

**INXUBA**  
**YETHEMBA**  
**MUNICIPALITY**



**FINAL INTEGRATED**  
**DEVELOPMENT**  
**PLAN**  
**MAY 2012**

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## ABBREVIATIONS

<b>AIDS</b>	<b>Acquired Immune Deficiency Syndrome</b>
<b>BP</b>	<b>Business Plan</b>
<b>CBD</b>	<b>Central Business District</b>
<b>CDK</b>	<b>Cradock</b>
<b>CHDM</b>	<b>Chris Hani District Municipality</b>
<b>DEAT</b>	<b>Department of Environmental Affairs and Tourism</b>
<b>DLA</b>	<b>Department of Land Affairs</b>
<b>DPLG &amp; H</b>	<b>Department of Provincial and Local Government and Housing</b>
<b>DWA</b>	<b>Department of Water Affairs</b>
<b>ESCOM</b>	<b>Electricity Supply Commission</b>
<b>GAMAP</b>	<b>General Accepted Municipal Accounting Practices</b>
<b>GRAP</b>	<b>Generally Reporting Accepted Practices</b>
<b>GEAR</b>	<b>Growth Employment and Redistribution</b>
<b>GGP</b>	<b>Gross Geographic Product</b>
<b>HIV</b>	<b>Human Immune Virus</b>
<b>HSRDP</b>	<b>Human Settlement Re-Development Pilot Project</b>
<b>HDI</b>	<b>Human Development</b>
<b>IYM</b>	<b>Inxuba Yethemba Municipality</b>
<b>LG</b>	<b>Local Government</b>
<b>MBG</b>	<b>Middelburg</b>
<b>MEC</b>	<b>Member of the Executive Council</b>
<b>MLL</b>	<b>Minimum Living Level</b>
<b>NEMA</b>	<b>National Environmental Management Act</b>
<b>NEP</b>	<b>Nation Electrification Programme</b>
<b>NER</b>	<b>National Electrification Regulator</b>
<b>O &amp; M</b>	<b>Operational and Maintenance</b>
<b>RDP</b>	<b>Reconstruction and Development Programme</b>
<b>RSS</b>	<b>Rapid Services Survey</b>
<b>SALGA</b>	<b>South African Local Government Association</b>
<b>SMME</b>	<b>Small Medium and Micro Enterprises</b>
<b>S.P.</b>	<b>Service Provider</b>



# CHAPTER ONE



## THE PLANNING PROCESS

# **1. THE PLANNING PROCESS**

## **1.1 Introduction**

Integrated Development Plan (IDP) is a process through which a municipality develops a strategic development plan. It is a strategic planning instrument, which guides and informs all planning, budgeting, management and decision making within the municipality.

The IDP approach is based on the principle of inclusivity, representivity, consultation and participation of all residents, communities and stakeholders within a Municipality, as well as representatives from other spheres of government, sectors specialists and other resource persons.

## **1.2 Process Overview**

The IDP planning cycle consists of the following phases:

### **1.2.1 Analysis Phase**

This seeks to provide the status quo of the municipality so as to inform the development needs and priorities. The analysis phase deals with current situation. It is a product of technical analysis of information and engagement with communities and stakeholders.

The main outcomes of this phase amongst others are:-

- A state of the present level of development and challenges faced
- Priority issues

### **1.2.2 Strategies Phase**

This phase flows from understanding the problems in the municipal area and seeks to find solutions to the problems

This phase includes formulation of:-

#### **1.2.2.1 The Municipal Vision**

The municipal vision is a statement indicating the ideal situation the municipality would like to achieve in the long term. This is the situation the Municipality would find itself once it has addressed the challenges identified in the analysis phase.

#### **1.2.2.2 The development Objectives**

The identified priority issues identified in the analysis phase are translated into development objectives.

Development objectives are statements of **what** the municipality would like to achieve in the medium term in order to address the problems identified and also to contribute to the realization of the vision. In essence the objectives bridge the gap between current reality and the vision.

### **1.2.2.3 The Development Strategies**

Development Strategies provide answers to the question of **how** the municipality will reach its objectives. They are strategic decisions about the most appropriate ways and means to achieve the objectives.

### **1.2.2.4 Project Identification**

The formulated strategies result in the identification of projects

### **1.2.3 Project Phase**

This phase is about the design and specification of projects for implementation. The projects identified must have a direct linkage to the priority issues and the objectives identified. An indication must be made on each project who the intended beneficiaries (target group), its location, time frame, who will be responsible for managing it how much it will cost and where the money will come from. Furthermore targets and indicators are formulated to measure performance and the impact of the project.

### **1.2.4 Integration Phase**

The main purpose of Integration Phase is to draw together the customers of the previous phases, and to check that project proposals are in line with vision, objectives strategies resources, and legal requirements.

Projects may also be refined and are drawn into programmes that are in harmony in terms of their contents, timing and location.

### **1.2.5 Approval Phase**

The complete IDP is submitted to the municipal council for consideration and approval. The council needs to look at whether the IDP identifies the problems that affect the area, as well as the extent to which the strategies and projects will contribute to addressing the problems. The council must also ensure that the IDP complies with the legal requirements before it is approved.

### 1.3 Process Plan

Each Municipal Council within a prescribed period after the start of its elected term must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. (Section 28(1) of the Municipal Systems Act (Act no. 32 of 2000))

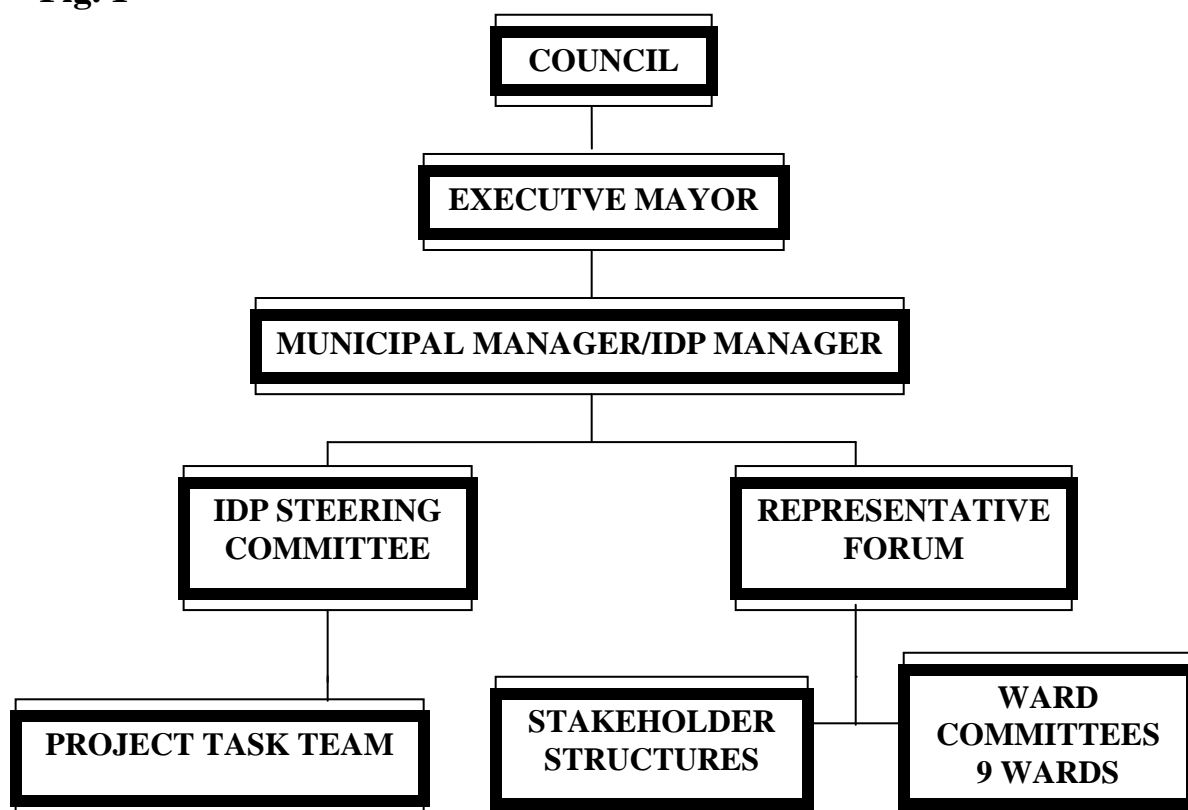
The process plan include the following:-

- Organisational arrangements structure
- Distribution of roles and responsibilities
- Mechanisms and procedures for public participation
- Mechanisms and procedures for alignment
- Budget for the planning process
- Process plan programme

#### 1.3.1 Organisational Structure

The following arrangements have been set in place to institutionalize community/stakeholder participation and also to enable the municipality to manage the drafting of the output. Further, these organisational arrangements will provide an organised platform for the accessing of the decision making process by all the affected and interested stakeholders in the process.

**Fig. 1**



## **IDP Manager**

The Municipal Manager, M.S. Tantsi will manage the Inxuba Yethemba Municipality IDP.

### **1.3.1.1 Terms of reference for the IDP manager**

The IDP Manager shall in accordance with the provisions of the Municipal Systems Act legislation framework:

- Ensure that the Local Framework is drafted and adopted by the Local Municipal Council;
- Manage the Local municipal IDP by ensuring that all daily planning activities are performed within an efficient and effective consideration of available time; financial and human resources;
- Encourage an inclusive participatory planning process and compliance with action programme
- Facilitate the horizontal and vertical alignment of the IDP
- Ensure that the planning process outcomes are properly documented
- Manage service providers to local municipal IDP
- Chair the local IDP Steering Committee
- The IDP Manager will co-ordinate with various government departments and other IDP Managers to ensure that all the project, strategies and objectives of the local municipalities are shared and distributed amongst government departments so that they might incorporate them in their planning process and vice versa.

## **IDP Steering Committee**

The IDP Steering Committee will consist of the IDP Manager, Managers of the departments and Mayoral committee members.

### **1.3.1.2 IDP Steering Committee Technical component Terms of Reference**

The IDP Steering Committee shall;

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

## **IDP Representative Forum**

The IDP Representative Forum will be chaired by the Executive Mayor Councilor N C Goniwe with the secretariat role being fulfilled by the Technical component of Steering Committee.

### **1.3.1.3 IDP Representative Forum Terms of Reference**

The IDP Representative Forum shall:

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

### **1.3.2 Distribution of roles and responsibilities**

The IDP planning process includes a wide range of role-players with certain key responsibilities. To enable smooth implementation of the IDP Review action plan the following roles and responsibilities have been allocated in the following manner.

#### **1.3.2.1 Internal municipal distribution**

Actors	Roles and responsibilities
1. Council	*Consider and adopt reviewed IDP *Consider and adopt Framework plan *Encourage public participation *Keep public informed about the contents of the IDP
2. Mayoral Committee	*Oversee the management, co-ordination, monitoring of the IDP Review *Assist in resolving political disputes * Forms part of the steering committee
3. Ward Councilors	*Assist in communication strategy and organization of community consultation activities *Ensure public participation
4. IDP Manager	*Ensure that the Framework and reviewed IDP are adopted by the Council *Manage the local municipal IDP by ensuring that all

		<p>daily planning activities are performed within an efficient and effective consideration of available time; financial and human resources;</p> <ul style="list-style-type: none"> <li>*Encourage an inclusive participatory planning process and compliance with action program</li> <li>*Facilitate the horizontal and vertical alignment of the IDP</li> <li>*Ensure that the planning process outcomes are properly documented</li> <li>*Manage service providers to the local municipal IDP</li> <li>*Chair the local IDP Steering Committee</li> <li>*The IDP Manager will co-ordinate with various government departments and other Managers to ensure that all the projects, strategies and objectives of the local municipalities and those of the district are shared and distributed amongst government departments so that they might incorporate them I their planning process and vice versa</li> </ul>
5.Section Managers	57	<ul style="list-style-type: none"> <li>*Provide technical and advisory support to the IDP Manager</li> <li>*Perform daily planning activities including the preparation and facilitation of events; documentation of outputs and making recommendation to the IDP Manager and the municipal Council</li> <li>*Commission feasibility studies and business plans for projects</li> <li>*Commission service providers to conduct in depth studies</li> <li>*Interact with the district steering committee members regarding district projects</li> <li>*Prepare, facilitate and document meetings</li> <li>*Act as the secretariat for the Representative Forum</li> <li>*Prioritization on their individual departments projects and programs for the following years</li> </ul>
IPED		<ul style="list-style-type: none"> <li>*Provide support and guidance on IDP Review process</li> <li>*Assist municipalities to achieve the target dates</li> <li>*Interact with service providers to ensure that a quality product is provided</li> <li>*Assist with workshops</li> <li>*Project Management and implementation Support Services</li> </ul>

### 1.3.2.2 External Municipal Distribution

Actors	Roles and responsibilities
1.Sector Departments	<ul style="list-style-type: none"> <li>*Ensure the participation of Senior personnel in the IDP review process</li> <li>*Horizontal alignment of programs and strategic plans</li> <li>*Ensure integration of sector programs within the local IDP Planning and implementation process</li> <li>*Provide technical support and information to the planning process</li> <li>*Contribute relevant information to support the review process</li> <li>*Incorporate district and local municipal projects into departments planning</li> </ul>
2.Support Providers	<ul style="list-style-type: none"> <li>*Provide methodological and technical guidance</li> <li>*Conduct in depth studies when commissioned by the Steering Committee</li> <li>*Ensure delivery of a product that is user friendly and tailor made for each municipality</li> </ul>
3. National & provincial governments	<ul style="list-style-type: none"> <li>*Monitor and evaluate the preparation and implementation process</li> <li>*Provide training and capacity building support to the local municipalities</li> <li>*Co-ordinate support programs so that overlapping does not occur</li> <li>*Provide technical guidance and monitor compliance with provincial policy and legal framework</li> <li>*Provide financial support to the IDP Planning and implementation process</li> </ul>

### 1.3.3 Community participation strategy

#### 1.3.3.1 Process

- Compilation of database of all relevant community and stakeholder organisation
- Informing communities and stakeholders:-
  1. Communities and stakeholders are informed on the municipality's intention to embark on the IDP Process
  2. Organised and unorganised social groups will be invited to participate in the IDP process



**(Section 28(2) of the Municipal Systems Act 2000)**

A Municipal Council must develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers

**(Section 19(3) of the Municipal Structures Act 1998)**

Participation by the local community in the affairs of the municipality must take place through:

- a) Political structures for participation in terms of the Municipal Structures Act;
- b) The mechanisms, process and procedures for participation in municipal governance established in terms of the Municipal Systems Act;
- c) Other appropriate mechanisms, processes and procedures established by the municipality;
- d) Councilors

**1.3.3.2 Mechanism**

- Ward committees
- information within wards through public ward meetings
  - Media
- Notices at prominent locations
- Postal notices to organised groups/organisations

**1.3.4 Alignment mechanisms and procedures**

**1.3.4.1 Mechanisms for Alignment**

**Three types**

- Within Inxuba Yethemba Council
- Municipality and Chris Hani District Municipality
- Between local government and other spheres of government

For issues that have a direct impact on an individual sector, and where sector departments have structures in the Inxuba Yethemba Municipality area of jurisdiction, council will do alignment. The other alignment takes place at District Council level.

<b>SECTOR DEPARTMENTS AND PARASTATALS</b>	
District Municipality	Telkom
Dept of Water Affairs	Health
Department of Transport Chris Hani	SAPS
Department of Public Works	Education
DEDEA	Arts and Culture
Department of Land Affairs	Treasury
Social Development	SASSA
Correctional Service	Local Government and Traditional Affairs
Eskom	Department of Rural Development and Agrarian Reform (DRDAR)

### **1.3.5 Binding legislation**

The following pieces of national and provincial legislation in conjunction with the South African constitution will represent binding legislation that will guide the process. The list below will be considered in addition to the binding legislation list appended in this document.

#### **1.3.5.1 Legal policy Framework**

- ❖ Constitution of the Republic South Africa of 1996
- ❖ Development Facilitation Act 96 of 1995 ?
- ❖ White paper on Local government of 1996
- ❖ Municipal Structures Act 113 of 1998
- ❖ Municipal Systems Act 32 of 2000 as amended in 2011
- ❖ Water services Act 108 of 1997
- ❖ Road Transport Act
- ❖ NEMA
- ❖ Municipal Finance Management Act 56 of 2003
- ❖ Municipal Performance Regulations of 2006
- ❖ Municipal Demarcation Act

#### **1.3.5.2 Policy Planning Framework**

- Eastern Cape Provincial Growth & Development Plan
- Eastern Cape Spatial Development Plan
- Promotion of Rural Livelihood Programme (RULIV)
- Rural Economic Development Zones program (REDZ)
- Integrated Sustainable Rural Development Strategy (ISRDS)

- National Spatial Framework
- Chris Hani Growth and Development Plan
- Outcome 9

### 1.3.6 Process Plan Program

The following table illustrates the IDP review action program and also gives an indication to the planning activities that will be undertaken over time and the resources that will be required to complete these activities.

### IDP PROCESS PLAN PROGRAMME – 2011/12

PHASE	ACTION	RESPONSIBLE PERSON	TIME FRAME
1. ANALYSIS	<b>Reconstitution of the IDP forum</b> <i>-(Advert)</i> <i>-Registration of interest</i>	IDP Manager	30/09/2011  From date of advert till 31/10/2011
	<b>Community</b> <i>-Notice of intention to review IDP</i>	IDP Manager	30/09/2011
	<b>Mayoral Committee</b> <i>-Adoption of Process Plan for ratification by council</i>	Mayor	26/9/2011
	<b>Ward</b> <i>-Revision of Stakeholder priorities</i>	Ward Councillors	01/10/2011 to 31/10/2011
	<b>Status quo</b> <i>Verification of service levels with Municipal Data</i>	IDP Manager and Managers	12/09/2011 to 31/10/2011

	<b>IDP rep forum</b> <i>-inform forum on process</i> <i>-possible suggestions</i>	<b>Mayor</b>	<b>06/10/2011</b> <b>CRADOCK</b>
<b>2. STRATEGIES</b>	<b>Steering Comm</b> <i>-review of priorities, objectives and strategies approach</i>	<b>IDP Manager</b>	<b>25/10/2011</b>
	<b>IDP rep forum</b> <i>-workshop on priorities, objectives and strategies with envisaged projects</i>	<b>Mayor</b>	<b>27/10/2011</b> <b>MIDDELBURG</b>
<b>4. PROJECTS</b>	<b>Tech Task Team</b> <i>-Assessment of envisaged projects</i>	<b>All Managers</b>	<b>02/11/2011</b>
	<b>Special Program</b> <i>-identify critical projects for the financial year</i>	<b>SPU Officer</b>	<b>10/11/2011</b>

	<b>Steering Comm</b> <i>-identify critical projects for the financial year</i>	<b>IDP Manager</b>	<b>22/11/2011</b>
	<b>IDP rep forum</b> <i>-Discussion on projects</i> <i>-Identification of key projects in each cluster, and KPI's</i>	<b>Mayor</b>	<b>24/11/2011</b> <b>CRADOCK</b>
	<b>Tech Task Team</b> <i>-refine projects</i>	<b>All Managers</b>	<b>24/11/2011 to 15/12/2011</b>
	<b>1<sup>st</sup> DRAFT IDP</b>	<b>IDP Manager</b>	<b>DECEMBER</b>
	<b>Ministers Fraternal</b> <i>-Consultation</i>	<b>IDP Manager</b>	<b>12/01/2012</b>
	<b>Business Community</b> <i>-Consultation</i>	<b>LED</b>	<b>19/01/2012</b>
<b>5. REPORT</b>	<b>IDP rep forum</b> <i>-Mid Year Performance Report</i>	<b>Mayor</b>	<b>09/02/2012</b> <b>MIDDELBURG</b>
<b>6 ALIGNMENT</b>	<b>Sector Depts.</b> <i>-Briefing or communicating existing projects for possible incorporation in their programs</i>	<b>IDP Manager</b>	<b>continuous</b>

	<b>IDP representative forum</b> <i>-Present reviewed IDP</i>	<b>Mayor</b>	<b>13/03/2012</b> <b>CRADOCK</b>
<b>7. APPROVAL</b>			
	<b>Adoption by Council of</b> <i>-Draft IDP and Budget</i>	<b>Mayor</b>	<b>29/03/2012</b>
	<b>Tabling for Adoption of</b> <i>-Final IDP and Budget</i>	<b>Mayor</b>	<b>31/05/2012</b>
	<b>Sent to MEC and sector departments</b>	<b>Municipal Manager</b>	<b>7/06/2012</b>
<b>8. REPORTS</b>	<b>IDP Forum</b> <i>-3<sup>rd</sup> quarter Performance report</i>	<b>Mayor</b>	<b>26/04/2012</b>
	<b>Steering comm..</b> <i>-4<sup>th</sup> quarter Performance</i>	<b>Mayor</b>	<b>26/07/2012</b>
	<b>IDP Forum</b> <i>-4<sup>th</sup> quarter performance</i>	<b>Mayor</b>	<b>9/08/2012</b>

### 1.3.7 BUDGET

A provision of R100 000 has been made for the current IDP review.

## **SECTION A:**

### **EXECUTIVE SUMMARY**

The IDP is the Inxuba Yethemba Municipality's strategic plan, that informs municipal decision-making as well as all the business processes of the Municipality . The IDP must inform the Municipality's financial and institutional planning and most importantly , the drafting of the annual budget . The IDP process and the Budget process are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the tabled budget are mutually consistent and credible. The IDP process addresses internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programs of integrated planning.

#### **A1. Inxuba Yethemba in context**

Inxuba Yethemba Municipality is situated in the Chris Hani District Municipality in the Eastern Cape Province. It is approximately 240km north of Nelson Mandela Metro. It is comprised of the former Middelburg EC and Cradock Local and Rural councils with their urban centres situated 100km apart. Cradock consists of suburb of Cradock, Lingelihle and Michausdal communities, whilst Middelburg has the Middelburg suburb with Kwanonzame Lusaka, and Midros communities.

The two urban centres of Cradock and Middelburg are fairly similar with well developed CBD's and fair infrastructure whilst a lot still needs to be done in the former previously disadvantaged communities. The rural areas of both towns are mostly commercial farms, with small settlements in rural areas of Fish River, Mortimer and Rosmead.

The N10 National Road which is the vital economic link between Port Elizabeth and the North runs through Cradock and skirts Middelburg. The economy of the area is largely based on agriculture and tourism with small and medium enterprises, formal sector like government departments and finance and commercial institutions.

## A2. The challenges we face

As in most municipalities IDP's the challenges faced relate to socio economic, economic, basic infrastructure, spatial and housing issues as well as social facilities and services.

The key issues some of which are likely to have a fundamental effect on the long-term economic viability are

- lack of proper and up to standard roads infrastructure and storm water channeling
- Dilapidated bulk and water network infrastructure
- Unsustainable and unpredictable water source for Middelburg unit
- Ageing electricity infrastructure in general and in particular limited capacity of power for future business development in Cradock unit.
- Availability of land for potential development of Emerging farmers and cooperatives
- Land release to facilitate development and create sustainable livelihoods by parastatals such as Transnet
- The HIV/AIDS pandemic and its impact on local demographics
- Lack of job opportunities creating great discontent amongst the youth

## A3. The opportunities we offer

- The N10 which is a vital economic link between Port Elizabeth and the North runs through the municipality
- Huge tourism potential exists in the municipality

*The tourism sector plan of the municipality due for revision reflects the following contribution of tourism to the local economy*

- R20.1m in direct tourism spent
- R52.2 m contribution to the GDP by the tourism economy
- R76.2m total economic activity generated by tourism (i.e. total demand)
- supports 137 jobs in the tourism industry
- Attractive sites worth visiting such as amongst others
  - Olive Schreiner Museum
  - Fish River Museum with Cradock 4 Gallery
  - Middelburg 3 memorial site
  - Vusubuntu Cultural Village
  - Egg Rock
  - The yet to be completed Cradock 4 Garden of Remembrance



- An indelible mark left by struggle stalwarts and historical sites that are nationally recognised makes it a compelling place to visit
- The pristine Karoo environment
- abundance of labour including semi skilled to skilled labour
- The Inxuba River running through the underutilised Industrial Area offers opportunities for industry development
- Agriculture offers a huge potential in the area and a lot of spin offs through beneficiation can be derived from it
- The pending Sugar Beet project will offer a lot of other opportunities in other sectors, amongst others
  - Transport
  - Accommodation/ Housing
  - Beneficiation spin offs etc.
- Schools with a history of good results
- Sporting facilities of high standard eg. Cradock stadium with a tartan track for athletics which is currently the only one in CHDM area.

#### **A4. Strategies for improvement**

To address the challenges we face and to maximise on the opportunities within Inxuba Yethemba the strategies in IDP should specifically highlight the following strategic thrusts to which all Municipal plans should contribute:

- improve administrative capacity and governance
- institutional transformation
- change management
- Skills audit and clear plan of skills development
- enhanced and meaningful community participation
- emphasis to be on ward based planning
- promote sound labour relations
- preserving and protecting the natural environment
- hands on approach on HIV/AIDS combating
- promotion of safety and security
- provision and maintenance of social amenities
- focussed approach on disaster management
- promote social coherence
- introducing incentives that attract development initiatives
- establishing and promoting PPPs.
- promotion of SMME's
- forging closer links and cooperation with business forum of IYM
- establishing cooperatives to maximise economic opportunities
- promoting integrated tourism development
- land acquisition for agriculture and sustainable human settlement

- infrastructure development and maintenance with particular emphasis on
  - roads
  - electricity
  - storm water drainage
  - water
  - sanitation
- infrastructure master plans
- dedicated focus on special groups
- Ensuring sustainable livelihoods through the integrated development of all the assets of the municipality, such as human capital, social capital, natural capital, physical capital, financial capital and political capital

### **A5. Future Development of the municipality**

The future development of the Inxuba Yethemba municipality can best be focussed on the following perspective:

#### **Its character and personality**

Inxuba Yethemba is an area of typical Karoo tranquillity with its scenic beauty and strong developmental contrasts. As a potential and growing tourist destination, it needs to make a visual and aesthetic impact on all passers by who will remember it as a place and an experience to enjoy.

#### **Its comparative advantage**

- The N10 which is a vital economic link between Port Elizabeth and the North runs through the municipality
- The R61 is a major route from the Western Cape to the former Transkei area and provides retailers with guaranteed source of revenue during holidays

#### **Its products and target markets**

The municipality has agricultural products which if they are processed and beneficiated locally could boost the local economy and create job opportunities thus reducing poverty and unemployment.

### **A6. Development of the IDP**

The IDP was developed in accordance with attached Process Plan and public participation process as indicated by IDP forums and councillors ward committee meetings.

## A7. Provincial IDP Assessments

The comments of the IDP assessments as well as gaps in the in plans or non availability of some of them were tabled in council with the relevant departments required to take the necessary steps to address the matters.

The assessment results provide an improvement over the financial years as reflected in the table below.

