



Integrated Development Plan

2012/2017

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GLOSSARY OF TERMS

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

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

EXECUTIVE SUMMARY

This document represent the IDP 2012/2017 for the Tsolwana Municipality. It has been produced in partial fulfilment of the requirements of the LG Municipal Systems Act.

The document covers a range of issues and programmes under the following titles:

- a) The executive summary
- b) Gap analysis
- c) Process planning
- d) Situation analysis
 - a. Demographic profile
 - b. Municipal Institutional Development and Transformation
 - c. Local Economic Development
 - d. Financial Viability
 - e. Good Governance
 - f. Service Delivery
 - g. Spatial Development Framework
 - h. Development priorities
- e) Planning the future
 - a. Vision, Mission, Values
 - b. Strategies and objectives
 - c. Municipal turn-around strategy
 - d. Project priorities
- f) Municipal budget
- g) Integration and alignment
 - a. Sector plans
 - b. Institutional arrangements
 - c. Performance Management Framework
 - d. Service Delivery Budget and Implementation Plan (SDBIP) Framework
- h) Approval

PLANNING PROCESS

1 INTRODUCTION

Following the election of the new council in May 2011, the municipality embarked on formulating its 5 year integrated development plan (IDP). This document represents draft integrated development plan for 2012 - 2017. It is in partial response to:

- The requirements of compliance with the Local Government Municipal Systems Act (MSA) 32 of 2000 which prescribes for the review of municipal integrated development plan (IDP), in which it prescribes for the municipality to:
 - a) Identify the gaps that warrant review in its IDP and revise accordingly
 - b) Review its performance and incorporate the outcomes of the review in its IDP review
- Comments raised by MEC on the previous IDP
- Queries raised by the auditor general in the municipality's annual statements which bear relevance for IDP and PMS linkages

2 LOCALITY CONTEXT

Tsolwana is a category B municipality situated within the Chris Hani District of the Eastern Cape Province. It is made up of the combination of:

- Former Tarkastad TLC and TRC
- Former Hofmeyr TLC and TRC
- Former Ntabethemba TRC

Tsolwana Municipality has two main urban centres, namely Tarkastad and Hofmeyr and about 11 rural villages scattered within the former Ntabethemba area, including Thornhill, Mitford, Rocklands, Tendergate, etc.

The figure below shows the locality of Tsolwana LM within the Chris Hani District municipal context. Tsolwana covers an area of approximately 6000km² in extent

with a density of about 6 People/Km². The extent of the local area of jurisdiction translates to about 16,4% of the district as a whole.



Figure 1: Tsolwana locality Plan

3 THE REVIEW FOCUS AREAS

A gap analysis conducted on the current IDP document pointed to the following key areas for specific attention and improvement during the formulation of this IDP.

3.1 Response to comments raised during MEC assessment

After the adoption of our previous IDP, a copy was submitted to EC DLGH for MEC assessment. A set of findings were given based on the outcome of the assessment highlighting key areas that needed attention in order to improve credibility of our IDP.

In response to the issues raised by MEC and in an attempt to ensure that our IDP Review 2010/11 meets the CREDIBLE IDP status as envisaged in the dplg GUIDE for IDP assessment, this document has considered the following amendments:

- Expression on the housing sector plan
- Alignment of the LED chapter with our existing strategy

- Improvement of the financial viability section of the situation analysis in line with comments by the assessment team of last year

3.2 Response to issues raised by AG relating to IDP & PMS linkages

Auditor General has raised concern over shortfalls in certain aspects of our planning process. In particular, key concerns were raised relating to the alignment of PMS and IDP. This IDP has been designed to ensure clear alignment between its IDP KPAs, development objectives and Targets. The document provides both the framework adopted for managing our performance management and the actual commitments in terms of the scorecards describing a set of indicators and targets for our performance management.

4 THE REVIEW PROCESS PLAN

The following section outlines the process plan for the formulation of Tsolwana IDP 2012/2017. It outlines the mechanisms and procedures that will be followed in the formulation of this IDP review. In terms of the process plan the following institutional arrangements were adopted.

4.1 Organisational arrangements

4.1.1 Tsolwana Municipal Council

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

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

4.1.2 IDP Manager

The IDP Manager role resides with the Municipal Manager. In terms of the process the IDP manager is tasked to:

- Ensure that the Process Plan is drafted and adopted by the Municipal Council;
- Manage the local municipal IDP by ensuring that all daily planning activities are performed within an efficient and effective consideration of available time; financial and human resources;
- Encourage an inclusive participatory planning process and compliance with action programme
- Facilitate the horizontal and vertical alignment of the various internal and external departmental programmes
- Ensure that the planning process outcomes are properly documented
- Manage service providers engaged in the municipal IDP process

- Chair the IDP Steering Committee
- Nominate persons in charge of different roles.
- Responds to comments on the draft reviewed IDP from the public.
- Adjusts the IDP in accordance with the comments of the MEC for local Government.
- The Municipal IDP Manager will coordinate with various government departments and other HODs to ensure that all the projects, strategies and objectives of the local municipality are shared and distributed amongst government departments so that they might incorporate them in their planning process and vice versa

4.1.3 IDP Steering Committee

The IDP steering committee comprising largely of internal senior management will be tasked to:

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

Meetings shall be held as per the action programme or when considered necessary by the chairperson.

4.1.4 IDP Representative Forum

The IDP representative forum will be chaired by the Mayor and will be composed of representatives from the following institutions or interest groups:

- Secretariat of IDP steering committee
- Ward Committees
- Youth groups
- Rate payers
- Agricultural Union
- NGO's and CBOs

- Government Departments
- IDP Steering Committee
- Community development workers

In addition to the above list the representative forum the following sector departments will be invited to participate in all workshops.

Dept Agriculture

Dept Public Works

Dept Education

Dept Health

Social Development

S.A.P.S

Dept Land Affairs

Dept of Water Affairs & Forestry

Correctional Services

Dept Home Affairs

Economic Affairs

Sport Arts & Culture

Dept of Labour

The task of the representative forum shall be to:

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

4.1.5 Roles and responsibilities of stakeholders

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.

ACTORS	ROLES AND RESPONSIBILITIES
1. Council	<ul style="list-style-type: none"> ▪ Consider and adopt reviewed IDP ▪ Encourage public participation ▪ Keep public informed about the contents of the IDP
2. IDP Manager	<ul style="list-style-type: none"> ▪ Ensure that the Process Plan and reviewed IDP are adopted by the 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 district IDP ▪ Ensure that the planning process outcomes are properly documented ▪ Manage service providers to the district or local municipal IDP ▪ Coordinate with various government departments and to ensure that all the projects, strategies and objectives of the local municipality are shared and distributed amongst government departments so that they might incorporate them in their planning process and vice versa
3. Heads of Departments & Senior Management	<ul style="list-style-type: none"> ▪ 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 ▪ Interact with the relevant cluster regarding the prioritization of their individual departments projects and programmes for the following years ▪ Provide clear terms of reference to service providers
4. District Municipality	<ul style="list-style-type: none"> ▪ Provide support and guidance on IDP Review process ▪ Assist municipalities to achieve the target dates ▪ Interact with service providers to ensure that a quality product is provided ▪ Assist with workshops ▪ Project Management and Implementation Support Services ▪ Ensure that clusters achieve integrated planning ▪ Ensure that an uniform reporting mechanism is devised
5. Sector Departments	<ul style="list-style-type: none"> • Ensure the participation of Senior personnel in the IDP review process

ACTORS	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> • Horizontal alignment of programmes and strategic plans within the clusters • Provide technical support and information to the planning process • Contribute relevant information to support the review process within the clusters • Incorporate district and local municipal projects into departments planning within the clusters
6. National & provincial governments	<ul style="list-style-type: none"> • Monitor and evaluate the preparation and implementation process • Provide training and capacity building support to the local municipality – dplg guide for credible IDPs • Coordinate support programmes so that overlapping does not occur • Provide technical guidance and monitor compliance with provincial policy and legal framework • Provide financial support to the IDP planning and implementation process

4.1.6 Community Participation strategy

PHASE	PARTICIPATION MECHANISM & PLANNING EVENTS
Analysis	<ul style="list-style-type: none"> ▪ Use of workshops to verify data on community priorities ▪ Use of ward Committees to verify data
Projects	<ul style="list-style-type: none"> ▪ Use of workshops to verify data on community priorities ▪ Use of ward Committees to verify data
Approval	<ul style="list-style-type: none"> ▪ Use of workshops to verify data on community priorities ▪ Use of ward Committees to verify data

4.1.7 Mechanisms and procedures for public participation

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

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

- Making the IDP available for public comment
- Making the IDP document accessible to all members of the public

a) Appropriate Language Usage

Formal documentation and communication will be done in English but in meetings, participants would be encouraged to use their own language where this would enhance communication and participation. In some instances, interpreters may be used to facilitate smooth communication. Facilitators of meetings would be encouraged to make use of simple language in explaining concepts so that people can understand the process and become empowered to participate in the IDP process.

b) Appropriate Venues, transport and refreshments

Meetings will be held in Tarkastad and transport will be provided for those councilors coming from outlying villages in line with council policy for rebates and stipends. The municipality will be responsible for organizing workshop logistics and venue equipment.

Work Break Down	July				August				September				October				November				January				February				March										
	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	2	9	16	23	30	6	13	20	27	5	12	19	26				
Ward Plan review 2011/2-2016/7 review meetings (ward1 -5)																																							
Write-up of ward plans																																							
Scheduled meetings with sector departments																																							
Rep Forum Workshop - 02 "The Situation Analysis & Strategies"																																							
STRATEGY PHASE																																							
Review of objectives+ Strategies write-up																																							
Confirmation of information by sector departments																																							

Work Break Down	July				August					September				October					November				January					February				March							
	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	2	9	16	23	30	6	13	20	27	5	12	19	26				
2017 written-up & tabled to council																																							

4.1.9 Mechanisms and Procedures for Alignment

The IDP Manager will be responsible for ensuring smooth coordination of the municipal IDP development and its alignment with the district IDP review through the use of workshops and bilateral discussions with affected sector departments. Inter-departmental Forum will be utilized as a mechanism for alignment of programmes and projects.

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

4.2 Binding legislation

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

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
GENERAL MANAGEMENT	
Constitution of the Republic of South Africa 1996	To introduce a new constitution for the Republic of South Africa and to provide for matters incidental thereto
Local Government: Municipal Systems Act, 2000	<p>To give effect to "developmental local government"</p> <p>To set principles, mechanisms and processes to promote social and economic upliftment of communities and to ensure access to affordable services for all</p> <p>To set a framework for planning, performance management, resource mobilization and</p>

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	organizational change and community participation
Local Government: Municipal Structures Act, 1998 as amended	To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipality, the division of functions and powers between municipalities and appropriate electoral systems To regulate internal systems, structures and office-bearers
Consumer Affairs (Unfair Business Practices) Act, 1996	To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers
Local Government Cross-boundary Municipalities Act, 2000	To authorize the establishment of cross-boundary municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith
Local Government: Municipal Demarcation Act, 1998	To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities
Municipal Electoral Act, 2000	To regulate municipal elections To amend certain laws and to provide for matters connected therewith
Organized Local Government Act, 1997	To provide for the recognition of national and provincial organizations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces etc,
Promotion of Local Government Affairs Act, 1983	To provide for the co-ordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be co-ordinate
Local Government Transition Act, 1993	To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councilors
Occupational Health and Safety Act, 1993	To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place
Promotion of Access to Information Act, 2000	To control and regulate the right of all persons to access to information
Promotion of Fair Administrative Justice Act, 2000	To give effect to the right to administrative action that is lawful, reasonable, and procedurally fair in terms of the Constitution of the Republic of South Africa 1996

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	<p>To give effect to section 9 read with item 23(1) of Schedule 6 to the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment</p> <p>To promote equality and to eliminate unfair discrimination and to prevent and prohibit hate speech and to provide for matters connected therewith</p>
FINANCE	
Appropriation of Revenue Act, 2000	To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for the 2000/2001 financial year and for matters connected therewith
Businesses Act, 1991	<p>To repeal certain laws regarding the licensing of businesses</p> <p>To provide for the licensing and operation of certain businesses, shop hours and related matters</p>
Debt Collectors Act, 1998	To provide for controlled debt collecting
Income Tax Act, 1962	To provide for the payment of taxes on incomes of persons and taxes on donations
Insolvency Act, 1936	To consolidate and amend the law relating to insolvent persons and their estates
<p>Local Authorities Capital Development Fund Ordinance, 1978</p> <p>READ WITH</p> <p>Local Government Affairs Second Amendment Act, 1993</p>	To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto
Municipal Accountants' Act, 1988	To provide for the establishment of a board for Municipal Accountants and for the registration of Municipal Accountants and the control of their profession
<p>Municipal Consolidated Loans Fund Ordinance, 1952</p> <p>READ WITH</p> <p>Local Government Affairs Second Amendment Act, 1993</p>	To provide for the establishment and management of a Consolidated Loans Fund as approved by the Premier
Local Government Municipal Finance Management Act, 2003	To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiently and effectively, to

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith
Pension Benefits for Councilors of Local Authorities Act, 1987	To provide for pension benefits for councilors
Public Finance Management Act, 1999	To regulate financial management in the national and provincial governments and, inter alia, provincial public entities
Prescribed Rate Of Interest Act, 1975	To prescribe and regulate the levying of interest from debtors
Reporting by Public Entities Act, 1992	To provide for the reporting to Parliament by public entities
Value-added Tax Act, 1991	To provide for the taxation in respect of the supply of goods and services
Local Government Transition Act, 1993	To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councilors
Local Government: Property Rates Bill 2000	To regulate general property valuation
ADMINISTRATION / CORPORATE AND LEGAL SERVICES	
Electoral Act, 1998	To manage and regulate elections on national, provincial and local government level
Expropriation Act, 1975	To provide for the expropriation of land and other property for public and certain other purposes and matters connected thereto
Housing Arrangements Act, 1993	To provide for the establishment of a National and Regional Housing Board(s) and the abolition of certain existing boards.
Rental Housing Act, 1999	To define the responsibility of Government in respect of rental housing
Residential Landlord and Tenant Act, 1997	To provide for the regulation of landlord-tenant relations in order to promote stability in the residential rental sector in the province.
TOWN PLANNING AND SPATIAL DEVELOPMENT	
Provision of Certain Land for Settlement, 1993	To provide for the designation of certain land and to regulate the subdivision of such land and settlement of persons thereon.
Advertising on Roads & Ribbon Development Act, 1940	To control advertising on national and regional roads
Ordinance 113 and LUPO (land use planning ordinance)	To control the land use rights within the former black areas
Development Facilitation Act, 1995	To provide for Integrated Development Plans, reflecting current planning and to institutionalize development tribunals for

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	evaluating applications
Physical Planning Act, 1991	To provide guidelines for the drafting of urban development Plans
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
Subdivision of Agricultural Land Act, 1970	To control the subdivision of farm land and agricultural holdings
Land Use Management Bill, 2002	To establish a uniform land use management system.
Planning Professions Act, 2002	To provide for the training and registration of professional Planners
ENVIRONMENT	
Environmental Conservation Act, 1982	To provide for environmental impact assessments and exemptions, noise control areas etc
Environment Conservation Act, 1989	To provide for the effective protection and controlled utilization of the environment and for matters incidental thereto
National Environmental Management Act, 1998	To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide for matters connected therewith
ENGINEERING / TECHNICAL SERVICES	
Advertising on Roads & Ribbon Development Act, 1940	To control advertising on national and regional roads
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
National Building Regulations and Building Standards Act, 1977	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards
National Water Act, 1998	To provide for fundamental reform of the laws relating to water resources
Water Services Act, 1997	To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans
SAFETY AND SECURITY	
Criminal Procedure Act, 1977	To consolidate and regulate procedure and evidence in criminal proceedings
Disaster Management Act, 2002	To provide for an integrated, co-ordinated and common approach to disaster management by

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	all spheres of government and related matters
Fire Brigade Services Act, 1987	To provide for the rendering of fire brigade services and certain conditions to the rendering of the service
Gatherings and Demonstration Act, 1993	To control public gatherings and procession of marches
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
National Land Transport Bill, 1999	
National Land Transport Interim Arrangements Act, 1998	To make arrangements relevant to transport planning and public road transport services
Urban Transport Act, 1977, as amended 1992	To promote the planning and provision of adequate urban transport facilities
National Road Traffic Act, 1996	To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers, including fitness requirements and incidental matters
Road Traffic Management Corporation Act, 1999	To provide in the public interest for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions
Regulation of Gatherings Act, 1993	To control public gatherings and procession of marches
South African Police Service Act, 1995	To provide, inter alia, for a municipal (city) police
HEALTH AND WELFARE	
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
Health Act, 1977	To provide for the promotion of the health of the inhabitants of the Republic, for the rendering of health services, to define the duties, powers and responsibilities of certain authorities which render such services and for the co-ordination of the services
National Policy For Health Act, 1990	To provide for control measures to promote the health of the inhabitants of the republic and for matters connected thereto
HUMAN RESOURCES	
Employment Equity Act, 1998	To promote the constitutional right of equality and the exercise of true democracy To eliminate unfair discrimination in employment To redress the effect of unfair discrimination in

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	the work place to achieve a workforce representative of the population
Basic Conditions of Employment Act, 1997	To give effect to the right to fair labour practice To provide for the regulation of basic conditions of employment
Compensation of Occupational Injuries and Diseases Act, 1993	To regulate the categories of persons entitled to compensation for occupational injuries and diseases, and to determine the degree of disabled employees
Labour Relations Act, 1995	To regulate the organisational rights of trade unions, the right to strike and lock-outs To promote and facilitate collective bargaining and employee participation in decision making To provide simple procedures for labour disputes
Skills Development Act, 1998	To provide for the implementation of strategies to develop and improve the skills of the South African workforce, to provide for Learnerships, the regulation of employment services and the financing of skills development
Skills Development Levies Act, 1999	To provide for the imposition of a skills development levy and for matters connected therewith
South African Qualifications Authority Act, 1995	To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof
Unemployment Insurance Act, 1966	To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of unemployment
ELECTRICITY	
Electricity Act, 1987	To provide for and regulate the supply of electricity and matters connected thereto

4.3 The Medium Term Framework Plan (2009-2014)

The new National Planning Commission located in the Office of the Presidency has produced a MTFP 2009 -2014 aimed at guiding government efforts to develop the country based on the mandate given by voters in 2009 elections.

The MTFP informs the EC Provincial GDS's 8-point plan adopted by the EC legotla held in June 2009.

