total projected water demand figures and the potential benefits of implementing water conservation/water demand strategies, the capacity of the existing infrastructure can be assessed. Due to the majority of funding for bulk water and sanitation projects being funded by the MIG programme, the Ikwezi Municipality has based its master plan for new infrastructure construction on this programme.

The MIG allocation per annum is based on the demographics of the Municipality. Thus the master plan for future infrastructure for the Municipality is based on the 3 year MIG Capital Plan.

- Asset Management Plan: Currently no formal Asset Management Plan Exists in the Ikwezi Municipality.
- Operational Plan: Currently no formal Operational Plan Exists in the Ikwezi Municipality.
- Maintenance Plan: Currently no formal Maintenance Plan Exists in the Ikwezi Municipality and all maintenance is carried out on a demand basis.

It is the intention of the WSA/WSP to set funds aside on the project register to develop an “Operational Plan” & “Maintenance Plan” that will cover the shortcomings. These Plans will ensure that the current water and sanitation assets will be operated and maintained to meet the minimum requirements.

Amount of bulk water abstracted and purchased from others Jansenville and Klipplaat are the only towns in the WSA where water is abstracted via the system of boreholes that are currently in operation. No water is purchased from others in the Ikwezi Municipality.

For the WSA to fulfill its role and meet the WSDP goals and service level targets the Municipality needs to ensure that:

- It is able to effectively fulfill the water services authority (WSA) responsibilities as outlined in the Water Services Act (internal management and regulatory arrangements);
- Efficient and effective water service provider institutional arrangements are in place (bulk WSP’s, retail WSP’s and support agents).
- Generally the WSA makes a great attempt to have the different polices and mechanisms in place, but is hampered by the lack of funding, resources and in certain cases lack of infrastructure.
- WSA capacity development: As the findings of the assessment report of the Section 78 document will have an impact on what capacity development is required by the WSA no capacity needs assessment can presently be done.
- Bylaws affecting water services: The WSA is currently in the process of drafting and finalising their By-Laws
- Water Services providers (retail water & sanitation): 100% of Consumers within the Ikwezi Municipality are served by the Retail WSP for both their water and sanitation needs and requirements.
- Water services providers (bulk water & sanitation): 100% of Consumers within the Ikwezi Municipality are served by the Bulk WSP for both their water and sanitation needs and requirements.

LIST OF PROJECTS:

Project name	Settlement type	Water/ sanitation	Key issues to be addressed	Amount	Funding source	Year
Operational Plan (will contain all operational procedures and specifications required to effectively operate the infrastructure)			A comprehensive and integrated operational plan needs to be developed to suit the Municipality	R 120 000	DWAF	2006
Maintenance Plan (will contain all activities required for planned, periodic and routine maintenance)			A comprehensive and integrated maintenance plan needs to be developed to suit the Municipality	R 120 000	DWAF	2006
WC/WDM Plan (will contain your meter repair and pipe leak and replacement programme etc.)			A comprehensive and integrated WC/WDM plan needs to be developed to suit the Municipality	R 150 000	DWAF	2006
Educational Awareness campaign regarding the Water Service			The service provider is to develop a educational strategy regarding the Health, Hygiene, Pollution awareness, as well as WC/WDM	R 40 000	DWAF	2006
Pollution Control Plan			Protection the water source	R 20 000	DWAF	2006
Asset Management Plan			This will be integrated with the operation and maintenance plan to ensure the integrity of the asset as well guarding against asset stripping	R 80 000	DWAF	2006
Ground Water Management Plan			To ensure that this resource is managed in a sustainable fashion.	R 50 000	DWAF	2006
Risk Management Plan			Develop scenarios to cater for any eventuality regarding the water and sanitation services	R 75 000	DWAF	2006
Water Balance Plan			To determine the unaccounted for water and develop strategies to reduce this to be with acceptable and justifiable limits	R 50 000	DWAF	2006
Assisting to the Poor Programme (ATTP)			Develop a strategy that will assist repairing / retro fitting bad plumbing and drainage fittings in the previously disadvantaged areas	R 30 000	DWAF	2006

2.5 THE MUNICIPAL TURNAROUND STRATEGY (MTAS) - 2010

In 2006, the current administration developed “Vision 2011” which became its five year mandate. The said vision is institutionalised in the Integrated Development Plan of the municipality and stands on four pillars, namely:

5. Rural Economic Development
6. Infrastructure Development
7. Human Capital Development and
8. Institutional Development

These development priorities are derivatives of the municipal grand strategy.