<b>KPA</b>	<b>RATING 2008/09</b>	<b>RATING 2009/10</b>	<b>RATING 2010/11</b>	<b>RATING 2011/12</b>
Spatial Development Framework	Low	Medium	Low	High
Service Delivery	Low	Medium	Medium	Medium
Financial Viability	Low	Medium	Low	Medium
Local Economic Development	Medium	Medium	Medium	Medium
Good Governance and Public Participation	Medium	Medium	Medium	High
Institutional Arrangements	Medium	Low	Medium	Low
<b>Overall Rating</b>	<b>Medium</b>	<b>Medium</b>	<b>Medium</b>	<b>High</b>

As can be seen above there is room for improvement in particular in the Institutional rating. Already some steps were taken to address some of the short comings such as an approved organogram and HR plan initiatives. IDP progress reports are covered in quarterly performance reports of the departments.

As an overview on implementation of previous IDP as indicated above quarterly reports were presented in each standing committee meeting and performance review done on the Mid Year report. It can be mentioned that the performance is improving and quarterly reviews will be done to provide feedback to Managers on areas identified not to be given the necessary attention.

Whilst sector departments participation was better in previous years it was not as impressive in the current review. As a result no sector specific projects were submitted for the 2012/13 financial years by the sector departments for this draft. The municipal manager who is also currently the IDP manager will take this up with the departments during the comment period.

## **A8. Auditor General Report and findings**

The AG's report and findings is available as a separate copy. In summary the municipality received a qualified audit opinion based on the following:

- Irregular expenditure
  - as a result of non disclosure in the financial statements
- Property Plant and Equipment
  - This relates to related assets which could not be properly accounted for
- Trade and other payables
  - Reporting not in accordance with GRAP 23 (sections 104 and 105)
- Clearing suspense accounts
  - not enough information provided to verify this
- Cash and cash equivalents
  - not enough information provided to verify this
- Employee related costs
  - this largely relates to leave management and provision
- Commitments
  - no existence of contract management system

An Action Plan has been developed to deal with the findings and this is monitored through regular reporting. A copy of the Action Plan is available and captured progress on what has been done.

## **A9. Financial position and Implications**

The municipality has an extremely low revenue base because of high poverty levels. This has serious implications of being able to provide services on a sustainable basis. Maintenance of infrastructure and fleet is a serious challenge. The limited improvement or provision of new infrastructure can only be provided through grants such as MIG.

# **SECTION B**



# **SITUATIONAL ANALYSIS**

## **B. ANALYSIS**

This analysis phase does not provide an all inclusive and comprehensive report of the area. It merely focuses on issues relevant to the Integrated Development Plan and centers on priority issues.

### **B1. MUNICIPAL AREA**

The municipal area stretches over a geographical area of 11594.65 square kilometers comprising of a potentially arable area with a slope ranging from 0° to 12°, with the rest of slope above 12° being mountainous area that is not arable.

The area is characterized by harsh climatic conditions with day temperatures averaging between 20°C and 40°C and night temperatures between - 5°C and 16°C. The average annual rainfall is between 200mm and 300mm with north westerly and westerly winds being more prevalent.

Most of the municipal area is covered with shrub land and low fynbos. The veld type is typical Karoo vegetation which is ideal for stock farming. Inxuba Yethemba falls within the Great Fish River drainage system and its many tributaries. Cradock receives its water from the Gariep dam through a transfer scheme which is managed by the Department of Water Affairs and Forestry whilst Middelburg on the other hand solely depends on its ground water. The present drought has thus a detrimental effect on water sources in Middelburg.

Inxuba Yethemba experienced extreme flood damage during the 70's and they still pose a potential danger. Veld fires are most common causing a threat to the agricultural sector. Drought is another major risk in the agricultural sector, which is important for the economy of the area.

## B2. DEMOGRAPHICS

The demographic data used is derived from Global Insight 2010 version

### B2. 1 Population Distribution

#### Population by population group and growth rates

Population group	Number of population in group	% growth rate of population
African	36 929	1.3
Colored	22 563	1.0
White	8 483	0.7
Asian	43	1.5
<b>TOTAL</b>	<b>68 018</b>	<b>1.1</b>

**Source: IHS Global Insight 2010**

The 2001 Census statistics suggests a population of 60296 for the whole of Inxuba Yethemba. The IHS Global Insight report of 2010 indicates the population as 68 018 as against a huge reduction by the community survey of 2007. This marks an increase in population when compared to GLOBAL INSIGHT 2009 STATISTICS More than 80% of the population is concentrated in the towns of Cradock and Middelburg with the rest scattered throughout the rural area. As is comparable with National and Provincial Statistics women are in the majority at 51.8% compared to 48.2% of men. With statics playing a major planning tool, more emphasis must be placed on also surveys conducted at a local level so as to come at reasonably comparative figures.

### B2.2 Demographics trends and migration patterns

With the building of formal settlements and retrenchments in the farms there is a continuous influx of people into the urban centres from the rural area. Also worth noting is the ever increasing number of immigrants from the African continent.

### B2.3 Age Profile

AGE GROUP	TOTAL POPULATION
65 and above	4 005
40-64	16 811
15-39	28 766
14 an under	18 348
<b>TOTAL</b>	<b>66 076</b>

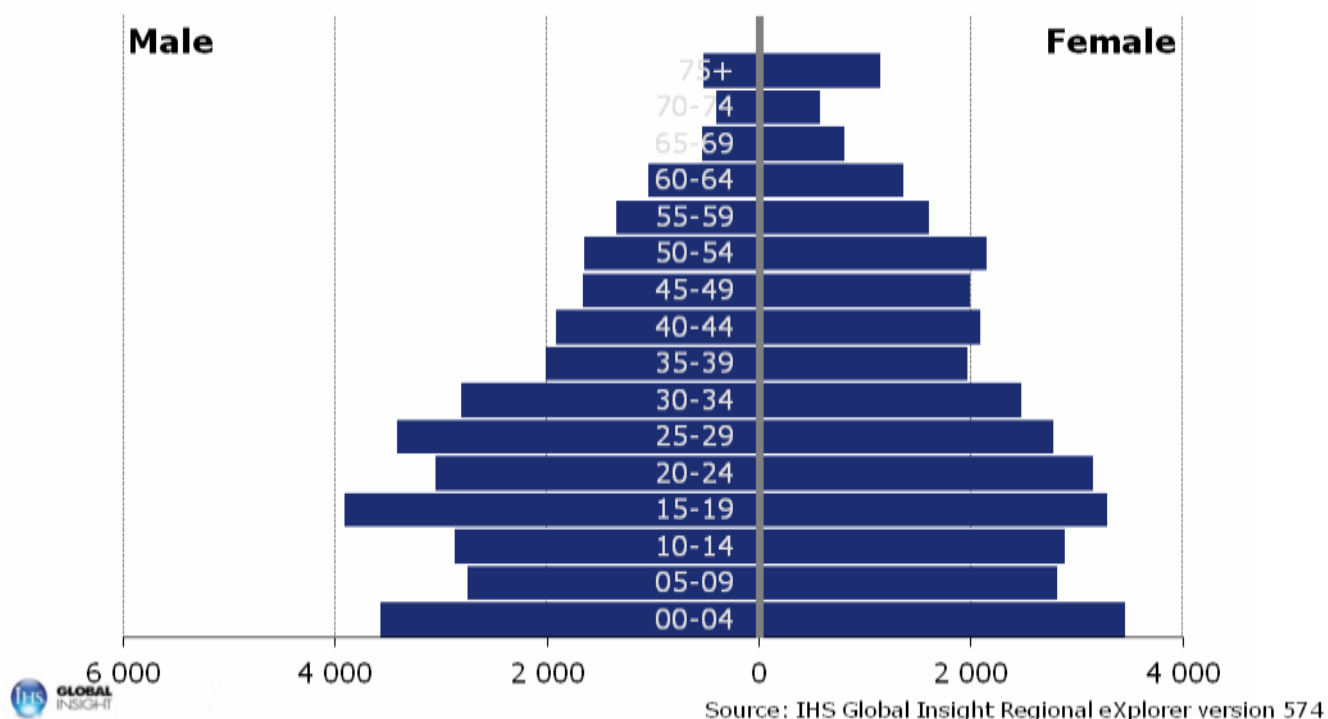
Source: IHS Global Insight 2010

- More than 50% of the population is younger than 30 years of age
- There has been an increase in the population between 2001 and 2010, with population growth of 1.1%
- Most residents in IYM live in Lingelihle, and Michausdal

The population density is low at about 5 persons per km<sup>2</sup>The population density is low at about 5 persons per km<sup>2</sup>



## Population Pyramid, Total, 2010 EC131: Inxuba Yethemba Local Municipality



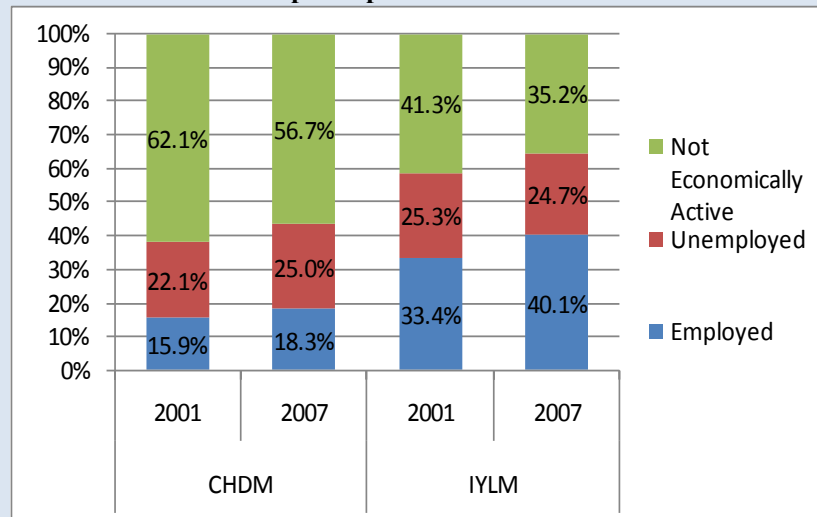
### B3. SOCIO ECONOMIC REALITIES

#### B3.1 Socio Economic profile

Inxuba Yethemba forms part of the Karoo Midlands, which is predominantly an agricultural area. The tourism industry also contributes significantly to the economy of the area. Both these sectors remain not to reflect the demographics of the municipality in terms of their benefits as they continue to be monopolized by the previously advantaged members of our community.

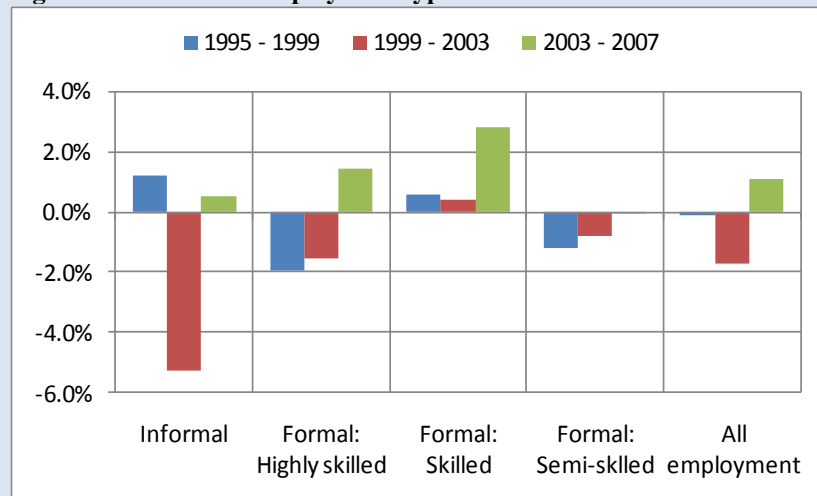
### B3.1.1 Labour Force Participation and Unemployment

**Table 2.18 Labour force participation in IYM: 2001 to 2007**



Source Statistics SA (2001, 2007)

**Figure 0.1: Growth in employment type in IYM: 1995 to 2007**

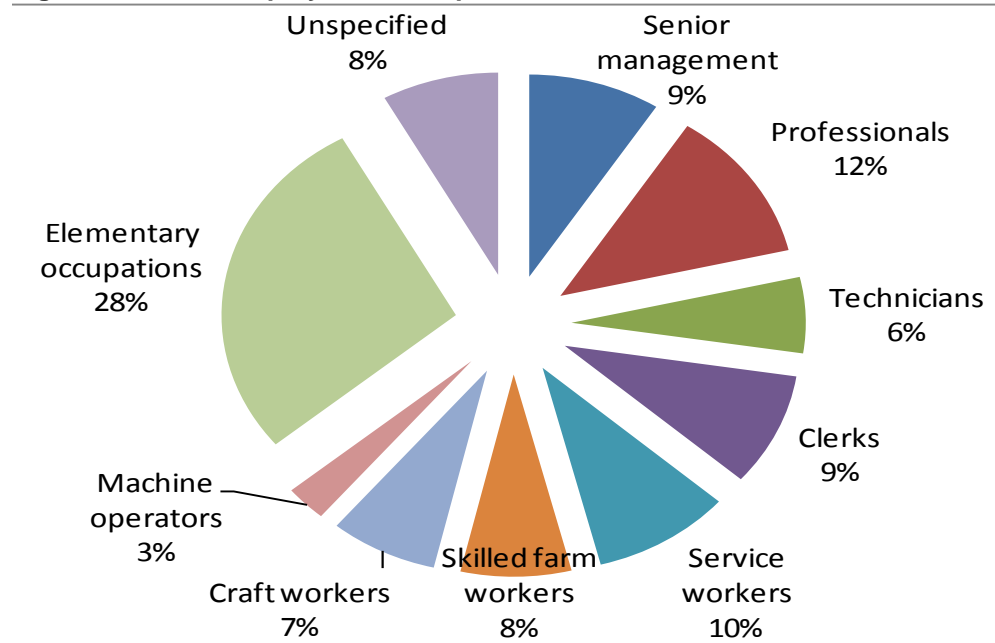


Source: Quantec (2008)

**Key Features:**

- A greater percentage of the labour force in IYM is employed in 2007 than was the case in 2001
- The actual unemployment rate in IYM has decreased from 43% to 38% between 2001 and 2007
- The Not-Economically Active population in IYM has shrunk by 6% between 2001 and 2007
- Employment declined by 1.7% p.a. between 1999 and 2003, but increased by 1.1% between 2003 and 2007
- Informal employment decreased significantly (5.2% p.a.) between 1999 and 2003.
- Skilled employment increased over all periods, but by nearly 3% p.a. between 2003 and 2007.

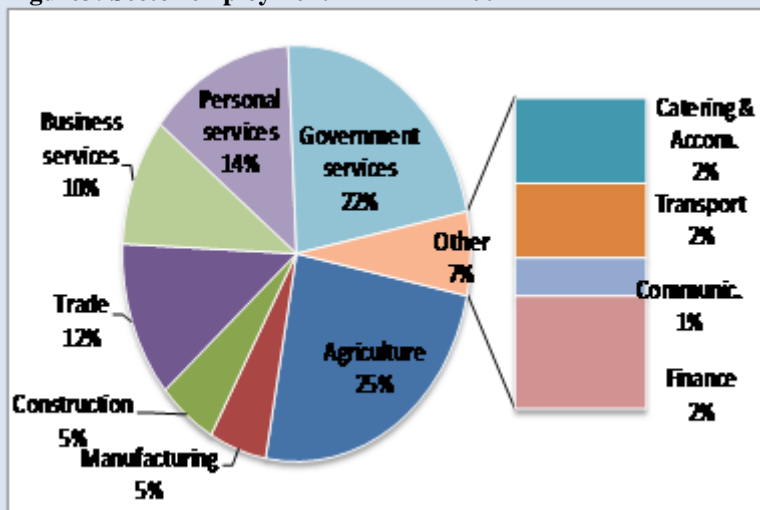
**Figure 2: Formal employment occupations in IYM: 2007**



Source: Statistics SA (2007)

- More than 25% of formal employment is in highly skilled jobs
- Nearly a third of formal employment is in unskilled or semi-skilled positions

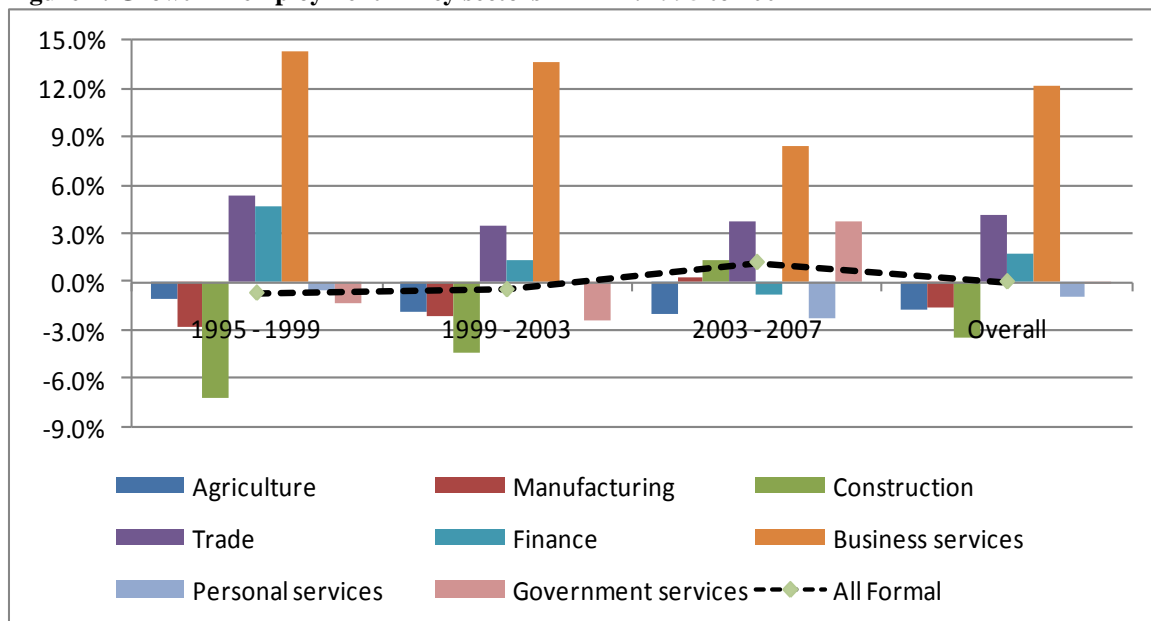
Figure3: Sector employment in IYM in 2007



Source: Quantec Easydata (2008)

- The sectors providing the most formal jobs are Government and Agriculture
- Employment in Agriculture has decreased by nearly 2% p.a. between 1995 and 2007
- Formal employment has increased in Trade, Finance and Business Services
- There was very little growth in government employment between 1995 and 2007.

Figure 4: Growth in employment in key sectors in IYM: 1995 to 2007



## INCOME PER HOUSEHOLD

HOUSEHOLD INCOME BRACKET (R)	NUMBER OF HOUSEHOLDS
0 – 54 000	9 722
54 – 96 000	3 105
96 000 – 132 000	1 392
132 000 – 192 000	1 217
192 000 – 360 000	1 637
360 000 – 600 000	770
600 000 – 1 200 000	480
1 200 000 – 2 400 000	76
2 400 000 and above	9

### IHS GLOBAL INSIGHT 2010

#### DEVELOPMENT

- **GINI COEFFICIENT**

- This gives a summary statistic of income inequality
- The coefficient varies from 0 to 1
  - If it is zero then there is perfect equality
  - If it is 1 there is gross inequality
- This means that the greater the GINI COEFFICIENT the greater there is inequality in income

POPULATION GROUP	IYM GINI COEFFICIENT	CHDM GINI COEFFICIENT
AFRICAN	0.52	0.59
WHITE	0.42	0.44
COLOURED	0.62	0.65
ASIAN		
<b>TOTAL</b>	<b>0.63</b>	<b>0.62</b>

### IHS GLOBAL INSIGHT 2010

The table above indicates a total GINI COEFFICIENT of 0.63 which means great inequality in income. Worth noting is the great inequality in income of the coloured population at 0.62

- **HUMAN DEVELOPMENT INDEX (HDI)**

This is a complex index which measures Development. This index measures amongst other variables:

- Life expectancy
- Literacy rate
- Income

The HDI is measured on a scale of 0 to 1

The HDI of a population group or municipality should preferably be above 0.5 to represent an acceptable level of development

<b>POPULATION GROUP</b>	<b>IYM HDI</b>	<b>CHDM HDI</b>
AFRICAN	0.45	0.40
WHITE	0.88	0.86
COLOURED	0.55	0.53
ASIAN		
<b>TOTAL</b>	<b>0.57</b>	<b>0.42</b>

### **IHS GLOBAL INSIGHT 2010**

From the above table it is worth noting that whilst the overall HDI of the municipality (0.57), the African Population HDI of 0.45 does not represent an acceptable level of development. This point should take precedence in taking decisions with dealing with the status of the municipality in regard to grant allocations or any assistance which relates to development, as Africans constitute a large % of the population of the municipality.

## B4. BASIC INFRASTRUCTURE DEVELOPMENT AND SERVICES

### B4.1 Water

Table 2.3: Water Access by household

Water Source	% Households Census 2001	% Households RSS 2006	% Households CS 2007
On site	87.4	96.5	91.30
Borehole/Tank	0.9	1.4	5.5
Communal Stand Pipe	10.2	2.2	2.6
Natural water/Dam	0.9	0.0	0.6
Other	0.7	0.0	-

Sources: Census 2001, RSS 2006 and CS 2007

Households in Inxuba Yethemba obtain their water from the sources listed in table 2.3. It is evident from the table that most households have on site access to water and only a small percentage from natural sources. Most of the people in the rural areas of municipality receive water below RDP standards. With the existing growth rates and developments particularly water borne sewer, the water storage capacity requires expansion in the coming years. There has also been a marked improvement in quality water provision when a comparison is done between Census 2001 and RSS 2006 survey. The correctness of the community survey (CS) 2007 statistics is highly questionable and is not used for comparison purposes.

#### B4.1.1 Challenges

Rehabilitation of the bulk water infrastructure and reticulation networks will have to be attended to as a matter of urgency as it has by far exceeded its lifespan. This results in water losses that exceed acceptable levels due to leakages. Water storage and treatment capacity require expansion to meet the increasing demand. Middelburg unit solely relies on ground water and currently ground water levels are at their lowest, posing a serious challenge to the municipality. A lasting solution is required and this can only be achieved by drawing water from Fish River Scheme. This is a huge project which even *the District council as a WSA cannot undertake alone as the project is estimated to be above R100 million.* Rosmead is the area which needs

serious attention in terms of up to the erf water provision as is the norm in all other areas in the municipality. The completion of land transfer from Transnet needs to be finalized first before projects can be implemented in this area. A Water Service Master Plan is required to take informed decisions in addressing the challenges.

## B4.2 Sanitation

The municipality collects waterborne sewerage via bulk sewer and street collectors. The raw sewer is treated at two treatment plants in Cradock and Middelburg.

The sanitation service is administered as follows:

- ❖ Maintenance of:
  - Sewer networks
  - Pump stations
- ❖ Installation of Sewer Lines
- ❖ Treatment of all waste water

Table 2.4: Sanitation levels in Inxuba Yethemba

Ward	% With Full Sanitation
1	100
2	100
3	100
4	100
5	100
6	98
7	100
8	100
9	95

Source: Municipal Data 2012



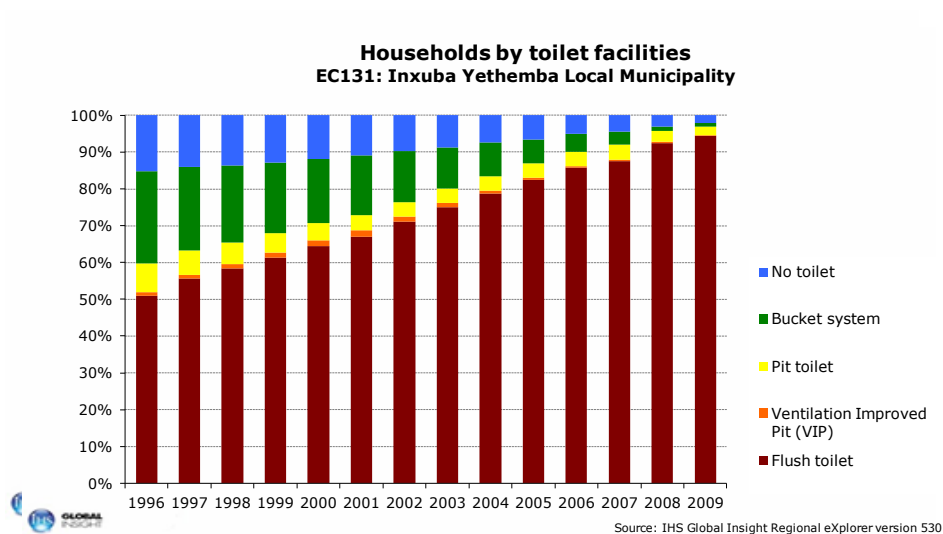
The table indicates that all formal households serviced by the municipality have access to a waterborne sanitation. This is with the exception of Rosmead in ward 9 still owned by Transnet and areas in ward 6 that are privately owned farms.

Table 2.5: Percentage distribution of households by type of toilet facilities

	Census 2001	CS 2007
Flush toilet (connected to sewer system)	65.7	91.2
Flush toilet (with septic tank)	3.0	1.5
Dry toilet facility	-	4.0
Chemical toilet	0.1	0.1
Pit latrine with ventilation	1.8	0.3
Pit latrine without ventilation	3.3	-
Bucket latrine	15.7	0.2
None	10.4	2.8

Source: Census 2001, Community Survey 2007

# SANITATION



The above graph clearly indicates that great strides have been made between 1996 and 2009 to eradicate the bucket system and provide toilets to those who did not have them prior this period

## B4.2.1 Challenges

- Rehabilitation of the bulk sanitation infrastructure and reticulation networks will have to be attended to as a matter of urgency as it has by far exceeded its lifespan.
- This results in constant sewer blockages and spillages.
- Waste water treatment and refurbishment capacity require expansion to meet the increasing demand.
- Rosmead is the area which need serious attention in terms of sanitation services as is the norm in all other areas in the municipality.
- Rosmead which is still owned by Transnet still poses a challenge as it is the only area where the deadline of removing buckets by 2007 could not be met.
- In this respect the process of transfer of land to the beneficiaries/municipality should be speeded up.

### B4.3 Electricity

The municipality distributes electricity to Cradock town, Michausdal and the whole of Middelburg. In Lingelihle township Eskom is the distributor. It also has a responsibility to provide and maintain streetlights throughout the municipality. Electricity is purchased in bulk from Eskom and distributed through the municipality's infrastructure and network. The municipality's role is administered as follows:

- ❖ Bulk purchase of electricity supply from Eskom
- ❖ Distribution of electricity to consumers
- ❖ Management of pre-paid electricity to consumers
- ❖ Taking measures to prevent theft of electricity
- ❖ Maintaining links with government departments and institutions like DME, NERSA etc.
- ❖ Implementation of projects on housing electrification
- ❖ Maintenance and upgrade of electricity infrastructure and networks
- ❖ Public lighting of streets and maintenance of street light fittings and fixtures

Strategic objectives of the function are:

- ❖ to ensure that all communities receive adequate and uninterrupted supply of electricity
- ❖ ensure adequate street lighting so as to provide safety and security in the communities

Table 2.6 Electrification in Inxuba Yethemba

Ward	% Households With Electricity	% Ward With Adequate Street Lights
1	100	100
2	100	100
3	100 95	100
4	100	100
5	100	100
6	90	99
7	100	100

8	100	100
9	95	90

Source: Municipal Data 2012

The table indicates that a lot has been done in household and street electrification.