4.4 National Spatial Development Framework

The NSDP is a spatial development perspective that aims to provide a clearer picture of the current spatial patterns in the country and provides guidelines (perspectives) on spatial planning. The following are the key principles outlined in the NSDP that have been taken into account in the formulation of this review.

- ▶ **Principle 1:** Rapid, sustainable and inclusive economic growth is the foremost priority for the country. It is a pre-requisite for the achievement of other policy objectives;
- ▶ **Principle 2:** Government must meet constitutional obligations to provide basic services to all citizens everywhere in the country. But beyond this, *spending on fixed investment should be focused mainly on areas of existing strong economic growth or future potential;*
- ▶ **Principle 3:** In areas that do not demonstrate future economic potential, efforts to address development challenges must *'focus on people, not place'*. This means *investing in social support, human resource development and labour market intelligence, instead of unsustainable infrastructure*. These social investments will empower people with knowledge and choice so that they can move to areas with greater opportunities if they wish to; and
- ▶ **Principle 4:** To address the spatial distortions of apartheid, settlement development should be steered into a configuration of nodes linked to main growth centres through creative exploitation of activity corridors and movement patterns.

It is important therefore that Tsolwana Municipality builds internal planning capacity that will enable it to respond to these emerging NSDP concepts.

4.5 Regional Industrial Development Strategy

The RIDS Strategic Intent is outlined as follows:

- To enable all areas in the SA economy to attain their optimal economic potential by facilitating local development embedded in a regional/district through linkages within existing and latent industrial and economic base.
- To stimulate investments that will promote sustained high growth in a local community
- To focus on a region's potential and identify what local stakeholders can and need to do to ensure their local community reaches its potential
- To assess a community's comparative advantage, identify new or existing market opportunities for businesses, and reduce obstacles to business expansion and creation
- To have an impact on the economic viability districts
- To create new jobs, help communities retain existing jobs, help businesses access capital.
- To contribute to a broader national framework with a spatial dimension, in order to increase each region's global competitiveness.

We subscribe to this strategic intent and have systematically designed a programme that will enable us to respond effectively to the challenges of our own economy. As such, we have improved integration of the LED programme with ruling IDP and SDF in order to achieve better spatial economic integration and sustainability in our interventions. In undertaking this, the strategy takes into account our contributions to regional economy.

4.6 The Eastern Cape Provincial Growth and Development Strategy

The EC GDS and the LED Summit resolutions by our district have been taken into consideration when formulating this review. As a municipality located within Chris Hani DM and EC Province we are bound by the commitments made in the above mentioned economic development frameworks. The Eastern Cape Provincial Growth and Development Strategy (PGDS) identify eight strategic responses to the development of the province's economy. These strategies include the following:

- I. Economic development – Job creation, infrastructure
- II. Massive food + Social Dev Infrastructure – poverty alleviation, housing settlements, rural development
- III. Agrarian Transformation – livelihoods
- IV. Human Capital Dev – Skills + Education
- V. Health – HIV, TB and Malnutrition
- VI. Fight crime + corruption
- VII. Batho Pele – caring state
- VIII. Governance – financial viability, cohesive vision, moral regeneration

In particular the EC PGDS sets the following targets for its economic transformation between 2009 and 2014.

- Economic growth rate of 5-8% per annum.
- Reduction of unemployment by 50% by 2014.
- Reduction of poverty by 50% by 2014.
- Food self-sufficiency of the Province by 2014.
- Clean water and elimination of sanitation backlogs by 2010.
- Halt the spread of HIV and AIDS.
- Sets growth target (4,5% for phase 1, thereafter 6% between 2010-2014)
- Uses state infrastructure spend to crowd in private investment (>R400b over MTEF)
- Promotes active industrial policy (through customized sector programmes and clusters to grow non-commodity tradable sectors)

Focus on catalytic and mass job creation projects that unlock dormant potential and enable integration of second economy

4.7 District Municipal IDP Framework

The DM provides a framework for managing and facilitating uniform and coherent planning in the region. This is coordinated through its IDP framework which is developed in terms of the requirements of the systems act 2000. Such a framework also informs this IDP review.

THE SITUATION ANALYSIS

5 DEMOGRAPHIC PROFILE

This section outlines the demographic profile of the Tsolwana municipality. In an attempt to improve and update statistical planning information various sources have been used and referenced to inform the analysis in this section.

5.1 Population

The total population living in Tsolwana is estimated to be 30952 people and 8493 households (Global Insight: 2008). Using these estimates, the average household size is approximately 4 persons per household.

The trends experienced by Tsolwana during the period 1996 -2008 show a steady decline similar to that experienced by the Chris Hani district over the same period.

Tsolwana is a largely rural municipality with the majority of its households residing in rural settlements. At least about 27% live in urban and peri-urban settlements. Another 16% are farm dwellers. The figure below illustrates this point further.

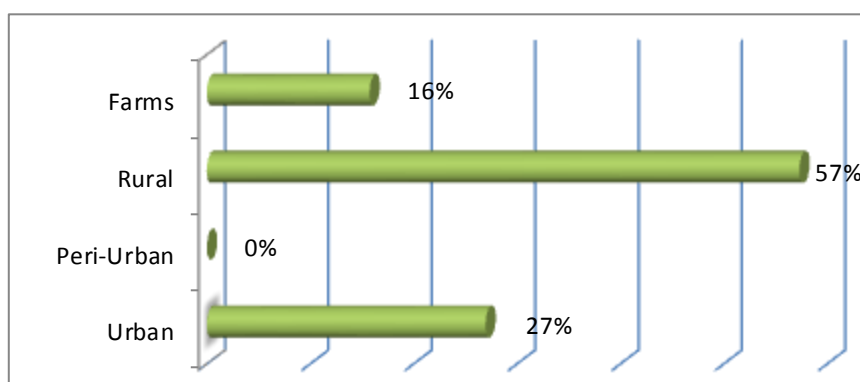


Figure 2: Household spatial distribution

5.1.1 Population gender & age distribution

Tsolwana population make-up is similar to that experienced by the country with 48% males and 52% females. The majority of population are females (51%) compared to males (49%). The fact that females constitute the majority of population suggests that targeted strategies should be implemented to ensure effective participation of women in the processes of municipal planning and

implementation. The following figure shows age distribution patterns within the Tsolwana population.

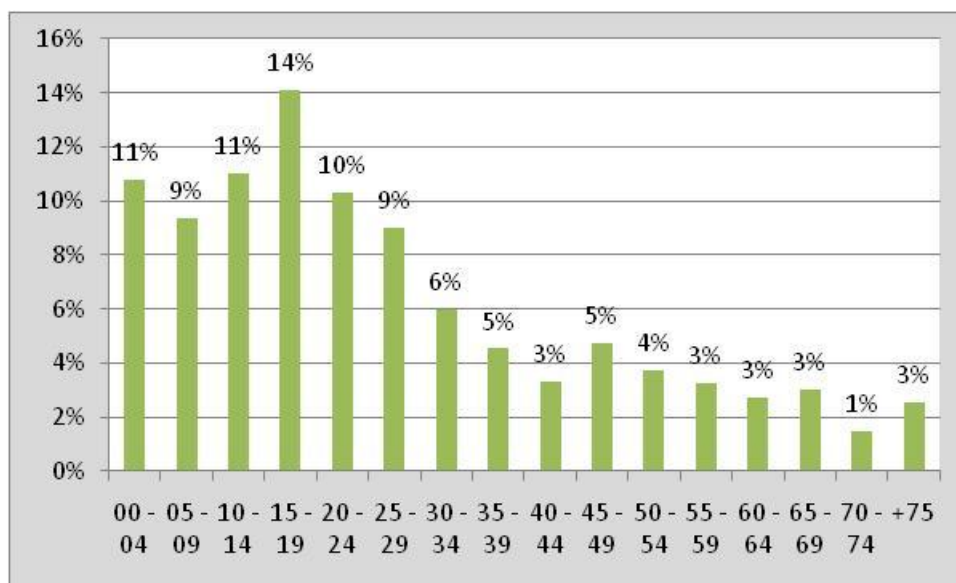


Figure 3: Population Age distribution (Global Insight: 2008)

The figure above shows that Tsolwana has a very youthful population. There are more people in the school leaving ages of 15 – 19 years. Since the majority of local population is youth, the municipality will have to prioritise youth development programmes.

6 INSTITUTIONAL DEVELOPMENT & TRANSFORMATION

6.1 Organizational mandate

The mandate for Tsolwana municipality stems out of the constitutional duties provided for by section 152 and 156 read with the schedules 4b and 5b of the South African Constitution. In terms of the constitution, local government has the following responsibilities.

Part B of Schedule 4	Part B of Schedule 5
<ol style="list-style-type: none"> 1. Air pollution 2. Building regulations 3. Child care facilities 4. Electricity and gas reticulation 5. Fire-fighting services 	<ol style="list-style-type: none"> 16. Beaches and amusement facilities 17. Billboards and display advertisement in public places 18. Cemeteries, funeral parlors and crematoria

Part B of Schedule 4	Part B of Schedule 5
6. Local tourism 7. Municipal airport 8. Municipal planning 9. Municipal health services 10. Municipal public transport 11. Pontoons, fairies, settees, piers and harbours excluding the regulations of international and national shipping 12. Municipal public works only in respect of the needs of the municipalities 13. Storm water management system 14. Trading regulations 15. Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system)	19. Cleansing 20. Control of public nuisance 21. Control of undertakings that sell liquor to the public 22. Facilities for the accommodation care and burial of animals 23. Fencing and fences 24. Licensing and controlling of undertakings that sell food to the public 25. Local amenities 26. Local sport facilities 27. Markets 28. Municipal abattoirs 29. Municipal parks and recreation 30. Municipal roads 31. Noise pollution 32. Pounds 33. Public places 34. Refuse removals, refuse dumps and solid waste disposals 35. Street trading 36. Street lighting 37. Traffic and parking

(NB: * bold mark depicts those assigned functions that are not currently performed.)

Further to the above, the Powers and functions that Tsolwana Local Municipality is authorized to perform are listed in the following table.

Functions of Tsolwana Municipality	Authorizati on / (Power)	Definition
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Beaches and Amusement facilities	Yes	The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial

Functions of Tsolwana Municipality	Authorizati on / (Power)	Definition
		government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in:–streets–roads–thoroughfares–sanitary passages–squares or open spaces and or –private property
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and Control of operations and enforcement of contraventions of building regulations if not already provided for in national and provincial legislation.
Cemeteries, funeral parlours and crematoria	Yes, including DM function	The establishment conduct and control of facilities for the purpose of disposing of human and animal remains.
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses , and includes an inspection service to monitor liquor outlets for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation
Electricity reticulation	Yes (limited to urban centres)	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration

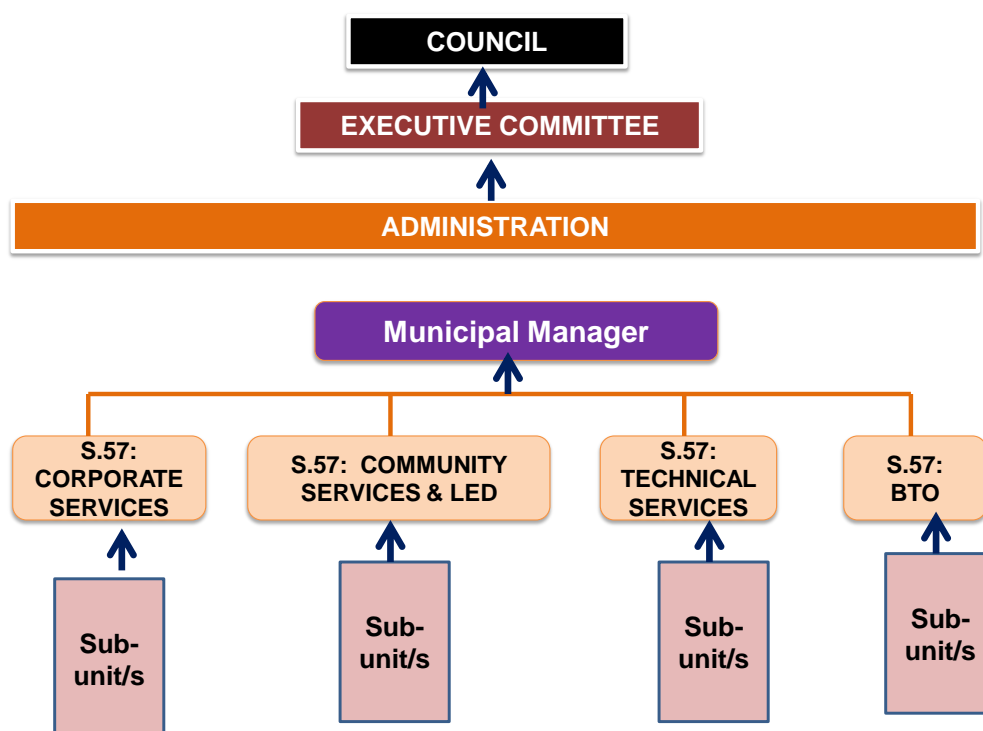
Functions of Tsolwana Municipality	Authorizati on / (Power)	Definition
		requirements and/or compliance with any environmental health standards and regulations
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads
Fire Fighting	Yes	In relation to District Municipality "Fire fighting" means: Planning, co-ordination and regulation of fire services; specialised fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures; training of fire officers. In relation to Local Municipality "Fire fighting" means: Any function not included in the definition applicable to a district municipality, including fighting and extinguishing of all fires; the rescue and protection of any person, animal or property in emergency situations not covered by other legislation or powers and functions
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption on or to be taken away from the premise at which such refreshments or meals are supplied. Implement policy and regulations;
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Local tourism	Yes	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and without affecting the competencies of national/provincial government pertaining to "nature conservation", "museums", "libraries" and "provincial cultural matters".

Functions of Tsolwana Municipality	Authorizati on / [Power]	Definition
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment conduct and/or control of facilities for the slaughtering of livestock.
Municipal airport	Yes, including DM function	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and services associated with an airport, and the regulation and control of the facility, but excludes airports falling within the competence of national and provincial governments
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes: Air pollution, Child care facilities, Control of public nuisances •Control of undertakings that sell liquor to the public, Facilities for the accommodation, care and burial of animals •Licensing and control of undertakings that sell food to the public •Licensing of dogs •Markets •Municipal abattoirs, Noise pollution, Pounds •Care for the Aged
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal Planning	Yes	The compilation and implementation of an integrated development plan in terms of the Systems Act.
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of: Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area, Scheduled services for the carriage of passengers, owned and operated by the municipality, on specific routes
Municipal roads	Yes	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, or belonging to the road, and also, for purposes of a local municipality, includes a street in build-up areas.

Functions of Tsolwana Municipality	Authorizati on / (Power)	Definition
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in future.
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its bylaws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use
Refuse removal, refuse dumps and solid waste disposal	Yes, including DM function	the removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality
Sanitation	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply points, metering, tariffs setting and debt collection so as to ensure reliable supply of a sufficient quantity and quality of water to households, including informal households, to support life and personal hygiene and establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of services necessary for safe and hygienic households
Storm water	Yes	The management of systems to deal with storm water in built-up areas
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation

Functions of Tsolwana Municipality	Authorizati on / [Power]	Definition
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Water (Potable)	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply points, metering, tariffs setting and debt collection so as to ensure reliable supply of a sufficient quantity and quality of water to households, including informal households, to support life and personal hygiene and establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of services necessary for safe and hygienic households
Housing	No	The Provincial Department of Housing and Local Government & Traditional Affairs is authorized with this function. The mandate is given to the Province while the Municipality is appointed by service (and performance) contract as Implementing agent, facilitator and promoter. The client is DHLGTA and the beneficiaries are the citizens of Tsolwana.
Primary Health Care	No	The Provincial Department of Health is authorized with this function and it is delegated mainly to the DM. Tsolwana Municipality is appointed by service (and performance) contract. The client is the Province and the beneficiaries are the citizens of Tsolwana. The DM is the main Implementing agent in Tsolwana, facilitator and promoter of Health Services. The role of Tsolwana Municipality is to allow and promote all Health Services and to attend to related health functions and issues, e.g. related to refuse removal; no. 31 and Municipal Health Functions as listed under numbers; 1, 6, 8, 9, 11, 14, 15, 19, 20, 22, 27 and 29.

6.2 High level Organizational Structure



The figure above reflects an overview of the administrative structure of the municipality. All the departments with the exception of technical services are filled by section 57 managers who are contracted for 5 years to the municipal council. Recent analysis of the organizational challenges pointed to the need for establishment of a strategic planning unit within the office of the municipal manager in order to enable the municipal manager to play a more strategic oversight role rather than being deeply entrenched in operations.

There is a revised organogram (2012) which identifies critical vacant positions to be filled in order to develop and improve current HR capacity levels.

The analysis of institutional challenges also highlighted a number of challenges to be addressed and these are included in the list below.

6.3 Institutional challenges

The municipality faces a number of institutional challenges and has begun a strategy to ameliorate its institutional development challenges. These include among others:

- **Limited service delivery capacity:** the municipality intends to prioritise the establishment and staffing of PMU in order to fast track its development of capacity for programme & contract management with a view to accelerating infrastructure roll-out plans. Through this institutional vehicle, we also aim to build secondary layer of financial management capacity which will support the management and accurate reporting on capital expenditure.

- **Skills shortage:** the municipality currently lacks critical skills in the areas of engineering, finance and environment. Further, it is a huge challenge that the critical department of technical services is temporarily without a head. An interim arrangement has been agreed whereby the manager community services will also lead the technical services. Due to these problems, our CAPEX rollout lags behind. A comprehensive recruitment strategy is planned so as to give guidance on appropriate interventions for curbing the challenge of skills shortage.
- **Over reliance on grants:** due to limited local revenue base there is very limited scope of raising own revenue outside of national and provincial grants. This is made worse by the recurring problem of un-improving payment levels for services coupled with high number of households in the low income (indigent) categories who are often unable to afford services and reliant on subsidization.
- **Monitoring and Evaluation:** lack of a functional framework for monitoring and evaluation in the municipality tends to undermine capacity to do oversight. For example, it is difficult to understand the extent to which council resolutions are being implemented and more so the extent to which IDP goals are realised. However, a revised PMS has been developed and adopted to improve this situation in the coming financial year.
- **Office space:** there municipal offices are overcrowded. There is an urgent need to expand offices or find suitable alternative space for offices.
- **Low Rate of Payment:** adding to the problems of low revenue base is the serious challenge of poor payment levels by households that are served.
- **Lack of HR capacity:** the municipality has serious HR capacity constraints in critical areas of treasury, engineering, town planning and project management

7 ECONOMIC DEVELOPMENT PROFILE

7.1 Defining our role in LED

Local economic development is a key priority for this term of council in Tsolwana. An LED strategy was adopted by council in 2011. However, LED remains one of the least financed priorities of the municipality. This is largely due to the fact that in the past the role of the municipality in LED has not been fully appreciated to the extent that it requires. However, there are clear commitments to change this situation moving into the future. For example, a commitment is made in this IDP that budgeting will now on be based on the priorities set out in the IDP.