The Municipal Turnaround Strategy (MTAS) begins by acknowledging the fact that all is not well in Ikwezi Municipality. In 2008, Council developed a turnaround strategy that focused on eight key areas. Chapter two outlines these focused areas.

The said focused areas were based on the identified top twenty key problem areas within the municipality. The Local Government Turnaround Strategy (LGTAS) developed by Co – operative Government and Traditional Affairs (COGTA) also identified key problems areas in local government country wide.

In addressing these challenges, the municipality has utilised the five key national key performance areas as a framework.

In chapter three MTAS conducts a situational (SWOT) analysis of the municipality. The municipality held its second Strategic Planning Session in June 2009 where a comprehensive institutional analysis was done.

This chapter also looks at risk assessments of 2008/2009 and 2009/2010 financial years respectively. Lastly, this chapter illustrates the fact that Ikwezi Municipality is categorised as a B3 municipality which means it is a financially depressed municipality.

Chapter four acknowledges the fact that Council’s 2008 MTAS had a narrow view approach which means that the municipality was facing imminent failure and drastic measures needed to be taken.

This chapter also indicates the approach of the 2010/2011 MTAS which is a broad view approach. The following are the key features of this approach:

- a) Restoration of organisational values, principles and code of ethics and
- b) Restoration of organisational image

Chapter five attends to legal framework in which local government operates.

Chapter six of MTAS provides an academic model for a turnaround strategy. The model deals with inherent components and stages of a credible turnaround strategy.

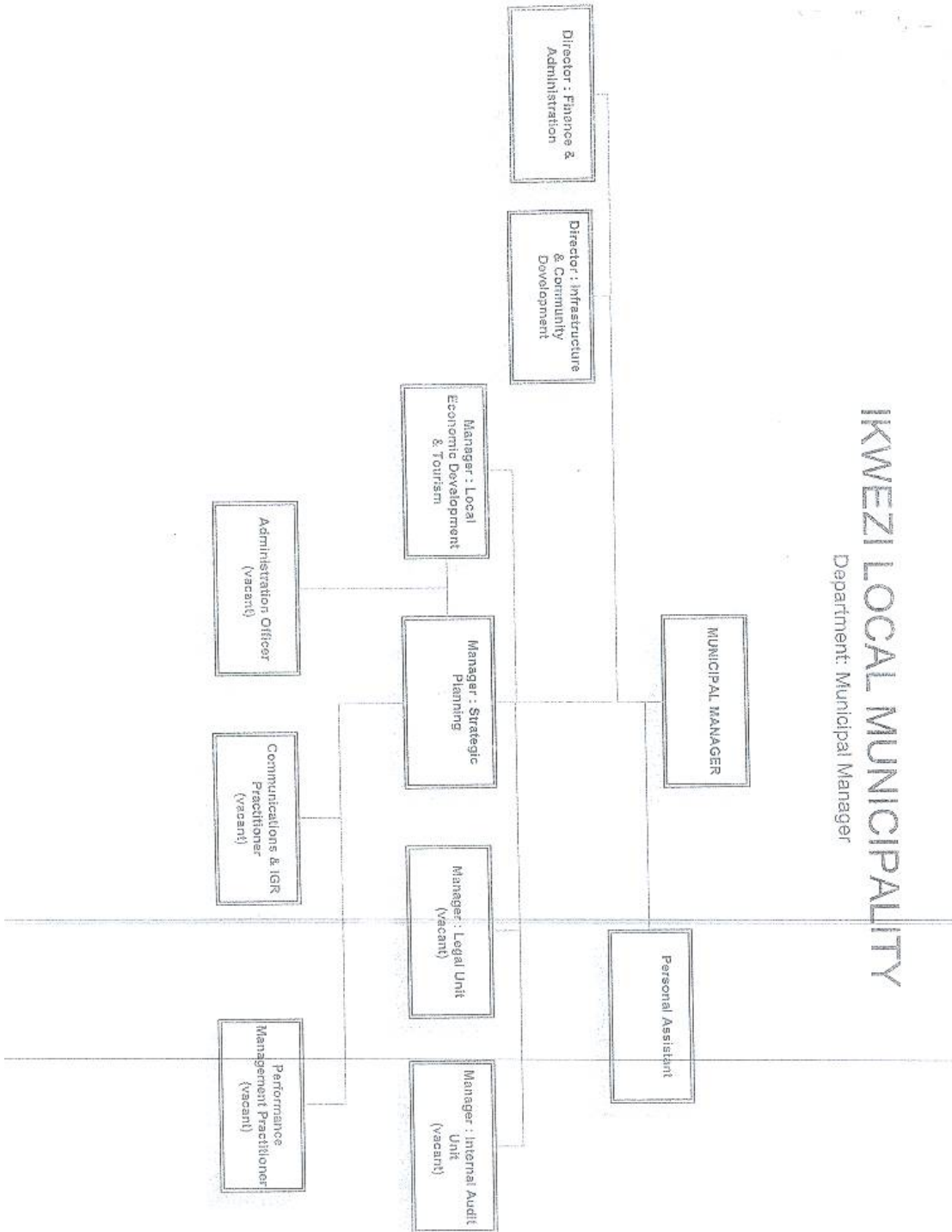
In chapter seven, MTAS attends to actual municipal turnaround utilising the five national key performance areas as a guide. This chapter attends to what is on the ground in addressing issues raised as problem areas in chapter two.