Table 2.7: Percentage households' use of electricity

	CENSUS 2001	COMMUNITY SURVEY (CS) 2007
Electricity used for lighting	82.5	94.1
Electricity used for heating	44.3	43.7
Electricity used for cooking	52.8	79

Source: Census 2001, CS 2007

### B4.3.1 Challenges

As is the case with water infrastructure the electrical infrastructure requires serious and urgent attention as the municipality is currently unable to meet the increasing current demands. Cradock unit is currently experiencing serious power supply shortcomings due to limited capacity levels. This is happening at a time when the area is experiencing an influx of people wanting to invest and local developers wanting to develop the area. This contradicts with our objective of wanting to develop the local economy and create jobs. Middelburg unit on the other hand is on a time bomb ready to explode. This is largely due to improper planning in the past, as there is currently no spare/ reserve transformer capable of carrying the full load should the one in use give in or require major servicing. This matter is receiving urgent attention as if anything happens half the community could be without supply for up to 12 months.

## B4.4 Waste Management

### ❖ Waste Management Includes:

- refuse removal
- solid waste disposal
- landfills
- street cleaning
- waste recycling

The refuse collection functions of the municipality are administered as follows and include:

- The removal of household and business refuse industrial waste and medical waste, street sweeping of the central business zone and peripheries. This also includes the management of solid waste disposal side.

These services include the urban areas, but do not take account of resident which resides within the rural areas of the municipality.

The municipality has a mandate to:

- Provide services to all its inhabitants

The strategic objectives of this function are to:

- Ensuring a clean environment, well kept natural open spaces, maintain build environment.

Removal of refuse from households and business premises is done once a week throughout the municipality. Each household is supplied with a refuse bag on a weekly basis.

The Municipality of Inxuba Yethemba as mandated by the Constitution of South Africa has to reduce recycle, minimize and remove refuse in each household. This function is to ensure that all inhabitants of Inxuba Yethemba Municipality are living in a safe and healthy environment.

The role of the Municipality is to provide machinery, equipment, human resource and allocate a budget in each financial year to render this service effectively. The National Waste Management strategy encourages that municipalities involve all stakeholders that are within their communities to form an integrated waste management forum.

The main role players in the integrated waste management system are the municipality, Department of Environmental Affairs & Tourism, Chris Hani District Municipality, community based organisations, schools, private recyclers, consultants that are implementers of waste buy back centres.

### **B4.4.1 Major challenges in waste management services:**

Shortage of equipment is a major challenge as the equipment that is used is old 1978 - 2001 models the parts are no longer available and while a vehicle is out of order employees are to work unnecessary overtime to cover the

areas. Tractors that are already irreparable are in use and taking longer time to get to the disposal site.

The maintenance cost that is high due to the condition that our equipment is in could be utilized for improving the service.

Landfill sites of both units do not have proper machinery to compact the waste. The minimal work done on landfill sites is never going to reach the maximum effectiveness of a properly operated landfill site as according to N.E.M.A. although the plan is available.

Continued littering of garden refuse and other household material is fast becoming a norm and is a serious concern in most of the wards as this creates unsightly, unregulated dumping sights which also pose a health risk. Properly regulated temporary dumping sites with the necessary facilities are required for each ward. Waste disposal sites in both units are operated without the requisite licenses which is a serious non compliance issue from auditors. The district wide Integrated Waste Management Plan is the currently used planning document and requires some updating. The municipality is intending to develop its own Integrated Waste Management Plan

#### **B4.5 Roads and Stormwater**

The municipality has a responsibility to construct and maintain roads within the municipal area of jurisdiction.

*Maintenance entails the following:*

- ❖ Surfaced Roads
  - Potholes repairs
  - Surface repairs
  - Re-sealing
- ❖ Gravel Roads
  - Grading
  - Backfilling and
  - Compacting

*Construction involves*

- ❖ Construction of new roads
- ❖ Surfacing of existing gravel roads with bitumen layers

The strategic objectives of roads section is to ensure that major arterial roads are maintained, tarred/ graded and provided with an effective storm water system.

Table 2.6 Percentage (%) of tarred streets

Ward	% Tarred
1	17
2	20
3	15
4	35
5	93
6	0
7	11
8	54
9	34

Source: Municipal Data 2011

There is 138 km tarred and about 177 km graveled roads in the municipal area. Very few of the roads are in a fair condition the majority are in a very poor state.

#### **B4.5.1 Challenges**

An urgent need exists to upgrade access and collector roads, more particular in the newly established areas. Proper storm water channels are non-existent in the previously disadvantaged communities. The condition of the roads throughout the municipality is a serious cause of concern as this affects access to the communities of essential emergency services such as

ambulance services and even the police cannot reach some of these areas. As the result of poor maintenance over the years due to cash flow problems, even those roads thought to be in a fair state are fast deteriorating. The condition of our plant vehicle and equipment further exacerbate the situation.

## B4.6 HOUSING

### B4.6.1 Housing Supply

The greater percentage of households in the Municipality is housed in formal structures according to the municipal data for the Inxuba Yethemba Municipality (Table 2.7). The average household size is 6 occupants per household. The existing waiting list in housing departments indicates that there is demand for more housing. The condition of houses in Lusaka and Rosmead need urgent attention, as these are old and dilapidated.

Table 2.7: Housing Patterns

Ward	Households	% Formal	% Informal
1	1220	98.5	1.5
2	2230	100	0
3	1635	99.9	0.1
4	2355	100	0
5	1239	100	0
6	1628	92.9	7.1
7	1799	90	10
8	2591	77.1	22.9
9	1114	100	0

Source: Municipal Data 2012



### B4.6.2 Institutional Capacity for Housing Delivery

At the present, Inxuba Yethemba Municipality has a Housing Division which is currently manned by 8 officers. The municipal organogram makes provision for 10 housing officers, which means two positions are still vacant.

In terms of the capacity to manage housing delivery, the majority of the housing delivery functions are performed in-house. However, some of these functions are shared with consultants and developers (Table 2.8). On the whole there is a functional Housing Division, which is capable of handling the housing delivery issues of the Municipality even though the Municipality has no approved Housing Policy.

Table 2.8 Capacity to Manage Housing Delivery

Capacity	In-house	Consultants	Contracts	Developers
Project inception	Yes	Yes	Yes	Yes
Planning and Programming	Yes	Yes		Yes
Design		Yes	Yes	Yes
Beneficiary Identification and PHB Approval	Yes	Yes	Yes	Yes
PHB Project and Business Plan Application	Yes	Yes		
Financial Control	Yes	Yes		Yes
Progress Reports	Yes	Yes	Yes	Yes
Building Construction		Yes	Yes	Yes
Services Installation		Yes	Yes	Yes
Top Structure Design	Yes	Yes		Yes
Top Structure Construction		Yes	Yes	Yes

Source: Complan, 2007

### B4.6.3 Housing Strategies for Various Income Groups

A total of 1 1557 units are planned for the various income groups for the short term (defined for this purpose as 1-3 years), and 2 110 units for the Medium to long term (also defined as over three years). The total municipal land available for the housing projects is 286.2ha. See Table 2.9

Table: 2.9 Housing Strategies for Income Groups

Type of housing/income	No. of units planned				
	Short-term 1-3 yrs	Med - Term 3-5 yrs	Longer - term	Total	Municipal land Available (ha)
In-situ Upgrading/Formalization	704	0	0	704	32.6
Subsidy Housing ( less than R3 500. h/h)	463	1662		2 125	178.2
Affordable Housing ( R 3 500 – R 7 500 h/h)	30	88		118	9.4
Entry Level Housing (R 7 500 – R12 500 h/h)	100	200	100	400	31.9
Rental Housing	Still to be determined			0	Not determined
Social Housing	Still to be determined			0	Not determined
Special Needs Housing (HIV/AIDS, Orphans, Farm Workers etc)	Still to be determined			0	Not determined
High Income Private-Sector Driven Housing (over R 12 500 h/h)	149	Still to be determined		149	21.1 for short term, medium and long term not determined
Tourist/ Holiday Accommodation	Still to be determined			0	Not determined
Rural Housing	111	20	40	171	13
<b>Total</b>	<b>1 557</b>	<b>2 110</b>		<b>3 667</b>	<b>286.2</b>

Source: Complan, 2007

#### 2.4.6.4 Housing Waiting List/Backlog

The municipality has a housing waiting list. The breakdown in Table 2.10 indicates a total backlog of 5 912 units. As expected, the lowest income group (the less than R 3 500.00 per household per month) has the greatest need: a total of 5 157 or 87.2%

Table 2.10: Breakdown of Housing Waiting List/ Housing Backlog

Household Income Level Per Month	No. of h/h per category			
	Informal Housing	Backyard Shacks	Other	Total
Less than R 3 500.00 per month per h/h	Approx 70	Approx. 1 300 (for all categories)	3787	5157
R 3 500.00 – R7 500 per month per h/h	0		206	206
R7 500 – R1 2500 per month per h/h	0		400	400
Over R12 500.00 per month per h/h	0		149	149
<b>Total Housing Need/Housing Backlog</b>	<b>70</b>	<b>1 300</b>	<b>4 542</b>	<b>5 912</b>

Source: Complan, 2007

#### B4.6.4 Measures, to Address the Housing Backlog

The Municipality has put in place a strategy to address the housing backlog. As indicated in Table 2.11, land for 5137 units have been identified, layouts for 744 sites have been prepared out of which 688 have been approved and surveyed. Of the 283,2ha identified for future housing, layouts have been prepared on 34, 4ha of land out of which 31,8ha have been approved. None has bulk infrastructure. 27.5ha has bulk water.

Table 2.11: Surveyed Sites

Plans	No of Sites
Land Identified	5137
Layout Prepared	744
Layout Approved and Surveyed	688
<b>Total</b>	<b>6569</b>

Source: Complan, 2007

#### B4.6.5 Past and Current Housing Projects in the Municipality

The past and current housing projects in the Inxuba Yethemba Municipality are provided in Table 2.12.

Table 2.12 Past and Current Housing Projects in the Municipality

Project Name and Type	Approved Subsidies	Project Value (Rand)	Houses Completed	Project Status
Cradock Ph 1	1700	29 685 122	1676	Complete
Cradock Ph 2	1500	25 875 000	1500	Complete
Cradock Michausdal R/L 2	1000	23 720 000	1000	Complete
Middelburg	1628	26 855 625	1628	Complete
Middelburg Lusaka R/L 2	324	8 283 050	324	Complete
<b>Total</b>	<b>6152</b>	<b>113 580 248</b>	<b>6128</b>	

Sources : Complan 2007

: (DHLGTA) 2010

: Housing Sector Plan Review (2011 – 2016)

#### B4.6.6 Planned Housing Projects (2011-2016)

MIDDLE AND HIGH INCOME HOUSES		
Middle Income	400	Market related
High Income	149	Market related
<b>TOTAL</b>	<b>549</b>	

Source: Complan, 2007

In this respect the municipality will have to call for interested investors to invest in the Middle and High Income houses. Provision of land has been made in the Local Spatial Development Framework for these projects

### B4.6.7 Proposed Projects

The following is the latest data from the Department on proposed projects

PROJECT NAME	PROJECT UNITS	PROJECT TYPE	PROJECT STATUS	COMMENT
<b>Cradock Phase 1</b>	1 700	Rectification	Planning	Tender process
<b>Cradock Phase 2</b>	1 500	Rectification	Planning	Tender process
<b>Middelburg</b>	1 268	Rectification	Planning	Tender process
<b>Middelburg Lusaka</b>	595	IRDP Phased Approach Top Structure	Planning	
<b>Rosmead</b>	493	IRDP Phased Approach Planning & Services	Planning	
<b>TOTAL</b>	<b>5 916</b>			

### B4.6.8 HOUSING CHALLENGES

- A total of 11 557 units are planned for the various income groups for the long term
- and 2 110 units for the Medium to long term
- There is a total backlog of 5 912 units as per the waiting list.
- The condition of houses in Lusaka and Rosmead need urgent attention, as these are old and dilapidated.
- In Rosmead the houses do not have a basic level of services and urgent action in this regard is required but all of this depends on land transfer by Transnet.
- In Lusaka the situation has worsened as some structures are collapsing and inhabitants has to be removed and housed in temporary structures
- The project for 595 top structures need to be speeded up
- Rectification program is becoming more of a thorny issue due to uncertainty about when the project will kick start

## B5 SOCIAL INFRASTRUCTURE

### B5.1 Health facilities

Table 2.14 Health Facilities

Ward	Hospitals	Conditions	Clinics	Conditions
1	0	N/A	0	Fair
2	0	N/A	1	Fair
3	0 0	N/A	2 1	Fair
4	1 0	N/A	1	Fair
5	0 1	Fair	0 1	Fair
6	0	N/A	0	N/A
7	0	N/A	1	Fair
8	0 1	Fair	2	Fair
9	0	N/A	2	Fair

Source: Municipal Data 2012

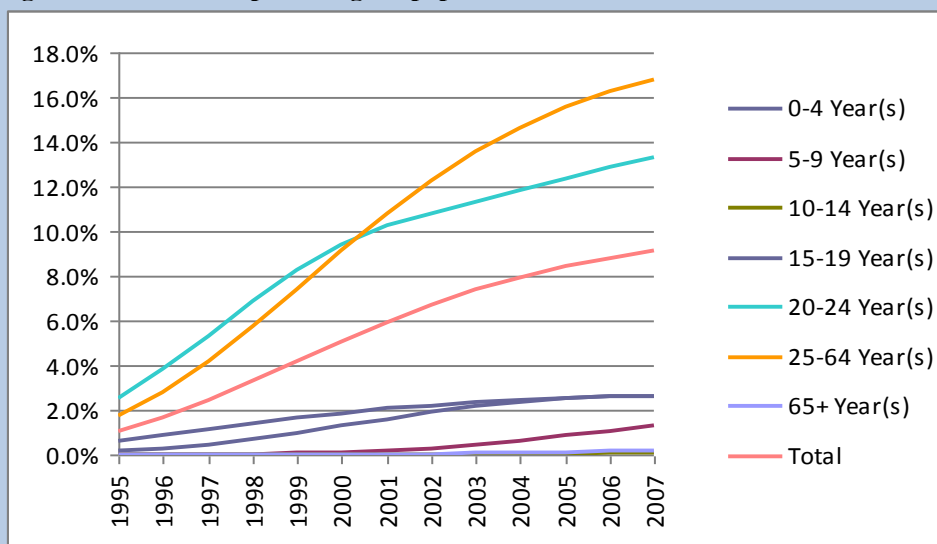
The facilities in 2.14 exist in Inxuba Yethemba with conditions which are fair on the average

### B5.2 Challenges

- Worth mentioning are the long distances traveled to access health facilities in particular by the elderly.
- In some areas there is a clear need for mobile clinics.
- The delivery of this service is hampered by insufficient clinic staff and lack of medicine in all the clinics.
- The grey area around transfer of Environmental Health to the District poses another challenge in terms of accountability of staff and general confusion in the community as it happened in the past with ambulance services.
- As both the Primary Health Care and Environmental Health has been transferred to province and district respectively the community is still confused about this arrangement.

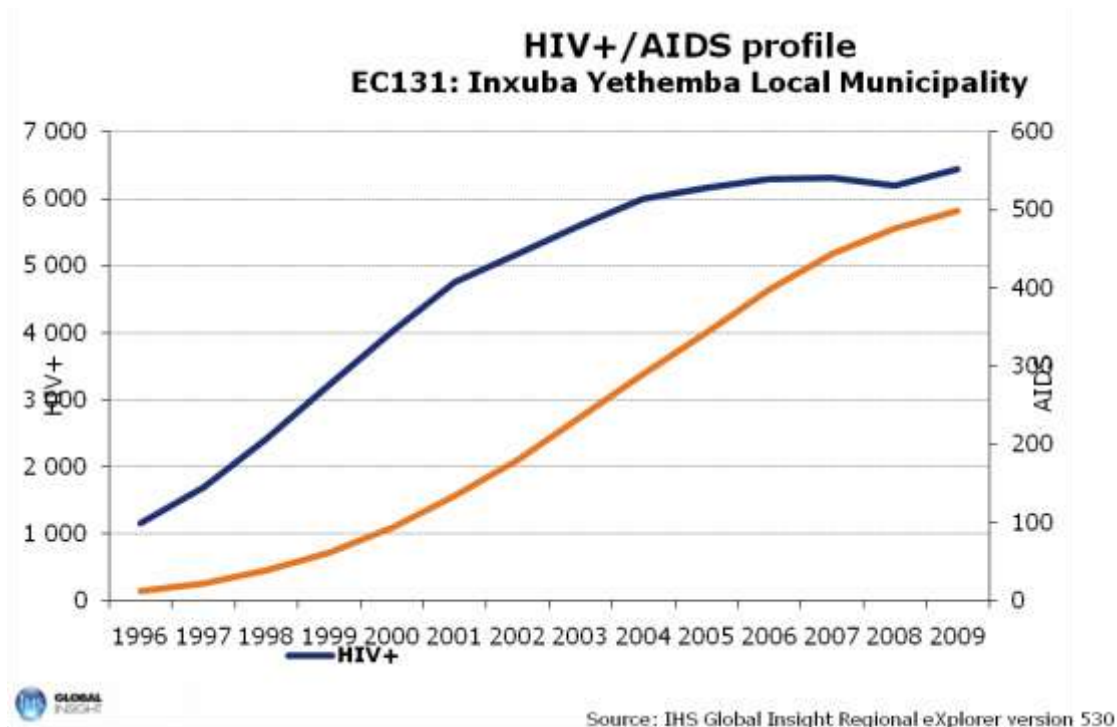
## B5.2 HIV/AIDS

**Figure 0.1: Estimated percentage of population in IYM that is HIV+**



Source: Quantec (2008)

- The percentage of the IYM population that is HIV+ is estimated to have increased from less than 2% in 1995 to about 9% in 2007
- The infection rate is highest in the adult and young adult population
- The infection rate is relatively low for persons younger than 20 years of age



The above graphical representation as at 2009 reflects the following as at 2009

- **HIV/AIDS**
  - **HIV+ ESTIMATES 2009**
    - **6 440**
  - **AIDS ESTIMATES 2009**
    - **498**

#### **Interventions required for HIV/AIDS**

- Support to Local Aids Council
- Mayor to be the political head of the Aids Council
- Work place HIV/AIDS policy and or strategy to be developed
- Informed statistics on the trends of the pandemic so as to inform programs for intervention
- Awareness programs
- OVC programs



### B5.3 Educational Facilities

Table 2.16(a) Educational Facilities

Ward	Crèches	Pre-Primary	Primary	Secondary	Tertiary
1	5	1	2	0	0
2	3	0	2	1	0
3	4	0	2	1	0
4	3	1	1	1	0
5	5	2	1	1	0
6	1	0	4	0	0
7	1	0	1	1	0
8	1	0	2	1	1
9	1	0	2	1	0

Source: Municipal Data 2011

Table 2.16(a) reflects the available educational facilities in the municipality.

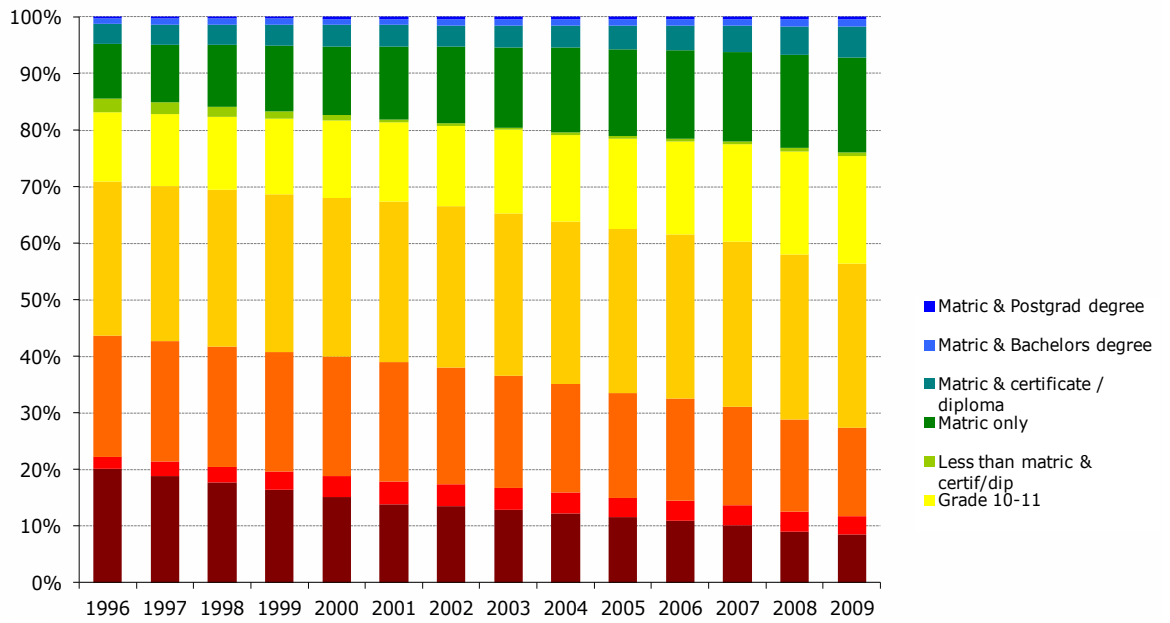
It must however be mentioned that all possible efforts have been done to link the wards with numbering with current ward numbering, and must be admitted that there might be some errors. Note must also be taken that Crèches are mushrooming at a faster rate than we can take stock of

**B5.3.1 Level of Education as at (2009)**

LEVEL OF EDUCATION	NUMBERS
NO SCHOOLING	4 039
GRADE 0 – 2	1 568
GRADE 3 - 6	7 462
GRADE 7 – 9	13 917
GRADE 10 – 11	9 115
LESS THAN MATRIC & CERTIFICATE / DIPLOMA	297
MATRIC ONLY	8 082
MATRIC & CERTIFICATE/DIPLOMA	2 603
MATRIC & BACHELOR'S DEGREE	622
MATRIC & POST GRADUATE DEGREE	193

**IHS GLOBAL INSIGHT 2009**

### Progress in Education EC131: Inxuba Yethemba Local Municipality, Total



Source: IHS Global Insight Regional eXplorer version 530

### **B5. 3.2 Challenges and interventions required**

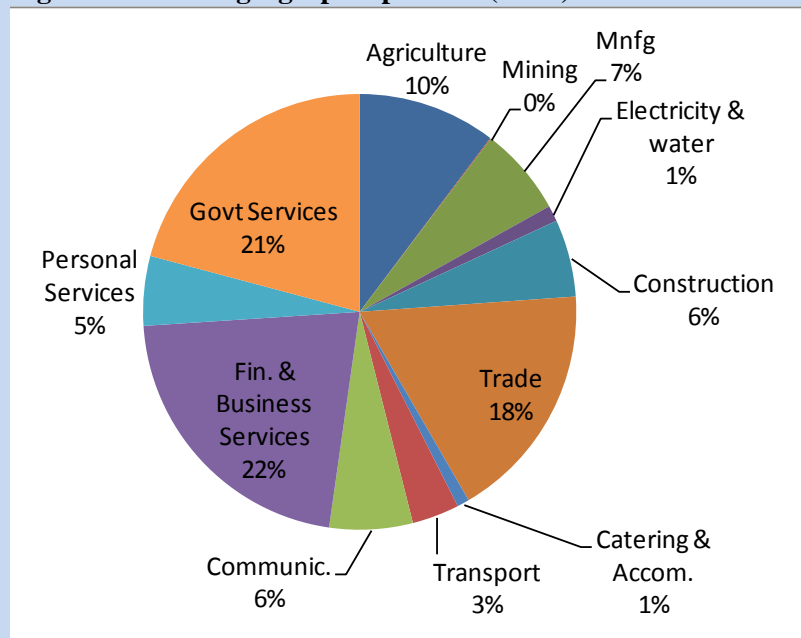
- The facilities are not evenly spread throughout the municipality
- In the farms learners have to travel kilometers to reach nearest school
- A huge need exist in particular ward 6 where even learners at primary level have to travel long distances.
- Crèches are mushrooming on an alarming rate.
- The crèches are not evenly spread throughout the municipality
- Although some of them are registered most of them do not have formal structures of their own.
- This is problematic as the young children attending these pre-schools are faced with harsh conditions due to the structures used such as galvanized zinc.