The municipality has discussed and deliberated at length during its IDP and Strategic Planning sessions on the following key options for its chosen role in LED.

- a) **Municipality as a catalyst developer:** where the strategic role is that of a catalyst to economic development rather than participant collaborator. This role would entail engaging directly with the markets and the economy through for example, buying land and developing it in order to earn an income from the development that can be further used to develop infrastructure and provide services. The key differentiator of this role will be that the council must now make available budget and resources to initiate economic development and take full responsibility for job creation.
- b) **Municipality as a coordinator:** where the strategic role is to co-ordinate and facilitates rather than initiate. In this role the municipality would limit its role essentially to planning, co-ordination, collaboration and leveraging of resources by other role players in order to realize infrastructure development, job creation and economic growth.

The following are further examples of the situations that would distinguish the municipality's role and parameters of involvements in the implementation and realization of LED goals.

TASK example	Catalyst Role	Coordinator Role
LED planning	Dev Strategy to guide its interventions + Implement via a dedicated owned by the municipality	Dev Strategy to guide its interventions. Implement the strategy using internal officials
Job Creation	Create jobs (Hire + Appoint full time employees to work on LED projects)	Facilitate job opportunities (eg. EPWP, Use SCM to enforce use of labour intensive methods in infrastructure delivery)
Correction of market failures – BBBEE,	Engage in direct empowerment transactions	Apply SCM policy to create equity in the existing opportunities
Trade and investment	Set-up company entities to deal directly with traders. Initiate in Market Bonds (eg. City of Joburg). Engage in direct business missions to unlock trade relations between local players and overseas markets	Facilitate linkages via trade fares, training and creation of access to exhibition platforms, Also develop concession framework for attracting investments – tax incentive scheme for foreign direct investments
Development Funding	Budget, Fund construction (eg. Shopping Centre), Manage Development etc	Make land available with service connection and invite investors to build and manage a shopping centre

Flowing from the debates during consultative and strategic planning processes it is preferable that the municipality adopts the role of a coordinator or a leverager in local economic development for the following reasons:

- Current organizational capacity and financial resources available to undertake LED work are severely limited
- It is not the intention of the municipality to take primary and direct responsibility for job creation as this is not a clear funded competence in our mandate
- While the municipality's previous and this current review IDPs prioritizes LED, it is acknowledged that the depth of the task of transforming our current local economy requires much greater participation and actual contributions by a variety of players such government, business and NGO sectors
- Since the municipality is heavily dependent on national grants (eg. MIG) for its LED capital programmes, there is very little scope to directly engage in large and expensive projects. Hence its option to be a leverage wherein it will use the limited resources to creative a conducive and attractive environment for other market role players to fund needed capital for economic projects

Therefore, our strategic role in local economic development moving forward will be that of a facilitator and coordinator of other role players and lever of necessary resources for the realization of this LED Strategic objective.

7.2 Principles informing our LED mandate

We commit ourselves to observing and conducting our LED responsibilities in a manner that promotes and adhere to the following principles:

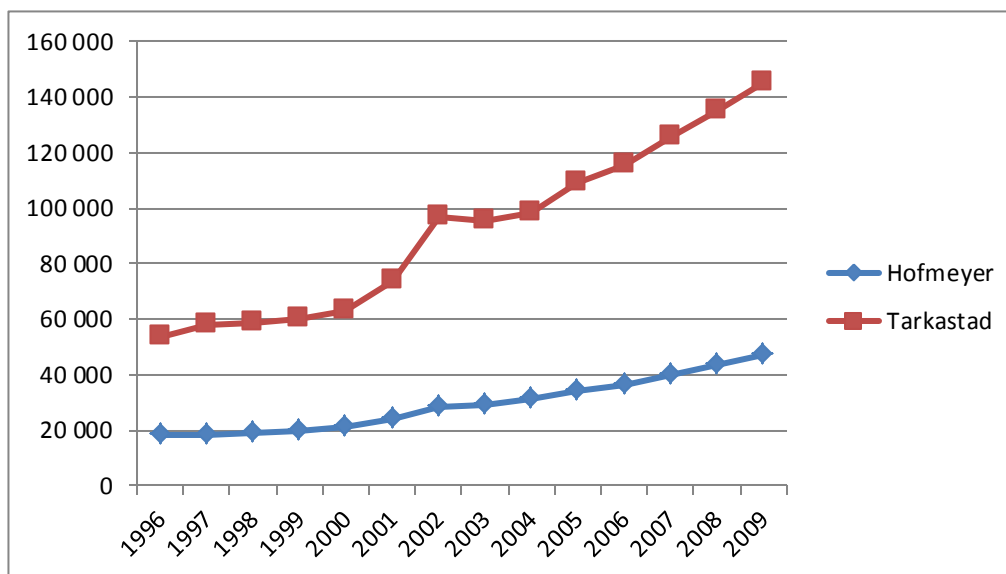
- **Inclusivity:** planning and implementing LED through consultative arrangements. The institutional arrangements for delivering on this strategy needs to be reflective of the various stakeholders that must play a critical role in the realization of its objectives
- **Sustainability:** ensuring longevity in our forecasting plans. Able to balance current demands and future needs of our economy
- **Incremental Development:** growth at a pace commensurate to internal capacity and available resources. Start with small easy step and accelerate to giant leaps
- **Rural-Urban equity:** intervene in markets to entice private investments to rural areas as well. Use own infrastructure development decisions to leverage attraction of investments in rural areas

7.3 Overview of the local economy

7.3.1 Economy size

The economy of Tsolwana is currently estimated to be in the region of R199 million (Stratdev citing Global Insight stats). It has steadily grown from about 72 million for the two towns of Tarkastad and Hofmeyr in 1996 to approximately

142 million by end of 2008 (Global Insight) and currently estimated at 199 million by end 2010. The following figure shows GDP growth trends between 1996 and 2009.



Source: ECSSECC

7.3.2 Extent of diversity in our economy

Our economy is highly concentrated and not optimally diversified. The tress index is a useful indicator of progress and depth scale in an economy. The Tress index indicates the level of concentration or diversification in an economy. Global Insight estimates this indicator by ranking the nine broad sectors according to their contributions to GVA or employment, adding the values cumulatively and indexing them. A tress index of zero represents a totally diversified economy, while a number closer to 100 indicates a high level of concentration.

Tsolwana economy is poorly diversified when compared to that of the Chris Hani region. The tress index for Tsolwana is 71.94 while that of Chris Hani remains 65.12.

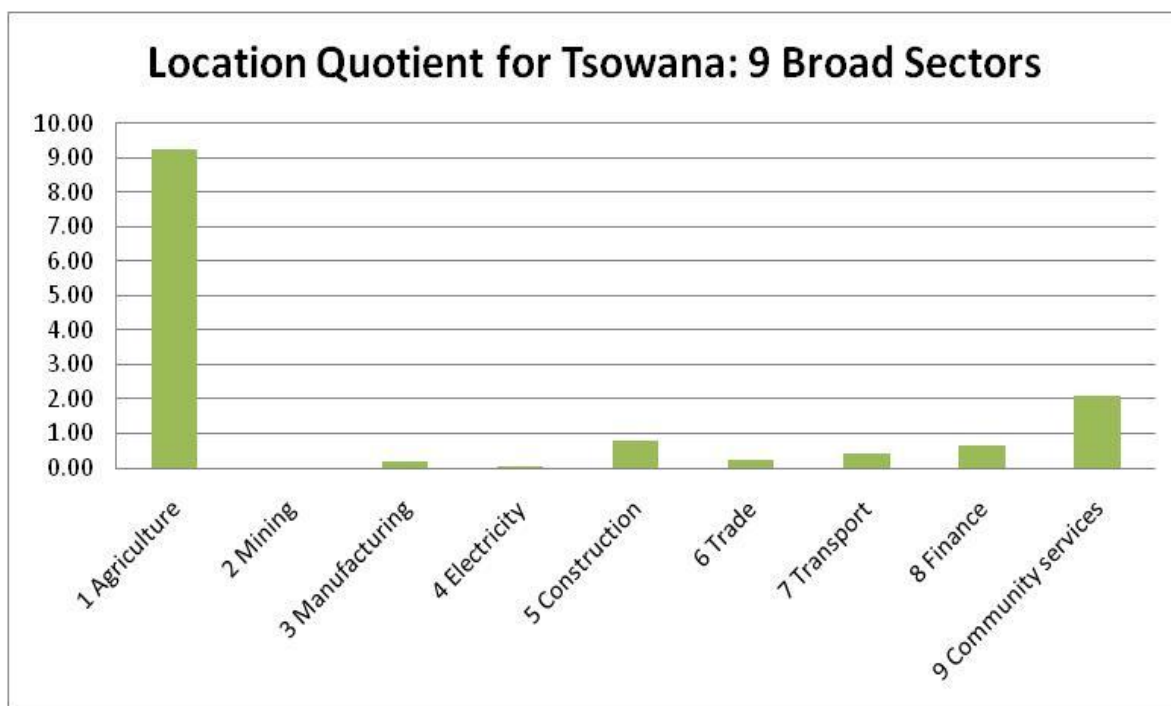
Based on the above figure it can be deduced that Tsolwana has a highly concentrated economy with Agriculture and community services being highly dominant contributors. This situation is unsustainable and needs to be reversed by increasing investments that will unleash the locked potential in other important local sectors like Manufacturing, trade, Tourisms and informal sector.

7.3.3 Competitiveness in our economy

In order for us to improve our economy it is important to consider improving our location quotient. Location quotient is an important indicator of the economy's competitive advantage. It indicates the extent to which an economy has a competitive advantage in a particular sector.

When comparing the nine broad economic sectors, Tsolwana can compete relatively better if the local economy can concentrate productivity on Agriculture and Community services. This is notwithstanding the need to diversify contributions of other underperforming sectors mentioned earlier.

The figure below shows that our economy can compete in two important sectors such as Agriculture and Community services.



7.3.4 Responsiveness to poverty & unemployment

Income inequality

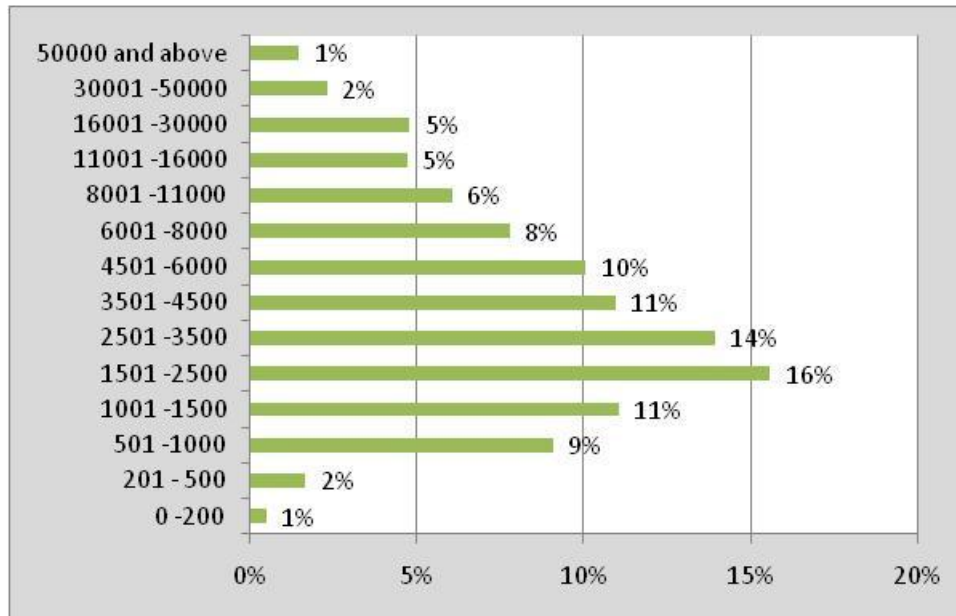
A healthy economy is one that is able to adequately respond to the challenges of growth, poverty and unemployment among other issues. There are various macro-economic tools for understanding the strength of an economy in terms of its ability to address these fundamental externalities or market failures.

The gini coefficient is one such useful indicator and it looks at income inequality. It measures the gap in income distribution among those who are very rich and those who earn nothing or very insignificant amounts. Such a figure is given as a number between 0 (in the case of perfect equality where all households earn equal income) to 100 (in the case where one household earns all the income and other households earn nothing). In practice the coefficient is likely to vary from approximately 0,25 to 0,70. Tsolwana had a gini coefficient of 0.57 by 2008 (Global Insight) which implies that the income inequality gap between few highly earning households and those that earn insignificantly is quite high. This is a condition that must justify government intervention in economic development. It is a failure of free market economy to balance itself.

Household income distribution

Household income is a useful proxy for understanding levels of income poverty. Approximately 23% of households earn a gross income of no more than R1,500 per month. Another 16% earn between R1500 and R2500 per month. This

implies that nearly 40% of households could be deemed as indigent. That leaves the municipality with just about 60% of households that they can provide services to and expect to pay. Below is a figure illustrating a household income distribution pattern within Tsolwana municipality.

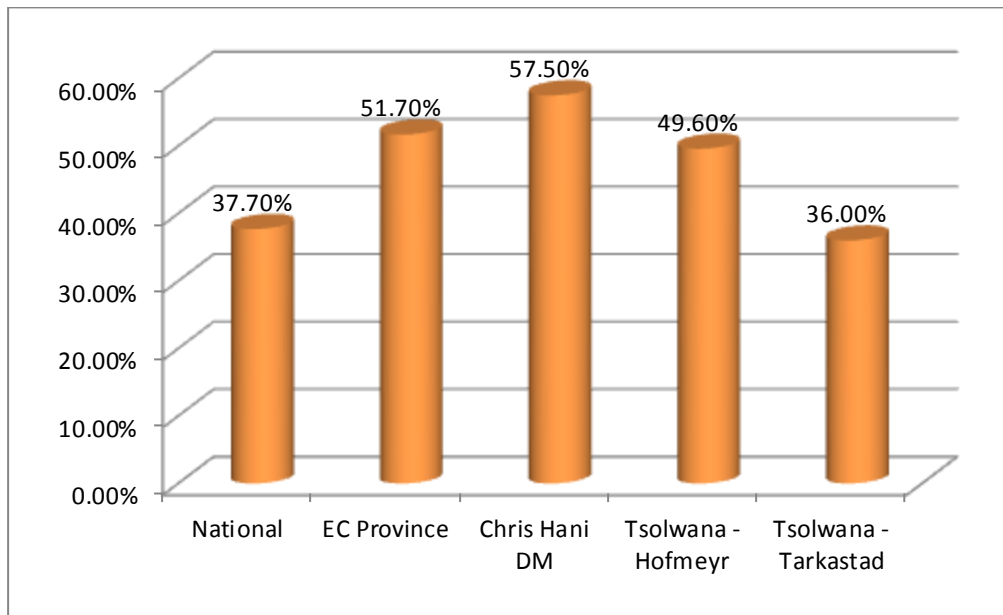


Unemployment

Unemployment is a major development challenge in Tsolwana. According to research done by Global Insight, unemployment in Tsolwana is estimated to be higher than that of the country but lower than that of the district and EC Province respectively. It is estimated to be about 40% (using the official definition).

About 18% of the population in 2008 is economically active. The economically active population (EAP) is defined as the number of persons that are able and willing to work between the ages of 15 and 65. It includes both employed and unemployed persons.

In Tsolwana, the distribution of unemployment is largely concentrated in the Hofmeyr areas when comparing the two urban centres. The figure below gives a comparative view of unemployment distribution within Tsolwana core urban centres as well as between Tsolwana and the district, province and country, respectively.



Formal Employment by sectors

According to Global insight statistics of 2008, Community services have surpassed Agriculture as the main source of employment. It accounts for 50% while Agriculture contributes about 40% of employment opportunities.

Finance sector is the third largest employment industry in the local economy. It accounts for 14.1% of existing jobs. This situation is not sustainable and there is a need to develop as part of the LED strategy, dedicated strategies to diversify the economy and to boost growth in other important sectors that show potential. Tourism is one of those sectors.