Lastly, chapter eight is an action plan that seeks to produce short, medium and long term interventions to address identified challenges in Ikwezi Municipality.

Addendum 1: Organo-gram

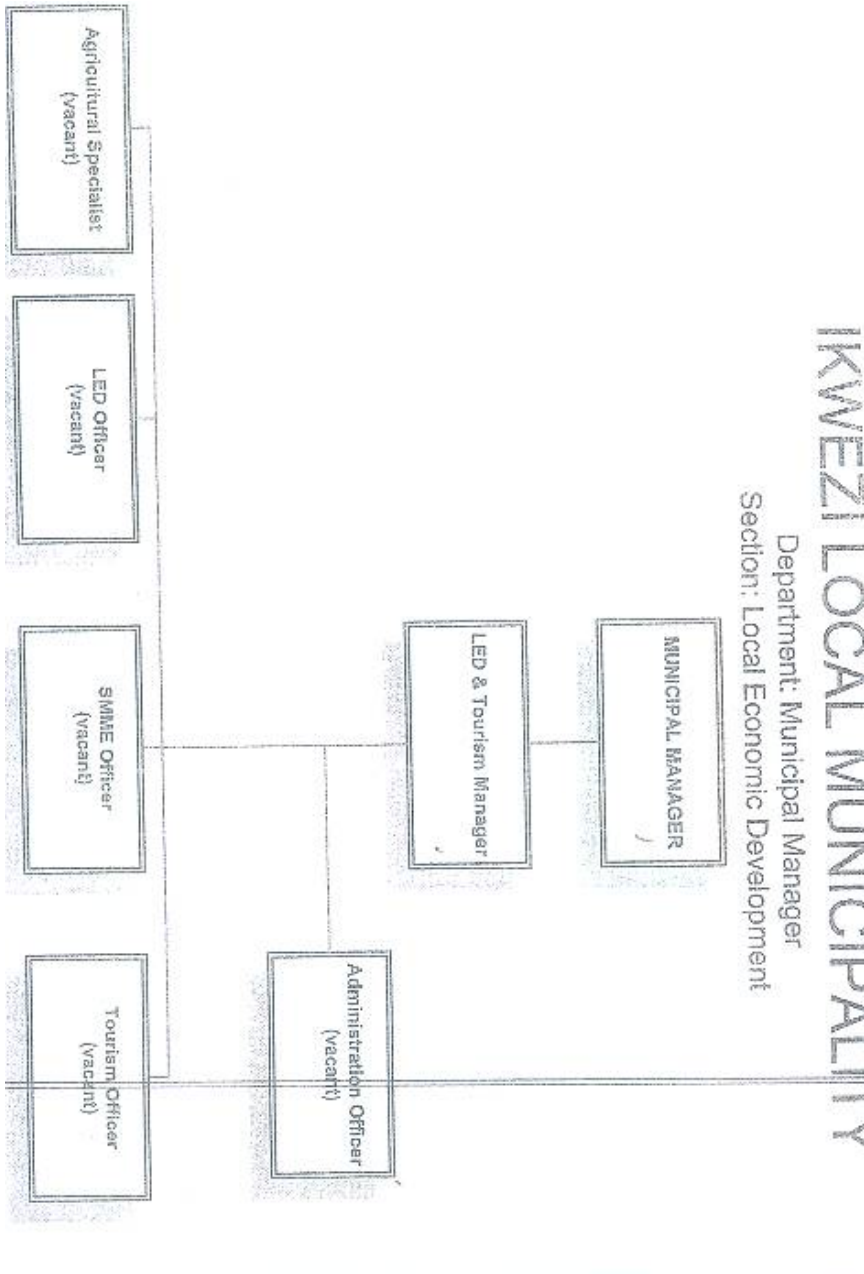