## B6 LOCAL ECONOMIC PROFILE

### B6.1 Local Economic Structure and Growth

#### B6.1.1 Economic structure

**Figure 0.2: Gross geographic product (GGP) of IYM in 2007**



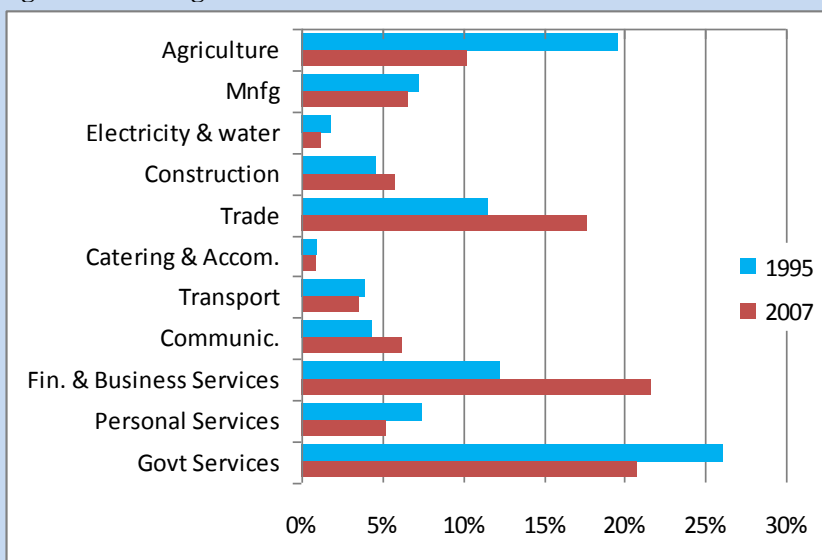
Source: Quantec (2008)

#### Key Features:

- The IYM GGP was approximately R1.7 billion in 2007, 0.1% of the SA economy
- The largest sector is Finance & Business Services, followed by Government Services and Trade
- While the agricultural sector only contributed 10% in 2007, it has a significant influence on other sectors in IYM, especially the services sector providing services to a farmers

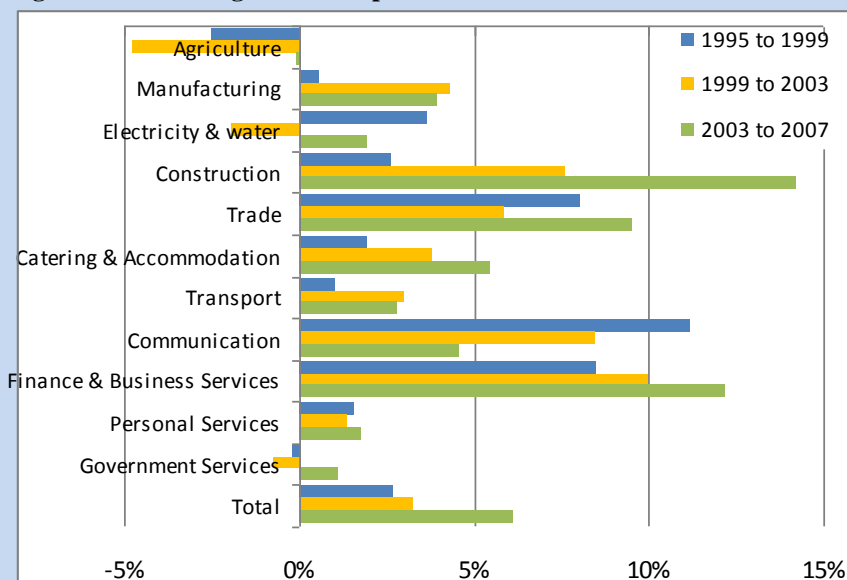
### B6.1.2 Growth / Historical performance

**Figure 0.3: Changes in relative sectoral contributions to GGP: 1995 - 2007**



Source: Quantec (2008)

**Figure 0.4: Annual growth rate per sector in IYM: 1995 to 2007**



Source: Quantec (2008)

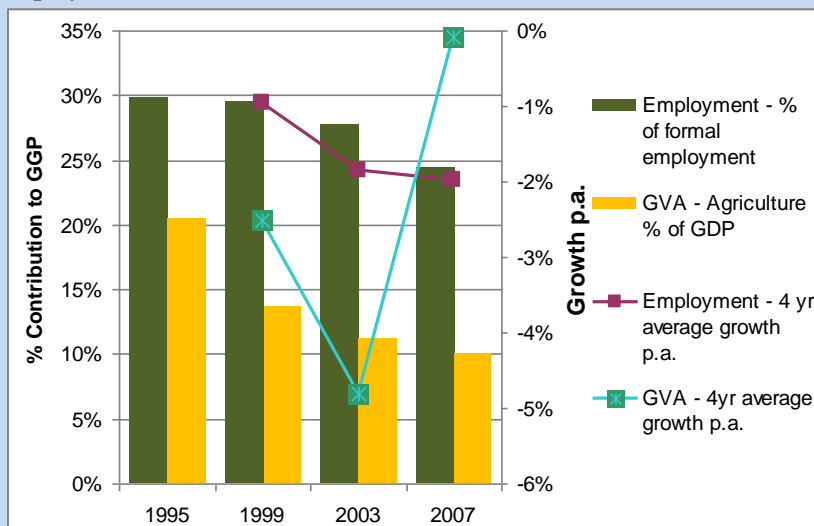
**Key Features:**

- The contribution to GGP of Agriculture sector has declined from 20% in 1995 to 10% in 2007, mostly due to negative growth in this sector
- The contribution of Financial & Business Services has increased from 12% of GGP in 1995 to over 18% in 2007
- Trade, Finance and Business services had strong growth of over 5% p.a. between 1995 and 2007
- The Construction sector grew over 8% p.a. between 1995 and 2003, and over 14% p.a. between 2003 and 2007

## B6.2 Sector Profile

### B6.2.1 Agriculture

**Figure 0.5: Changes in Agricultural contribution to GGP and employment in IYM: 1995 to 2007**



Source: Quantec (2008)

#### Key Features:

- In real terms, the agricultural sector has declined by 27% between 1995 and 2003, but has since been steady
- Agriculture's contribution to IYM GGP has decreased from 16% in 1995 to about 6% in 2007,
- Formal employment in Agriculture in IYM has decreased at a rate of more than 2% p.a.
- Contribution to formal employment has decreased from 30% to 24%.

The following key characteristics of the commercial agricultural sector in IYL have been identified:

- There are approximate 100 to 130 farmers in the Middelburg area and about 350 to 400 farmers in the Cradock area;
- There are two distinct types of farming in the IYM area:

<b>Intensive Irrigation Farms</b>	<b>Dryland farming</b>
<ul style="list-style-type: none"> <li>● Mostly next to Great Fish River (32,500 ha), on smaller scale at the Tarka River (700ha) with farmers having a supply of water</li> <li>● Produce include: <ul style="list-style-type: none"> <li>○ Maize, lucern, wheat, oats, vegetables</li> <li>○ Livestock: Dairy farming and pig</li> </ul> </li> <li>● Farm size: <ul style="list-style-type: none"> <li>○ Average: 40ha-60ha, but 100ha / farmer for financial sustainability</li> <li>○ Max 200ha</li> </ul> </li> <li>● Cost: R25,000 – R30,000 / ha (2008)</li> <li>● Location: next to Great Fish and Tarka Rivers</li> </ul>	<ul style="list-style-type: none"> <li>● Produce: <ul style="list-style-type: none"> <li>○ Livestock: beef, sheep (Merino &amp; Dorper), goats</li> <li>○ Ostrich</li> <li>○ Game</li> </ul> </li> <li>● Average Farm Size: 3,500ha to 4,000ha</li> <li>● Location: everywhere else</li> </ul>

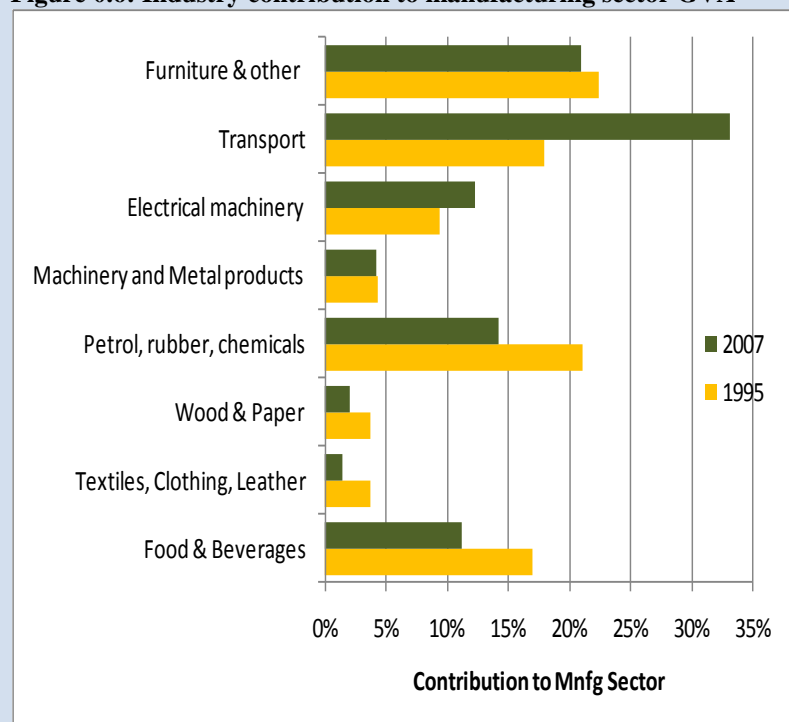
- There is one farmers association in the Middelburg area, and one main association in Cradock (AgriCradock) with 8 sub-regional associations underneath it.
- Local farmers assisted in establishing farming enterprises and shearing sheds in former homeland areas over past decade.
- Area is world renowned for the quality of its wool, with 95% of wool produced in area exported to northern markets.
- There has been a slight decrease in demand for hunting from overseas visitors.
- Emerging farmers in IYM:
  - There are only a about handful of emerging farmers in IYM: 2 groups in Middelburg area and about 12 groups in the Cradock area
  - Emerging farmers mostly farm in groups on the same piece of land
  - Most farm on commonages rented from the local municipality, which is only 1,200 ha in the case of Cradock
  - Produce is mostly wool and meat, with the livestock including cattle, sheep and pigs;
  - Approach government without success to install adequate infrastructure such as dipping tanks and other farming equipment.



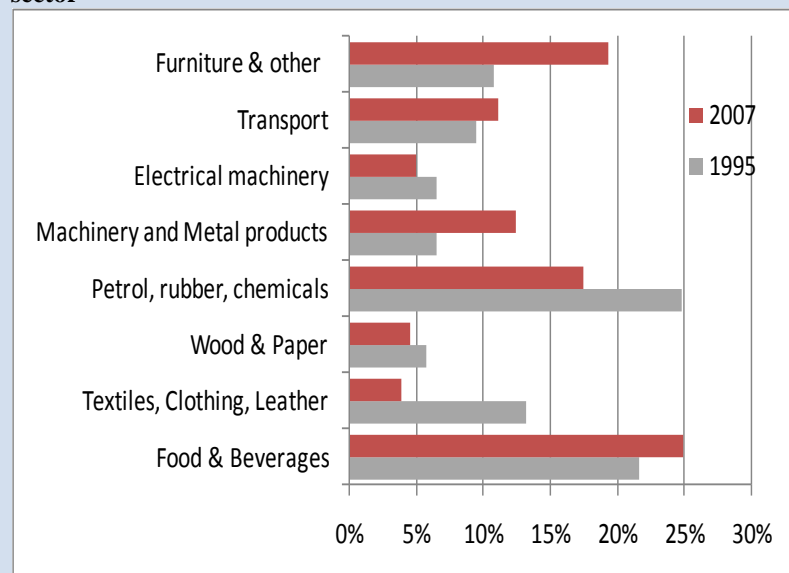
- Short skills development courses offered at Grootfontein Agricultural College, but language and institutional culture limit emerging farmer participation at Marlow Agricultural High School
- Specific technical farming skills training required
- Not enough support from Dept of Agriculture, especially to acquire mentorship support, with emerging farmers having to pay commercial farmers – an additional cost to emerging farmers.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>● Access to constant source of water (12,500 to 13,500m<sup>3</sup> / ha / year) for irrigation farming</li> <li>● Well managed grazing land for livestock farming</li> <li>● Good climate for growing crops</li> <li>● Well established agricultural service industry</li> <li>● Agricultural education institutions: <ul style="list-style-type: none"> <li>○ Marlow High School in Cradock</li> <li>○ Grootfontein College in Middelburg</li> </ul> </li> <li>● Relatively good road network</li> </ul>	<ul style="list-style-type: none"> <li>● High prices for irrigated, agricultural land</li> <li>● Low number of emerging farmers</li> <li>● Lack of skills for emerging farmers</li> <li>● Little to no government support for agricultural development in IYM</li> <li>● Access to agricultural finance</li> <li>● Depopulation of rural, farming areas</li> <li>● Unwashed wool exported to Uitenhage and Western Cape to wash and clean</li> </ul>

## **B6.2.2 Manufacturing**

**Figure 0.6: Industry contribution to manufacturing sector GVA**

Source: Quantec (2008)

**Figure 0.7: Industry contribution to employment in manufacturing sector**

Source: Quantec (2008)

**Key Features:**

- Overall growth in GVA in manufacturing sector in IYM has been 2.9% p.a. between 1995 & 2007
- Overall, formal employment in manufacturing sector decreased by 17% (1.5% p.a.) between 1995 & 2007
- Highest growth in GVA in manufacturing of transport products (8% p.a.) between 1995 and 2007. Its share of manufacturing sector GVA increased from 18% to 33%. However, there has been no growth in formal employment in this industry
- Food and Beverage manufacturing had no growth between 1995 & 2007. Its contribution to manufacturing sector dropped i.t.o. GVA but increased i.t.o. employment
- Contribution of Petrol, Rubber and Plastics industries to manufacturing sector declined in both GVA and employment between

1995 and 2007 due to negative annual growth.
--

Local stakeholders described the manufacturing sector in IYM to include the following:

- There is only small scale manufacturing focussing on the local market taking place in Cradock. These include supermarket bakeries, small scale furniture manufacturers, mechanics and vehicle repair shops, and a few niche product producers.
- There are a few notable manufacturers in Middelburg producing products for the national and export markets, including:
  - GDE Leather which employs 16 permanent staff producing leather products such as saddles, hats, belts, etc
  - Rolfe Laboratories, which employs about 300 persons producing shoe polish, sprays and deodorants to name a few;
  - Sneeuberg who produces wool blankets and wool products;
  - Grays Women's Cooperative, who produce mohair products and general school uniforms, as well as do business / entrepreneurship training throughout the Eastern Cape
- There are also small scale manufacturers in Middelburg producing products for the local market including, cheese and craft manufacturers.
- Production that has closed down in Middelburg in the past include:
  - Coke bottling plant, which moved to Bloemfontein
  - Lucern Tech which produced chemical products for the agricultural sectors

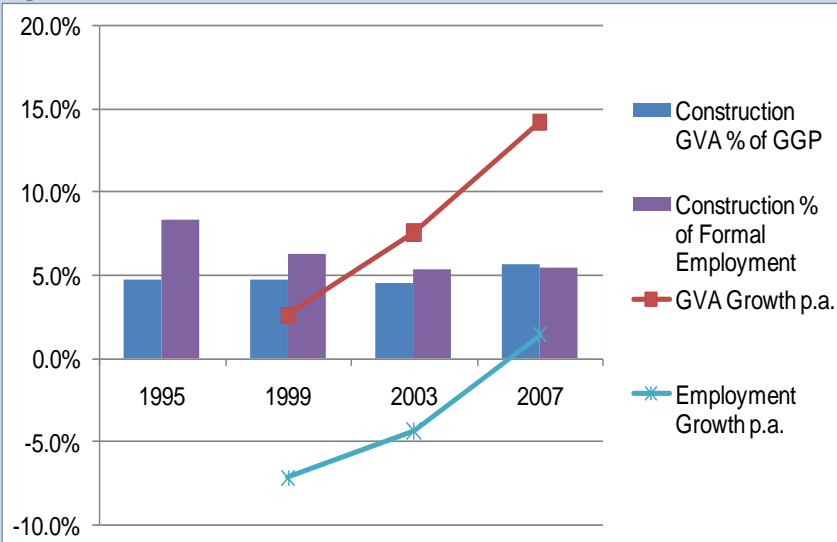
Stakeholders have identified the following strengths, weaknesses, opportunities and threats for the manufacturing sector in IYM.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Well educated workforce;</li> <li>• Plenty of flat land available for industrial development near urban locations</li> <li>• Located on main transport corridor between Gauteng and Port</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of water in Middelburg hampering further industrial development</li> <li>• Poor electricity infrastructure in Cradock hampering industrial development;</li> </ul>

<p>Elizabeth provides easy access to national and international markets</p> <ul style="list-style-type: none"> <li>• Very good and reputable education institutions</li> <li>• Access to primary raw material from agricultural sector, such as milk, wool, leather</li> <li>• Some local firms integrated into national and international economy provide the area with specialist skills</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough serviced industrial land in Cradock;</li> <li>• Municipality focus mostly on Cradock and feeling of neglect to Middelburg</li> <li>• Cradock not part of national development strategies</li> <li>• Lack of access for local firms to national incentives/grants for economic development</li> <li>• No local big business to assist in SMME development through procurement policies</li> <li>• Many local firms source supplies from outside</li> <li>• Local labour force is over politicized and lack advanced skills for new enterprises.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Agro-processing in Cradock e.g. <ul style="list-style-type: none"> <li>○ Dairy producing</li> <li>○ Small leather tannery / hides depot</li> <li>○ Sugarbeet ethanol production</li> </ul> </li> <li>• Revitalise Lucern Tech in Middelburg</li> <li>• Coega IDZ presents opportunities to Cradock including linkage in big business supply chain</li> <li>• Making some municipal land available for manufacturing</li> <li>• Toilet roll manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>• High dependency in Middelburg on Rolfe Laboratories pose serious risk to Middelburg economy</li> <li>• Relative high income leakage from Middelburg</li> <li>• High level of competition for local market reduce profitability of local enterprises</li> </ul>

## B6.2.3 CONSTRUCTION

**Figure 0.8: Growth in construction in IYM: 1995 to 2007**



Source: Quantec (2008), Urban-Econ Calculations

### Key Features:

- Very high annual growth in the construction sector in IYM – over 8% p.a. between 1995 & 2007<sup>1</sup>
- Construction contribution to GGP increased from 4% to about 6%
- Negative growth in formal employment in construction between 1995 and 2003, but slight increase between 2003 and 2007
- Growth in IYM Construction Sector GVA appeared to be faster than in SA

The following characteristics of the construction industry in Cradock were identified by local stakeholders:

- There are two medium size contractors in Cradock, namely SC Contractors and La Rocca Contractors, which work across the Eastern Cape and South Africa. They have approximately 200-250 permanent local employees and between 600 and 700 on a temporary basis if there is a local construction project.

<sup>1</sup> The original Quantec data showed exceptional growth of over 20% p.a. between 1995 and 2007 and over 30% p.a. between 2003 and 2007, equating to a 30% p.a. increase in productivity of construction workers. It was considered to be a modeling error since this exceptional growth was at least double the growth in SA and the Eastern Cape over the same periods. As such, the Quantec data was adjusted by imposing the growth in the Eastern Cape construction sector onto the IYLM Construction Sector.

- There are a handful of smaller builders in the Cradock area that benefits from a rotation schedule by provincial departments and local municipality. However, this also means they are occasionally unemployed.
- Recently completed construction project is the new FNB building, but there are no medium to large construction projects are currently in progress in Cradock or Middelburg due to lack of electricity and water capacity respectively in these towns
- Large quantity of RDP houses completed in Cradock and Middelburg, with local contractors benefiting as well
- One main consulting civil engineering company that work throughout the Eastern Cape: Sektor Consulting Engineers
- Most residents focus on maintenance and repair of their properties due to the current economic situation and property market prospects;
- Most construction activity in Middelburg area occurs on farms with construction of new sheds and buildings

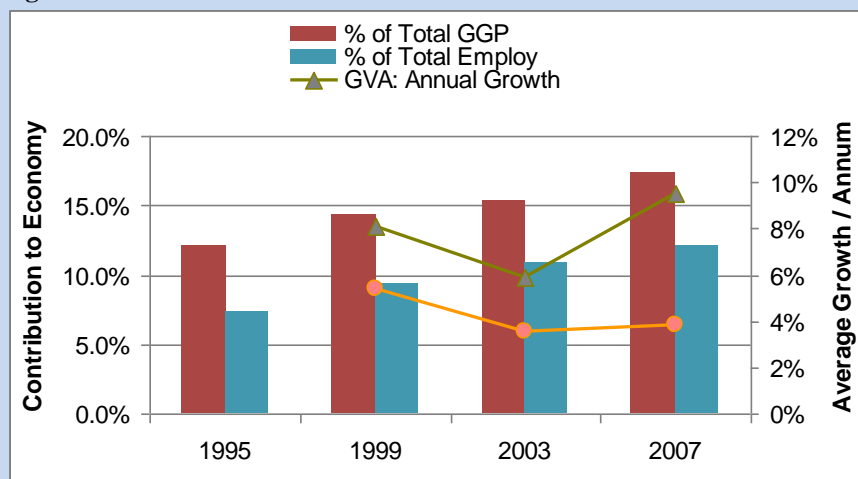
#### Characteristics of the property market in IYM:

- There has a shortage of new middle income residential properties in Cradock due mostly to the lack of adequate electricity infrastructure
- Nearly all housing development over the past 10 years has been in the underdeveloped townships, i.e. Lingelihle, Michausdal and KwaNonzame
- Some property developments in Middelburg has been halted due to the shortage of water
- The demand for residential property in Cradock from non-locals has disappeared mostly due to the national economic situation in SA.
- The demand for commercial property in Cradock has increased, but is limited by the supply of property onto the local market.
- There is urgent need for more industrial property as nearly all property zone for industrial use in Cradock is used
- Existing owners of property in Cradock are reluctant to sell property
- There is increased demand for property in Middelburg from Gauteng wishing to relocate to country side

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Well established contracting skills based</li> <li>• Many emerging contractors</li> <li>• Local contractors support local suppliers where possible such as fence manufacturing and general indoor bricks</li> </ul>	<ul style="list-style-type: none"> <li>• Limited local opportunity for local contractors</li> <li>• Limited preferential procurement benefit for locally based contractors</li> <li>• Profit margins of local hardware suppliers too high for large contractors, who obtain inputs from suppliers in large centra</li> <li>• Poor quality of locally produced outdoor bricks</li> <li>• Limited demand for local construction projects</li> <li>• Expansion of low income housing has negatively affected maintenance and capacity of water and electricity grids</li> <li>• Water and electricity constraints limit future housing developments</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Higher density housing in open spaces close to Cradock town</li> <li>• Zoning and development of serviced industrial land</li> <li>• Opportunities for retirement housing in Middelburg</li> </ul>	<ul style="list-style-type: none"> <li>• High level of competitions amongst local contractors</li> <li>• Water and electricity infrastructure strained due to extension of the grid</li> </ul>

## B6.2.4 RETAIL AND WHOLESALE TRADE

Figure 0.9: Growth in retail and wholesale trade sector in IYM: 1995 to 2007



Source: Quantec (2008)

### Key Features:

- Growth in employment in Trade sector was 2% lower than growth in GVA between 1995 and 2003.
- Contribution by Trade Sector to GGP increased to 17% in 2007
- Contribution to overall formal employment increased from 7% to 12%.

The following comments have been made by local stakeholders with regards to the retail and trade sector:

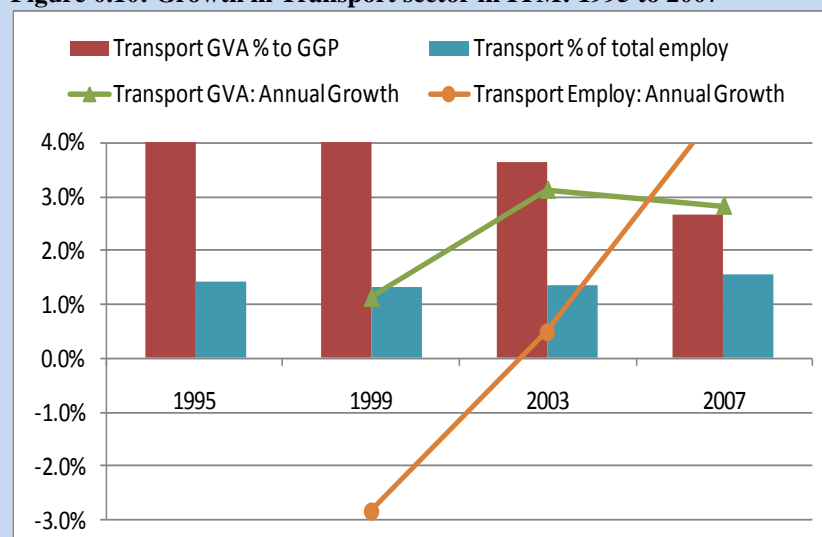
- The trade sector is relatively large in Cradock but small in Middelburg with many Cradock businesses also servicing Middelburg residents
- There are a wide variety of retailers, including Spar and Shoprite that focuses on the middle to high income market, as well as a few independent supermarkets focussing on the low income market
- Low income clients are mostly dependent on government grants for their income
- About 80% of employment in the retail trade sector is semi- and unskilled persons
- The retail sector SETA is slow in responding to training enquiries from local employers;
- There are two vehicle dealers in Cradock, i.e. JW Auto (Ford and Mazda), and CAT Motors (Isuzu, GM & Opel)



Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Well established industry</li> <li>Large unskilled labour force</li> <li>Local cooperatives supply farmers with most of their requirements</li> </ul>	<ul style="list-style-type: none"> <li>There is limited local manufacturing to source fresh produce from</li> <li>Limited size of local market</li> <li>High level of unemployment lead to opportunity crime with retailers especially prone to this</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Greater opportunity for local food processing</li> </ul>	<ul style="list-style-type: none"> <li>Exploitation of low income earners by financial institutions</li> <li>Leakage of income out of IYM</li> </ul>

## B6.2.5 TRANSPORT

**Figure 0.10: Growth in Transport sector in IYM: 1995 to 2007**



Source: Quantec (2008)

### Key Features

- Transport industry has relative small contribution to local GGP
- Contribution to employment is also relatively low
- Growth in transport sector GVA has been positive, but low

The following characterises the Transport Sector in IYM:

- It's the main transport route between Gauteng and Port Elizabeth and thus has many commercial and leisure travellers passing through;
- However not many trucking companies are based in IYM, the trucks are long distance trucks coming to and from Gauteng and the Eastern Cape.
- Trucking in IYM:

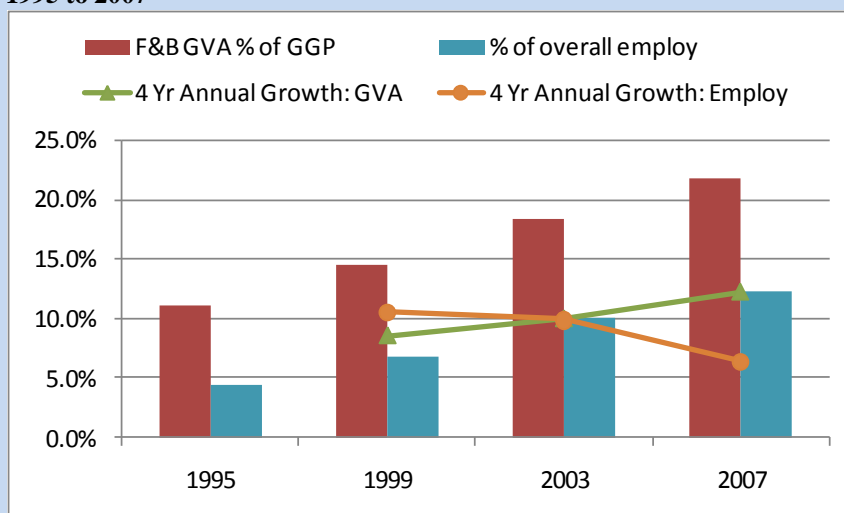
- There is an average of 5-10 trucks per night in Middelburg
- There is an average 10 to 20 trucks per night in Cradock, with as many on the side of the road into and out of Cradock
- The growth in the national transport industry has lead to increased demand for transport related services
- Development of Coega IDZ likely to increase traffic between Gauteng and Port Elizabeth
- Fuel filling stations:
  - There are 2 petrol filling stations in Middelburg, down from 4 stations 10 years ago, pumping roughly 500kL fuel/month, 40% of which comes from the transient market;
  - There are 4 petrol filling stations in Cradock
  - There are no dedicated truck stops in IYM
  - High and sharp increase in fuel costs has had a negative impact on whole transport sector, with profits margins declining due to lower sales volumes
  - Fuel station owners finding additional revenue sources such as workshop, convenience store, car rental, take aways, to name but a few
- Courier services:
  - Number of parcel couriers with representatives in Cradock has increased by 4 in the past 2 years to 12
  - High level of competition

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Main transport route between Gauteng and Port Elizabeth</li> <li>● Well established transport services sector</li> <li>● Relatively good road conditions</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of established truck stops in IYM blocks transit routes at night</li> <li>● Enforcement of local traffic by-laws with regards to heavy vehicles</li> <li>● Damage to local roads lead to faster road deterioration</li> <li>● Too much traffic just pass through IYM without stopping</li> <li>● Not effective utilisation of rail network</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Petro-port in Middelburg and/or Cradock</li> <li>• Truck stop in Middelburg and/or Cradock</li> <li>• Development of Coega IDZ likely to lead to increased road transport between Gauteng and PE</li> </ul>	<ul style="list-style-type: none"> <li>• New filling stations will threaten existing stations sustainability</li> <li>• High level of competition between local courier services</li> </ul>

### B6.2.6 FINANCE & BUSINESS SERVICE

Figure 0.11: Growth in Financial and Business Services sector in IYM: 1995 to 2007



Source: Quantec (2008)

#### Key Features:

- Fast growing sector in IYM, increasing its contribution to GGP from 13% in 1995 to 21% in 2007
- Contribution to local formal employment increased from 4% in 1995 to 12% in 2007

The following characteristics of the Finance and Business Services sector have been identified by local stakeholders:

- There are 5 commercial retail banks in Cradock: ABSA, FNB, Standard Bank, Capitec Bank and African Bank. In addition, Nedbank has an investment services branch (but not retail services).
- There are only limited banking facilities available in Middelburg.
- There is a branch of the Land Bank in Cradock
- There are many micro-lenders situated in Cradock, including Louhen Financial services
- There are two main auditing firms located in IYM:

- Theron du Plessis, head office in Middelburg and branch in Cradock trading as PSG;
- Gerber Botha Gowar Auditors in Cradock
- The following brokers in Cradock provide long term and short term insurance:

Long Term	Short Term Insurance
<ul style="list-style-type: none"> <li>● OVK</li> <li>● SANLAM</li> <li>● Karoo Brokers</li> </ul>	<ul style="list-style-type: none"> <li>● OVK</li> <li>● Karoo Brokers</li> <li>● SANLAM</li> <li>● ABSA</li> <li>● FNB</li> <li>● PSG</li> <li>● Gerber Botha Gowar</li> </ul>

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Well established local financial and business services</li> <li>● Steady, slow growing market encourages local firms to diversify revenue sources</li> <li>● Growing income based encourage financial institutions to expand local operations, e.g. FNB new branch</li> </ul>	<ul style="list-style-type: none"> <li>● Limited market size with growing local competition for insurance brokers limits the profitability of firms</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>● Expansion of financial services into the township</li> </ul>	<ul style="list-style-type: none"> <li>● Growing competition threaten established businesses</li> <li>● Changes in legislation placing additional indirect costs on small, independent brokerages</li> </ul>

## B6.2.7 TOURISM

The following is extracted from the IYM Responsible Tourism Sector Plan (2008). The supply of tourism products and services in IYM are nature-based and heritage tourism products. IYM has wildlife, scenic beauty, warm hospitality, business opportunities, culture, heritage and history, but it needs to be further developed.