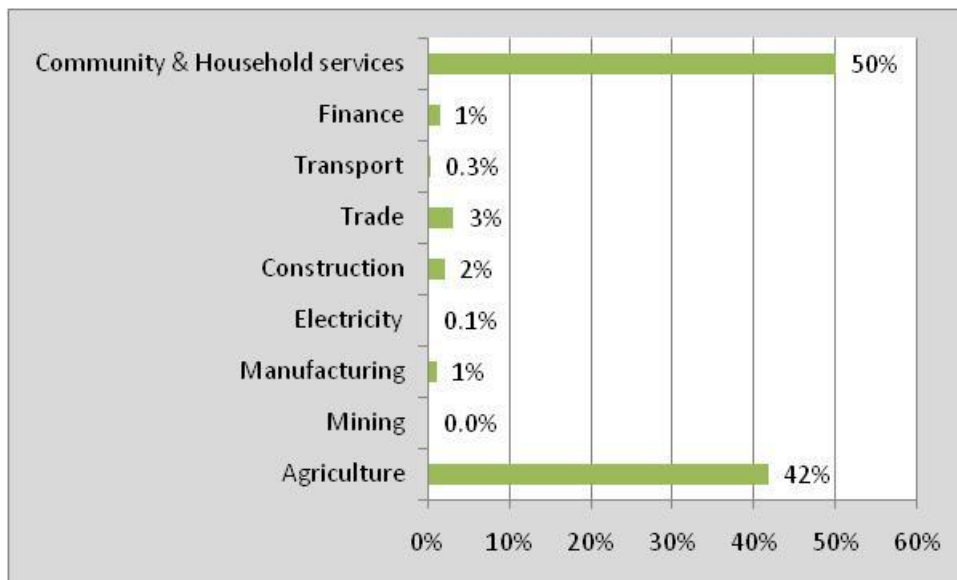


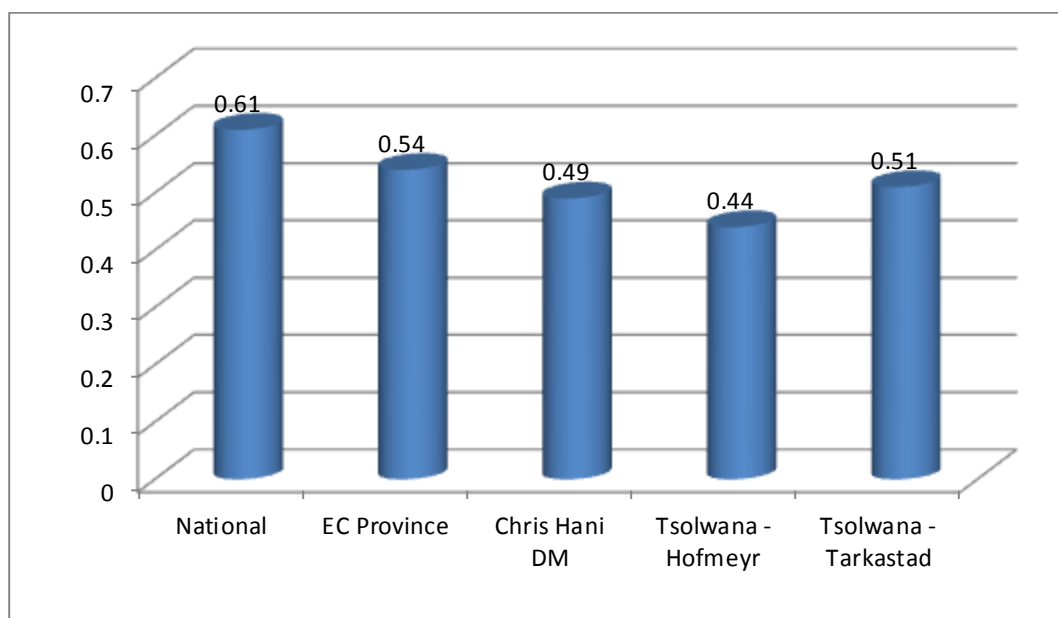
Figure 4: Formal employment by sectors

Human Development Index

The human development index (HDI) is a useful mechanism to gauge the level of development of a local economy. The HDI is a composite, relative index that

attempts to quantify the extent of human development of a municipality (area). It is based on measures of life expectancy, literacy and income.

The HDI is calculated as the average of indices of life expectancy at birth, adult literacy and per capita income. For a municipality to be well developed, it must achieve a HDI closer to 1. The closer the figure is to 1 the better the lifestyle. The figure below gives a comparative HDI for Tsolwana.



Tsolwana has a human development index of 0,51 for Tarkastad and 0.44 for Hofmeyr. In comparison to the district as a whole Tarkastad enjoys better lifestyle than the average district areas while Hofmeyr lags behind the average area in the district. This point reinforces the view that there is higher concentration of poverty and declining lifestyle in Hoffmeyr than in the Tarkastad and surrounding areas. There is a need therefore to design targeted interventions for LED to alleviate this strife in Hoffmeyr areas.

7.3.5 SWOT of the local economy

Agriculture

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Existence of infrastructure such as Agric Schemes • Availability of pockets arable land • Pockets of high quality soils for crop production • Access to availability technical support by Agriculture • Existence of support institutions like Assgisa, Land Bank and Uvimba to resource agricultural programmes • Favourable environment for 	<ul style="list-style-type: none"> • Lack integration in planning and implementation programmes • Agriculture not seen as fashionable employment sector by especially young people • Lack of entrepreneurship & value chain production – Agro-processing (potential for wool and meat production not fully realized) • Poorly developed service infrastructure and non-existent services (road network, water

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<p>livestock and game farming</p> <ul style="list-style-type: none"> • Access to input support by government – Tractors, Seeds, Bulls etc. 	<p>supply and electricity connection)</p> <ul style="list-style-type: none"> • Lack of funds to pursue strategic large projects • Prevalent soil erosion, land invasions and veld fires adding to declining quantities for arable land

Tourism

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Endowed with natural beauty resources: eg -Tsolwana game reserve • Part of Wild Coast SDI • Powerful natural and historic attraction sites & areas (Boelhoek Massacre site) • Part of the Liberation Heritage Route which is a National Project that seeks to establish a route based on the war against colonialism and national oppression. • Potential for absorbing unskilled labour 	<ul style="list-style-type: none"> • Poor institutional arrangements for driving tourism development • Common veld fires coupled with poor response times for disaster management • Poorly developed service infrastructure and non-existent services (road network, water supply and electricity connection) • Inadequate accommodation facilities • Lack of marketing and established tourism offerings and linkages • Poor management skills • Lack of by laws • Lack of a coherent tourism plan • Lack of access to development funding

Manufacturing

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Availability of affordable land for establishment of production space • Abundance of labour inputs • Availability of raw material inputs • Access to support from 	<ul style="list-style-type: none"> • Poor culture of entrepreneurship • Poorly development support networks (broadband signal and coverage in and around towns of Hoffmeyr and Tarkastad is very weak leading to problems of

<p>government</p> <ul style="list-style-type: none"> • Prioritization by EC PGDS • Proven untapped potential demand in trade, agriculture and tourism 	<p>internet connectivity)</p> <ul style="list-style-type: none"> • Unreliable electricity supply to drive intense mechanized production lines • Poorly developed value chain production processes and systems • Insufficient supply of artisans, technicians and skills trades in key strategic areas like engineering, management and science by the local economy
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Retail, Trade & Wholesale

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Existing demand for services (household and convenience goods) • Significant contributor to employment creation (lower end jobs) • Easy access to entry – no strict barriers 	<ul style="list-style-type: none"> • Poor regulation (None existence of effective by-lays to control and regulate operators like taverns, hawkers and food selling outlets) • Unreliable service provision – water, electricity, sanitation, refuse etc • Lack of care for aesthetics by operators and owners • Environmental degeneration potential

SMME

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Potential for growth and contribution to unemployment • Market demand • Availability of support from various sources within and outside government – ECDC, SEDA, SETAs, Training Institutions, Bus Forums etc 	<ul style="list-style-type: none"> • Limited support for training and finding ▪ Lack of business support – generally the lack of business support to existing businesses and this hampers their growth potential. There is a need to offer integrated business support in a sustainable way including:

	<ul style="list-style-type: none"> ○ Infrastructural support investment on such things as access roads, electricity, refuse, water & sanitation ○ Improving efficiency and turn-around times in the processing of development applications • Environmental degeneration potential • Poorly organized businesses and processes to create conducive environment for growth and development • High degree of survivalist rather than growth oriented entrepreneurs – high failure rate of ventures
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8 ENVIRONMENTAL MANAGEMENT PROFILE

Tsolwana is assigned power and function for air and noise pollution. However, there is currently insufficient capacity to fully deal with these functions in our organizational arrangements.

Tsolwana subscribes to international and national environmental treaties which give it additional secondary responsibilities for environmental planning and conservation management. The latter role is often interpreted to include tasks such as:

- local agenda 21 initiatives,
- environmental impact assessment facilitation into NEMA,
- bio-diversity and nature conservation management initiatives,
- participation in the state of environment reporting initiatives either by district municipality or by DEAT
- Cemeteries
- Commonage management (including pound & nature conservation)
- Environmental health (public health)
- Local Economic Development
- Refuse removal
- Solid waste disposal/management
- Sewerage treatment/sanitation
- Supply and/or treatment of potable water
- Urban public open space (parks & recreation)

The key development issues are:

- Cemeteries have the potential to pollute groundwater in the vicinity and will permanently exclude the area for development. Local authorities need to ensure that this will not affect the management and/or exploitation of natural resources in their areas of responsibility. Areas with a high water table, such as wetlands and floodplains adjacent to rivers should be avoided.
- Commonages are placed under pressure due to rapid urban growth and the presence of informal settlements and incorrect management practices.
- Environmental health - Population growth, urbanization, a lack of suitably qualified personnel and poor transport infrastructure in outlying areas puts pressure on environmental health.
- The use of natural resources plays an important role in Local Economic Development. High levels of unemployment, however, can put pressure on these projects as natural resources are limited.
- Refuse removal is carried out in all local municipalities. Increased income and associated standards of living can be expected to increase the amount of domestic waste generated in an area.
- Solid waste disposal and management.
- Sewage treatment/sanitation. Sewage treatment facilities are in existence, however the municipality should ensure that there is ongoing operations and maintenance.
- Supply and treatment of potable water is undertaken by the local municipalities. The supply of water is a top priority. The availability and quality of water must be assessed.
- Urban public open space (parks & recreation) can provide an important recreational area for the general public and a refuge for wildlife, but the use of public open space may be limited by crime and the negative effect of visible pollution.

8.1.1 Natural environment

The natural environment provides the basis for the regional economy, especially the primary production, recreation and tourism. It is therefore essential that the

integrity of the natural environment be not compromised if planning is to promote the welfare of the municipality's population.

TOPOGRAPHY

The study area is characterised by rolling and undulating and hilly to very steep areas within the valleys, as can be seen on Map 4. Slope analysis reveals that a large portion of the area, specifically north-eastern to south-eastern portions have slopes greater than 12% while areas around Hofmeyr down Tarkastad and also areas around Mitford and Zola right down to Tendergate have slopes of less than 5%.

GEOLOGY & SOILS

Tsolwana consists mainly of Beaufort sediments intruded by dolerite. These comprise of shale, mudstone and sandstone. The soils in the area are mainly derived from the Beaufort and Molteno series of the Karoo sequence. The soils are then poorly developed, shallow or rocky, which are not suitable for crop production. Soil salinity is a major problem in the irrigation areas of Tarkastad and Hofmeyr.

CLIMATE

The climate varies from arid to very cold high veld and falls mainly into 2 climatic zones according to the Agricultural Development Programme for the Eastern Cape (1986), namely, "Arid and semi-arid moderate midlands, and Arid and semi-arid cold high lying land"

RAINFALL

The average annual precipitation is between 100mm and 300mm in Hofmeyr and between 301mm and 600 mm in the rest of the municipal area. Rainfall distribution is poor and dry spells are a frequent occurrence. The further to the west, the poorer the rainfall distribution with fairly frequent droughts. This is a summer rainfall area with 70% – 80% of precipitation during the summer months and 20% – 30% during the winter months.

TEMPERATURES

Temperatures are coolest in the northern sections of the municipality becoming warmer to the south and east. Maximum temperature in Tarkastad and Hofmeyr ranges from 19.3°C to 25.3°C while the average minimum ranges from 4.1°C to 10.2°C. In wards 1 and 2, the maximum ranges from 22.4°C to 23.2°C and the

minimum is up to 10.2°C. Ward 3 has an average maximum temperature of 22.3°C and an average minimum of up to 8.9°C.

PREVAILING WINDS

During the summer months, prevalent wind direction in the study area is north – westerly (berg winds) ; whereas south – easterly to south – westerly winds prevail during the winter months.

EVAPORATION

Evaporation in Tsolwana is approximately 2 146mm per annum, which is higher than its average annual rainfall.

VEGETATION

According to the vegetation type (see Map 6), the area is covered by South – Eastern Mountain Grassland, Sub arid Thorn Bushveld, Eastern Mixed Nama Karoo and Moist Upland (Chris Hani state of Environment report (2004).

SOUTH EASTERN MOUNTAIN GRASSLANDS

Sweet grassland dominated by grasses such as *Themeda triandra*, *Pennisetum sphacelatum* and *Ehrharta calycina*. Dicotyledonous forbs are well represented and include: *Diascia capsularis*, *Sutera macrosiphon*, *Dianthus caespitosus*, *Othonna auriculifolia* and *Euphorbia epicyparissias*.

This vegetation is good for cattle and sheep grazing. About 46% of the total South African extent of this vegetation type occurs in the CHDM. The existing pressure on this vegetation type is that it is suitable for winter grazing but susceptible to conversion to sourveld, karoo and Grassy Fynbos due to overgrazing.

EASTERN MIXED NAMA-KAROO

A complex mix of grass - and shrub-dominated vegetation types, which are subject to dynamic changes in species composition dependent on seasonal rainfall events. This vegetation type is too dry for crop production but is important for sheep and goat grazing for wool and meat, but is sensitive to overgrazing.

The existing pressure on this vegetation is that it is considered to be the most degraded vegetation type in South Africa by Acocks (important in desertification and karoo encroachment). Also overgrazing can lead to desertification and karoo encroachment and stocking rates must be determined by the rainfall at the time.

MOIST UPLAND GRASSLAND

This vegetation type is dense, sour grassland with *Themeda triandra*, *Heteropogon contortus*, *Tristachya leucothrix*, *Eragrostis curvula* and *Elionurus muticus* as some of the dominant species. The tall-growing *Hyparrhenia hirta* and *Sporobolus pyramidalis* are often prominent in the area. Hardy forbs also occur as do some trees and shrubs on sheltered sites, rocky hills and ridges. In fire-protected areas the incidence of other species increases, including forest pioneers such as *Rapanea melanophloeos* and some Fynbos species.

Grazing, maize farming and forestry are suited to this vegetation type. Hiking also occurs in some areas. In terms of existing pressures on this vegetation type, it is said that poor management encourages growth of unpalatable grasses and the invasion of weeds. Summer burning also reduces invasion of Grassy Fynbos and Afromontane Forest. In the absence of fire, Afromontane Forest and Grassy Fynbos may become invasive.

SUB-ARID THORN BUSHVELD

Acacia karroo bushclumps or individuals characterize this type, but the grass layer mostly remains intact, except where severely overgrazed. The most prominent grass species include *Themeda triandra*, *Cymbopogon plurinodis*, *Eragrostis curvula*, *Sporobolus fimbriatus*, *Heteropogon contortus*, *Digitaria eriantha* and *Eustachys paspaloides*.

This vegetation type is suited to grazing. About 52% of the total South African extent of this vegetation type occurs in the CHDM. Fire and grazing are important processes in the extent of this vegetation type. This vegetation is also poorly conserved.

8.1.2 Water resources

RIVERS

Tsolwana municipality is drained by numerous rivers, the major ones being, Swart-Kei, Tarka, Elands, Vlekpoort, Teebus and Hongerskloof, Haasfonteinloop, and Riet.

DAMS

Tsolwana Municipality has 2 major dams, namely, Grassridge and Commandodrift Dams. Grassridge Dam situated on the north-western boundary of the municipality is used as balancing dam whereas Commandodrift located on the south western boundary is used for irrigation.

WETLANDS

Wetlands refer to rivers and their marginal zones, such as floodplains. A number of wetlands occur within the catchments of significant dams. The most serious threat to wetlands is gully erosion. The headward (upstream) retreat of these gully systems can lead to the erosion and hence loss of wetland areas. As wetlands act as sediment storage sites within catchments, the loss of these areas may with time lead to the siltation of dams downstream. This implies a loss of storage capacity within these dams and possible grazing land during times of drought.

Important wetlands, (pan / pond and dam wetlands) in the study area are clearly indicated on Map 9. According to the study, these wetlands have been heavily impacted upon either by human activities e.g. cultivation, overgrazing, etc. exotic vegetation invasion or soil erosion.

8.1.3 Major Environmental challenges

The following environmental problems are some of the major issues of concern facing the municipality:

- Contaminated rivers and streams throughout the study area but especially the Keiskamma River.
- Loss of sensitive environments and biodiversity, and habitat degradation.
- Health and environmental risks associated with poor water quality.
- Eutrophication of water impoundments.
- Lack of legal compliance.

The general causes of the above issues include the following:

- Urbanization in river catchment areas
- Cemeteries and burials located close to water resources
- Lack of awareness

NATURAL DISASTERS

Frequent occurrence of severe storms and tornados

- Storm damage to properties (houses)
- Uncontrolled veld fire which destroy grazing and grass used by communities for roof thatching

SOIL EROSION

Tsolwana has some of the most erodable soils in the District, particularly in the former Ciskei area in Ntabethemba i.e. Kwezi, Thembaletu, Khayaletu,

Rocklands, Baccles Farm, Mitford and Thornhill, including areas such as Zola village, Phakamisa, Tendergate, Spring Groove and Tarkastad.

Public and private sector have a major role to play in ensuring that there is environmental management. The following are the key issues for consideration in relation to private and public sector.

9 INFRASTRUCTURE SERVICES PROFILE

Understanding the extent to which households as well as businesses are provided and have access to infrastructure services is central to delivering the mandate of a developmental local government.

9.1 Water & Sanitation

9.1.1 Water sources

Chris Hani District Municipality is the Water Services Authority for its entire area of jurisdiction, including Tsolwana Municipality. Water supply to the settlements is in the form of water pumps, natural sources (boreholes), reservoirs and control metres. There are currently no water treatment works in the whole study area.

The main bulk water sources are dams, surface water supply schemes and ground water supply schemes. The two main urban nodes, Tarkastad and Hofmeyr depend solely on groundwater for their suppliers. The rural areas also depend on underground water supply.

Hofmeyr and Tarkastad are supplied with 3 and 4 boreholes respectively. 2 boreholes in Hofmeyr have a total yield of 25l/s and supply the town adequately while the yield in Tarkastad is being stressed as it reaches a total of 24.7 l/s.

The table below summarises the water supply situation in the municipality.

Administrative Area	Water Supply	Present situation	Future situation
Hofmeyr	3 boreholes with 2 boreholes having a total yield of 25-1/s yield and one borehole with unknown yield	The boreholes adequately supply Hofmeyr town	Possible increase in the number of boreholes, no further planning
Tarkastad	3 boreholes with a total yield of 83.6 l/s.	The boreholes adequately supply the area	No plans have been made to increase the supply

Source: Chris Hani District Municipality: Water Services Development Plan (2006)

Hofmeyr has a serious shortage of water supply. These shortages are also impacting on the ability to reduce bucket systems and increase access to waterborne connections as well as ensure sustainable housing settlement delivery since bulk water supplies are a problem. Chris Hani DM has also prioritized Hofmeyr water supply and budgeted amounts of R9,6 and R30 million for the next two years respectively.

Tarkastad has sufficient water supply and they are currently looking at the feasibility for the water supply of connecting the new housing developments and the planned bucket eradication project. It is probable that further water sources would have to be found for additional housing developments.

The table below indicates the dams operated by the Department of Water Affairs and Forestry, which are located within the municipal area and mostly supplying water for irrigation purposes.