IKWEZI LOCAL MUNICIPALITY

Department: Municipal Manager



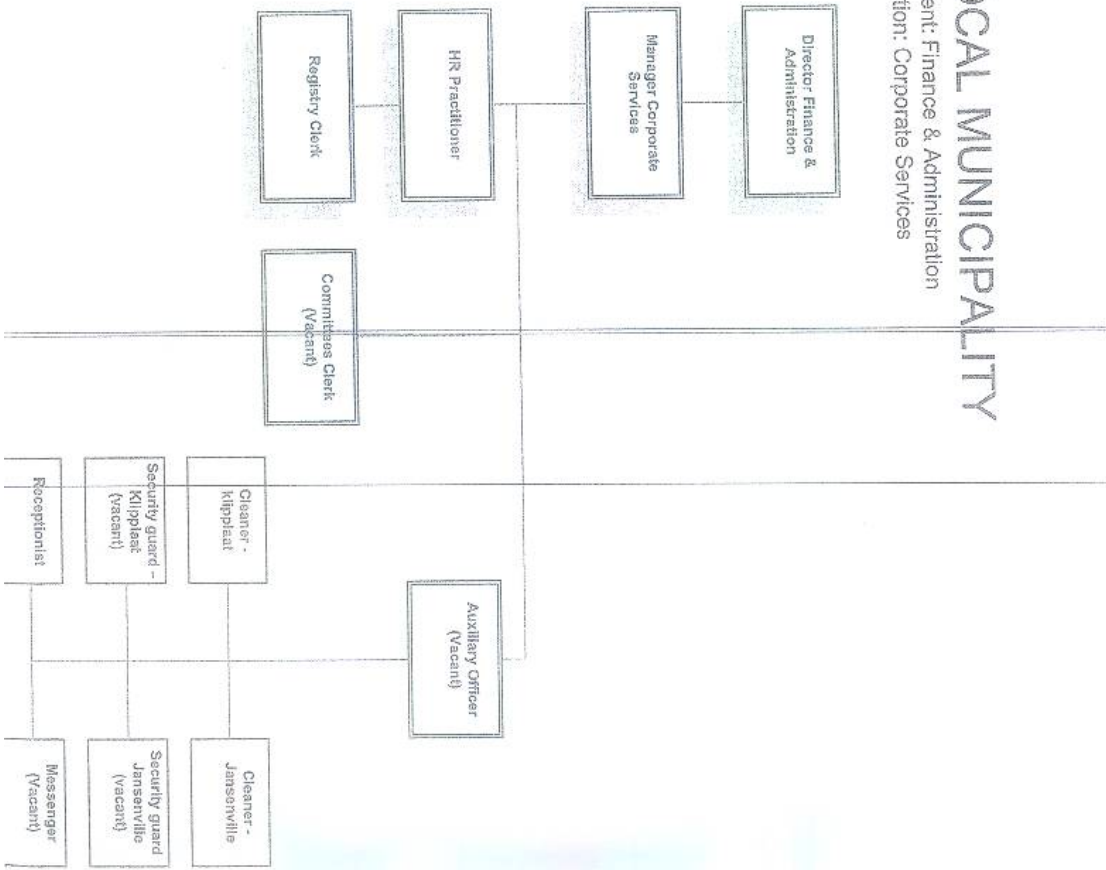
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Department: Municipal Manager
Section: Local Economic Development