Tourist attractions can be divided into four main elements:

- Natural Attractions
- Built Attractions
- Cultural Attractions
- Social Attractions

The tourist attractions in the IYM have been analysed in the Tourism Strategy according to these categories. The IYM has a reasonable selection of accommodation available to the visitor, both in Middelburg and Cradock. These include country hotels, town-based guest houses and B&Bs, guest farms (farm stays), guest cottages, game farms, lodges and camping / caravan sites. In each type, there is a reasonable selection of different establishments. The number of accommodation establishments and tourist beds in the Inxuba Yethemba Local Municipality, divided into these categories, is shown in Table 2.7.

**Table 0.1: Supply of tourism accommodation in IYM**

Accommodation Type	No of Establishments in IYM		Total Nr of Establishments	Nr of Beds in IYM		Total Nr of Beds in IYM
	Cradock	Middelburg		Cradock	Middelburg	
Hotels	1	1	2	33	70	103
Caravan Parks & Camping Sites	3	3	6	320	102	422
Guest Houses & Farms	20	24	44	327	274	601
Other Accommodation	9	3	12	211	40	251
<b>Total</b>	<b>33</b>	<b>31</b>	<b>64</b>	<b>891</b>	<b>486</b>	<b>1377</b>

Source: IYM Responsible Tourism Sector Plan (2008)

Although Cradock and Middelburg have roughly the same number of accommodation establishments, Cradock has almost 2 times more beds than Middelburg, which means that Cradock establishments are generally bigger than those in Middelburg.

The Tourism Strategy estimated that the total number of tourist bed nights sold per annum over 2006/7 was 87,666, with visitors to IYM showing the following profile:

- 81% of visitors staying in paid accommodation are local tourists
- Split between business and holiday travellers staying in paid accommodation in the area is 43% : 57%; the business tourism market is therefore important in IYM
- Group travellers staying in paid accommodation in the area is constitute 27%, with the rest as independent travellers;
- 73% of visitors are domestic tourists, with the balance mainly from Europe (22.10%) and Australasia & Asia (1.62%);
- Visitors mainly visit the area in Summer (63.5%), followed by Spring (25.5%), with the remaining 12% split approximately evenly between Winter and Autumn;
- The spring / summer months of January, September, October November and December are the busiest months;
- Weekly occupancies are fairly even, a clear indication of the nearly even balance between business (43%) and holiday (57%) travellers, and the strong (73%) influence of independent travellers.

The primary visitor to the IYM area is therefore an independent domestic traveller either on holiday or business, with the busiest periods between September and January. The data appears to indicate that individuals and couples are dominant, rather than families.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Convenient stop-over between inland towns and coastal towns (Port Elizabeth &amp; Garden Route).</li> <li>• Accessible from Port Elizabeth, Grahamstown and East London: captive markets for domestic and foreign tourists.</li> <li>• Position on the N9 and N10 – access to travelers between inland areas and the coast</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to market, since there is no critical mass of attractions</li> <li>• Lack of cohesion in the tourism product</li> <li>• Large distances between towns/ attractions</li> <li>• Quality of road infrastructure</li> </ul>

<ul style="list-style-type: none"> <li>• Proposed Heritage Rose Route</li> <li>• R56 Route – Middelburg, Steynsburg and Maclear</li> <li>• Richmond Road Route – shortest distance from Cape Town to Durban</li> <li>• Link to the Karoo Heartland Route</li> <li>• Agricultural Tourism Route</li> <li>• Unique character of the area as a whole and of certain towns within it</li> <li>• Tranquillity, remoteness, un-touched natural experience</li> <li>• Known for clear skies – stargazing</li> <li>• Cradock is well-known for the windmills</li> <li>• Complementarity of the products between the areas: Cradock, Middelburg</li> <li>• Mountain Zebra National Park &amp; planned expansion to the Great Karoo National Park</li> <li>• Fossil &amp; rock art</li> <li>• Cradock Spa</li> <li>• Orange Fish River Tunnel</li> <li>• Egg Rock</li> <li>• Heritage buildings: Churches, Museums, Schreiner grave</li> <li>• Farmstays - agritourism</li> <li>• Grootfontein Agricultural College</li> <li>• Manufacture of cheese from sheep milk</li> <li>• Saddle shop</li> <li>• Mohair weaving factory</li> <li>• Cradock sportsgrounds</li> <li>• Oukop: succulents</li> <li>• Oukop: cross and prayer group</li> <li>• Cradock club</li> <li>• Centre for singing</li> <li>• Niphou birds</li> <li>• Cradock Four gallery/Garden of</li> </ul>	<ul style="list-style-type: none"> <li>• Some attractions are off the main road, requiring additional time &amp; effort to access them</li> <li>• Information offices are not benefiting from synergies with regional/provincial/national tourism organisations</li> <li>• Low cooperation between product owners</li> <li>• Low cooperative marketing and promotion of the area</li> <li>• Lack of awareness about what tourism means to the community</li> <li>• Lack of public facilities (ablutions) in town</li> <li>• Control of waste from commercial premises – currently visible to all</li> <li>• Building rubble being dumped in Fish river in Cradock</li> <li>• Entrance to Towns – visual appearance</li> <li>• River is not used as an attraction</li> <li>• Middelburg water shortage</li> <li>• Beggars &amp; hawkers</li> <li>• Windmill sellers</li> <li>• Heavy vehicle parking in the town</li> <li>• Buildings not beautiful</li> <li>• Lack of attractive shops</li> <li>• Cradock Spa</li> </ul>
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<p>Remembrance</p> <ul style="list-style-type: none"> <li>• Steve Biko legacy in Middelburg</li> <li>• Olive Schreiner legacy</li> <li>• Nieu Bethesda and 'Road to Mecca' identity and association (Athol Fugard play and film)</li> <li>• Vusubuntu Cultural Village</li> <li>• Fish River Canoe Marathon - an international event</li> <li>• Freedom Challenge race (mountain bike race from Pietermaritzburg to Cape Town)</li> <li>• Karoo Heartland Art Work Festival – annual event</li> <li>• Die Tuishuise</li> <li>• Watermill</li> <li>• Traditional talk</li> <li>• Restaurant 1814</li> <li>• Railway Station</li> <li>• Antique shops</li> <li>• Chess Board</li> <li>• Eerste Krans inscription</li> <li>• Oukop inscription</li> <li>• Traditional doctor shops</li> <li>• Veteran Tractor &amp; Engine Show</li> <li>• 'Gatskop'/Mountain Zebra Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Price hikes (Accommodation &amp; supermarkets) for annual events</li> <li>• Standard of museum exhibits</li> <li>• Restaurant at Mountain Zebra Park</li> <li>• High Unemployment rate</li> <li>• Closing of restaurants over holiday periods and Sundays</li> <li>• Stock levels in supermarkets during peak periods</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Develop the area into the preferred stop-over destination, through the development of facilities and attractions for this market</li> <li>• Develop a range of attractions to provide a varied tourism experience</li> <li>• Greater promotion &amp; improved facilities of the Inxuba Yethemba Municipal area</li> <li>• Greater marketing of the towns within the</li> </ul>	<ul style="list-style-type: none"> <li>• Seasonality and maintaining sustainable occupancy levels</li> <li>• Overdevelopment of nature-based tourism attractions &amp; negative impact on the natural environment</li> <li>• Lack of involvement of HDI</li> </ul>



<p>region - unique charm &amp; history</p> <ul style="list-style-type: none"> <li>• Coordinated marketing of the area through a brand strategy</li> <li>• Develop tourism cluster destinations to encourage longer length of stay by targeting niche markets</li> <li>• Improve cooperation and coordination between product owners</li> <li>• Develop unique community-based products</li> <li>• Open-Africa: Middelburg to Steynburg (Karoo Route) – must link with heritage &amp; conservation</li> <li>• Liberation Heritage Route is being planned by Chris Hani District Municipality – will start route in Cradock</li> <li>• Development of the steam train heritage</li> <li>• Train tours</li> <li>• Stargazing</li> <li>• Big Sky country</li> <li>• Sundowners</li> <li>• Development of tourism information centers</li> <li>• Agricultural show</li> <li>• Veteran Tractor &amp; Engine Show</li> <li>• 'Gatskop'/Mountain Zebra Festival</li> <li>• Hot air balloons</li> <li>• Horse/Donkey cart tours</li> <li>• Roving ambassadors</li> <li>• Anglo boer war links</li> <li>• Frontier war links</li> <li>• Paleontology</li> <li>• Literary links</li> <li>• Grahamstown Festival</li> <li>• Heritage Rose gardens</li> <li>• Vintage Car Museum</li> </ul>	<p>community</p> <ul style="list-style-type: none"> <li>• Lack of support from Chris Hani DTO &amp; ECTB</li> <li>• Global warming and climate change</li> <li>• Crime targeting tourists</li> <li>• Eastern Cape Tourism Board focuses more on coastal towns – they don't provide information on the inland areas to tourists</li> <li>• Competing towns in the area</li> </ul>
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Source: IYM Responsible Tourism Sector Plan

From the economic profile it is evident that Cradock is the larger economy (compared to Middelburg) and has more developed construction, finance, retail and business services sectors. Cradock offers higher order goods and services than Middelburg, which makes it the dominant economy. Middelburg has a larger manufacturing sector, which has historically been a strength of the Middelburg economy, however a lack of water is preventing an expansion of the sector and may threaten the viability of existing enterprises.

## SWOT / ECONOMIC POTENTIAL

Given the analysis of the current situation in IYM above, the following key strengths, weaknesses, opportunities and threats have been identified for the IYM local economy:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Water available from Fish River Scheme</li> <li>• Located along the N10; transient market is large</li> <li>• Convenient stop-over between inland towns and coastal towns (Port Elizabeth &amp; Garden Route)</li> <li>• Good climate to support agriculture</li> <li>• Agriculture and tourism are well established sectors</li> <li>• Access to primary raw material from agricultural sector, such as milk, wool, leather</li> <li>• Relatively good road &amp; rail infrastructure</li> <li>• Land relatively cheap</li> <li>• Labour relatively cheap</li> <li>• Cost of living relatively inexpensive</li> <li>• Crime mainly petty</li> <li>• Land available for industrial development</li> </ul>	<ul style="list-style-type: none"> <li>• Few entrepreneurs with limited skills and capital</li> <li>• Cradock not attractive to entrepreneurs</li> <li>• Municipality insolvent and ineffective</li> <li>• Limited social attractions</li> <li>• Skilled population declining</li> <li>• HIV/Aids widespread</li> <li>• Income levels low</li> <li>• Few opportunities for the youth</li> <li>• Limited agro-processing taking place in IYM</li> <li>• Not enough serviced industrial land in Cradock;</li> <li>• Many local firms source supplies from outside</li> <li>• Enforcement of local traffic by-laws with regards to heavy vehicles</li> <li>• Difficult to market for tourism, since there is no critical mass of attractions</li> <li>• Insufficient marketing and promotion of the area – stakeholder apathy</li> <li>• Closing of restaurants over holiday</li> </ul>

- Land available for new CBD in Cradock
- Nice place to live; i.e. Clean Air & Water, No traffic, Etc.
- Presence of very good and reputable education institutions in municipal area
- Mountain Zebra National Park located between Cradock & Middelburg
- Rich in history, museums for tourists
- Fish River / agriculture and canoe marathon
- periods and Sundays
- Lack of effective communication amongst private sector (e.g. Middelburg/Cradock Chambers of Business)
- Lack of effective communication between IYM and business

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Agricultural Value Added industry</li> <li>• Marketing of local products (e.g. agriculture)</li> <li>• Transport business</li> <li>• Educational institutions</li> <li>• Housing for retired people, particularly in Middelburg</li> <li>• Component manufacturing for motor industry</li> <li>• Tourism – wildlife, hunting &amp; photographic</li> <li>• Tax incentives offered to promote investment</li> <li>• R500M Sugar Beet Factory</li> <li>• Potential for higher value crops</li> </ul>	<ul style="list-style-type: none"> <li>• Farmers become negative due to political pressures</li> <li>• Feeling that municipality focuses mostly on Cradock resulting in feeling of neglect in Middelburg</li> <li>• “Brain Drain” continues</li> <li>• Uneasy relationship between private sector and municipality</li> <li>• Lack of transformation in agriculture and tourism – still previously advantaged that primarily benefit</li> <li>• Infrastructure: <ul style="list-style-type: none"> <li>○ Water in Middelburg</li> <li>○ Electricity in Cradock</li> </ul> </li> </ul>

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Optimising Cradock Spa</li> <li>• Development of Coega IDZ</li> <li>• PetroPort/Truck stop in IYM</li> <li>• Capture larger transient market</li> <li>• Planned expansion to the Great Karoo National Park</li> <li>• Coordinated marketing of the area through a brand strategy</li> <li>• Use of Fish River for agriculture, tourism, other activities (e.g. waterfront)</li> </ul> | <ul style="list-style-type: none"> <li>○ Sewerage works in Cradock</li> <li>• High dependency in Middelburg on Rolfe Laboratories pose serious risk to Middelburg economy</li> <li>• Relative high income leakage from Middelburg particularly, but IYM in general</li> <li>• High level of competition for local market reduces profitability of local enterprises</li> </ul> |
|--|--|

### **B6.3 Local Economic Development challenges in general**

Institutional capacity to implement LED programmes need to be established. There is also a great need for networking with other institutions and forging partnerships to be able to offer support to emerging farmers and SMME's. The potential of tourism benefits is not fully explored as it remains the domain of previously advantaged communities.

#### **B6.3.1 Areas requiring focus**

- Attraction and retention of major events
- Renovations of Cradock SPA
- Source funding for Middelburg Tourism Village
- Completion of Garden of Remembrance
- Complete lodge and conference centre in Vusubuntu
- Revise Tourism Sector Plan
- Land Audit
- maintenance of commonage
- Support to emerging farmers and all agricultural related projects
- Assist in establishment of an Agricultural Primary co-op
- Support Sugar Beet initiative
- Develop a local brand for agricultural products
- Facilitate establishment of emerging construction companies
- Develop and promote SMME's
- Provide support to business forums

## **B7. INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

The Municipality has 9 wards with 18 councilors. 9 are ward councilors and 9 are proportional representatives from political parties.

### **B7.1 Structural and functional organization**

- The Municipal council has an Executive Mayoral type with ward participatory system with Mayoral Committee consisting of 4 Members (excluding Mayor) appointed by the Executive Mayor.
- Each member of the Mayoral Committee is chairperson of the council standing committee.
- There are 4 standing committees namely:
  - Technical Services and Local Economical Development,
  - Community Services,
  - Corporate Services,
  - Finance.
- The Municipal Manager is the head of the administration
- There are 5 departments with each headed by a Section 57 manager.
- The departments are
  - Finance,
  - Corporate Services,
  - Community Services,
  - Local Economic Development
  - Technical Services.
- The municipality has an approved organogram which is reviewed on an ongoing basis as the need arises. The organogram is in accordance with the service delivery objectives expressed in the IDP.

### **B7.2 Areas requiring focus**

The following areas require a focused attention

- Workplace Skills Plan
- Human Resource Plan
- Employment Equity Plan with numerical goals
- Skills Development
- Induction Program
- Institutional PMS implementation
- Filling of all critical vacant posts
- Capacity building in the finance section
- Administrative capacity and governance
- Change management
- Human Resource Policies Development and Implementation

## **B8. PUBLIC PARTICIPATION & GOOD GOVERNANCE**

The procedures for public participation are in place in the form of publicising meetings and administrative matters such as land rezoning & alienation etc. Ward meetings and ward committee meetings do take place where they are functional. Only the IDP forum is consistent.

### **B8.1 Challenges**

Although procedures for participation are in place, their effectiveness, and accessibility to the majority of the people is a challenge. Not all ward committees are functional, and they do not receive the necessary administrative support to carry out their duties. The internal audit function requires some thinking, weather it is capacitated in terms of personnel or is outsourced to a service provider. Whilst the audit committee is in place the Auditor General commented very strongly on its pursuance of its role.

### **B8.2 Areas requiring attention**

- Delegation Framework review
- Audit committee functionality
- Internal audit unit focus in particular including creating a post of a competent person at senior level during organogram review
- Documentation of minutes and attendance registers of both ward committee and ward meetings
- IDP forums that are consistent
- Budget forums strengthening
- Structured Mayoral Outreaches and Imbizo's with relevant content
- Community Based Planning

## B.9 FINANCIAL VIABILITY

The function of finance within the municipality is administered as follows and includes:

- Finance Administration to give guidance to internal dept
- Asset and budget control management-
  - the management of municipal assets and risks,
  - financial statements,
  - municipal budget and internal control
- Internal services
  - valuation and calculation of rates,
  - raising of monthly accounts to all consumers for services,
  - customer queries and payments
- Revenue management
  - ensure that all debt is collected,
  - revenue collected and
  - administration of the indigent customer
- External services
  - management of the salary payroll
  - Paying of creditors as well as sundry

### B9.1 Challenges

Since its establishment, the municipality was beset with a lot of challenges with regard to its finances due to:

- inherited debt, a big staff establishment after amalgamation,
- low payment levels
- high unemployment rate etc.

The inability of the municipality to meet its obligations and carry out its mandate has prompted it to develop a Recovery Plan aimed at **addressing the following challenges:**

- ❖ Reduction of staff cost to acceptable level
- ❖ Increase income from ratable property
- ❖ Strategy to deal with arrear debt
- ❖ Strengthening capacity of municipality to collect
- ❖ Indigent support monitoring

- ❖ Improving meter reading
- ❖ Customer care and education
- ❖ Minimizing distribution losses
- ❖ Realistic budget preparation

## **B9.2 Areas requiring attention**

- Realistic participatory budget
- control of operating income and expenditure
- budget related policies
- GRAP compliant financial statements and timely submission
- revenue generation
- property valuations
- compliant asset register



## B.10 Development Needs as per Key Performance Area

It must be noted that there is a direct linkage in all respect with the Development needs and areas requiring attention as presented and agreed upon in the IDP Forum of 22 March 2012. The areas requiring attention are in most instances more specific than the development needs

Table 2.23 Development Needs

### B10.1. Basic Infrastructure & Services

No.	Development Needs	Location
1.1	Roads and Stormwater	Inxuba Yethemba Municipality
1.2	Water (1) Bulk Water Supply (2) Rehabilitation of Infrastructure	Middelburg unit, Rosmead Inxuba Yethemba
1.3	Electricity	Middelburg unit Cradock, Michausdal
1.4	Sewerage (Rehabilitation of bulk sewer pumps and sewer stations)	Inxuba Yethemba
1.5	Sanitation	Rosmead
1.6	Land	Rosmead, Mortimer Inxuba Yethemba

## B10.2. Social Infrastructure and Services

No.	Development Needs	Location
2.1	Sports Facilities Upgrade	Kwanonzame, Midros Lingelihle, Lusaka, Michausdal
2.2	Cemetery	Cradock, Middelburg
2.3	Health Care Centres (mobile)	Inxuba Yethemba Municipality
2.4	Youth Development Programme	Inxuba Yethemba Municipality
2.5	HIV/AIDS Programme	Inxuba Yethemba Municipality
2.6	Disaster Management Centre and Equipment	Inxuba Yethemba Municipality
2.7	Waste Management	Inxuba Yethemba Municipality
2.8	Safety and Security	Inxuba Yethemba Municipality
2.9	Educational Facilities (Pre-schools)	Lusaka, Rosmead, Schoombee, Lingelihle
2.10	Traffic control	Inxuba Yethemba Municipality
2.11	Taxi rank	Cradock

### B10.3. Economic Development Needs

No.	Development Needs
3.1	Job Creation
3.2	
3.3	Support to existing projects and Community Based Enterprises
3.4	Assisting SMME's and Emerging Farmers
3.5	Upgrade Infrastructure to Industrial area
3.6	Hawkers
3.7	Tourism Development

#### B10.4 Financial viability

No.	Development Needs
4.1	Realistic Budget
4.2	Debt Management
4.3	Improve meter reading
4.4	Proper and Timeous Billing
4.5	Improvement of the Levels of Payment for Services
4.6	Effective Financial Control Systems
4.7	Internal Audit
4.8	Property Rates Act Implementation
4.9	Finance Related Policies Developed and Implemented
4.10	Indigent Support
4.11	Effective Utilisation of IT

**B10.5 Institutional Development, Transformation,  
Good Governance & Community participation**

No.	Development Needs
5.1	Change Management
5.2	Human Resource Plan completed
5.3	Human Resource Policies
5.4	Performance Management System Revised and understood
5.5	Empower Councilors, employees and community
5.6	Communication Strategy Implementation
5.7	Functional Audit Committee
5.8	Fraud Prevention Strategy implementation
5.9	Regular Reporting
5.10	Ward Committees Capacitation
5.11	Community Participation Forums



# CHAPTER THREE



## DEVELOPMENT STRATEGIES

### **3. DEVELOPMENT STRATEGIES**

**This phase is very much important as it maps the future development of the municipality. In this phase a vision is developed as a road map of the municipality. A set of objectives to meet the vision and strategies to achieve the objectives is also developed.**

**Inxuba Yethemba Municipality's IDP representative forum crafted the following vision.**

#### ***VISION OF INXUBA YETHEMBA***

**A COHERENT DEVELOPMENTAL MUNICIPALITY PUTTING PEOPLE FIRST AND PROVIDING A BETTER LIFE FOR ALL ITS CITIZENS**

#### ***MISSION***

**Inxuba Yethemba Municipality commits itself to unity, putting people first and providing a better life by:-**

- **Promoting social and economic development**
- **Ensuring effective community participation**
- **Providing and maintaining affordable services**
- **Effectively and efficiently utilising all available resources**



**Development strategies of Inxuba Yethemba are informed by the Local Government 5 year strategic agenda and its turnaround strategy as adopted in 2010**

**This involves the following:-**

- 1. Service delivery and basic infrastructure**
- 2. Local economic development**
- 3. Financial Viability**
- 4. Institutional Development and Municipal transformation**
- 5. Good governance and Public Participation**

**Objectives and Strategies for each of the development priorities in each key sector are tabled for easy reference**





**Table 3.1 A Basic Infrastructure and Services Development Strategies**

<b>NO.</b>	<b>PRIORITY</b>	<b>OBJECTIVE</b>	<b>STRATEGIES</b>
<b>1.1</b>	<b>Sewerage</b>	<b>Complete rehabilitation and repairs to bulk sewerage lines and treatment plants by 2018</b>	<b>Determine status Quo Do a costing CHDM RESPONSIBILITY AS WSA</b>
<b>1.2</b>	<b>Sanitation</b>	<b>Provide Rosmead community with acceptable sanitation by 2014 pending finalization of transfer agreement with Transnet</b>	<b>Do a costing CHDM RESPONSIBILITY AS WSA</b>
<b>1.3</b>	<b>Roads</b>	<b>To ensure that 25% of major arterial roads are graded or tarred by 2018</b>  <b>To ensure that 50% of gravel streets can be maintained every year</b>  <b>Re-seal of existing tarred roads</b>	<b>Identify arterial roads Find baseline information on present status quo of roads Develop a plan for upgrading Make provision from MIG funding</b>  <b>Budget to replace Plant Vehicle and Equipment (PVE) from own funds</b>  <b>Develop a plan for re-sealing Make provision from MIG funds</b>

<b>1.4</b>	<b>Storm water Drainage System</b>	<p><b>Reduce the effect of Storm water by 50% by 2018</b></p> <p><b>To ensure that 25% of storm water systems of gravel streets are maintained annually</b></p>	<p><b>Provide baseline information on status quo</b>  <b>Identify priority areas to reduce the problem</b>  <b>Develop plan to deal with problem</b>  <b>Make provision from MIG funding</b></p> <p><b>Make provision from own funds</b></p>
<b>1.5</b>	<b>Housing</b>	<b>Provide 5000 low cost and middle income housing units with basic level of service by 2020</b>	<p><b>Formulate a comprehensive housing strategy</b>  <b>Submit application forms</b>  <b>Identify housing need</b>  <b>Identify land for future housing expansion</b>  <b>Forge partnership/attract developers for medium income earners housing</b>  <b>Develop a housing sector plan</b></p>
<b>1.6</b>	<b>Electricity</b>	<b>Ensure that all communities receive adequate and uninterrupted supply of electricity</b>	<p><b>Apply for funding for electrification of newly built houses</b>  <b>Workshop with communities on acceptable street-lights</b>  <b>Take appropriate measures to reduce power failures</b></p>