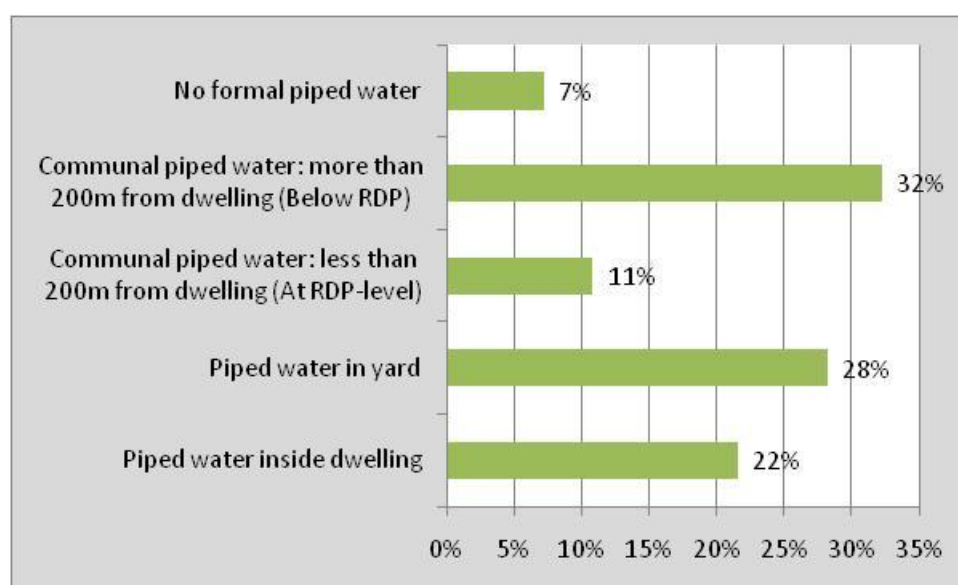
Dam Name	Supply Type (Domestic/Irrigation)	Supply Areas	Live Storage (Mm ³)	Firm Yield (Mm ³ /a)	Owner
Tendergate Dam	Irrigation	Ntabathemba Irrigation Scheme	1.72	0.26	DWAF
Mitford Dam	Irrigation	Ntabathemba Irrigation Scheme	0.89	0.05	DWAF
Glen Brock Dam (Thornhill)	Irrigation	Ntabathemba Irrigation Scheme	0,41	0.12	DWAF
Trift Dam	Irrigation	Ntabathemba Irrigation Scheme	2.6	0.58	DWAF
Commando Drift Dam	Irrigation	Commando Drift Irrigation Scheme	55.7	18.0	DWAF
Grassridge Dam	Balancing	None	49.6	N/A	DWAF

Source: CHDM: Water Services Development Plan (WSDP), 2006

According to CHDM State of Environment Report (2004), the total scheduled area for Ntabathemba Irrigation Scheme is 1200ha of which 720ha was irrigated in 1995. Presently only about 20ha is being irrigated and it is unlikely that much more development will take place. Also, the Commando Drift (Tarka) Irrigation Scheme and Lake Arthur Dams (Lake Arthur is almost completely silted up) supply the water for this scheme. The main rivers in the catchment are the Tarka and Vlekpoort rivers. It should be indicated that Commando (Tarka Scheme) is the main irrigation scheme serving the commercial sector in the area.

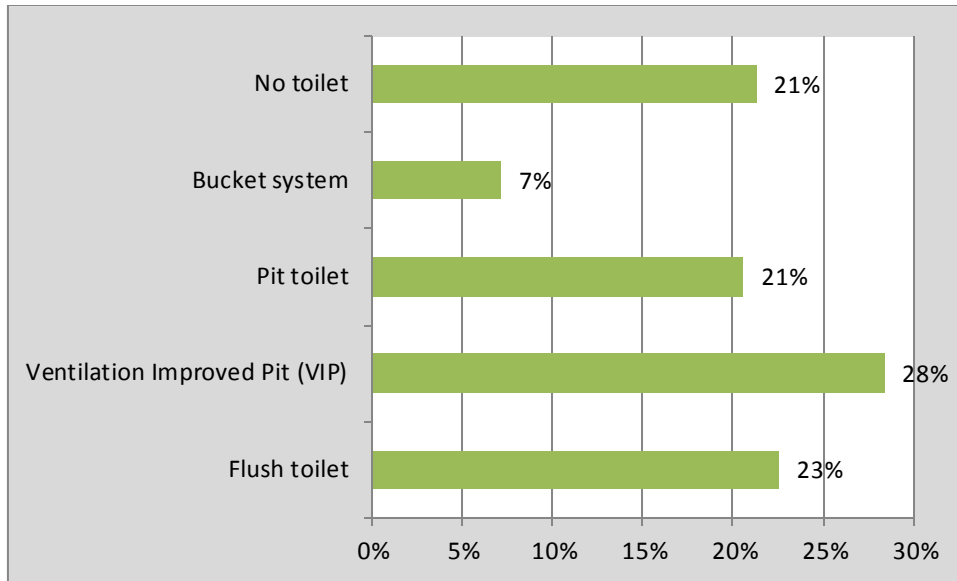
Household Access to Water Supply

Global Insight approximate that 60.5% of households in Tsolwana by 2008 have access to water supply at above RDP level. The backlog for water supply remains high at 39.5%. The following figure compares distribution of households by levels of water provision services.



9.1.2 Sanitation

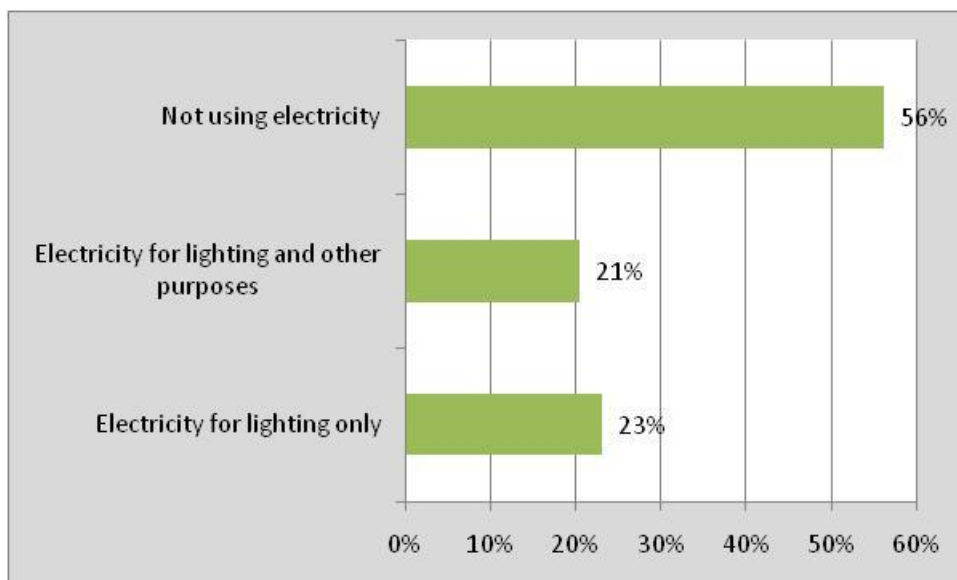
Approximately 51% of households have access to hygienic toilet. Sanitation backlogs remain higher at 49% in especially the rural areas. The following figure compares distribution of households by access to levels of sanitation provision.



9.2 Electricity and energy supply sources

Eskom is a sole provider of bulk electricity services in the Tsolwana jurisdictional areas while the municipality purchases and resells to households in its urban areas.

The majority of households in especially rural areas rely largely on risky means of energy sources for their cooking, lighting and heating. They mainly utilise paraffin, wood and candles. The figure below reflect that an estimated 56% of households have no connections and unable to access electricity benefits.



Engagement with Eskom revealed that they had planned electrification expenditure investment of more than 315 million in Tsolwana alone during their

2010/11 financial year. However, this did not happen and has created a risk of over promising by our IDP. The municipality is in the process of lobbying Eskom provide more accurate forecasting and better budgeting information to improve the situation.

The table below gives a list of promises by Eskom which have not been met so far and which a resolution has been solicited for the confirmation as to whether Eskom is still continuing with these projects or grant permission for their removal in our future IDPs.

Name of Department / Institution	Programme	Project	Amount
Eskom (budget is for year beginning April 2010)	Rural Electrification		R 3,900,000
		Zola - 200hh	
		Phakamisa -45hh	
		Hartbees - 12 hh	
		Mitford - 14hh	
		Rocklands - 10hh	
		Beccleus - 20hh	
		Lindela - 3hh	
		Tendergate Extension 1 - 10hh	
		Tendergate Extension 2 - 10hh	
		Hoffmeyer Infrastructure upgrade	Connect 519 hh by 2011

Subsequently we were issued with this revised priority of electricity projects for 2011/12 as follows.

<i>Village name</i>	<i>Code</i>	<i>Connections</i>	<i>Link line</i>
1. Zola		148	0.2
2. Phakamisa		48	0
3. Hartebeesfontein / Thornhill	C1CX1	32	1
4. Mirtford Extension	C1CX2	32	0
5. Rocklands Extension	C4X1	15	0.1
6. Beccles Extension	C5BX1	36	0.2
7. Lindela Extension	C6X1	16	0

8.Tentergate 1 Extension	C7X1	26	0.2
9. Tentegate 2 Extension	8X1	3	0.1
Total		356	1.8

According to Eskom planers this information only serves as a guide as to the likely scenario in terms of electrification if DME keeps the current levels of funding. It is not cast on stone and may change depending on circumstances. The main challenge that worries us at the municipality is that we are being fed forecasting figures that are not the objective reality of the SEOs spending plans. Electrification of the Hofmeyer Ph 2 Housing is split over 3 years because of funding limitations envisaged during 2011/12 and 2012/13 financial years. Should the funding situation improve, then the plan for Hofmeyer Ph 2 Housing Development project will be adjusted accordingly.

One of the main challenges for electricity supply is the lack of reliability of supply especially in the urban centres where this phenomenon poses a threat to investment attraction and urban renewal goals.

The municipality intends to intensify lobbying of Eskom and DME to support infrastructure upgrade and expansion in especially the two towns of Tarkastad and Hoffmeyr.

9.3 Roads & Stormwater

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

Observations of the visual road index reflect a decaying state of road and storm water infrastructure across the municipal landscape. This is largely due to lagging behind in maintenance which is often attributed to lack of funding, planning and HR capacity constraints.

The main transport routes within the municipality are found in Wards 4 and 5 and include the following:

- R61 from Queenstown to Tarkastad
- R344 from Balfour to Tarkastad
- R390 and R391 from Hofmeyr to Ukhahlamba District Municipality
- R401 from Tarkastad through Hofmeyr to N10

- R 61 linking Tarkastad and Cradock
- Road linking Tarkastad to Sterkstroom
- Hofmeyr – Cradock road

The conditions of the roads within in the Ntabathemba District are in a state of disrepair. They are virtually inaccessible, especially in the rural areas, during rainy season due to lack of maintenance. Also, storm water channels are non – existent throughout the municipal area thus the roads are eroded, especially during heavy rains. About 230 km internal gravelled roads within the settlements in the municipality indicated below are in appalling conditions and require urgent maintenance attention.

Ward	Settlements	Approximate Distance (Km)	Comments
1	Thornhill, Zola & Phakamisa	80.9	No storm water channels in these villages
2	Mitford & Rocklands	30.4	No storm water channels.
3	Tendergate, Spring Grove, Khayaletu, Thembalethu, & Khwezi	62.3	This includes 7.5km access road to Khwezi which is in a very poor conditions
4	Tarkastad (Including Zola and Ivanlew Townships)	38.0	Apart from the main road to Tarkastad and its internal roads that are tarred. Some houses are flooded during heavy rains in the Townships due to lack of storm water drainage.
5	Hofmeyr (including Luxolweni and Twinsville Townships)	22.1	The roads have no storm water drainage. Only the road passing through Hofmeyr to Cradock and the access road to Luxolweni are tarred.
Total		233.7	

The size of available budget for road works and maintenance is a single biggest obstacle facing the municipality's ability to perform its access road functions. This year (2010/11) only R1,8 million is available to construct and maintain access roads from our MIG.

9.4 Transportation

There are no planned movement patterns and this cause the local spatial economy to underperform. Public transport system in the area is weakly developed and is limited to minibus taxis that service the area on a regular basis. Private cars and bicycles are in the minority. Properly organised taxi ranks with commuter shelters are lacking in the settlements. The lack of a comprehensive SDF also adds to this planning problem.

Poor roads due to lack of maintenance and adequate funding for new road construction hampers free and smooth transportation of goods and produce from local farms to markets.

Analysis of transportation challenges show among others there are no formal crossing arrangements to cater for pedestrians. Signage in most areas and along key distributor roads is lacking.

9.5 Land and Housing

LAND ADMINISTRATION

Land administration function for Tsolwana is mainly comprised of activities like facilitation of land transfers, sale of estates and management of public assets such as ponds and commonages.

Tsolwana consists of two main urban nodes, Tarkastad and Hofmeyr, which are surrounded by commercial farmland. The farmlands are privately owned. The lands in the rural areas in the Ntabethemba district are owned by the state. In these areas land ownership is administered via intermediary mechanisms such as the issuing of occupational certificates. The long term view of the municipality is to transform this ownership form into FREEHOLD so as to increase security of tenure for households and empower their asset wealth. There are efforts to formalise relations with local Traditional authorities to facilitate such development.

However, the main focus in 2012/13 will be placed on mobilizing resources for installation of bulk infrastructure to the already existing housing projects.

LAND TENURE

There are basically two dominant forms of land ownership patterns in our municipality, viz communal freehold. Freehold is further divided into two components of long term leases (up to 100 years) and outright ownership with a title deed. Communal land is largely concentrated in the greater Ntabethemba areas while freehold comprises mainly Tarkastad, Hoffmeyr town and private commercial farms.

It is understood that since the process of land redistribution and restitution has not finally closed in the country, there may be tracts of land parcels currently encumbered with land claims in our areas. We view this in a serious light because of its threatening impact on the implementation of LED and land development objectives.

According to the CHDM Land Reform & Settlement Plan, there are 12 Land Reform Projects and one rural land claim for 5 claimants handled by the Department of Land Affairs (DLA) and Regional Land Claims Commission (RLCC) respectively in the Tsolwana area.

CHALLENGES FOR LAND AVAILABILITY AND DEMAND FOR HOUSING EXPANSION

Our role in housing is only limited to facilitation and administration of beneficiary registrations and monitoring. We depend on the Provincial department of housing for funding of housing programmes.

Investigations conducted to determine whether there is sufficient land for housing development within the Tsolwana Municipality established that both Tarkastad and Hofmeyr have commonage land available for Model 1 settlement type to accommodate the needs of urban settlement and housing.

The demand for land and housing expansion in Tsolwana is summarized in the CHDM land and settlement plan as follows:

- Need for additional 9,000 units of which an estimated 2,500 units are required in the urban nodes and another estimated 6,500 units are required in the rural settlement areas.
- Additional commonage needs for Tarkastad and Hofmeyr to be clarified. This must respond to the recurring problem of Farm eviction / relocations which often results in homeless families setting on the commonage.

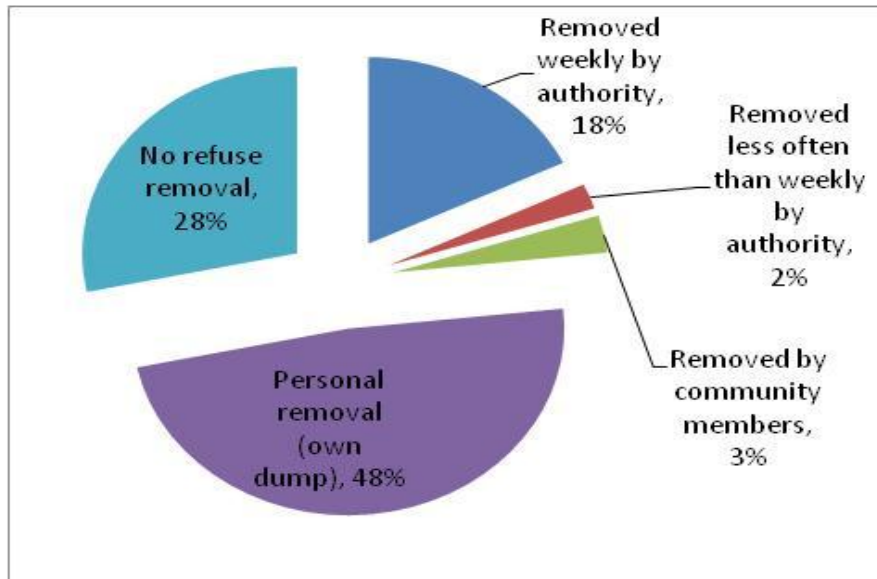
- Rural villages desire more land for settlement and commonage.
- Different processes for land allocations are being applied in different wards and the absence of a formalized and agreed system is generating long term problems.
- Ntabethemba is a subject of potential Settlement Agreement. The land claim of the whole Ntabethemba community for some 21,000 ha of land in relation to un-met promises regarding the move of people from Hershel in the 1970's is under investigation by the Land Claims Commission.
- It is desirable that the principle of "connectivity" be maintained with the Ntabethemba settlement area – i.e. it is preferable that land adjacent to the existing settlement areas be targeted rather than land far removed from the area, if at all possible.

9.6 Waste management & Refuse Removal

Tsolwana municipality is responsible for providing refuse removal service to its areas of jurisdiction. In the rural areas there is no formal refuse disposal system. Waste management is however, the responsibility of the district. The municipality is currently negotiating a service level agreement with the DM to develop and manage a landfill site in its jurisdictional area.

The solid waste generated at Tarkastad and Hofmeyr is disposed off at an unlicensed local landfill sites situated in close proximity to the two towns. There are major challenges with this arrangement which include the fact that the municipality does not receive any monies for rendering this service from the authority as well as other environmental concerns such as possible water contamination, air pollution, unsightliness caused by windblown litter, no fencing, inaccessibility to the dumps, uncontrolled tipping, improper disposal of, especially, medical waste etc.

In terms of service delivery, waste is only collected on a weekly basis by the municipality in Tarkastad and Hofmeyr and this only affects approximately 18% of the households. Another 2% receives less than a weekly removal service while 48% and 3% households utilize own means and community based forms of collection respectively. The backlog for refuse removal is estimated to be approximately 28% (2382) of the households are without refuse removal services.