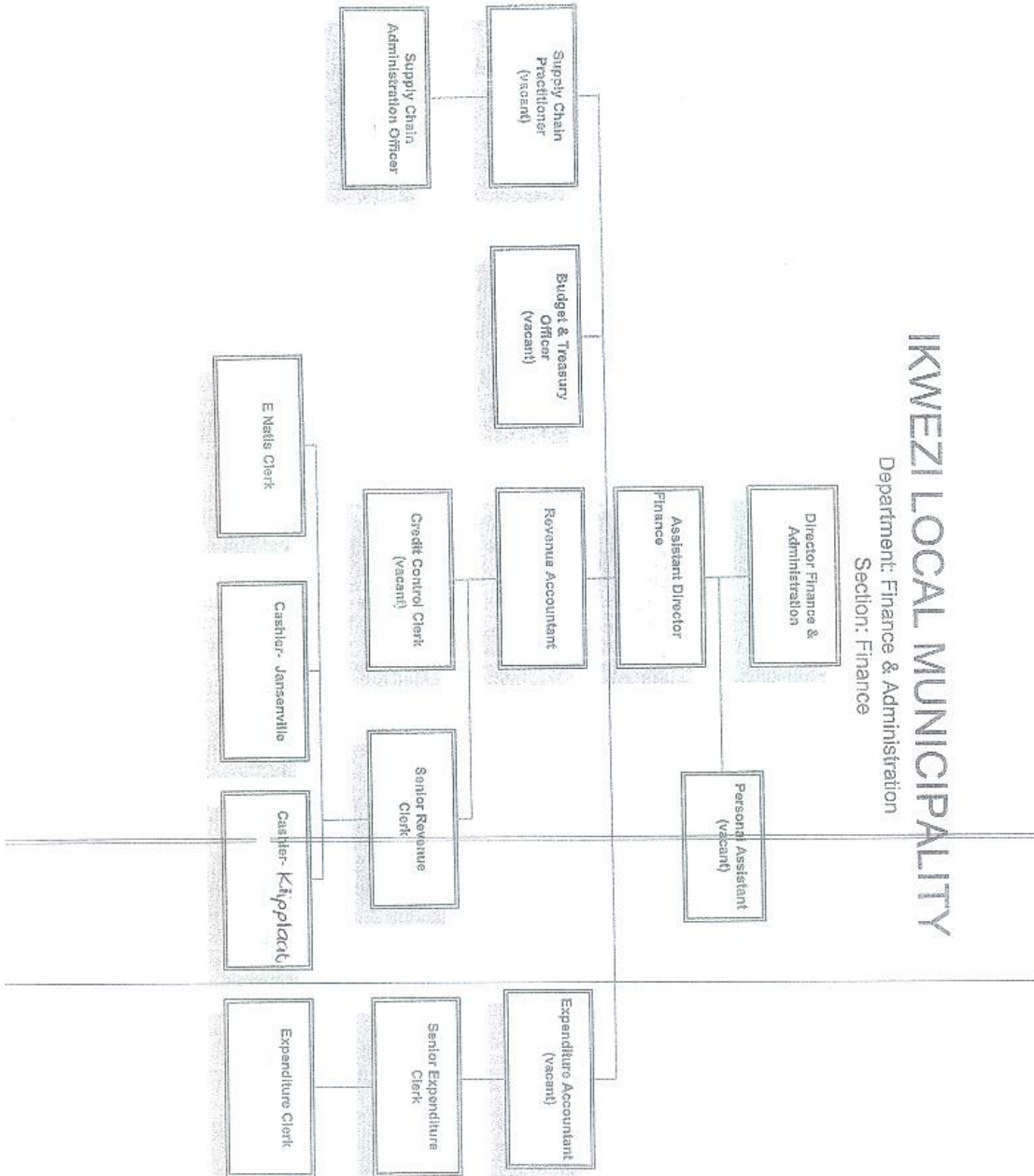
IKWEZI LOCAL MUNICIPALITY

Department: Finance & Administration
Section: Corporate Services