			<b>Installation of prepaid meters to all houses</b> <b>Developing a policy of dealing with fraudulent use of electricity</b> <b>Make provision from DME funding for expansion of infrastructure</b>
<b>1.7</b>	<b>Water Supply</b>	<b>Provide erf connections to ensure a continuous in the yard supply of potable water to each household by 2012</b>  <b>Note: All houses except Rosmead is now completed and Rosmead will receive attention</b>	<b>Bulk water supply plans taking into account future developments</b> <b>Metered erf water connections to all households</b> <b>Upgrade internal reticulation in all areas</b>  <b>CHDM RESPONSIBILITY AS WSA</b>

**Table 3.2 Social Infrastructure and Services Development Strategies**

NO.	PRIORITY	OBJECTIVE	STRATEGIES
2.1	Sports Facilities	Provide adequate, accessible and properly maintained sports facilities throughout municipality	<ul style="list-style-type: none"> <li>• Prepare status report</li> <li>• Identify sporting needs</li> <li>• Apply for grant funding</li> <li>• Prepare and implement a maintenance plan</li> <li>• Develop policy for utilization of facilities</li> <li>• Properly manage utilization of facilities</li> </ul>
2.2	Cemetery	Ensure that cemeteries meet the demand and are conducted according to applicable legislation by end of June 2012	<ul style="list-style-type: none"> <li>• Status quo report</li> <li>• Consider extensions where possible</li> <li>• Developing of new sites</li> <li>• Control measures at existing cemeteries</li> <li>• Lobby for funding</li> </ul>

	<b>PRIORITY</b>	<b>OBJECTIVE</b>	<b>STRATEGIES</b>
2.3	<b>HIV/AIDS Programme</b>	<b>Reduction of HIV % infection and its impact on individuals, families and the community on an Annual Basis</b>	<ul style="list-style-type: none"> <li>• <b>Improve the care and treatment of HIV Positive people</b></li> <li>• <b>An effective, information, education and communication strategy including Human and Legal rights</b></li> <li>• <b>Increase access and acceptability to voluntary HIV testing and counseling</b></li> <li>• <b>Improve management of STI and promote condom use</b></li> <li>• <b>Identification of OVC's and referrals to relevant department for assistance</b></li> <li>• <b>Ensure compliance by circumcision officials</b></li> <li>• <b>Informed statistics which will guide our programs</b></li> </ul>
2.4	<b>Disaster Management</b>	<b>To be capacitated to deal with the prevalent forms of disasters in the area of the municipality by 2013</b>	<ul style="list-style-type: none"> <li>• <b>Update Disaster Management Plan</b></li> <li>• <b>Equip the disaster management centre with necessary equipment</b></li> <li>• <b>Training of community members to deal with disaster</b></li> </ul>



			<ul style="list-style-type: none"> <li>• <b>Disaster awareness campaigns</b></li> </ul>
<b>2.5</b>	<b>Waste Management</b>	<b>An environment with clean well kept natural open spaces parks and maintained built environment</b>	<ul style="list-style-type: none"> <li>• <b>Development of an Integrated Waste Management Plan (IWMP)</b></li> <li>• <b>Expansion of recycling project to other Departments</b></li> <li>• <b>Support to the Cradock recycling project</b></li> <li>• <b>Involving communities through campaigns to ensure clean environment</b></li> <li>• <b>Register refuse Disposal sites</b></li> <li>• <b>Submission of Business Plan to funders for Disposal site construction and Recycling Project</b></li> <li>• <b>Encourage Greening at all open spaces used for illegal dumping</b></li> </ul>

<b>NO.</b>	<b>PRIORITY</b>	<b>OBJECTIVE</b>	<b>STRATEGIES</b>
<b>2.6</b>	<b>Safety and Security</b>	<b>Providing a safe and secure environment</b>	<ul style="list-style-type: none"> <li>• <b>Active involvement by council and community in Community Policing Forum</b></li> <li>• <b>Lobby for extension of South African Police Services by means of satellite stations</b></li> <li>• <b>Targeting activities to be done by community to curb crime</b></li> </ul>
<b>2.7</b>	<b>Educational Facilities</b>	<b>Facilitate process of provision of adequate educational facilities in particular for pre-school and crèches</b>	<ul style="list-style-type: none"> <li>• <b>Status quo report on existing facilities</b></li> <li>• <b>Needs analysis</b></li> <li>• <b>Lobbying with public works, social development and donor agents for funding the structures</b></li> <li>• <b>Seek to consolidate the activities of different service providers</b></li> </ul>
<b>2.8</b>	<b>Traffic Control</b>	<b>Render a traffic service that is conducted , diligently and which is visible and adding value to crime prevention</b>	<ul style="list-style-type: none"> <li>• <b>Provide and maintain adequate road signs and visible road markings</b></li> <li>• <b>Provide a traffic enforcement mechanisms</b></li> <li>• <b>Ensure test's and observations are done within the applicable Legislation</b></li> </ul>

**Table 3.3 Economic Development Strategies**

NO.	PRIORITY	OBJECTIVE	STRATEGIES
3.1	Developing the Local Economy	<ul style="list-style-type: none"> <li>➤ To stimulate and grow the local economy</li> <li>➤ To strengthen partnerships with business and labour sector</li> </ul>	<ul style="list-style-type: none"> <li>• Promote local business and champion local spending</li> <li>• Offer incentives business retention, expansion and attraction</li> <li>• Promote beneficiation of local products and raw material</li> <li>• Upgrading infrastructure and services to both the industrial and central business area</li> <li>• Expand business centres to previously disadvantaged communities</li> <li>• Promote and development of SMME's</li> <li>• Utilisation of municipalities assets to stimulate entrepreneurship and creating SMME incubators</li> <li>• Ensure that policies and by-laws encourage business and investment</li> </ul>

NO.	PRIORITY	OBJECTIVE	STRATEGIES
3.2	Poverty alleviation & Job creation	Reduce unemployment rate and poverty levels in line with Millennium Development Goals by 2014	<ul style="list-style-type: none"> <li>• Utilise small farming as a potential for job creation</li> <li>• Use local labour maximally in all the projects and programmes of the municipality</li> <li>• Encourage capacity building development and training of the people</li> <li>• Embark on projects that will create jobs, be independents with a potential of being self-sufficient (prioritising focus on existing projects)</li> <li>• Assist Community in assessing poverty alleviation programmes and funds</li> </ul>

NO.	PRIORITY	OBJECTIVE	STRATEGIES
3.3	Tourism	Increase no of tourist visiting area and diversify tourist sites	<ul style="list-style-type: none"> <li>• Promote and market the local area through tourism organizations</li> <li>• Networking and forging relationship with local stakeholders involved in tourism</li> <li>• Promote partnerships between the Municipality and Mountain Zebra National Park</li> <li>• General beautification of the area</li> <li>• Diversifying tourist attraction sites and events to be inclusive of all communities</li> <li>• Upgrade maintain and provide tourism facilities and support</li> <li>• Forge partnerships to effectively and economically utilise the parks and Spa</li> </ul>
3.4	Agriculture	<ul style="list-style-type: none"> <li>➤ Maximise agricultural potential of the area by means of visible and viable projects</li> <li>➤ Improve access to land for small and emerging farmers</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct land audit and feasibility studies on suitability of land</li> <li>• Galvanise material and technical support for emerging farmers</li> <li>• Act as bedrock for success of existing agricultural projects</li> <li>• Improve local networks and partnership amongst the agricultural and farming sector</li> </ul>

**Table 3.4** **Financial Viability Strategies**

NO.	PRIORITY	OBJECTIVE	STRATEGIES
4.1	Financial Viability	<ul style="list-style-type: none"> <li>➤ Increase revenue of total current accounts levied by 85% by June 2013 and -to collect 25% of arrears of non indigents by June 2013.</li> <li>➤ Continuous monitoring and Improvement of the Financial Recovery Plan</li> <li>➤ Utilise IT maximally to the advancement of municipal goals</li> </ul>	<ul style="list-style-type: none"> <li>• Revise and implement credit control and debt collection policies</li> <li>• Improve meter reading function</li> <li>• Expansion of installing prepaid systems</li> <li>• Administer indigent support</li> <li>• Establish customer care centre</li> <li>• Free basic services policy</li> <li>• To utilise user friendly monthly accounts</li> <li>• Provide consumer education</li> <li>• Improve meter reading</li> <li>• Enhance staff training on utilisation of IT system</li> </ul>

NO.	PRIORITY	OBJECTIVE	STRATEGIES
4.2	Management and control	<ul style="list-style-type: none"> <li>➤ Management and internal control system to be continually improved in line with prescribed accounting standards</li>   <li>➤ Reporting and operating standards and mechanisms which comply with legislation to be in place</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policies and procedures to enhance internal controls</li> <li>• Establish an internal audit function</li> <li>• Policies developed &amp; implemented</li>   <li>• Design report method of management accounts</li> <li>• continue Implementation of GRAP Directive4 – Assets</li> <li>• Implementation of IAS 16</li>   <li>• Develop a multiyear IDP based budget</li> <li>• Capacity building for staff and councilors</li> </ul>

4.3	<b>Technology</b>	<b>Continuously improve the IT environment to enhance service delivery and administration.</b>	<ul style="list-style-type: none"> <li>• <b>Develop an IT strategy</b></li> <li>• <b>Have a dedicated IT unit</b></li> <li>• <b>Continuous training of staff on IT</b></li> </ul>
4.4	<b>Audit Outcomes</b>	<b>Continuously improve audit outcomes</b>	<ul style="list-style-type: none"> <li>• <b>Develop a comprehensive audit action plan</b></li> <li>• <b>Report on the audit plan on a continuous basis</b></li> <li>• <b>Internal audit to report on the progress made on action plan</b></li> <li>• <b>Improve on the audit outcomes to ensure an unqualified audit is achieved</b></li> </ul>
4.5	<b>Data Cleansing</b>	<b>Improve the cash flow credibility of the billing data</b>	<ul style="list-style-type: none"> <li>• <b>Procure a service provider to assist in data cleansing</b></li> <li>• <b>Improve the financial system and maintain a good financial system for billing</b></li> <li>• <b>Ensure the information in the billing system reflect what is currently at the deeds office</b></li> <li>• <b>Ensure that all consumer debtors in the municipality are billed</b></li> </ul>
4.6	<b>Budget and Treasury Office (BTO)</b>	<b>A functional and capacitated BTO</b>	<ul style="list-style-type: none"> <li>• <b>Proper staffing of BTO to increase its capacity</b></li> <li>• <b>ensure that all section 71 reports are prepared and submitted in time</b></li> </ul>



## Institutional Development, Strategies

**Table 3.5**

NO.	PRIORITY	OBJECTIVE	STRATEGIES
5.1	Administrative capacity and governance	To have an institution with 90% capacitated officials, councilors and ward committees	<ul style="list-style-type: none"> <li>• The budget to be inclusive of all training needs of role players identified in the objective</li> <li>• Speaker to link with the training committee/SDF for priorities of councilors and ward committees</li> </ul>
5.2	Community participation		<ul style="list-style-type: none"> <li>• Identify challenges faced by councilors and effectively deal with challenges</li> <li>• Develop a communication system</li> <li>• Strengthen the relations between the communication section and ward structures for effective dissemination of information</li> </ul>

<p><b>5.3</b></p>	<p><b>Institutional Transformation</b></p>	<p><b>Ensure the Implementation of current municipal practices that move away from the past in line with current legislation</b></p>	<ul style="list-style-type: none"> <li>• <b>Train relevant people in change management</b></li> <li>• <b>Organise change management sessions for all staff and councillors</b></li> <li>• <b>Monitor and evaluate change management effectiveness</b></li> <li>• <b>Budget for training annually</b></li> </ul>
<p><b>5.4</b></p>	<p><b>Human Resource Policy Development and Implementation</b></p>	<p><b>To have a smooth running administration and promote sound labour relations</b></p>	<ul style="list-style-type: none"> <li>• <b>Capacitate relevant stakeholders in in policy formulation</b></li> <li>• <b>Strengthen report mechanisms between council structures</b></li> </ul> <ul style="list-style-type: none"> <li>- <b>Develop and implement PMS</b></li> <li>- <b>Functional audit committee</b></li> <li>- <b>Ensure budget takes into account the training needs</b></li> </ul>

			<p><b>identified</b></p> <ul style="list-style-type: none"> <li>- <b>Speaker to link with training committee and SDF for training priorities of councilors and ward committees</b></li> </ul>
<b>5.2</b>	<b>Institutional Transformation</b>	<b>Ensure an institution that is coherent and promotes Batho-Pele principles</b>	<ul style="list-style-type: none"> <li>- <b>Promote effective communication and consultation with trade unions</b></li> <li>- <b>Establish a common corporate identity</b></li> <li>- <b>Ensure employee development is maximized</b></li> <li>- <b>Ensure disciplinary procedures are adhered to</b></li> <li>- <b>Train relevant managers in change management</b></li> <li>- <b>organize change management sessions for all staff and councilors</b></li> <li>- <b>monitor and evaluate change management effectiveness</b></li> </ul>
<b>5.3</b>	<b>Community Participation</b>	<b>Ensure that all relevant stakeholders participate in affairs of municipality</b>	<ul style="list-style-type: none"> <li>- <b>Take stock of existing stakeholders</b></li> <li>- <b>Act as catalyst in establishing stakeholders forums</b></li> <li>- <b>Ensure functional ward committees by identifying current challenges and addressing them</b></li> <li>- <b>Ensure access of all</b></li> </ul>

			<p><b>documentation to all relevant stakeholders to enable meaningful participation</b></p> <ul style="list-style-type: none"> <li>- <b>Where possible workshop documentation with relevant stakeholders</b></li> <li>- <b>Strengthen the relationship between communication section and wards for dissemination of information</b></li> </ul>
<b>5.4</b>	<b>Ward Committee Capacitation</b>	<b>To promote meaningful and effective participation</b>	<ul style="list-style-type: none"> <li>- <b>Organise relevant training interventions from time to time</b></li> <li>- <b>Provide an enabling administrative support.</b></li> <li>- <b>Skills audit for ward committees to be conducted to identify gaps</b></li> </ul>
<b>5.5</b>	<b>Human Resources Policy Development and Implementation</b>	<b>To have a smooth running administration and promote sound labor relations</b>	<ul style="list-style-type: none"> <li>- <b>Develop relevant policies</b></li> <li>- <b>Involvement of all relevant stakeholders in drafting process</b></li> <li>- <b>Work shopping policies to have a common understanding</b></li> <li>- <b>capacitate stakeholders in policy development</b></li> <li>- <b>strengthen reporting mechanisms between council structures</b></li> </ul>

<b>5.6</b>	<b>Good Governance and Public participation</b>	<b>Ensure good governance and participation by community in the affairs of the municipality</b>	<ul style="list-style-type: none"> <li>– <b>Revise Delegation Framework</b></li> <li>– <b>Functional Audit Committee</b></li> <li>– <b>Functional Internal Audit</b></li> <li>– <b>Ensure Ward meetings</b></li> <li>– <b>Establish IDP forums and ensure functionality</b></li> <li>– <b>Ensure Budget Consultations</b></li> <li>– <b>Establish IGR Structures</b></li> <li>– <b>Ensure Mayoral Outreaches</b></li> <li>– <b>Develop Petitions Management System</b></li> <li>– <b>Declaration of Interest by councillors and officials</b></li> <li>– <b>Performance Agreements by all Section 56 managers and municipal managers</b></li> </ul>
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<b>5.7</b>	<b>Special Programs Unit (SPU)</b>	<b>Co-ordinated youth, women &amp; disabled development, empowerment programmes and relevant facilities in place by 2014</b>	<ul style="list-style-type: none"> <li>– <b>Co-ordinating youth forum</b></li> <li>– <b>Identification of youth needs</b></li> <li>– <b>Prioritising of needs</b></li> <li>– <b>Annual action plans</b></li> </ul>
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# **CHAPTER FOUR**



# **IYM INTEGRATED DEVELOPMENT PLAN PROJECTS**

**THIS PHASE PROVIDES PROPOSALS WITH TENTATIVE TARGET FIGURES, LOCATIONS, TIME FRAMES AND COST ESTIMATES. AT LEAST TENTATIVE ESTIMATES BASED ON PRELIMINARY DECISIONS ON THE PROJECT DESIGNS ARE PROVIDED.**

**PROJECT PROGRAMMES ARE GIVEN IN TABULAR FORM FOR EASY REFERENCE. IT IS WORTH NOTING THAT PROJECTS ARE NOT LISTED IN ORDER OF PRIORITY. THE PROJECTS ARE LISTED FROM TABLE 4A TO 4G**



# INXUBA YETHEMBA MUNICIPALITY IDP PROJECTS

## PROJECT PROGRAMME A: BASIC LEVEL OF INFRASTRUCTURAL PROJECTS

**Priority: A1/Sanitation**

**Objective:**

All existing households have access to acceptable **Basic Sanitation** by 2018

**Table 4 A1 Sanitation**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Master plan	To have a sanitation master plan to inform current and future development	Documented and adopted plan	none	2014	IYM	CHDM			1.152				CHDM
2	Rosmead reticulation	To ensure that the Rosmead community has acceptable level of sanitation	Bulk infrastructure plans in place after transfer of land	none	Pending land transfer	Rosmead	CHDM  IYM SANITATION SERVICE			6.357				CHDM /MIG

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
3	Bulk sewer network upgrade (CDK)	Reduce maintenance costs	% reduction in costs	high	60% by 2014	CDK	CHDM				1.150	8.700		CHDM/ MIG
4	Sewer Pump station Lingelihle	Replace existing ineffective Pump-station to stop spillages	Current ineffective pump station replaced	old	June 2013	Lingelihle	CHDM / IYM		0.500	0.500	3.0			CHDM / MIG
6	Upgrade Kwanonzame bulk sewer	Reduce maintenance costs	% reduction in costs	high	70% by 2015	Kwanonzame	CHDM / IYM					0.696		CHDM MIG
7	Upgrade Midros Bulk sewer	Reduce maintenance costs	% reduction in costs	high	75% by 2015	Midros	CHDM / IYM					0.389		CHDM/ MIG

Table 2

<b>Priority: A2/ Housing</b>	<b>Strategic Objective:</b> Provide 5000 low cost housing units with basic level of services by 2018
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Table 4A2 Low cost Housing

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Lusaka Low Cost Housing	To provide housing units for the dilapidated structures in Lusaka	Number of units	0	80 by December 2012	Lusaka	Human Settlement (EC)	-	7.485	48.182			-	Human Settlement (EC)
2	Rosmead-low Cost Housing	To provide housing units to the Rosmead community	Number of units	0	Pending land transfer	Rosmead	Human Settlement (EC)			23.053	-	-		Human Settlement (EC)
3	Inxuba Yethemba Municipality Housing Chapter	To have a housing chapter which will inform current and future development	Adopted Housing Chapter	Draft	December 2012	IYM	Human Settlement IYM Housing			-	-		-	Human Settlement (EC)

<b>Priority: A2.2/ Housing</b>	<b>Strategic Objective:</b> Provide High and Middle income housing units with acceptable level of services by 2014
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**Table 4.A2.2 Middle and High income Housing**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	<i>I.Y.M. Middle Income Housing</i>	<i>Provide erven with acceptable level of service</i>	<i>Number of erven which can be developed</i>	<i>Land is available but requires developers</i>	<i>Land available for 400 erven</i>	<i>Developers/ Investors</i>	<i>Tech Serv</i>				<b>14.814</b>	<b>5.730</b>	<b>8.180</b>	<i>Private Investors</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
2	<i>I.Y.M High Income Housing</i>	<i>Provide erven with acceptable level of service</i>	<i>Number of erven which can be developed</i>	<i>Land is available but requires developers</i>	<i>Land available for 150 erven</i>	<i>Developers/ Investors</i>	<i>Tech Serv</i>				<i>9.097</i>	<i>3.192</i>	<i>2.450</i>	<i>Investors/ Developers</i>

<b>Priority: A3/Water Supply</b>	<b>Strategic Objective:</b> Ensure continuous potable water supply to each erf by 2018
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**Table 4.A3 Water supply**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	<i>Rosmead Rural Water</i>	<i>To ensure up to erf connection of water for Rosmead households</i>	<i>Number of households with up to erf connection</i>	<i>Bulk connectors</i>	<i>All households by December 2012</i>	<i>Rosmead community</i>	<i>CHDM Tech Services</i>		7.0	3.0	3.0			CHDM MIG
2	<i>Cradock Water Treatment Works (WTW)</i>	<i>Repair the WTW to provide potable water</i>	<i>Complete the repairs</i>	<i>Tender preparation</i>	<i>April 2013</i>	<i>CDK</i>	<i>6.0</i>		0.500	3.5	2.0			CHDM MIG

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
3	Primary Clear water Tank (WTW)	Provide potable water to community	Completion of project	At tender stage	Complete by March 2013	CDK	CHDM  Tech Service		0.5	1.9	1.0			CHDM MIG

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
4	Refurbishment of Biofilter	Provide potable water		Appoint service providers	CDK community	CHDM Tech Service	1.5		1.5					CHDM
7	Upgrade existing water reticulation network and pump stations in Cradock	Decrease water losses to 10%		1. Report on current status 2.Appoint SP's 3. Implement	Inxuba Yethemba Municipality	Tech. Services CHDM	1.645				0.909	0.736		
8	Upgrade existing water reticulation network and pump stations in Middelburg	Decrease water losses to 10%		1. Report on current status 2.Appoint SP's 3. Implement	Inxuba Yethemba Municipality	Tech. Services CHDM	1.430			0.790	0.640	-	-	CHDM



Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
9	Provide new reservoir for Cradock	To ensure that water demand is met at all times	New reservoir commissioned	planning	June 2015	Greater Cradock Community	CHDM Tech Serv		-			7.050	-	CHDM/MIG/DWA
10	Middelburg Water Provision	Increase sources and capacity of providing water	Number of new boreholes commissioned		June 2013	Greater Middelburg Community	CHDM Tech Serv		8.8					CHDM BIG

<b>Priority: A5/Electricity Supply</b>	<b>Strategic Objective:</b> Ensure that all Communities receive adequate, up to standard electricity and street/area lighting and economic development is promoted
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**Table 4.A5 Electricity supply**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1.	Upgrading of Middelburg substation	Reduce interruption of power supply	% completion of project	95%	100% By July 2012	MBG	6.0	6.0	Balance of 6.0					DE
2	Upgrading of Main Substations	Ensure adequate load capacity to meet demand	No application is refused on basis of capacity constraints in CDK	None	June 2013	CDK	3.0		2.5	0.5				DE/ INEP
3	Michausdal bulk supply line (Ring Feed)	Reduce power failure in Michausdal	% completion of bulk supply line	0%	100% by June 2013	MCDL	1.500	-	1.500					

4	<i>Pre-paid meters</i>	<i>Identified old pre-paid meters replaced</i>	<i>% of identified pre-paid meters replaced</i>	<i>0%</i>	<i>100% by 2015</i>	<i>IYM</i>	<i>5.0</i>				<i>5.0</i>			
Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
5	<i>Industrial Area bulk supply line CDK</i>	<i>Provide adequate supply to industrial area</i>	<i>% increase in supply against demand</i>	<i>20%</i>	<i>50% by 2015</i>	<i>CDK</i>	<i>6.000</i>				<i>6.0</i>			
6	<i>Bulk meters for networks</i>	<i>Ensure precise metering of bulk supply to audit consumption</i>	<i>Number of bulk meters installed and /or replaced</i>		<i>All old meters replaced by 2014</i>	<i>IYM</i>	<i>2.000</i>				<i>2.0</i>			

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Fund
								Figures in :- R millions						
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
7	Rosmead Electricity supply	Provide municipal line to Rosmead	Municipal line in place	Transnet line currently	Own line by 2014	Rosmead		1.500	4.500				-	DE INEP
8	Network Upgrade	Upgrading of network infrastructure to minimize losses due to old infrastructure	% reduction in losses			IYM	10.0				10.0			DE INEP

**Priority: A6/Storm water and Roads****Strategic Objective:**

Ensure that 25 % of major arterial Urban roads are graded, tarred and provided with an effective storm water system by 2018

**Table 4.A6 Roads construction**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Wesley Street upgrading	Ensure ward is accessible	Km of road surfaced	0		Ward 6	4.050		4.050					IYM/MIG (Funds committed)
2	Cetyiwe Street	100% project complete/km surfaced	Km of road surfaced	0		Ward 8	2.480		2.480					IYM/MIG (Funds committed)
3	Miles street	Ensure Upgrading and surfacing	Kms upgraded and surfaced	0		Ward 7	3.990		3.990					IYM/MIG (Funds committed)

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding	
								Figures in :- R millions							
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016		
4	Roads Construction PVE	Procure own PVE for roads construction and maintenance	PVE procured	none	Own PVE by 2014	IYM	15.873			15.873					I.Y.M (Funds not committed)
5	Roads maintenance gravel Urban (132.79)	5 year maintenance plan	1.Update report on current status 2.Action plan 3.Impliment	IYM Urban area		Tech Services									I.Y.M (Funds not committed)
6	Roads maintenance Tar Urban (131.182)	5 year maintenance plan	1.Update report on current status 2.Action plan 3.Impliment	IYM Urban area		Tech Services							11.874		I.Y.M / MIG (Funds not committed)

**PROJECT PROGRAMME B :- SOCIAL INFRASTRUCTURE PROJECTS**

**Priority: B1/A Sports Facilities**

**Strategic Objective:**

Provide adequate accessible and properly maintained sports facilities throughout the municipality by 2014

**Table 4B1 Sports facilities**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1.	<i>Phiti stadium</i>	<i>To ensure a stadium with basic facilities for sport</i>	<i>Ablution facilities, caretakers house are renovated and grounds condition improved</i>	<i>Ablution facilities and caretakers house dilapidated  Grounds in a very poor state</i>	<i>Completed by 2014</i>	<i>Youth</i>			1.5	1.5	-	-	<i>MIG</i>	

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
2.	Maintenance	Ensure that all facilities are properly maintained	All facilities properly maintained	facilities do not receive similar attention	Throughout the financial year	IYM								IYM maintenance budget
3	Sikulu sport facility	To upgrade the sport field to have all necessary facilities	All necessary facilities in place	No facilities	By 2014	Tech. Serv.  Comm. Serv	1.5				1.5			



**Priority: B2/Cemetery****Strategic Objective:**

Cemeteries meet the demand and are conducted in accordance with applicable legislation by end 2014