Source: Global Insight: 2008

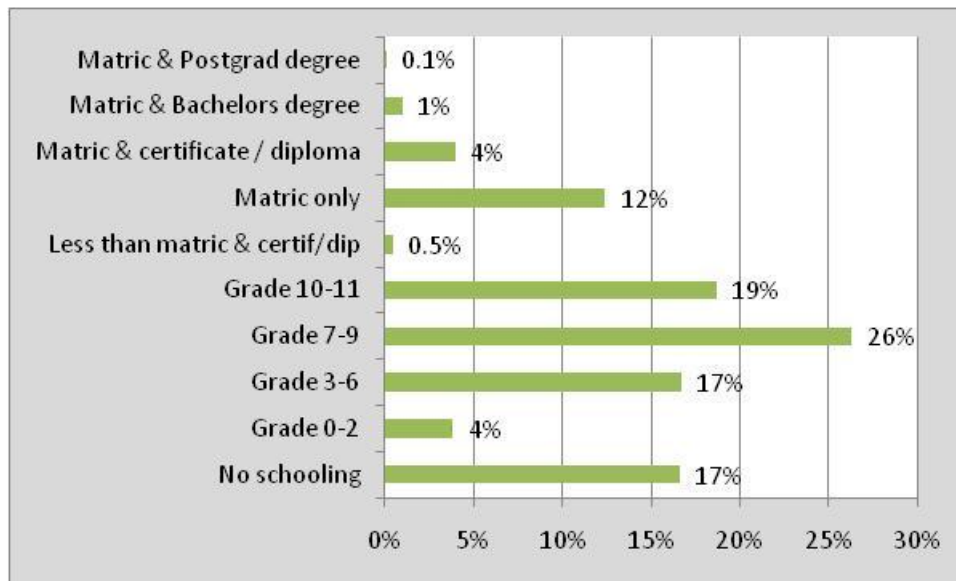
9.7 Education

The role of the Tsolwana municipality in Education is to facilitate and cooperate with the Department of Education for the provision of schools, education programs as well as directly provide for erection of early childhood learning facilities like crèches. In particular the municipality needs to communicate information to relevant authorities in terms of key priority areas needing education infrastructure and services.

The municipality also has direct interest in the monitoring of education and functional literacy levels among its economically active population so as to ensure adequate supply of critical skills needed for growing the local economy.

9.8 Skills and literacy levels

Approximately 52% of the population is functionally literate meaning that of the age category of 20 and above only 52% have attained schooling of grade 07 and above. The figure below gives a distribution of literacy attainment by schooling grades completed



9.9 Distribution of education facilities

There are 17 primary schools and 10 high schools and numerous crèches distributed within wards all the wards in the local municipality. Most of the schools are fair to good physical conditions, although individual educational facility has its own peculiar needs which the field study could not established at the time of the study (school holidays). The distribution of the primary and high schools is indicated in Table—and Figure –.

Table – Distribution of Primary Schools

Ward	No. of Primary Schools	Location
1	3	Thorn Hill, Zola & Phakamisa
2	2	Mitford & Rocklands
3	5	Tendergate, Spring Grove, Khayaalethu, Thembaalethu, Khwezi, Bacclease
4	3	Tarkastad Town (2) & Zola Township
5	3	Hofmeyr, Luxolweni & Twinsville

Table – Distribution of Secondary and High Schools

Ward	No. of High Schools	Location
1	1	Thornhill
2	2	Mitford & Rocklands
3	2	Tendergate, Bacceleau
4	3	Tarkastad Town (High School), Tarkastad Town (Sec. School) & Zola Township
5	2	Hofmeyr Town & Luxolweni Township

9.10 Safety and Security

Tsolwana does not have its own municipal police force therefore the responsibility for providing safety and security services in its areas rests with the South African Police Services Department (SAPS). Tsolwana participates in Local Community Policing Forums (CPF). Crime especially domestic violence and common assaults linked to substance abuse is prevalent in the area. An integrated social development strategy is needed to guide interventions aimed at reducing these occurrences.

There are 5 police stations in the Tsolwana areas, viz the Thornhill (Ward 1), Rocklands (Ward 2), Tendergate (Ward 3), Tarkastad (ward 4) and Hofmeyr (Ward 5). The department of road and transport has undertaken to introduce the following programmes in Tsolwana ;

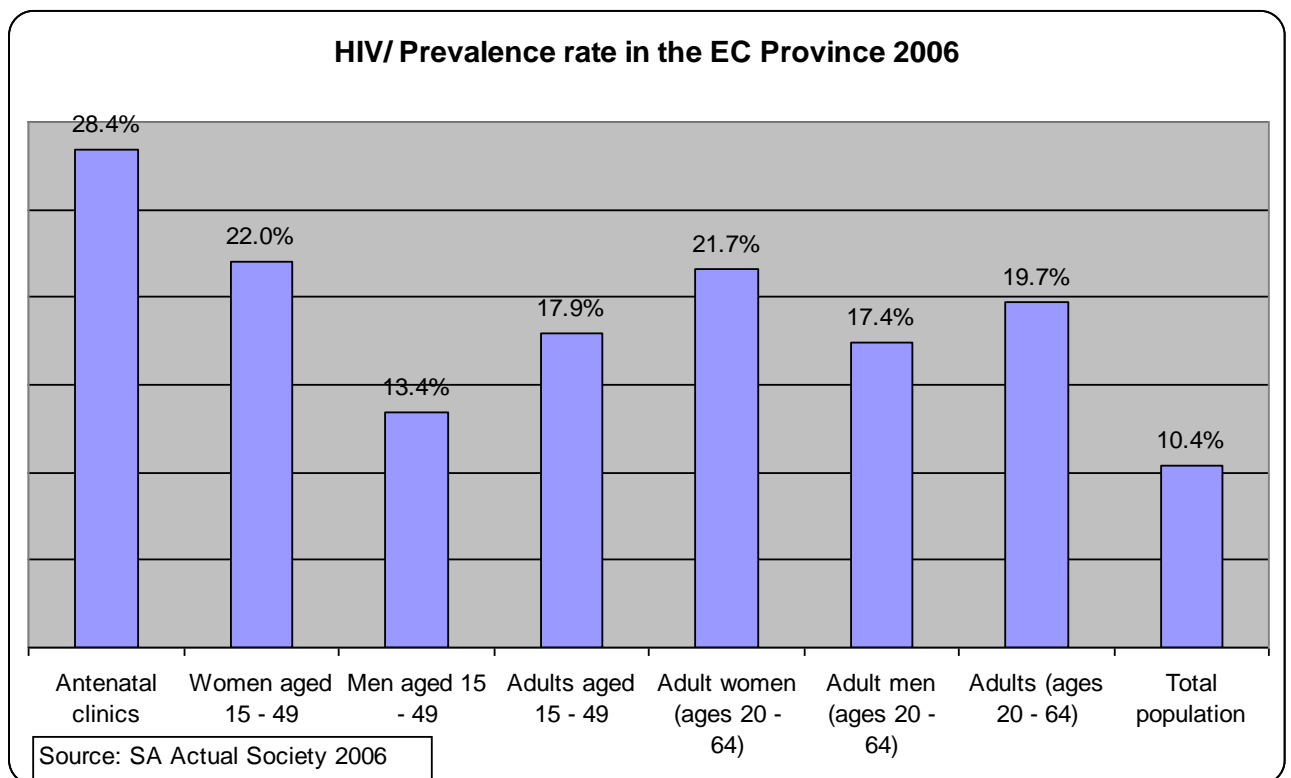
- Establishment of Community Road Safety Councils (CRSC) by all provinces. 20 District CRSCs are in place, We have 2members in Tsolwana Municipality
- Learner driver education programme
- Implementation of junior traffic training centre initiatives aimed at encouraging young pupils to understand and learn to obey road rules

9.11 Health

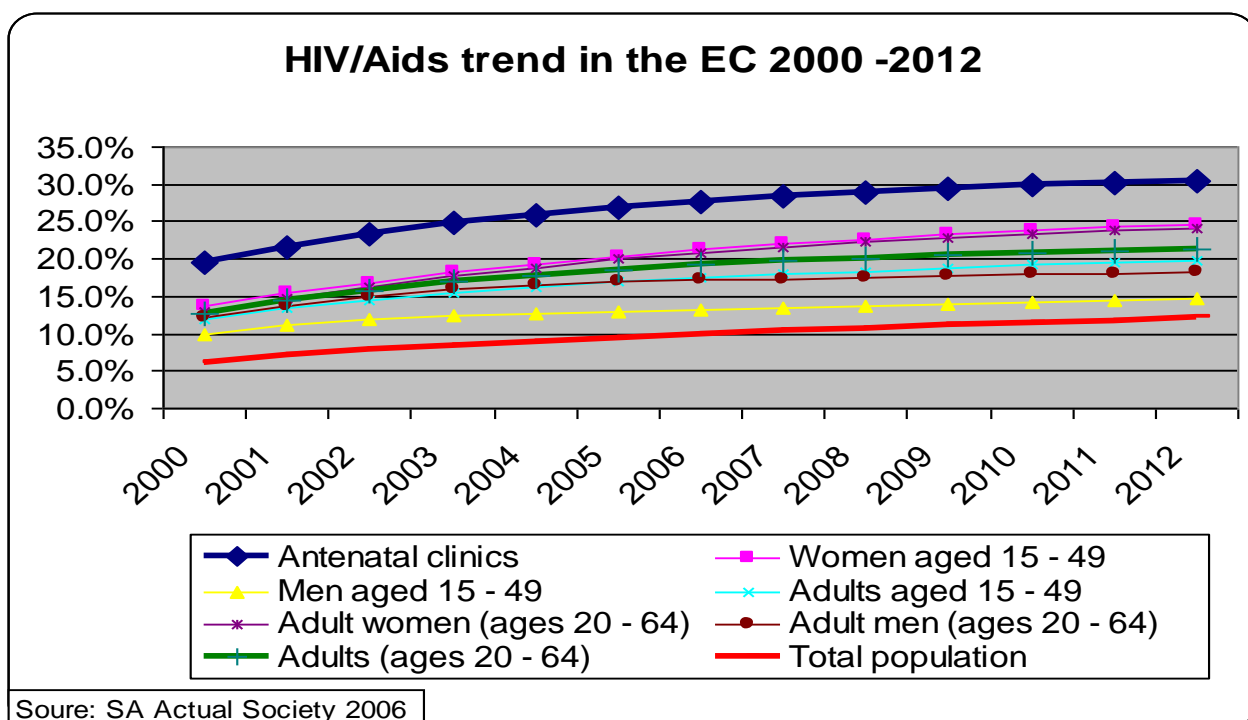
Primary health is a competence of the Provincial department of Health. Chris Hani DM is responsible for municipal health. There are mainly four parties that provide health facilities in the study area namely, Department of health, Chris Hani District Municipality, Tsolwana municipality and Private institutions.

HIV/Aids is a public health concern that the municipality should to at least monitor and proactively contribute to the reduction of the impact and the spread of HIV/Aids among its communities. Tsolwana has a workplace HIV/Aids policy but the current policy is silent on HIV prevalence and targets for reducing the spread of Aids. The current prevalence rate is estimated to be 9% for HIV and 1% for AIDS (Global Insight: 2008)

Figure below reflects on HIV/Aids prevalence rates in the province and country over the last 5 years.



The above figure indicates that women of economically age groups 20 – 64 years of age in the province are most vulnerable. The figure below gives longitudinal projections of HIV/Aids impact.



The entire area is served by one hospital and 10 clinics as indicated in Table below. The remaining settlements depend on mobile clinic units that provide access of lower order health facilities to the communities. Martjie Venter Hospital in Tarkastad provides a higher order health services to the entire sub-region but very serious health cases are normally referred to Queenstown. The distribution of the health facilities are indicated in Table below.

Ward	Type	No. of Health Facilities	Location
1	Clinic	1	Thornhill
2	Clinic	2	Rockland and Mitford
3	Clinic	3	Tendergate, Baccleau, Spring Grove
4	Hospital	1	Tarkastad (Martjie Venter Hospital)
	Clinic	2	Tarkastad Town & Zola Township
5	Clinic	2	Hofmeyr Town & Luxolweni Township

The general comment about Tarkastad hospital is that most people prefer Queenstown health facilities due to poor quality of services in Tsolwana but this is a major concern to the majority of the people as they cannot afford transport cost to Queenstown.

In Hofmeyr, most people prefer to visit the clinic in town than the one in the township because it has much better services than in the township. Also, Hofmeyr is situated in a far distance from Tarkastad and Queenstown. It is accessed by 70km of gravel road to Tarkastad. It must be treated as first priority as far as health facilities are concerned due to its geographical location and difficult accessibility.

The table below gives a matrix ASSESSMENT of the quality of health service provision using common national indicators.

QUALITY OF HEALTH CARE SERVICE INDICATOR	BENCHMARK	PERFORMANCE AGAINST BECHMARK
Access to health facilities (clinics)	1: 10 000 households	Tsolwana needs 3 clinics. It is well served with its 10 clinics
Access to health facilities (L-1 Hospital)	1 : 25 000	Needs 2 L-1 hospitals. Adequately served with its hospital facility in Tarkstad
Nurses per 100 000 population	12 / 100 000 population	UNKNOWN
Hospital beds per 1000 population	2.5 / 1000 population	UNKNOWN
Emergency Medical Vehicles per 100 000 population	5-8 vehicles / 100 000 population	UNKNOWN

9.12 Community Facilities

Tsolwana owns and manages a number of community facilities. There is an urgent need to develop a library in Thornhill, swimming baths in rural wards, formal parks in two main urban centres, and upgrade existing sports fields and community halls.

Currently, there are 9 community halls distributed amongst the wards as shown in the table below.

Ward	No. of Community Halls	Location
1	1	Thornhill
2	2	Mitford & Rocklands
3	1	Tendergate,

4	3	Tarkastad Town, Ivanlew Township & Zola Township
5	2	Hofmeyr Town & Luxolweni Township

Sports arts and cultural heritage services are a primary competence of the Department of Sports, Arts and Culture. Tsolwana municipality plays a facilitative role in the identification of needs and cooperates with the Department of sports arts and culture in the implementation of such services.

Existing sports facilities are limited to a few poorly developed sports fields in Wards 1, 2, and 3. Upgrading needs to occur in these areas that are currently served with dilapidated sports fields. Standard size sports fields are in Tarkastad and Hofmeyr but the one in Hofmeyr needs upgrading. An amount of R1,8 million has been nominated in the MIG 2010/11 to assist with renovations to community facilities.

9.13 Cemeteries

There is generally fair distribution of cemeteries in the municipality. The challenge is the environmental compliance, quality, maintenance and size of current facilities. There are current plans to undertake investigation of alternative sites for future expansion of this service. Facilities in rural wards 1, 2 and 3 are informally managed by the local communities.

The following environmental issues regarding cemeteries location and development were noted:

- The unsuitable geographical location of cemetery sites in relation to drainage features (e.g. lakes, rivers, dams, streams and marshes). This poses environmental and health risks in terms of possible seepage from the graves into the water bodies.
- Improper maintenance of the cemeteries / burial grounds and crematoria in the rural villages.

9.14 Pounds and Fencing

The municipality is assigned power and functions over ponds and fencing. Tsolwana is currently developing a pound to cater for areas around Thornhill. Fencing is generally a facilitation exercise assisting the departments land affairs and Agriculture in implementing their projects.

9.15 Fire fighting and Disaster management

Tsolwana has a competence for firefighting but not for disaster management. The priority is to negotiate an SLA in this area and lobby resources for the establishment of a fully fledged fire station resident within the municipality.

This is in response to challenges of poor turn-around response times to fire disasters and emergencies in the past years which has resulted in unnecessary losses.

10 FINANCIAL VIABILITY

10.1 Overview of municipal financial viability

Financial viability remains a key priority even in this term of office of the council. The major challenge facing the municipality is its lack of capacity and processes to address pertinent issues relating to its financial viability. While some improvements have been registered in pursuit of a clean audit such as the progression from adverse to disclaimer, there is still a lot to do.

The municipality is heavily dependent on statutory transfers in the form of grants as its main source of revenue. This dependency makes it difficult to make a meaningful impact on service delivery and reversal of backlogs since most of the grants are small and accompanied with stringent conditions as to what can be spent on them. This is further compounded by higher levels of poverty which co-exist alongside poor household incomes. Efforts will be made in 10/11 to update and verify our indigent households for purposes of finding mechanisms to support them.

10.2 Auditor General's Report

Notwithstanding these challenges, the municipality is committed to the goal of achieving a clean audit by 2014. A plan of action to respond to the current set of issues raised by auditor general has been developed and adopted. This plan will comprise a key part of the contracting arrangements between the municipality and the CFO moving forward. The plan includes a number of improvements and introductions into the systems of accounting and reporting such as:

- Regular management reporting on their AG concerns
- New controls to manage and curb poor documentation trail for expenditure
- Training and capacity building for all managers on financial management
- Mechanisms for definition and registration of new assets especially from the technical services division
- Lack of integration of the IDP objectives and municipal performance management plans etc

10.3 Financial Plans

The municipality has the following plans and it will continue with their implementation:

- Indigent policy – this require regular updating and verification exercise. It requires annual verification and re-registration of the beneficiaries to ensure effective targeting.
- Risk Management – there is currently no risk management plan. A project has been budgeted for the development and implementation of this plan linked to the work of the internal audit function. This may however, be compromised by our current arrangement in which the DM assist with internal auditing and no person physically seats at our offices to undertake routine operational risk assessment and mitigation implementation.
- Supply Chain Management - A policy exists and is functional. It is regularly monitored and applied in our procurement activities. In 2011/12 finance staff and SCM officers will be trained further on its application.
- Revenue Enhancement Strategy – there is no strategy and it is planned that this will be developed and implemented by end 2010/11 to assist with managing and promoting increased levels of payment by our customers.
- Tariff policy – A new valuation roll was completed in line with requirements of the Property Rates act and will be implemented in 2011/12. The only amendments will be to update our rates policy with the outcome of the roll by segmenting our properties into indigent and non-indigent as well as government categories then charge accordingly.
- Budget 2011/12 – the 2011/12 budget formulated according to new treasury guidelines will be tabled to council for adoption together with this draft IDP review. It has been aligned to the IDP by ensuring that the project costing of the IDP aligns to the available funding parcels in our budget.

Some of these plans are budgeted to be revised in 2012/13.

10.4 Critical human resource needs

Critical positions needed to improve ailing capacity in the finance department include the appointment of Supply chain officer, Budget and Treasury Officer and Asset management officer

It is necessary for the organization to continue to pursue a coherent financial viability strategy to guide its interventions for maintaining and ensuring sustainable financial cash flows, revenue growth and improved collections capacity.