IKWEZI LOCAL MUNICIPALITY

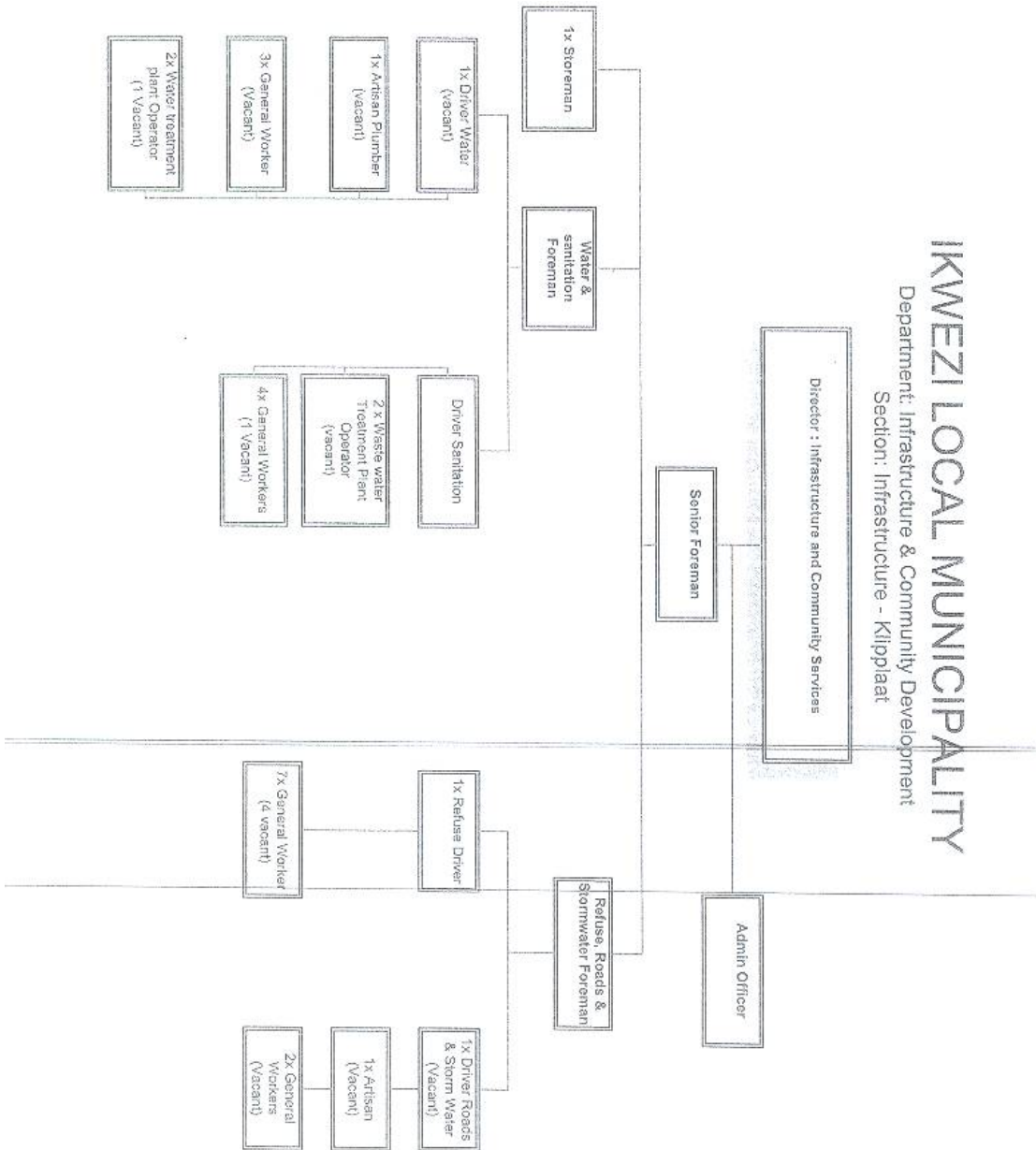
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Section: Finance