**Table 4B2 Cemetery**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1.	<i>Cradock Central Cemetery</i>	<i>Provide more grave sites for the community</i>	<i>Number of new grave sites</i>	<i>none</i>	<i>4000 by May 2013</i>	<i>Cradock community</i>								<i>IYM MIG</i>
2	<i>Maintenance of all cemeteries</i>	<i>To ensure that facilities are clean and sites accessible</i>	<i>Inspection reports conducted and positive public comments</i>	<i>Comments currently are not favorable</i>	<i>ongoing</i>	<i>IYM</i>								<i>IYM</i>
3.	<i>Toilet facilities on site</i>	<i>Ensure that there are toilet facilities in Kwanonzame cemetery</i>	<i>Availability of facilities</i>	<i>None</i>	<i>Available by June 2013</i>	<i>Kwanonzame</i>								<i>IYM/MIG</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
4	Crematorium	Alleviate the costs of people having to travel to other towns for cremations	Initiatives taken to find interested parties	none	June 2013	CDK						-		Interested parlor CHDM

**Priority: B3/HIV/AIDS Programme****Strategic Objective:**

Reduction of HIV % infection and its impact on individuals, families and the community on an ongoing basis

**Table 4.B3 HIV/AIDS**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding	
								Figures in :- R millions							
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016		
1	HIV/AIDS workplace Strategy	Development of Workplace strategy to curb any form of discrimination and to educate workforce	Documented strategy	none	December 2012	IYM workers	Operating budget	Implement	-	-	-	-	-		
2	Awareness Programme	To increase level of awareness in youth	Number of awareness sessions held		At least 4 per annum	Youth IYM	Operational budget-								CHDM ECDOH IYM
3	OVC Program	To take stock and give support to orphans and vulnerable children	Number of OVC's reached per ward		ongoing	Orphans and vulnerable children in IYM	Operational Budget								IYM CHDM ECDOH

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
4	Good Samaritan Hospice	To provide integrated community based care programs to people infected and affected by HIV/AIDS	Programs and services provided	ongoing	ongoing	HIV/AIDS infected and affected people CDK	Social Development		0.269					
5	Good Shepherd Hospice	To provide integrated community based care programs to people infected and affected by HIV/AIDS	Programs and services provided	ongoing	ongoing	HIV/AIDS infected and affected people MBG	Social Development		0.269					
6	Noncedo Home Community Based Care	To provide integrated community based care programs to people infected and affected by HIV/AIDS	Programs and services provided	ongoing	ongoing	HIV/AIDS infected and affected people CDK	Social Development		0.269					

**Priority: B4/Disaster Management****Strategic Objective:**

To have capacity to deal with all prevalent forms of disaster in the municipal area by 2014

**Table 4.B4Disaster management**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Disaster Management Plan	Revise Disaster Management Plan	Revised Disaster Management Plan adopted by council	none	January 2013	IYM								IYM CHDM
2	Equip the Disaster Management Centre	To have an equipped and capable centre	Initiatives taken to lobby for assistance to equip the centre	none	ongoing	IYM	0.780				0.2	0.3	0.28	CHDM DPLG IYM
3	Disaster Management Forum	To have a functional Disaster Management Forum in place	An established forum	none	January 2013	IYM								IYM

**Priority: B5/Waste Management****Strategic Objective:**

An environment with clean well kept natural open spaces, parks and maintained built environment

**Table 4.B5 Waste management**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding		
								Figures in :- R millions								
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016			
1	<i>Integrated Waste Management Plan</i>	<i>Develop an Integrated Waste Management Plan for the municipality</i>	<i>An approved Integrated Waste Management Plan</i>	<i>none</i>	<i>June 2013</i>	<i>IYM</i>				1.0						<i>CHDM</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding	
								Figures in :- R millions							
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016		
2	<i><b>Ikamvalethu Recycling Project</b></i>	<i><b>To build the capacity of this project to ensure that it is self sustainable</b></i>	<i><b>Support given to the project</b></i>	<i><b>Space to operate provided</b></i>	<i><b>ongoing</b></i>	<i><b>Unemployed</b></i>	<i><b>Social Development</b></i>		<i><b>0.750</b></i>						<i><b>Social Development</b></i>
3	<i><b>Urban Greening</b></i>	<i><b>To promote a clean environmentally Friendly communities</b></i>	<i><b>Number of parks created and maintained</b></i>		<i><b>At least 1 in each ward by June 2013</b></i>	<i><b>IYM</b></i>	<i><b>-</b></i>	<i><b>-</b></i>							<i><b>IYM TREES FOR AFRICA DEAT</b></i>
4	<i><b>Solid Waste Disposal sites</b></i>	<i><b>An established compliant Disposal site</b></i>	<i><b>Disposal sites that are licensed</b></i>	<i><b>none</b></i>	<i><b>May 2013</b></i>	<i><b>IYM</b></i>									<i><b>IYM CHDM</b></i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
5	MBG Disposal site	Closure and rehabilitation of the disposal site	rehabilitated disposal site		June 2015	MBG						3.0		
6	EPWP environmental project	Creating jobs through EPWP and ensuring that the environment is clean	Number of job equivalents created	0	As per the target set	IYM								EPWP IYM CHDM



<b>Priority: B6/Traffic Control</b>	<b>Strategic Objective:</b> Rendering a traffic service that is conducted diligently and which is visible and adding value to crime prevention at all times
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Table 4.B6

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Speed Bumps	Put in place traffic calming measures in high risk areas	Number of speed bumps in identified areas		(as per identified areas for 2012/13)	IYM							-	IYM
2	Road Signage	To have visible signs to Control traffic flow	Number of signs replaced	To be identified	All signs not visible replaced	IYM								IYM
3	Traffic Law Enforcement	To develop strategies for traffic law enforcement	Documented strategies and implementation thereof	none	December 2012	IYM								IYM
4	Pounding facilities	To reduce dangers /accidents caused by stray animals	Operational pounding facilities	1 in MBG	Both units by March 2013	IYM								D.O.T

**PROJECT PROGRAMME C: LOCAL ECONOMIC DEVELOPMENT**

**Priority: C1/Building the Local Economy**

**Strategic Objective:**  
Create an environment conducive for tapping the economic potential of the area.

**Table 4.C1 Building local economy**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Promote & Develop SMME's	Increase in number and enhance capacity for SMME's	Number of new SMME's established and operational	0 for 2012/13	5 by June 2013	IYM Youth disabled women								LED SETA CHDM DLGHTA DT
2	Masimanyane Bakery Project Trust (CDK)	Ensuring that this project is self sustainable	Assistance provided to project	ongoing	ongoing	Lingelihle Youth	LED ECMAC							CHDM DPLG SOCIAL DEV

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
3	Wool & Mohair	Revitalization of project to achieve its goals	Nature of support provided		ongoing	Women MBG	LED CHDM							CHDM DEAT IYM
4	Sugar Beet Factory	Facilitate the realization of a Bio-fuels (Ethanol) Factory in IYM	Lobbying done with relevant stakeholders	ongoing	ongoing	Unemployed IYM	ARDA							IDC DE DRDAR LAND AFFAIRS
5	SMME Manufacturing opportunities	To support the establishment of SMME manufacturers	Number of SMME's in manufacturing established	none	4 by June 2013	SMME's	LED		0.250	0.200	0.050			IYM
6	Marketing & investment attraction campaign	Increase the number of investors in the region	Number of new investors coming into the area	Incentive scheme package	Incentive scheme to be implemented by 2014	Potential investors	LED FINANCE				0.500			IYM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
7	Business Forum	Strengthening the existing business forum	Support provided to forum	Minimal to none	Ongoing in 2012/13	Business	LED		0.200	0.200	0.100			
8	LED Forum	Establish and sustain the forum	Established and functional forum		October 2012	IYM	LED		0.050	0.025	0.025			
9	LED strategy	Identify Key project/s in strategy and source funding for implementation	Identified project/s and business plans		January 2013	IYM	LED CHDM Urban Econ							
10	Partnerships	Coordinate establishment of partnerships	Number of functional partnerships established	none	At least 1 by June 2013	IYM	LED							IYM DEAT SEDA DEDEA TREASURY

**Priority: C2/Poverty Alleviation & Job Creation**

**Strategic Objective:**

Pool all available and possible resources for addressing poverty

**Table 4.C2 Poverty alleviation & job creation**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Hawkers Infrastructure	Reduction of stalls on walk way / pavement	Formal infrastructure for hawkers in a designated area	informal	2014	Small entrepreneurs	LED TECH SERVICES			0.5466	7.653		-	IYM DEAT
2	Siyazondla	To provide support to ensure project becomes sustainable	Nature of support provided	ongoing	ongoing	As per ANNEXURE 1	DRDAR  LED							DRDAR Siyazondla Fund
3	Sivukile Youth	To provide support to ensure project becomes sustainable	Nature of support provided	ongoing	ongoing	Youth	DRDAR  Social Development							Social Dev

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
4.	<i>Masivuke</i>	<i>To provide support to ensure project becomes sustainable</i>	<i>Nature of support provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Disabled</i>	<i>Social Development</i>							<i>Social Dev</i>
5.	<i>Amafela ndawonye women's project</i>	<i>To provide support to ensure project becomes sustainable</i>	<i>Nature of support provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Women</i>	<i>Social Development</i>							<i>Social Dev</i>
6.	<i>Iliso lomzi Women's project</i>	<i>To provide support to ensure project becomes sustainable</i>	<i>Nature of support provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Women</i>	<i>Social Development</i>							<i>Social Dev</i>
7.	<i>Wings of Hope</i>	<i>To provide support to ensure project becomes sustainable</i>	<i>To provide support to ensure project becomes sustainable</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Women</i>	<i>Social Development</i>							<i>Social Development</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
8.	<i>Brick Making</i>	<i>To create a conducive environment for brick makers</i>	<i>Brick fields have the necessary resources such as land and water</i>	<i>Land available</i>	<i>Water available by June 2013</i>	<i>Unemployed Brick-makers</i>	<i>LED Tech Service</i>		<i>0.100</i>	<i>0.250</i>	<i>0.200</i>	<i>0.200</i>		<i>LED- FUND DEAT</i>
9.	<i>RPM Dev</i>		<i>Irrigation of Lucerne</i>			<i>Ward 6</i>	<i>DRDAR</i>		<i>0.200</i>					<i>DRDAR CASP fund</i>
10.	<i>Family Resource Centre</i>	<i>To promote functional families and to prevent vulnerability</i>	<i>Programs and services provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Identified families in Cradock</i>	<i>Social Development</i>		<i>0.175</i>					<i>Department of Social Development</i>
11.	<i>Victim Support Centre</i>	<i>To support, care and empower victims of violence and crime</i>	<i>Programs and services provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Women and Children in Middelburg</i>	<i>Social Development</i>							
12.	<i>Siyakhula</i>	<i>To enhance capacity to farm by previously disadvantaged communities</i>	<i>Nature of assistance provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Emerging farmers</i>	<i>DRDAR</i>							

<b>Priority: C3/Tourism</b>	<b>Strategic Objective:</b> Harness the tourism potential of the area for the benefit of all communities
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**Table 4.C3 Tourism**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Promoting and Marketing the area	To ensure that the area is marketed to tourist	Implementation of marketing strategy	ongoing	IYM	tourists	LED			1.500				IYM



Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding	
								Figures in :- R millions							
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016		
2	Conference Centre	To have a facility that will add value to employment by hosting local and regional events	Completed and operational centre	Under construction	September 2012	Lingelihle	COEGA DEDEA DEAT		7.000						DEDEA DEAT
3	Mpenyula adventures	Source funding for developing the project so as to diversify tourist sites	Proposal for funding submitted	none	March 2013	Unemployed	LED							-	DEAT IYM
4	Egg rock nature reserve	Diversification of tourist sites	Progress on application for funding submitted	Application submitted	ongoing	CDK	LED								
5	Attraction of events	Lobbying for events of national and provincial character	Number of events taking place annually		IYM		LED								IYM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
6	<i>Cradock Spa</i>	<i>To find a suitable partner for the SPA</i>	<i>Partner secured</i>	<i>Expression of interest done</i>	<i>September 2012</i>	<i>CDK</i>	<i>LED</i>							<i>CHDM IYM</i>
7	<i>Middelburg Caravan Park</i>	<i>Source funding for developing the Caravan Park so as to attract tourists</i>	<i>Application for funding submitted to potential funders</i>	<i>None</i>	<i>March 2012</i>	<i>MBG</i>	<i>LED</i>							<i>DEAT IYM</i>
8	<i>Middelburg Tourism Village</i>	<i>To develop a tourism village in the MBG unit</i>	<i>Original proposal revisited and submitted for funding</i>	<i>Original proposal</i>	<i>March 2012</i>	<i>MBG</i>	<i>LED</i>							<i>DEDEA IYM DEAT</i>

**Priority: C4/Agriculture****Strategic Objective:**

Maximize the Agricultural potential of the Area for the previously disadvantaged

**Table 4.C4 Agriculture**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1.	<i>Independent Farmers</i>	<i>To provide support to project as it relates to acquiring land</i>	<i>Nature of support provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Emerging farmers</i>	<i>LED DRDAR</i>							<i>IYM DRDAR</i>
2	<i>Land Audit</i>	<i>To take stock of all municipal land available</i>	<i>Hectares of available land with identified feasible use</i>		<i>Sept 2012</i>	<i>Municipal commonage</i>	<i>LED</i>	-						<i>IYM DRDAR</i>
3.	<i>Emerging Farmers</i>	<i>To provide support and have controlled use of land</i>	<i>Nature of support provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>IYM</i>	<i>LED DRDAR</i>							<i>IYM DRDAR</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
4	Infrastructure Support to Emerging Farmers	Improved quality of livestock and reduction in stock theft	Nature of support provided	ongoing	ongoing	Emerging farmers	LED DRDAR							LED DRDAR
5	Michael Bunu Agricultural Project	Provide support to the initiatives of this project	Nature of support provided	ongoing	ongoing	Youth	LED DRDAR		0.175	0.075	launch			

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
6	<i>Vukani Ma Afrika Project.</i>	<i>Provide support to the initiatives of this project</i>	<i>Nature of support provided</i>		<i>ongoing</i>	<i>Adult, Youth &amp; Women.</i>			<i>0.150</i>	<i>0.025</i>	<i>0.025</i>			
7	<i>Siwa Sivuka Youth Development.</i>	<i>Provide support to the initiatives of this project</i>	<i>Nature of support provided.</i>		<i>ongoing</i>	<i>Youth</i>			<i>0.100</i>	<i>0.050</i>	<i>0.50</i>			

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
8	Partnership with local FET	Establish a partnership with local Agricultural FET College to improve local technical and artisan skills	Interventions as a result of partnership	none		Youth	LED							LED
9	Develop a local brand	Promote and market local products	Promotion and marketing strategy	none	June 2013	IYM farmers	LED							IYM

## PROJECTS PROGRAMME D :- FINANCE

<b>Priority: D1.1/Revenue Enhancement and Debtors Management</b>	<b>Strategic Objective:</b> <ul style="list-style-type: none"> <li>• increase revenue of total current accounts levied to 85% by June 2013</li> <li>• to collect 5 % of arrears of non indigents by June2013</li> </ul>
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**Table 4.D1.1**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1.	<i>Credit control &amp; indigent policy</i>	<i>Develop , revise and implement finance policies to facilitate revenue enhancement</i>	<i>compile revised credit, debit and indigent policy</i>		<i>31 May 2012</i>	<i>IYM</i>	<i>FINANCE</i>	-	-	-	-	-	-	
2.	<i>free basic service policy</i>		<i>Revise free basic service policy</i>		<i>31 May 2012</i>	<i>IYM</i>	<i>FINANCE</i>		<i>0.0015</i>					
3.	<i>implementation of credit control &amp; indigent policy</i>		<i>implement revised credit, debit and indigent policy</i>		<i>31 May 2012</i>	<i>IYM</i>	<i>FINANCE</i>		<i>0.080</i>					

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
4.	meter reading	To put in place systems which will enhance revenue collection	improve meter reading function		ongoing	IYM	FINANCE		0.010					IYM
5.	prepaid meter systems		Number of new meters installed		ongoing	IYM	FINANCE							IYM
6.	indigent admin support		Functional indigent clerks in both units	Indigent	Sept 2012	IYM	FINANCE		0.010					IYM
7.	customer care		established customer care centre	none	Dec 2012	IYM	FINANCE		0.0275					IYM
8.	Valuations		To embark on new valuations so as to increase revenue base	New valuation roll	Expired roll	June 2013	IYM	FINANCE						
9	Revenue Enhancement	To develop a strategy to enhance revenue	Strategy adopted by council	Revenue task team	January 2013	IYM	FINANCE		0.600					IYM DPLG&TA



**PRIORITY :D2.1/MANAGEMENT AND CONTROL**

**Objective: Ensure that Management and Control Systems required by legislation are in place by October 2012**

**Table 4.D1.4**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1.	internal reporting	To improve accountability by ensuring reporting in accordance with prescripts and standards	Monthly and quarterly reports to committees and council		As prescribed	IYM	FINANCE							
2.	external reporting		Monthly, quarterly and annual reports to province and national Treasury and AG where required		As prescribed	IYM	FINANCE							IYM
3	Asset register	To ensure assets are properly maintained and safeguarded	Complete and Compliant asset register	incomplete	Throughout financial year	IYM	FINANCE							

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
4	Supply Chain	To ensure a capacitated supply chain unit which delivers on its mandate	Full time functionary with capacity building initiatives undertaken	Intern in the position	Full-time official by September 2012	IYM	FINANCE							
5	Clean Audit	To ensure an Unqualified audit for the 2012/13 financial year	Unqualified audit	qualified	Nov 2013	IYM	ALL MANAGERS							
9	Budget and treasury office (BTO)	Established and functional BTO	BTO with fulltime staff	interns	July 2012	IYM	FINANCE							

**PRIORITY :D3/ TECHNOLOGY****Strategic Objective:**

Enhance service delivery and administration by utilising IT to its maximum potential by 2013

**Table 4.D3**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1.	Strategy	To have an IT strategy to guide IT operations	Adopted strategy	none	Sept 2012	IYM staff	FINANCE							FINANCE
2.	IT policies	To ensure that the IT environment is governed	Adopted policies	drafts	July 2012	IYM staff	FINANCE							
3.	IT Capacity building	To ensure that staff is capacitated to utilize IT to its maximum potential	IT trainings organized and attended		ongoing	IYM staff	FINANCE TRAINING COMMITTEE							

**PROJECTS PROGRAMME E: - INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

<b>Priority: E1/Institutional Capacity</b>	<b>Strategic Objective:</b> Ensure that the Administrative capacity of the Municipality is continuously improved
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**Table 4.E1 Institutional capacity and transformation**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1.	Work place Skills Plan	To ensure that there is an informed plan to guide training of staff	Document available and submitted in time	Submitted annually	annually	IYM Employees and councilors	Corporate Service							IYM
2.	Human Resource Plan	To ensure that there is a plan which addresses the human resource needs of institution	Adopted HR Plan	Draft Plan	August 2012	Employees	Corporate service							IYM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
3.	<i>HR Policies Development</i>	<i>To have up to date HR policies which governs the work environment</i>	<i>Adopted policies</i>	<i>Under review</i>	<i>ongoing</i>	<i>Employees and institution in general</i>	<i>Corporate Service</i>							<i>IYM</i>
4.	<i>Employment Equity Plan</i>	<i>To have an employment equity plan with numerical goals in line with the Employment Equity Act</i>	<i>Adopted Plan and % Achievement of Goals</i>			<i>IYM</i>	<i>Corporate service</i>							<i>IYM</i>
5.	<i>Skills Development</i>	<i>To ensure that staff is has the capacity in terms of skills to perform optimally</i>	<i>% achievement in line with plan</i>	<i>Training not followed due to finance</i>	<i>ongoing</i>	<i>IYM Employees and councilors</i>	<i>Corporate Service Training Committee</i>							<i>IYM</i>
6.	<i>Employee Induction</i>	<i>To ensure that incoming staff is inducted into the institution</i>	<i>Number of new staff members inducted</i>	<i>Not taking place currently</i>	<i>All new employees as and when appointed</i>	<i>New employees</i>	<i>Corporate service</i>							<i>IYM</i>
7.	<i>Cascading of PMS</i>	<i>To develop a framework to cascade the PMS to all levels of staff</i>	<i>Adopted framework</i>	<i>none</i>	<i>March 2013</i>	<i>All staff</i>	<i>Corporate service</i>		<i>0.150</i>					<i>IYM</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
8	Change management	To have a program in place to deal with culture of doing things in line with Batho Pele principles	Progress on Implementation of program	none	ongoing	employees	Corporate service		0.165	0.100				
9	Employee Relations	To strive to create an environment conducive for sound employee relations	Number of LLF meetings held		As per annual schedule	Institution	Corporate service							
			Adherence to disciplinary procedures		Always	Institution	Managers Corporate service							
			Adherence to timelines for Grievance procedures		Always	Institution	Managers							

**PROJECTS PROGRAMME F: - GOOD GOVERNANCE AND PUBLIC PARTICIPTION**

<b>Priority: F1/Governance and public participation</b>	<b>Strategic Objective:</b> Ensure good governance and participation by community in the affairs of the municipality
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**Table 4.F1\_Governance and public participation**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Review Delegation Framework	To develop a delegation system to maximize administrative and operational efficiency	Reviewed and adopted Framework	Current framework from previous council adopted	October 2012	Institution	Municipal Manager							IYM
2	Audit Committee	To have an audit committee that is capacitated and meets the legal requirements	Number of audit committee members	2 currently	3 by July 2012	IYM	Municipal Manager							
			Capacity building sessions attended	ongoing	ongoing		Municipal Manager							

			<i>Number of scheduled meetings</i>	<i>As per schedule</i>	<i>4 per annum</i>	<i>IYM</i>	<i>Municipal Manager</i>							
3.	<i>Internal Audit</i>	<i>To establish an internal audit unit that is capacitated</i>	<i>Full-time staff for unit</i>	<i>1 currently</i>	<i>3 by June 2013</i>	<i>IYM</i>	<i>Municipal Manager</i>							
			<i>Capacity building sessions attended</i>	<i>ongoing</i>	<i>ongoing</i>	<i>IYM</i>	<i>Municipal Manager</i>							



Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
4.	Ward meetings	To ensure that communities participate in affairs of municipality in a structured manner	Number of ward meetings held	Not as per schedule	At least 4 per annum	Communities	Speaker  Corporate Service (logistics)							
5.	IDP forums	To ensure that communities determine the development agenda of the municipality	Number of forums held	6 held	At least 4 per annum		IDP Manager							
6.	Budget Consultations	To ensure that communities determine the development agenda of the municipality	Number of consultation meetings held	All wards	All wards visited during process	CFO								
7	IGR Structures	To forge intergovernmental Relations for cooperative governance at local level	Number of meetings held	Not functional	At least 4 per annum	All Sector Departments and Parastatals	Executive Mayor Municipal Manager (logistics)							
8	Mayoral Outreaches	To provide a platform for listening and giving feed back to the community	Number of outreaches held in a year	Being held	At least 4 per annum	Communities	Executive Mayor							

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
9	Petitions Management	To develop a system of responding to petitions	Documented and adopted system	none	August 2012	Communities And Stakeholders	Municipal Manager							
10	Declaration of Interest	To ensure that all councillors and managers annually declare their interest to guard against conflict of interest	Number of Councillors and Managers who have signed	August 2011	July 2012	Councillors and Managers	Municipal Manager							
11	Performance Agreements	To ensure that all managers sign performance agreements in line with their employment contracts	Agreements signed in required timeframe	July	July 2012	Managers	Municipal Manager							

**Priority: G1/Special Programs**

**Strategic Objective:**

Provide ongoing logistical, technical and material support to special programs projects and initiatives.

**Table 4.G1 Special programs**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
1	Youth Centre	To ensure that the youth centre plays its role in servicing the youth	Programs conducted in centre	none	ongoing	Youth	SPU		-	0.050	-	1.0m	0.500	NYDA CHDM
2	Youth Advisory Centre	To provide the necessary information to capacitate students and youth	projects implemented		As detailed in the plan	Youth	SPU							IYM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
3	Fair town Car Wash	To provide living opportunities to young people	Self sufficient car wash venture	none	June 2013	Youth CDK	SPU LED		0.150					UMSOBOMVU CHDM SOCIAL DEVELOPMENT
4	Youth in Agriculture	To provide training opportunities for young people in Agriculture	Number of apprentices and or individuals trained.	none	Youth		SPU LED			0.080	0.100	0.050	0.070	CHDM LABOUR LAND BANK

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2011/12	Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016	
5	Gymnasium	To provide recreational facilities and promote healthy lifestyles to the youth	Funding proposal for the facility	none	March 2013	Youth	SPU  Tech Serv Comm Serv			0.450	1.3m	0.050		CHDM SPORT & ARTS & CULTURE LOTTO
6	Masiphuhlisane Computer centre	To empower members of the community with IT skills	Submitted Funding proposal for the project	none	March 2013	Youth women disabled HIV/AIDS	SPU							LOTTO UMSOBOMVU
7	Thusong Services Centre	To Liaise with GCIS and Office of the Premier for the revival of the earmarked Centre	Progress report	Was earmarked for 2012/13 financial year	Ongoing lobbying	MBG community	SPU Communication Officer							

# CHAPTER FIVE



# INTERGRATION

## 5.1 Integration

In terms of the provisions of the Municipal Systems Act, the result of Phase 4 (Integration) is an operational strategy. The operational strategy includes various operational programmes and sector plans. Most of these outputs are summaries of project programmes already formulated as part of Phase 3 of the IDP Process. Additional planning and decision making steps are not required as part of the Integration Phase. However, cross-checking revision and aligning are the main components of Phase 4. Establishing the Integrated programmes and plans is not meant to add content to planning work done so far. It means rather, to compile summaries from various cross cutting perspectives. As these summaries are the basis of consistency and compliance cross checks, they may result in a revision of project proposals and corresponding amendments of the integrated plans or programmes.

This chapter of the IDP addresses sector programmes and sector plans

### 5.1.1 Sector Programmes

Sector programmes included in the Integrated Development Plan:

- 5 Year Action Plan
- Financial and Capital Investment Plan
- Spatial Development Framework
- Disaster Management Plan
- Integrated Monitoring Performance Management and Institutional Programme
- Integrated Poverty Reduction and Gender Equity Programme
- Integrated Environmental Programme
- Integrated LED Programme
- Integrated HIV/AIDS Programme

### 5.1.2 Sector Plan

The following sector plans are referred to in the Integrated Development Plan:

- Water Services Development Plan
- Integrated Waste Management Plan of the District
- Spatial Development Framework Plan
- Local Spatial Development Plan
- Local Economic Development Strategy
- Tourism Strategy
- Housing Chapter

5.1.3 The operational strategies (Sector Programme and Sector Plans) provide a short summary of related strategies guidelines and projects as identified through the planning process.