10.5 Summary of main challenges

While the municipality has steadily developing its capacity and operations, there are challenges for financial viability. These include among others:

- Need to build sound systems to ensure financial viability. Focus areas being
 - Clean Audit outcome
 - Billing
 - Procurement
 - Asset management (recording of fixed and new assets into our register)
 - Risk management
 - Internal audit

- Need support to improve capacity to fully meet MFMA requirements (eg: GRAP AFS + New Treasury format for budgeting etc)
- Need to improve revenue + payment levels

11 GOOD GOVERNANCE

Good governance remains key priority for the term. There are key areas that have been earmarked for attention in terms of improving good governance in the municipality including:

- Automation and cascading of PMS to lower levels
- Training and provision of administrative support to ward councillors and CDVs to improve effective public participation
- Improving cooperative governance through revitalizing the IGF and especially aimed at improving cooperation between the municipality and sector departments in the planning and delivery of development programmes
- Setting-up of dedicated customer care relations desks in all three centres in order to increase payment levels and communication with our major stakeholders
- Mobilization and lobbying of resources and partners for the establishment of Thusong Centre in Tarkastad
- Promotion of public participation through setting up a dedicated desk and reaching out to traditional leaders and other strategic partners.
- Improvement of institutional arrangements aimed at implementing the supply chain management policy and increasing accountability in our procurement processes
- Fighting corruption
- Development of a monitoring and evaluation framework for ensuring, reporting and tracking implementation of council resolution
- Improvement of intergovernmental relations and effectiveness through training and continuous engagement via IGF

Further, the municipality has started to ensure functioning of its performance audit committee and will also utilise this committee to ensure auditing of its end-year performance report in July 2011.

12 SPATIAL DEVELOPMENT FRAMEWORK

An SDF was adopted by council in 2010 and is valid till 2014. The formulation of a Spatial Development Framework Plan is a legal requirement in terms of Section 26 (e) of the Municipal Systems Act (Act 32 of 2000).

The next revision will among other things attempt to define a clear Land Use management framework, provide policy directive on the hierarchy of service

points and settlements, identify key development corridors & strengthen links with EC – Provincial SDF and National Spatial Dev Plan.

12.1 What is the purpose of the SDF?

The purpose of formulating a Spatial Development Framework is to provide the municipality and other development agencies with a tool to assist them in making development decisions, which ensures that land in municipality is used and managed appropriately and that sustainable development decisions and practices are implemented.

The Spatial Development Framework essentially creates a map “picture” of what the municipality will look like in the future in accordance with the Municipality’s vision and objectives, developed during the IDP process.

In so doing the purpose of the plan is to provide a spatial policy framework:

- to direct development agencies in decision making which directly or indirectly impacts on the Municipal area.
- to direct private and public investment to areas in that would ensure the most sustainable return of investment.
- to guide development in a spatially efficient way, ensuring linkage and alignment to regional and national development policies and programmes.
- which in response to locally specific trends and dynamics in Municipality, directs investment to areas of greatest potential and to target areas of greatest need to alleviate poverty and promote economic growth.
- which proposes strategic options aimed at improving linkages within the municipality and beyond its boundaries in order to stimulate effective and sustainable integrated development.
- to protect natural systems in Municipality.

12.2 Spatial Development Framework requirements

In terms of the Local Government Municipal Planning and Performance Management Regulations (R. 796 of 2001) it was determined that the Spatial Development Framework should contain the following:

a) Guiding Policies and principles

- Establish clear spatial development objectives for the municipality and principles to be followed in the management of spatial development.

- Identify adopted strategies and policies that will aim at achieving the spatial development objectives.

b) Key spatial development features (trends and dynamics)

- Create a development perspective of the area (develop trends and dynamics).
- Identify key spatial structural elements for developing the plan (map)
- Mapping to illustrate the spatial features and objectives.

c) Set out basic guidelines for land use management.

- Develop a land use management plan

12.3 Formulating a spatial development framework

12.3.1 Guiding Policies & Principles

In terms of legislation, the Spatial Development Framework within the IDP must be formulated so that it gives effect to the General Principles on Land Development contained in Chapter 1 of the Development Facilitation Act (Act 76 of 1995).

Furthermore, principles and policies formulated in the Provincial Spatial Plan provide valuable guidance in formulating Municipality's Spatial Development Framework. These principles ensure that decisions are aligned with National Planning Strategies, Acts and specific development programmes.

General Principles in terms of Chapter 1 of the Development Facilitation Act are listed below:

- Facilitate the development of new and existing informal settlements.
- Discourage land invasion / informal settlement.
- Promote integrated land development. Address land development in rural and urban areas in a holistic manner and do not discriminate between the two but rather recognize them as part of an interrelated system of settlement and development.
- Discourage urban sprawl.
- Maximum benefit from available resources / avoid duplication. E.g. build on the existing infrastructure and resources and invest in resources where maximum spin-off can be generated.
- Encourage environmentally sustainable practices

12.3.2 Provincial Spatial Development Plan (PSDP)

The Provincial Spatial Development Plan refers to “an embracing spatial policy that guides and co-ordinates such planning (IDP’s) according to sound norms and principles”.

The Spatial Management Approach adopted by the PSDP recognizes the limits of available resources in the Eastern Cape Province and therefore proposes *a targeted and phased development approach in an effort to address basic needs and create the environment of local economic development (in either rural or urban context).*

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

- Focus investment and upgrade existing rural settlements, villages and towns on a phased basis according to available resources and development priorities;
- Target strategic investment at nodal points and reinforce development nodes and development areas though building on strengths and bulk infrastructure; and
- Focus on economic upliftment and employment creation through LED, Agriculture, SMME’s and industrial programmes.

Furthermore the PSDP plan proposes the following principles and strategies:

- Ensure the protection of natural systems and resources
- Promote tourism and areas of recreation
- Adopt an hierarchy of settlements policy approach for targeting investment
- Build on maintaining and developing an efficient and accessible transportation network
- Align development decisions and investment with other Spatial Development Initiatives (SDI’s)
- Build on industrial and mining opportunities (according to competitiveness and resources)
- Conserve water resources
- Foster small scale and commercial agriculture as a cornerstone of rural development.

- Investment should target areas where the economic opportunities and returns are greatest.
- Social expenditure on basic infrastructure for basic needs should be specified as spin-offs from economic development investment, wherever possible.
- Development investment should create an enabling environment for private sector investment.
- Inter-Departmental investment linkages should be identified in order to maximize benefits and achieve a coordinated effort.

i. PSDP: Spatial Development Policies and Principles

In order to achieve the most significant results the PSDP suggests that policies of investment and management should be applied at three levels:

Firstly, investment should seek to address, basic needs – secondly, strengthen local capacity by building on existing strengths and thirdly, target development zones that have the potential to attract private sector investment.

Accordingly the PSDP defines the following three levels of investment: -

Level 1: Basic Needs to all – This would fulfill basic human rights in the provision of basic services to both urban and rural areas, at a minimum level (as per minimum acceptable levels of service adopted by the Amatole District IDP Framework Committee). Backlogs in these areas, the proximity of existing bulk services and local IDP priorities would guide this.

Level 2: Build Capacity – This ensures the managed investment of public sector funding in urban and rural areas in order to strengthen local capacity, build on the strengths and opportunities, which exist, and to maximize potential from the existing infrastructure and settlement system. Capacity building implies investment at a higher level in middle order services, infrastructure and needs such as institution building (human resource training, skill transfer and community empowerment) and provision of facilities such as secondary schools, market places, taxi ranks, etc.).

Level 3: Targeted Focus Areas – This would involve the provision of funding to strategically target development zones which have development potential. These

will represent nodes or areas of opportunity, where a special focus of effort and investment will attract interest from the private sector to invest; either in joint ventures with Government or independently, in order to develop economic growth opportunities and potential which already exists. This investment includes higher order services and infrastructure (which includes non-essential needs) such as sports stadiums, tertiary and specialized education facilities as well as investment that is likely to generate significant socio-economic development spin-offs.

ii. Key Spatial Development Features

The development perspective is informed by the following:

- a) Settlement patterns and land tenure
- b) Socio economic trends: levels of poverty (poverty index)
- c) Current development planning initiatives in the area

Settlement patterns and land tenure

Apart from small pockets of privately owned land in the two urban centres, namely, Hoffmeyr and Tarkastad, the balance of the land in Municipality Municipal area is held in terms of lesser forms of tenure – registered in the name of the state.

The settlement pattern within the municipality is indicative of the nature and type of activities to be found. Tarkastad and Hofmeyr are the main populated areas and formally proclaimed towns within the municipality. Outside these two urban centres lie the Thornhill /Tentergate and Ntabethemba rural settlements, located mostly in wards 1, 2 and 3, on the eastern portion of Tarkastad.

Land Use Audit

The figure below gives a distribution of available land by use types and also determines the land use needs for future development in the primary nodes.

Tarkastad and Hofmeyr Land Use Audit

TARKASTAD AND HOFMEYER LAND USE REQUIREMENTS AND THRESHOLD POPULATION

Population per settlement: (Approx 4 persons/unit)			TARKASTAD (12165 persons)			HOFMEYER (7433 persons)		
Land use	No. of Persons	Provision	Standard	Existing	Shortfall	Standard	Existing Facilities	Shortfall
Retail								
Regional Centre	250000	1 per 250000 persons	0	0	0	0	0	0
Community Centre	100000	1 per 100000 persons	0	0	0	0	0	0
Neighbourhood Centre	20000	1 per 20000 persons	0,6	0	0	0,4	0	0
Corner Shop	1500	1 per 1500 persons	8	1	7	5	2	3
Spaza	100	1 per 100 persons			Various			Various
Education								
Creche	5000	1 per 5000 persons	2	2	0	1,5	2	0
Primary	4000	1 per 4000 persons	3	3	0	2	2	0
Secondary	10000	1 per 10000 persons	1	2	0	0,7	1	0
Tertiary	150000	1 per 150000 persons	0	0	0	0	0	0
Health								
Mobile Clinic	25000	1 per <25000 persons						
Clinic	25000	1 per > 25000 persons	0,5	2	0	0,3	2	0
Day Hospital	50000	1 per 50000 persons	0,2	0	0	0	0	0
Community Hospital	75000	1 per 75000 persons	0	0	0	0	0	0
Social/Cultural								
Public Worship	3750	1 per 3750 persons	3	3	0	2	0	2
Library	20000	1 per 20000 persons	0,6	0	1	0,4	1	0
Post Office	20000	2 per 20000 persons	1,2	1	0	0,7	1	0
Community Centre	20000	3 per 20000 persons	1,8	2	0	1	2	0
Police	20000	4 per 20000 persons	2,4	1	1	1,5	1	1
Municipal Offices	50000	1 Per 50000 persons	0,2	1	0	0,1	0	0
Fire Station	75000	1 per 75000 persons	0,1	1	0	0,1	0	0
Childrens Home	50000	1 Per 50000 persons	0,2	0	0	0,1	0	0
Old Age Home	50000	1 Per 50000 persons	0,2	0	0	0,1	0	0
Open Space								
Playground		< 2000 persons			Various			Various
Neighbourhood Park		1 per 8000 persons	1,5	0	2	1	0	1
Sportsfield		1 per 4000 persons	3	4	0	1,8	3	0
Community Park		1 per 16000 persons	0	0	0	0	0	0
District Park		1 per 80000 persons	0	0	0	0	0	0

The table below show the distribution of land parcels by municipal rural sub-area.

Settlement	Units
Beccles Village	348
Hofmeyr	1813
Khayaletu	185
Kwezi Village	473
Mitford	926
Phakamisa	221
Rocklands	566
Spring Grove	394
Tarkastad	2967
Tentergate	1103

Settlement	Units
Thembaletu	95
Thornhill	1416
Zola Village	353
Total	10860

Key issues relating to Municipality spatial development are listed below:

- Dispersed Settlement Pattern: Pockets of developed urban centres surrounded by scattered undeveloped rural villages, which implies great costs to fulfil every basic human right to basic infrastructure and services.
- Need to systematically address the fragmented nature of development to promote the integration of urban and rural areas over time (phased development approach which will optimise on existing capacity and resources to generate the most spin-off effects from investment).
- A strategic approach is required, which enables geographic areas to be prioritised for different levels of investment to ensure ongoing sustainable development and which will have the most spin-off effects for continued economic growth in the Municipality Area.
- Limited economic activity outside of urban centres
- Need to build on the agricultural and tourism potential of the area and target investment to other LED related initiatives and programmes taking place outside of the urban centres that have potential for growth and to generate economic spin-off.

12.4 Spatial Development Framework Proposals

12.4.1 Nodal development

The municipality has identified in its SDF commitments the following strategic nodes:

Tarkastad & Hoffmeyr are primary development nodes. These areas are seen as key administrative centres with a relatively well developed urban infrastructure on which to catalyse development. They are also well positioned because of their central locality with regards to movement patterns with Hoffmeyr in the north connecting the municipality outward through distributor arteries like R390, r391

and R401 while Tarkastad in the South connects us through R344 & R61. These affect largely the ward 4 and 5. In these nodes the municipality seeks to ensure the following:

- A well demarcated urban boundary
- Focused densification to ensure improved levels of access to amenities
- Improved infrastructure expenditure to lever economic development in especially areas such as SMME. Manufacturing, Office, and Trade activities.

Tendergate / Mitford / Teviot are secondary development nodes: These are areas where we intend to focus special interest rural development interventions. For example, the areas of Tendergate and Mitford are suitable for secondary administrative offices as well as focused Agriculture and Tourism development while Teviot can be utilised mainly for ensuring better access to municipal services and administrative support.

12.4.2 Densification

It is proposed that the new housing programme be used to infill and density existing settlement in order to achieve better spatial integration and economic efficiency. Also earmarked for densification are the rural areas shown in the diagram below.

(See densification map)

12.4.3 Special zones and corridors

Our SDF also make provision for development of certain parts of our municipal space as special development zones allowing only certain land uses. For example, we propose that agricultural development which is a focus area in our LED priorities be undertaken and encouraged into these areas.

13 WARD BASED PLANNING

In 2011/12, the municipality embarked on a comprehensive approach of IDP review through ward based planning. Each ward was taken through a training workshop at which a common concept and approach was discussed and agreed upon.

Following this, wards went back to hold community meeting at which the plans were formulated with the support of the municipal technical support teams. Below is a summary of the ward based planning approach followed in support of this IDP review.

13.1 Definition

Community-based planning (CBP) is a form of **participatory planning** which has been designed to promote community action and to enhance quality of participation in the Integrated Development Plan (IDP)

13.2 Legal and policy framework that informed our ward planning approach

13.2.1 Constitution 1996

In addition to the BILL of rights and section 152, the constitution obliges LG to undertake certain developmental duties as outlined in schedules 4b and 5b

13.2.2 White Paper 1997

The LG White Paper encourages local government to ensure

- the provision of household infrastructure and services
- the creation of liveable, integrated cities, towns and rural areas
- the promotion of local economic development (LED).
- community empowerment and redistribution.

13.2.3 Structures Act: 1998

Section 19 requires municipalities to:

- develop mechanisms to consult the community and community organisations
- in performance of its functions and exercising powers annually review the needs of the community and municipal priorities and strategies for meeting those needs and involve the community in municipal processes.

13.2.4 Systems Act 2000

In addition to its main focus on municipal internal systems and administration, the ACT dedicates a whole chapter on community involvement in municipal decision making and governance. It also says, a municipality MUST develop an integrated development plan to guide its activities

13.2.5 Municipal Finance Management Act 2003

- The MFMA aims to regulate the municipal budgeting process and financial accounting, auditing, reporting and borrowing. The Act also describes the responsibilities of municipal mayors and officials with regard to financial management and the municipal budget process. It also requires that municipalities must take the needs of the municipality's poor and indigent residents into account in their planning
- MFMA also provides for development of SDBIP

13.2.6 Municipal Property Rates Act 2004

- The Municipal Property Rates Act guide municipalities on how they may charge rates (property taxes) within their areas. The Act aims to make the methods for valuing properties for the purposes of charging rates fair and equitable.
- The Act also allows for municipalities to grant exemptions, rebates and rates reductions to certain categories of property owners, e.g. to owners of properties who are classified by the municipality as being indigent.