IKWEZI LOCAL MUNICIPALITY

Department: Infrastructure & Community Development

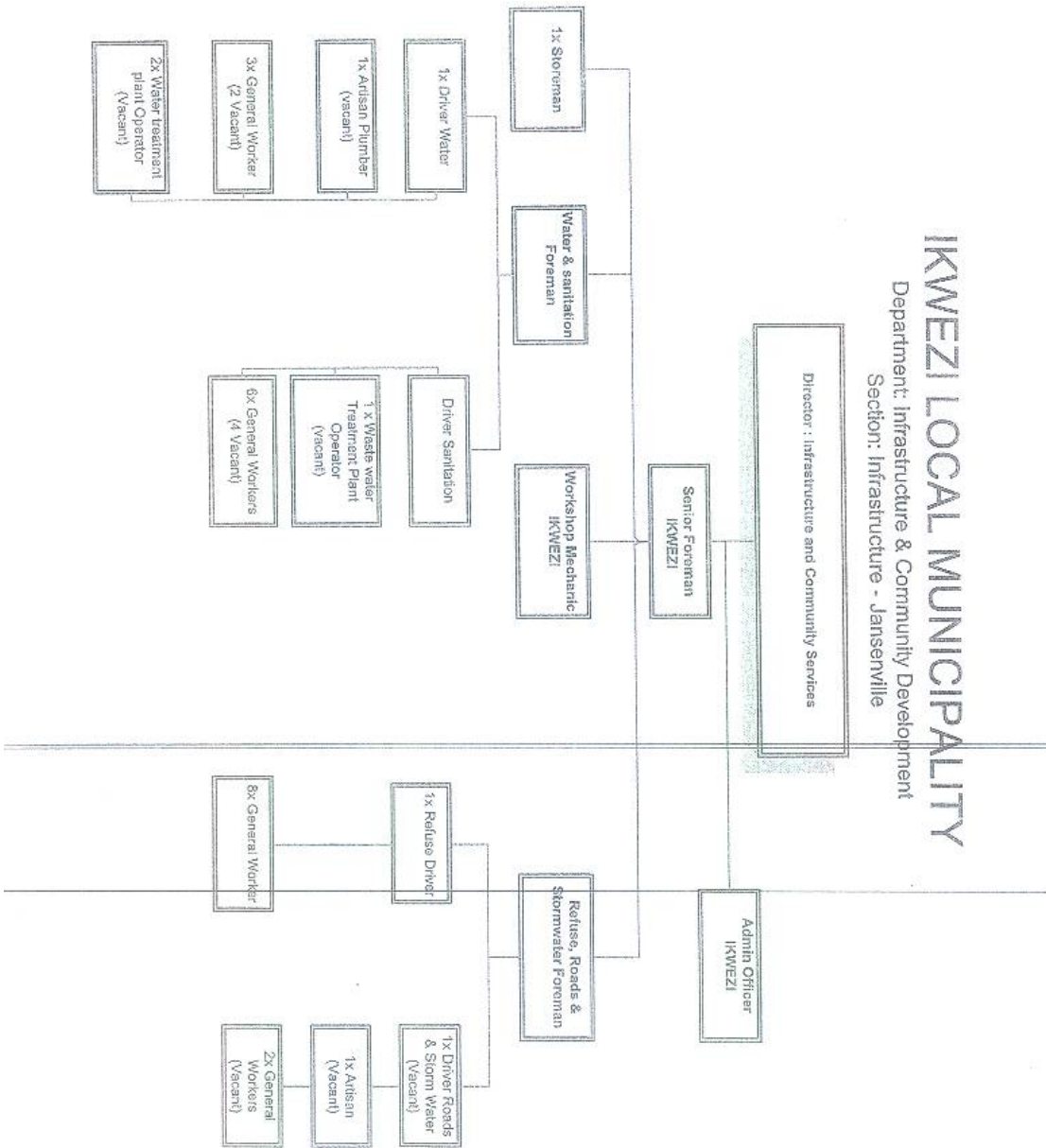
Section: Infrastructure - Kippiaat



IKWEZI LOCAL MUNICIPALITY

Department: Infrastructure & Community Development

Section: Infrastructure - Jansenville



IKWEZI LOCAL MUNICIPALITY

Department: Infrastructure & Community Development
Section: Infrastructure (Electricity & PMU)

Director : Infrastructure and Community Services

Administration Officer
IKWEZI

PMU TECHNICAL MANAGER
(vacant)

JSD OFFICER
(vacant)

Senior Foreman
IKWEZI

Senior Foreman
Electricity

2x Artisan
Electrician
(Vacant)

4x General Workers
(2 Vacant)

IKWEZI LOCAL MUNICIPALITY

Department: Infrastructure & Community Development
Section: Community Development