## 5.2. SECTOR PROGRAMMES

### 5.2.1

#### **5 YEAR ACTION PROGRAMME**

A detailed table is available separately in the municipality. In fact it has the same content in the projects table as project name, target group or location, time frame for implementation of project and the responsible person.

The Action Programme ensures a co-ordination between Integrated Development Planning and Municipal Performance Management by providing an overview of the major activities and projects in the Municipality which result from the IDP. The action programme further establishes a basis for monitoring of progress by indicating time frames for implementation of identified projects.

It is worth noting that a number of projects and activities will be implemented in more than one financial year. This has implementations for project performance and implementation revision on an ongoing basis and this will be done as part of the review process for the IDP. The projects are dependent on external funding and projected municipal income suggesting that implementation is subject to the availability of funds.

### 5.2.2

#### **SPATIAL DEVELOPMENT FRAMEWORK**

##### 5.2.2.1 PURPOSE OF THE SPATIAL DEVELOPMENT FRAMEWORK

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

##### 5.2.2.2 LEGAL AND POLICY REQUIREMENTS

In developing the local Spatial Development Plan, the National, Provincial and Local Spatial Policies and legislation were taken cognisance of. The Local Spatial Development Plan is within the parameters of the following guidelines:

- National and Provincial Spatial Policy Framework
- Local Government: Municipal Structures Act



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

Main informants to the process of spatial planning are the Development Facilitation Act and the Eastern Cape Spatial Development Plan

### **5.2.2.3 SPATIAL DEVELOPMENT PRINCIPLES**

The following principles will guide all policies relating to Spatial Development and the Spatial Development Plan must adhere to these principles.

#### **5.2.2.3.1 Sustainability**

- Protecting the environmental resources such as vegetation and environmentally sensitive areas, during future development.
- Ensuring that sufficient natural resources such as water and land are available for future expansion.
- Ensuring economical, affordable services.
- Creating and investor friendly environment.

#### **5.2.2.3.2 Efficiency**

- Layout of informal settlements to be formalized, to ensure effective service provision.
- Optimum utilisation of services (roads, ect.) and social facilities.
- An overall uniformed land use management systems to be developed and implemented for the whole municipal area.
- An overall uniformed land use management system to be developed and implemented for the whole municipal area.

#### **5.2.2.3.3 Integration**

- Integration between urban and rural settlements where the urban area offers markets to the products of the rural area.
- Promoting the availability of residential and employment opportunities in close proximity to each other. Thus mixed land uses co-ordinated through the land-use management system.
- Promoting a diverse combination of land uses within the city, but still improving the quality of life of the residents.

#### **5.2.2.3.4      Densification**

- Development of a more compact city to combat urban sprawl.
- Maximum utilisation of residential land through higher densities.
- Utilisation of vacant land in existing residential, commercial, industrial and special development areas.

#### **5.2.2.3.5      Land reform**

- Accommodation of evicted farm labourers.
- Establishment of an “information desk” where information regarding policies of Department of Land Affairs, can be obtained.
- Residents on commonage land assisted, to ensure sustainable development.

### **5.2.2.4           SPATIAL DEVELOPMENT PLAN OBJECTIVES**

The following will be the objectives guiding Inxuba Yethemba Spatial Development Plan:

- To identify main nodes of activity and those with potential.
- To identify key spatial development issues.
- To suggest broad development scenarios.
- To achieve alignment with National Planning Strategies.
- To set out development priorities from a spatial point of view.
- To formulate management principles and criteria for special development decisions.
- To prioritise key actions and assignments for implementations.

**The Spatial Development Framework and Local Spatial Development Plan are available as separate documents.**

## 5.2.3

## DISASTER MANAGEMENT

The current plan is currently being reviewed to ensure that it takes into account changing circumstances with the following as basis for developing the plan.

### Introduction

#### a) Background

The Municipal Systems Act states that the Integrated Development Plans of local authorities should contain Disaster Management Plans. These plans will be requirements in terms of the Disaster Management Act.

The Disaster Management Act contains the framework for the Disaster Management Plans and defines Disaster Management as Follows:-

“Disaster Management means a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at:-

- Preventing or reducing the risks of disasters;
- Mitigating the severity of disasters;
- Emerging Preparedness;
- A rapid and effective response to disasters;
- Post-disaster recovery.”

From the above it is clear that disaster management seeks to address both pre-disaster risk reduction as well as post-disaster recovery.

The Act defines a disaster as follows:-

Disaster means a progressive or sudden widespread or localized, natural or human-caused occurrence which:-

- Causes or threatens to cause:-
  - Death, injury or disease;
  - Damage to property, infrastructure of the environment; or
  - Disruption of the life of a community;
- If of a magnitude that exceeds the ability of those affected by the disaster to cope with it's effects using their own resources

## b) Components of the Municipal Disaster Management Plan

Section 53 of the Disaster Management Act provides that each municipality must:-

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players;
- Regularly review and update its plan.

A Disaster Management Plan for a municipal area must:

- Form an integral part of the municipality's Integrated Development Plan;
- Anticipate the type of disaster that are likely to occur in the municipal area and their possible effects;
- Place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;
- Provide for appropriate prevention and mitigation strategies;
- Facilitate maximum emergency preparedness;
- Contain contingency plans and emergency procedures in the event of a disaster, providing for:
  - The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
- Prompt disaster response and relief
- The procurement of essential goods and services;
- The establishment of strategic communication links;
- The dissemination of information;
- The other matters that may be prescribed.
- A district municipality and the local municipalities must, within its area, prepare their disaster management plans after consulting each other.

## c) Implementation of Plan

The implementation of the disaster management plan is the responsibility of the Municipal Manager. The plan in turn will indicate the responsibilities in the event of a disaster.

### 5.2.3.2 Purpose of the Plan

Taking into account the very intricate, multi-sectoral and multi-disciplinary nature of the disaster management process, as well as

international benchmarks it will be very difficult to complete and finalise the plan within the time frame allocation to the Integrated Development Plan process. This coupled to the fact that the Disaster Management Act is only due for enactment after the date set for approval of the Integrated Development Plans has led to the idea of only establishing a framework for this purpose.

The purpose of the Disaster Management Framework for the Municipality is to:-

- Set out the structure or Institutional arrangements within the disaster management context;
- Define roles and responsibilities of key personnel;
- Show communication lines;
- Set out the strategy for administrative and financial arrangements;
- Define priority aims and objectives which the municipality intends to achieve over a specific period;
- Establish a framework that is integrated and consistent with the Chris Hani Disaster Management Framework;
- Outline the framework and procedures for the various facets of the Disaster Management Continuum;
- Facilitate the co-ordination of programmes and actions of the various departments and agencies involved in the above-mentioned continuum.

## 5.2.4

### **INTEGRATED POVERTY REDUCTION AND GENDER EQUITY PROGRAMME**

#### 5.2.4.1

ND GENDER EQU

Purpose of Localised Strategic Guidelines for Poverty Alleviation and Gender Equity is to ensure that poverty alleviation and gender equity policies are applied when strategies are designed and projects are planned. This is also to ensure that measures are set to reduce poverty and contribute to gender equity.

#### 5.2.4.2 **LEGAL FRAMEWORK**

Legislation and policies relevant to poverty alleviation and gender equity are:

- Constitution of the Republic of South Africa Section 26, 27 regarding basic needs and section 9 regarding gender equality.
- Reconstruction and Development Programme (RDP).
- White paper on Local Government.

- South African Local Government Association (SALGA) Handbook. "Gender and Development".

#### **5.2.4.3 GUIDING PRINCIPLES**

In order to ensure that the poverty and gender issues are dealt with in the strategies and projects phases of the IDP process the following principles and guidelines were considered:

- Poverty Alleviation
  - Provision of basic needs such as potable water, electricity, sanitation, roads and variety of social facilities.
  - Create opportunities for all to sustain themselves through productive activities.
  - Establish a social security system to protect the poor and disadvantaged groups.
  - Empower the poor and encouraging participation of marginalised groups
- Gender Equity
  - Address existing gender inequalities as they affect access to jobs, land, housing etc.
  - Focus efforts and resources on improving the quality of life especially of those members and groups that are most often marginalised or excluded such as women
  - Build capacity of women
  - Understand the diverse needs of women and addressing these needs of women and addressing these needs in planning and delivery processes.

## 5.2.5

### **INTEGRATED ENVIRONMENTAL PROGRAMME**

#### 5.2.5.1

MME

Integrated Environmental Programme is to strike a balance between protecting the natural environment and development initiatives. This contributes to a healthy environment by ensuring that critical environmental issues are adequately addressed.

#### 5.2.5.2 **LEGAL FRAMEWORK/GUIDELINES**

The following legislation and policies apply to environmental conservation:

- National Environment Management Act (NEMA)
- Local Agenda 21
- National Environmental Management Plans
- Regulations promulgated in terms of NEMA

#### 5.2.5.3 **GUIDING PRINCIPLES**

Strategies and projects have to comply with the principal of an ecologically sustainable development process. This will relate to the following aspects of the environment.

- Avoiding pollution and degradation of the environment because of overgrazing.
- Avoiding waste by ensuring recycling of bread disposal in a responsible manner.
- Considering the consequences of the exploitation of non-renewable natural resources.
- Responsibly utilisation of renewable resources and Eco-systems.
- Minimising loss of bio-diversity
- responsible utilisation of cultural heritage sites

## 5.2.6

## INTEGRATED LOCAL ECONOMIC DEVELOPMENT PROGRAMME

### 5.2.6.1 PURPOSE OF THE INTEGRATED LOCAL ECONOMIC DEVELOPMENT PROGRAMME.

This is to stimulate the local economy by promoting viable local economic activities and creation of sustainable jobs.

### 5.2.6.2 LEGAL FRAMEWORK AND POLICIES

The following legal documents and policies are applicable:

- White paper on Local Government
- Municipal Systems Act
- The Constitution of South Africa
- Reconstruction and Development Programme (RDP)
- GEAR
- New Growth Path

### 5.2.6.3 STRATEGIC GUIDELINES

The following will have to be considered in order to create an enabling environment for economic growth:

- Plugging Leaks in Local Economy.  
This means devising means to ensure that local rand stays in Inxuba Yethemba
- Infrastructure Development
  - Infrastructure Development for SMME development
  - Building and construction contracts to be labour intensive, thus creating jobs for economic growth
  - Attracting Business to Inxuba Yethemba by devising an Incentive scheme for business
  - Retention of Existing Business by ensuring flexibility of regulating by-laws to favour local business
  - SMME Development
  - Tourist attraction by developing our tourist potential to its maximum



## 5.2.7

## INTEGRATED HIV/AIDS PROGRAMME

Although the impact of the HIV/AIDS pandemic locally has not been quantified yet it must be accepted that the substantial effects on the social and economic fabric of our community will become increasingly evident

### 5.2.7.1 PURPOSE OF HIV/AIDS PROGRAMME

The purpose IYM HIV/AIDS programme has the following aspects:

- Development of an HIV/AIDS strategy
- Promoting awareness of HIV/AIDS
- Preventing the spread of HIV/AIDS
- Care and Treatment of HIV/AIDS infected people

### 5.2.7.2 HIV/AIDS POLICY

#### Policy Guidelines

These policy guidelines aim to:

- Ensure that all possible efforts are undertaken to prevent and manage the spread and consequences of the epidemic.
- Ensure that the IDP is sensitive to HIV/AIDS issues.
- HIV/AIDS is prioritised in the budgeting process
- Ensure a supportive role by Councilors and Officials

#### Council's Commitment

Council is committed to:

- Search for solutions relevant to local needs and realities in order to respond more effectively to HIV/AIDS and its consequences in the community as a policy priority
- Involve communities in the compilation of action plans, local strategies and the implementation thereof
- Ensure transparency in program management

#### Service Rendering

The Inxuba Yethemba Municipality commit themselves to the following HIV/AIDS relevant service rendering:

- Package of health service rendering as amended by National Government from time to time
- Public awareness campaigns
- Condom supplies
- HIV/AIDS counseling
- Youth programmes
- Assess workplace policy (code of practice)
- Community outreach
- Sectoral partnership

Local Service Area is responsible for funding the following:

- Voluntary HIV testing
- Supply of treatment of opportunistic infections
- Feeding schemes
- Home-based care
- Pre and post counseling
- Additional satellite points
- Contract PWA (person living with AIDS) workers
- Prophylactic medication
- Prevention of mother to child transmission
- Peer educators for sex workers

### **5.2.7.3 POLICY/CODE OF PRACTICE: HIV/AIDS AND OTHER COMPARABLE HEALTH/MEDICAL CONDITIONS**

#### **Background**

- This guideline aims to deal with the promotion of equality and non-discrimination between individuals with HIV infection and those without as well as between HIV/AIDS and other comparable health/Medical conditions.
- To develop strategies to deal with the direct and indirect implications of the above-mentioned, e.g. absenteeism, loss of productivity, decline in workplace disruption and the effects of the resulting additional workload on the remaining staff.

#### **Policy/Code of Practice**

- The Constitution of South Africa, Act 108 of 1996 ensures the right to privacy which includes an individual's HIV/AIDS status.
- To my mind, a policy on HIV/AIDS therefore can be interpreted or experienced as discriminatory against the individual's right to confidentiality. We therefore recommend that a code of good practice on all life threatening illnesses in general is considered for adoption as municipal policy.

### **Scope**

The code will not eventually deal with all relevant detail as it should be read in conjunction with other codes, legislation, national/provincial/local guideline, etc. for example:

- Constitution of South Africa, Act 108 of 1996;
- Labour Relation Act 66 of 1995;
- Employment Equity Act 55 of 1998;
- Occupational Health and Safety Act 85 of 1993;
- Basic Conditions of Employment Act 75 of 1997;
- Compensation of Occupational Injuries and Diseases Act 130 of 1993;
- Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000;
- Department of Health Guidelines on Occupational Exposure to HIV and Post Exposure Prophylaxis;
- Counseling guidelines and professional ethics.

### **Steps in Developing of a Code of Good Practice**

- The election of a committee represented by Councilors, Management and Labour;
- A situation analysis compiled by the above-mentioned committee;
- The draft policy to be circulated for comments, amendments and finalisation;
- Approval of the draft policy by Council;
- Development of an implementation strategy;
- Communication of the policy to everybody in the organisation;
- Monitor the effectiveness of the programme.

## 5.2.8

## FINANCIAL AND CAPITAL INVESTMENT PLAN

## 5.2.8.1

### PURPOSE OF FINANCIAL AND CAPITAL INVESTMENT PLAN.

- To create a medium term strategic framework for allocating municipal resources through the municipal budgeting process.
- Ensuring financial viability and sustainability of the municipality's investment operations.
- Ensuring a close link between budgeting and planning.
- To inform municipal budgeting
- Facilitating alignment with regards to capital requirements and sources of funding
- Asses financial management arrangements and financial strategy
- Outlining revenue and expenditure forecast

## 5.2.8.2

### FINANCIAL STRATEGY

- Financial Guidelines

The National Treasury annually determines aggregate guidelines concerning the capital operating special and trust expenditures of Municipalities. The guidelines form the basis of sound municipal financial planning and financial strategy.

- Focus must be towards capital infrastructure development projects where the greatest need exist.
- Attention must be paid to maintenance of infrastructure
- Monitoring of spending within a financial year is essential and additional expenditure to be incurred only if sufficient savings can be achieved elsewhere

- Revenue generation strategy

The following has been identified as elements within the revenue raising strategy

- Compilation and implementation of revised credit, debt and indigent policy.
- Compilation and implementation of free basic services policy.
- Improving the meter reading function
- Expansion of installation of prepaid systems

- Indigent administration and support service
- Establishment of a customer care centre
- Management and control
  - Development policies and procedures to enhance internal control
  - GRAP compliance
  - Develop a multi year budget
- Re- invigorating the previous Financial Recovery Plan
- Continuous monitoring of cash flow
- Ensure functionality of the investment committee

### **5.2.8.3 REVENUE AND EXPENDITURE FORECAST**

Efficient utilisation and management of scarce financial resources is vital for successful implementation of the Municipality's IDP.

- Income

The possible sources of income are as follows

- Service charges  
water, electricity, refuse collection sewer and other services.
- Rentals  
Building, land and facilities owned by municipality
- Fines and licenses
- Rates
- Grants

Table 5.1 Estimated Incomes (Budget)

ITEM	BUDGET/R			
	2011/12	2012/13	2013/14	2014/15
Assessment Rates	12 500 000	13 750 000	14 575 000	15 449 500
Service Charges	89 571 730	97 853 664	106 475 940	115 890 659
Rent of facilities and Equipment	1 725 000	1 619 400	1 716 564	1 819 558
Interest earned on external investments	50 000	55 000	58 300	61 798
Fines	178 000	107 500	113 950	120 787
Licenses and Permits	3 256 000	2 960 240	3 137 854	3 326 126
Grants and subsidies	55 293 000	61 031 350	64 163 231	68 013 025
Other	5 706 345	4 758 538	5 044 051	5 346 693
<b>TOTAL</b>	<b>168 280 075</b>	<b>182 135 692</b>	<b>195 284 890</b>	<b>210 028 146</b>

Table 5.2 Estimated Grants and Intergovernmental Transfer

Item	R millions			
	2011/12	2012/13	2013/14	2014/15
Municipal Systems Improvement Grant	790 000	800 000	870 000	950 000
Local Government Financial Management Grant	1 500 000	1 500 000	1 500 000	1 750 000
Municipal Infrastructure Grant	10 904 000	13 328 000	13 953 000	14 760 000
Municipal Infrastructure Grant (District Portion)	7 009 000	8 502 000	8 969 000	9 779 000
Integrated National Electrification Programme (INEP) (ESKOM)		408 000		165 000
Integrated National Electrification Programme (INEP) Municipal Grant	15 000 000	4 000 000	10 000 000	16 000 000
EPWP		1 000 000		
<b>TOTAL</b>	<b>28 194 000</b>	<b>29 538 000</b>	<b>35 292 000</b>	<b>43 403 000</b>

### Expenditure

- The following table gives estimated expenditure as reflected in the budget for the financial years  
Operational Expenditure is largely on the following

- Salaries
- Depreciation
- Bad debts
- Repair and Maintenance
- Interest
- Bulk Purchases
- General Expenses

Table 5.3 Estimated Expenditure (Operational Budget)

Item	R millions			
	2011/12	2012/13	2013/14	2014/15
Salaries	67 522 043	63 361 575	67 163 270	71 193 066
Depreciation	3 003 701	3 004 154	3 184 403	3 375 467
Bad debts	5 751 932	4 000 000	4 240 000	4 494 000
Repair and Maintenance	10 895 152	12 174 418	12 904 883	13 679 176
Interest	500 000	500 000	530 000	561 800
Bulk Purchases	41 000 000	51 450 000	54 537 000	57 809 220
General Expenses	36 336 616	49 376 358	47 568 938	50 461 275
<b>TOTAL</b>	<b>159 257 512</b>	<b>179 866 505</b>	<b>47 568 939</b>	<b>197 080 005</b>

Table 5.4 Estimated Capital Requirements for the MTREF

Program	R /millions			
	2012/13	2013/14	2014/15	TOTAL
Basic Infrastructure	33.32	15.873	20.0	<b>69.193</b>
Social Infrastructure	1.75	2.53	0.85	<b>5.13</b>
Local Economic Development	14.122	9.378	6.715	<b>30.215</b>
Finance	3.877	0.800	0.350	<b>5.027</b>
Institutional	0.450	0.275	0.234	<b>0.959</b>
SPU	0.200	0.450	0.856	<b>1.506</b>
<b>TOTAL</b>	<b>53.719</b>	<b>29.306</b>	<b>28.655</b>	<b>112.21</b>

**5.2.9****INTEGRATED MONITORING  
PERFORMANCE MANAGEMENT AND  
INSTITUTIONAL PROGRAMME****5.2.9.1 INSTITUTIONAL PROGRAMME**

- Purpose of Institutional Programme

To ensure a consistent and integrated act of measure for institutional transformation and integrated implementation occurs within the municipality.

- Institutional analysis overview

**Organogram**

A copy of the full approved organogram which is annually reviewed is available in electronic format.

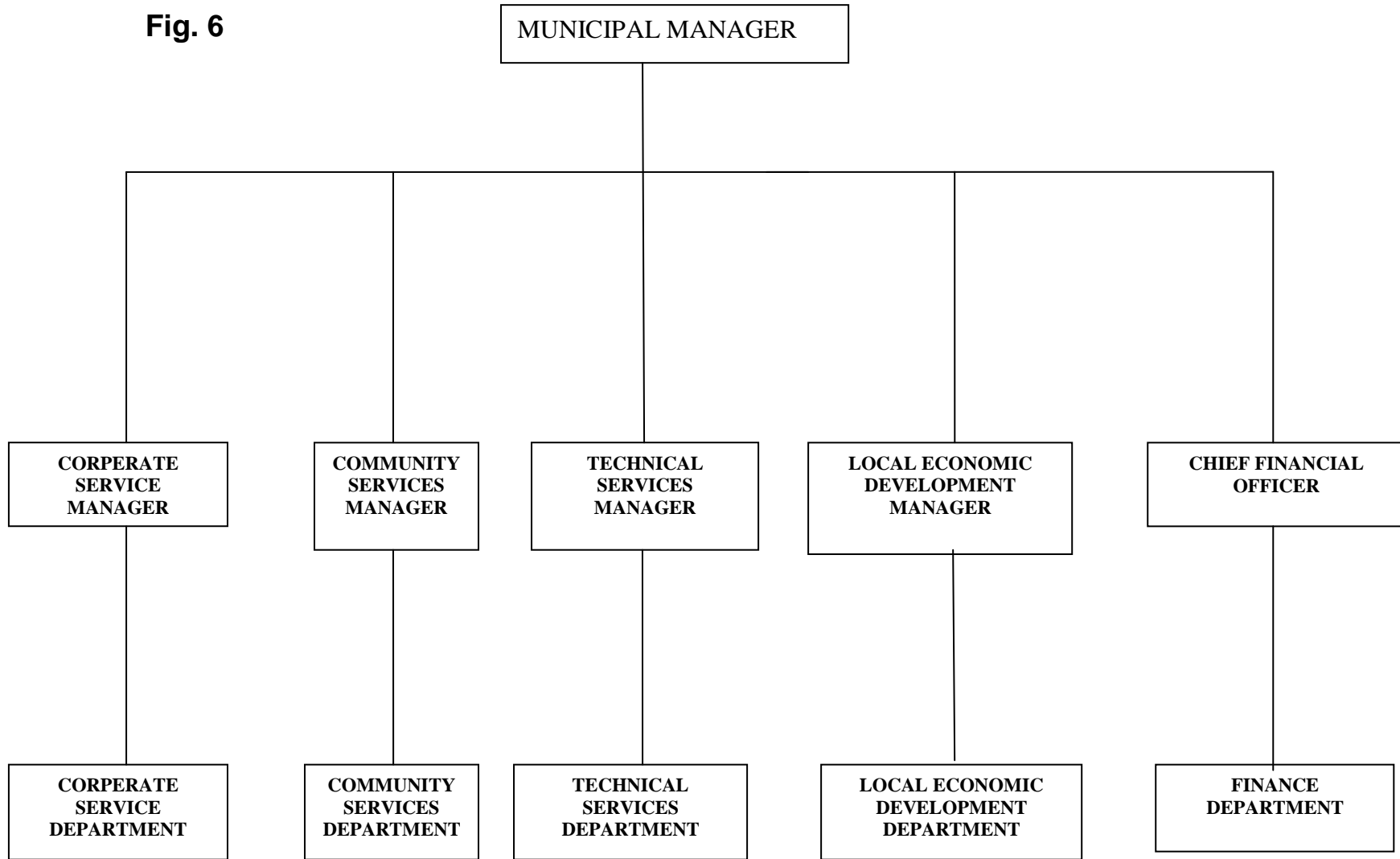
The structural overview of the Organogram for the administration is as follows:

The full organogram is provided separately.



**INXUBA YETHEMBA MUNICIPALITY ORGANOGRAM**

**Fig. 6**



### 5.2.9.2 MONITORING AND PERFORMANCE MANAGEMENT SYSTEM

The municipality has adopted and implements a municipal performance management system which is available as a separate document

- Nature and Purpose of Performance Management

It is a strategic approach to management, which equips leaders, manager's, workers and stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performances of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

The core purpose of performance management is that it should enable improved learning about how best to serve the community.

- Legislative and Policy Framework

The design, implementation and management of a performance management system in the context of local authorities is vested in the following set of policies and legislation.

- Constitution of South Africa 1996 (section 152)
- Principles of Batho Pele White Paper 1998
- PMS vision of the Local Government White Paper 1998
- New accounting standards in the Public Finance Management Act, 1999
- PMS Policy Framework outlined in the Municipal Systems Act, 2000
- Local Government: Municipal Planning and Performance Management Regulations, 2001

- General Key Performance Indicators

The General/National Key Performance Indicators as outlined in the Local Government Regulations are outlined in the following table:

Table 5.6 NATIONAL KEY PERFORMANCE INDICATORS

Performance Area	Performance Objective	Performance Indicator
<b>Basic Household Services</b>	To ensure that each household has access to the set of basic household services	% Households with access to the basic level of water, sanitation, electricity and solid waste removal
<b>Free Basic Services</b>	To ensure that poor households have access to free basic services	% Households earning less than R1100 per month with access to free basic services
<b>Local Economic Development</b>	To encourage economic development and job creation	Number of jobs created through the municipality's LED initiatives including capital projects
<b>Public Participation</b>	To ensure that municipalities involve citizens and communities in local governance	% Population of voting age who believe that they are given the necessary information and opportunities to influence the running of local government in their area
<b>Institutional Transformation – Employment Equity</b>	To ensure that municipality has an employment equity plan and that targets are met	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan
<b>Institutional Transformation – Capacity Building</b>	To ensure that municipalities are improving their capacity to deliver	% of the municipality's budget actually spent on implementing its workplace skills plan
<b>Institutional Transformation – Capacity to plan and implement Integrated Development Projects</b>	To ensure that municipalities allocate resources and implement Integrated Development Projects	% of a municipality's capital budget actually spent on capital projects identifies for a particular financial year in terms of the municipality's IDP.

Performance Area	Performance Objective	Performance Indicator
<b>Institutional Transformation – Debt Management</b>	To ensure that debt is managed sustainability	Debt Coverage = (Total Operating Revenue received - Operating Grants)/Debt Service Payments (i.e. interest and redemption) due within the financial year)
<b>Institutional Transformation – Revenue Management</b>	To ensure that outstanding debt is minimized	Outstanding Service Debtors to Revenue = (Total Outstanding service Debtors/Annual Revenue Actually Received for Services
<b>Institutional Transformation – Cash Flow</b>	To ensure a sustainable cash flow	(All available cash at a particular time + investments)/ monthly fixed operating expenditure

**THE COMPREHENSIVE KEY PERFORMANCE INDICATORS FOR THE INSTITUTION FOR 2012/13 FINANCIAL YEAR ARE CONTAINED IN THE MUNICIPAL SCORECARD AS PART OF THE PERFORMANCE MANAGEMENT SYSTEM.**