13.3 Rational for Community Based Planning

Tsolwana Municipality has chosen to promote CBP for the following reasons among others:

- To promote **community involvement** in the determination of their destiny
- To improve the **quality of plans**;
- To improve the **quality of services**;
- To improve the community's **control over development**;
- To implement **constitution and legislation** (Section 152: MSA sec 16 & 29)

13.4 Conditions for the success of this form of planning

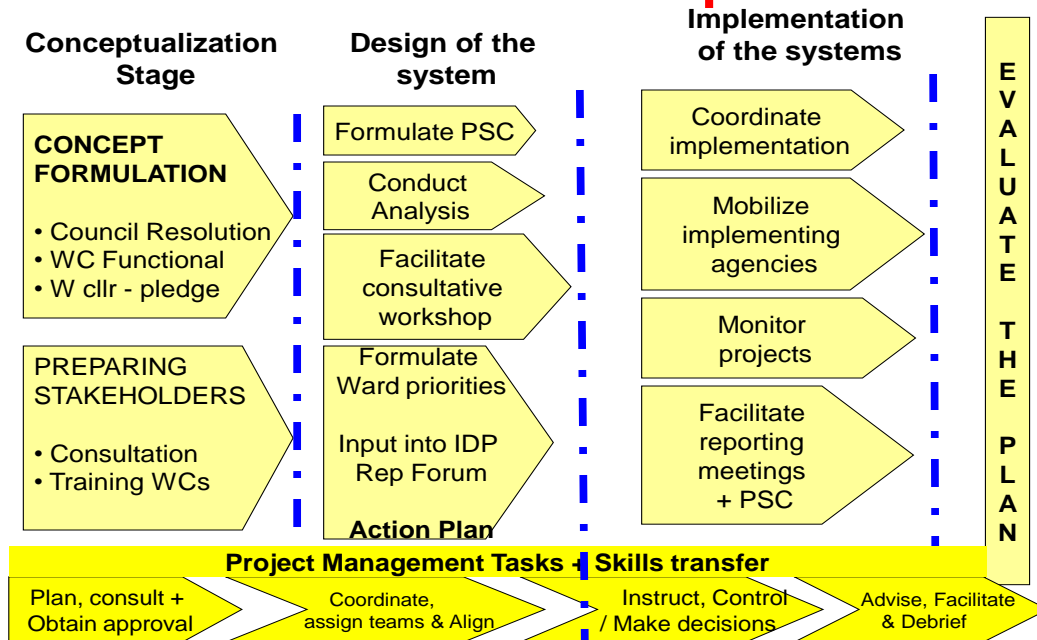
- Council Resolution**: to show high level commitment for a CBP approach to planning
- Ward councilor commitment**: to lead and drive CBP process in the ward
- Functional ward committee**: able to organize and mobilize community around same issue
- Municipal Commitment**: allocation of time, funds and technical resources to genuinely support CBP
- Support by community members**: buy-in in the philosophy of self-reliance and control of local development destiny

13.5 Principles informing our Ward Plans

- Inclusivity**: must ensure open and transparent process
- Pragmatic**: CBP must be based on realistic and practical solutions for local problems
- Legitimacy**: be driven through legitimate structures like ward committees and reflect high commitment from councilors
- Optimistic**: focus on outcomes (strengths and opportunities as opposed to dwelling on weaknesses)
- Mutual accountability**: promote joint accountability of outcomes between communities and officials. However, CBP must be owned and lead by the ward leadership

13.6 Process followed to conclude ward plans

OVERVIEW OF A CBP process



13.7 Summary of the priorities by all wards

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
Thornhill, Zola, Phakamisa etc	Mitford , Rockland, Waverley + surrounding areas	Tendergate, Beccles Farm, Spring Grove, Khayaletu, Thembaletu, Khwezi	Tarkastad (Main Town, Zola, Ivanlew)	Hoffmeyr, Twinsville, Luxolweni, Teviot & Rural section of Conway

Ward	Priority Needs
1	1. Water & sanitation
	2. Agricultural development-schemes
	3. Land & housing
	4. Youth & women development (High school in Zola)
	5. Roads-Access
	6. Education & skills development (crèches, schools & training center)
	7. Electricity
	8. Poverty alleviation-community projects
	9. Health
	10. Local Economic Development-retail

Ward	Priority Needs
2	1. Poverty alleviation (projects, participation, income generation)
	2. Water & sanitation
	3. Economic growth (jobs, opportunities)
	4. Educational facilities (pre-schools, school & training center)
	5. Youth, women & disabled development (skills, cecilia)
	6. Safety & crime prevention (taverns licensing regulation)
	7. Road & Storm water
	8. Agricultural development (Dipping tank, infrastructure, farming, stock)
	9. Land, housing, restitution
	10. Environmental management (refuse collection, invasive spies)
3	1. Water & Sanitation
	2. Roads, Bridges & Stormwater
	3. Youth Development linked to (women, children & disabled)
	4. Health
	5. Education
	6. Economic development & growth
	7. Community Facilities
	8. Agriculture
	9. Electricity
	· Community lights
· Hh connection	
· Industry	
· Halls in 3 areas	
4	Electricity
	Water & Sanitation
	LED - Poverty Alleviation
	Safety & Security
	Housing & Land
	Government Services - Home Affairs, Health Education etc
	Roads, Stormwater & Bridges
	Special Programmes (Youth, Women and Disabled)
	Urban Renewal - town centre, retail + SMME support
	Community Facilities (Provision + Maintenance)
5 (based on 2011/12 inputs)	1. Water & Sanitation
	2. Roads
	3. LED
	4. Social + Recreational Facilities
	5. Housing
	6. Health
	7. Education
	8. Electrification
	9. Roads + Stormwater

14 DEVELOPMENT PRIORITIES: 2011/12

Following the in-depth consultations at representative forum and ward planning levels, the municipality's final priorities for 2011/12 were agreed as follows:

- a) **SERVICE DELIVERY = 50%**
- b) **LED = 20%**
- c) **FINANCIAL VIABILITY = 15%**
- d) **GOOD GOVERNANCE & PUBLIC PARTICIPATION = 10%**
- e) **INSTITUTIONAL DEV. + TRANSFORMATION = 5%**

The table below gives further detail clarity in terms of the municipal priorities and their distribution by municipal line functional department responsibilities.

KEY PRIORITY SEQUENCE	WEIGHTING	Key Result Ares	Department Responsible
Service Delivery	50%	Water & Sanitation	Technical Services
		Roads, Stormwater & Bridges	
		Electricity	
		Infrastructure Development (Incorporating housing facilitation)	Technical & Community Services jointly
		Municipal public works & EPWP	Technical Services
		Community facilities & Social Development (cemeteries, disaster management, health & education)	Community Services
		Refuse Collection & Waste Management	
		Housing & Settlement Planning	
		Environment & Conservation	
		Public Transport	
		Public Transport, Traffic, Safety and security	
		Special programmes	
LED	20%	LED, Environment & Conservation Management	
Financial Viability	15%	Financial Management	Finance
		Revenue Management	
		Supply Chain Management	
		Risk & Asset Management	
		ICT	
Good Governance & Public Participation	10%	Internal Audit	Office of MM
		PMS & Audit committee	
		Municipal Planning & Oversight	
		Project Management Unit (PMU)	
		Thusong Centres & Customer care relations	
Institutional Development and Transformation	5%	Organizational development	Corporate Services
		Records & Archives	
		Human Resource development & Transformation	
		Public Participation	
		Admin Support to council	

PLANNING THE FUTURE

15 VISION

“A municipality that provides access to basic services with emphasis on economic growth, rural development and agricultural sustainability”

15.1 Mission

To effectively deliver the municipal mandate within the context of our existing capacity and constraints while ensuring financial and administrative stability in the municipal operations and governance.

15.2 Value

In addition to the Batho Pele principles, our municipality commits itself to upholding the following set of values:

- Good governance
- Transparency
- Public participation
- Integrity and honesty
- Responsiveness to work ethic

16 STRATEGIC DEVELOPMENT OBJECTIVES (i.t.o. systems act, s26 & 41)

- a) Ensure improved service delivery and reduction of basic services backlogs to within 10% by 2014 by focusing larger resources and working in close partnership with critical stakeholders.
- b) Invest and guide local economic development to at least grow the GDP by 2% by 2014 and reduce unemployment rate to be within national average of 25% by 2015 through coordination and leveraging of resources by our MIG allocations and inputs from other agencies.
- c) Ensure financial viability of the organization by implementing sound and effective fiscal management strategies and systems to the extent of achieving a clean audit by January 2014.
- d) Ensure sound and effective good governance by facilitating timeous signing of performance agreements and consistent review and reporting of performance against agreed IDP commitments as well as participating and driving IGF and further increasing continuous public confidence in our governance through implementation of sound policies, public participation strategies and anti-corruption programmes.

- e) Build capacity of the organization to manage and lead our communities better through effective implementation of prudent organizational development plans, 100% implementation of agreed and budgeted positions in our organogram and continuous implementation and reporting on our EEP and WSP targets.

DEVELOPMENT OBJECTIVES, STRATEGIES & PROJECTS

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
Service Delivery	Water and Sanitation	SD01	To facilitate provision of reliable water supply and sustainable sanitation services in all our areas	By lobbying CHDM to invest in reliable water supply sources while ensuring regular maintenance and curbing of water losses	SD01.1	Hoffmeyr Dam development	5	CHDM	R 9 665 000	R 30 024 000	R 0
					SD01.2	Cluster 1 Sanitation (Ward 2 & 3)	2&3	CHDM	R 9 000 000	R 9 000 000	R 9 000 000
					SD01.3	Tarkastad Bucket Eradication	4	CHDM	R 200 000	R 0	R 0
					SD01.4	Rehabilitation of Sewer Ponds	4,5	CHDM	R 1 000 000	R 1 500 000	R 1 500 000
					SD01.5	Rocklands Water Project	2	CHDM	R 1 000 000	R 1 500 000	R 1 000 000
					SD01.6	Hofmeyer Pump station	5	CHDM	R 1 500 000	R 1 500 000	R 3 000 000
				SD01.7	Upgrade of electric panels (Bettle Farm, Khwezi, Phakamisa, Thembalethu, Spring Groove & Mitford)	1,2&3	CHDM	200 000.00	R 0	R 0	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
Roads and Stormwater & Bridges				pumps & sludge treatment)	SD01.8	Changing of Ntabethemba diesel to electric pump	1,2&3	CHDM	400 000.00	R 0	R 0
					SD01.9	Removal of Sewer Sludge (Tarka)	4	CHDM	350 000.00	R 0	R 0
					SD01.10	Upgrading of Pump station in Zola 1 and 2	1&4	CHDM	400 000.00	R 0	R 0
	SD02	To promote water conservation and exploration of alternative supplies	By promoting partnerships for conservation and water demand management initiatives	SD02.1	Lillyfontein Spring protection	3	MIG	R 0	R 0	R 500 000	
				SD02.2	Removal of alien vegetation species that reduces water supplies	1,2,3,4&5	DoEA	R 0	R 0	R 0	
				SD02.3	Promote community awareness campaigns for water demand management	1,2,3,4&5	CHDM / DoWA / Mvula Trust	R 0	R 0	R 0	
	SD03	To provide and maintain good road infrastructure networks focusing on access roads	By utilizing own MIG and leveraging funding from strategic partners like CHDM, DPW	SD03.1	Facilitate pilot tarring of R401 linking Tarkastad & Hofmeyr by DoRT	4&5	DoRT	R 0	R 0	R 0	
				SD03.2	Thornhill Nquba Storm Water	2	CHDM	R 0	R 0	R 2 346 660	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
				and DoRT	SD03.3	Facilitate rehabilitation of internal road (7km) network in Tarkastad & Hofmeyr by DoRT	4&5	DoRT	R 40 000 000	R 0	R 0
					SD03.4	Bacclesfarm bridge		MIG	R 0	R 2 218 320	R 0
					SD03.5	Rehabilitate Zola village to Tsolwana game reserve access road		DoRT	R 0	R 60 000 000	R 0
					SD03.6	Storm water Channels		MIG	R 0	R 2 218 320	R 0
		SD04	To facilitate construction of bridges in priority areas	Through partnerships with strategic stakeholders	SD04.1	Facilitate to Rehabilitate Tarkastad to Tsolwana game reserve access road	1,2,3,4&5	OPEX	R 0	R 0	R 0
	Electricity	SD05	To facilitate integrated planning and delivery of reliable electricity service to our communities	By promoting joint planning and delivery of electricity programmes	SD05.1	Regravel internal roads and stormwater channels	1,2,3,4&5	DoRT, DoA&LA	R 0	R 0	R 0
					SD05.2	Develop business plans for funding support and lodge with various potential funders	1,2,3,4&5	OPEX	R 0	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework			
									2012/13	2013/14	2014/15	
				Eskom and DME	SD05.3	Set-up an electricity service delivery steering committee including TLM, Eskom, DME and other key stakeholders	1,2&3	Eskom	R 90 742	R 0	R 0	
					SD05.4	Rural household connection to 146 beneficiaries	5	Eskom	R 3 205 846	R 0	R 0	
					SD05.5	Connection of Hoffmeyr ph-2 housing for 350 households		Eskom	R 26 400	R 0	R 0	
					SD05.6	Connection of Farm Dwellers - 6 beneficiaries	1,2,3 &5	Eskom	R 0	R 2 376 000	R 0	
					SD05.7	Tsolwana rural housing project electrification with 176 beneficiaries		MIG	R 0	R 2 218 320	R 0	
					SD05.8	Thornhill streetlights		MIG	R 0	R 2 218 320	R 0	
					SD05.9	Rockland streetlight		MIG	R 0	R 0	R 2 346 660	
					SD05.10	Mitford streetlight	5	DME	R 0	R 0	R 0	
		SD06	To promote sustainable energy		By exploring alternative energy	SD06.1	Upgrading of hofmeyer town grid - (Source	4	DME	R 2 000 000	R 5 000 000	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
Community & Sports Facilities + EPWP			solutions and utilisation	solutions and promoting sustainable utilization of electricity		funding)					
			SD06.2	Facilitate ELECTRIFICATION programme (bulk & reticulation)	4&5	DME	R 0	R 0	R 0		
	SD07	To construct communal infrastructure , halls & sports facilities	By utilizing own MIG and leveraging funding from strategic partners	SD07.1	Investigate solar systems for street lighting	1,2,3,4&5	OPEX, Eskom & DME	R 0	R 0	R 0	
				SD07.2	Promote and participate in demand management initiatives	1,2,3,4&5	OPEX	R 1 000 000	R 1 500 000	R 2 000 000	
				SD07.3	Manage and maintain existing facilities and municipal infrastructure		MIG	R 0	R 2 218 320	R 0	
				SD07.4	Community Hall Matyantya	5	MIG	R 0	R 0	R 2 346 660	
				SD07.5	Chris Hani Hall Renovations	4	MIG	R 2 102 940	R 0	R 0	
				SD07.6	Upgrade Rocklsands sports field	1	MIG	R 2 102 940	R 0	R 0	
				SD07.7	Upgrade Thornhill sports field -ph2	3	MIG	R 2 102 940	R 0	R 0	
				SD07.8	Upgrade	5	MIG	R 2 102 940	R 0	R 0	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
						Tendergate sports field					
					SD07.9	Upgrade Eluxolweni sports field	4	MIG	R 2 102 940	R 0	R 2 574 000
					SD07.10	Upgrade Zola Township sports field - ph2	4	MIG	R 0	R 0	R 2 346 660
		SD08	To maintain existing facilities	By entering into partnership with user-communities and operators	SD08.1	Ivanlew sportsfield	3	MIG	R 1 830 000	R 0	R 2 346 660
					SD08.2	Kwezi sportsfield	4&5	NT	R 4 700 000	R 0	R 0
					SD08.3	Implement Neighbourhood development programme	1,2,3,4&5	OPEX	R 150 000	R 0	R 0
					SD08.4	Seek funding for develop maintenance master plan to manage and maintain existing facilities	4	OPEX	R 0	R 0	R 0
	Libraries & Museums	SD09	To facilitate provision and reliable and effective library & museum services in our areas	Through partnerships with strategic stakeholders	SD09.1	Support with basic maintenance and service provision to local Air strip	3,4&5	OPEX	R 0	R 0	R 0
						SD09.2	Construct and maintain public transport	1,2,3,4&5	OPEX	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
						supporting infrastructure in major terminals					
	Cemeteries & Pounds	SD10	To maintain and provide effective cemetery & pounding services	By properly planning and conducting regular monitoring	SD10.1	Facilitate delivery of EPWP	3	DoSA&C	R 0	R 0	R 0
SD10.2					Electrification and supply of books and internet facilities in the Tendergate and Thornhill mobile libraries	4&5	DoSA&C	R 885 000	R 0	R 0	
	Disaster Management & Emergency Services	SD11	To facilitate smooth provision of emergency and disaster management services in our areas	Through partnerships with strategic stakeholders	SD11.1	Support operations of libraries in Tarkastad and Hoffmeyr	1,2,3,4&5	DoSA&C	R 660 650	R 712 303	R 772 503
SD11.2					Fencing of cemeteries	1,2,3,4&5		R 100 000	R 105	R 110 000	
	Health	SD12	To support improvement of health infrastructure and services in all our areas	Through partnerships with strategic stakeholders	SD12.1	Supporting of pauper burials	4	OPEX	R 13 000	R 15 000	R 16 000
SD12.2					To lobby for establishment and equipping of a localized fire fighting centre in Tarkastad	1,2,3,4&5	TLM&D CS + DoH	R 0	R 0	R 0	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					SD12.3	Enter into a service level agreement with Provincial Department of Community Safety & Department of Health for improvement of ambulance emergency services	3,4&5	TLM & DoH	R 0	R 0	R 0
	Education	SD13	To support delivery of effective education and skills development programmes across our areas	Through partnerships with strategic stakeholders	SD13.1	Lobby department of Health to attract and deploy additional doctors and upgrade infrastructure in our local hospitals and clinics	1,2,3,4&5	TLM, Lovelife & DoH	R 10 000	R 0	R 0
SD13.2					To partner with local stakeholders in support of initiatives aimed at curbing impact of HIV/Aids and other communicable diseases	3	TLM & DoH	R 0	R 0	R 0	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					SD13.3	Lobby department of Health to provide security and increase opening times for certain clinics in concentrated rural areas like Thormhill	3&4	DoE	R 0	R 0	R 0
					SD13.4	Lobby DoE for the construction of another high school, an FET college and 2 junior secondary schools	1,2,3,4&5	DoRT, DoL, TLM	R 0	R 0	R 0
	Refuse Collection and waste management	SD14	To provide reliable refuse collection and facilitate implementation of effective waste management solutions	By improving own capacity and through promotion of partnerships	SD14.1	Promote learnerships for local youth and unemployed graduates	1,2,3,4&5	TLM, DoSD	R 0	R 0	R 0
					SD14.2	Facilitate early childhood development initiatives	4&5	OPEX	R 70 000	R 0	R 0
					SD14.3	Cooperate with DoE on delivery of ABET programme	4&5	OPEX	R 0	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
	Housing & Land	SD15	To facilitate provision of housing and facilitate land development	By partnering with strategic stakeholders like Departments of Human Settlements, Local Government & Traditional Affairs & Traditional Leaders	SD15.1	Collect refuse at least twice a week in our urban centres - Hoffmeyr & Tarkastad	4	CHDM	R 200 000	R 0	R 0
					SD15.2	Facilitate carrying out of EIA for the Tarkastad landfill and its subsequent licensing for utilization	4&5	TLM, DoEA & DoSD	R 0	R 0	R 0
		SD16	To facilitate development and implementation of effective spatial development framework	By properly planning and conducting regular monitoring	SD16.1	Update SDF planning information and maps	1,2,3,4&5	DoHS	R 0	R 0	R 0
	Crime Prevention, Traffic, Safety and Security	SD17	To promote compliance with law and order	By collaborating with relevant partners	SD17.1	Implement a local Housing Sector Plan	1,2,3,4&5	DoA&LR, DoHS, DoLG&TA, TLM	R 0	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					SD17.2	Set-up a joint service delivery steering committee for crime prevention programmes	1,2,3,4&5	DoA&LR, DoHS, DoLG&TA, TLM	R 0	R 0	R 0
		SD18	To establish a functional licensing station in Tarkastad	By partnering with strategic stakeholders like Departments of Transport	SD18.1	Implement SDF priority programmes	1,2,3,4&5	OPEX	R 0	R 0	R 0
Local Economic Development	Local Economic Development, Environment & Conservation management	LED01	To promote economic development, job creation and growth	Through partnerships with strategic stakeholders	LED01.1	Develop and implement relevant by-laws to curb common substance abuse and nuisance (noise pollution) related crimes	1,2,3,4&5	OPEX	R 0	R 0	R 0
					LED01.2	Participate in the local policing forums	OPEX	OPEX & DoRT	R 0	R 0	R 0
					LED01.3	Launch and pilot licensing station in Tarkastad by July 2012	ALL	SEDA, DoLG, CHDM	R 0	R 0	R 0
		LED02	To promote local tourism, conservation and	Through partnerships with strategic stakeholders	LED02.1	Revise and lobby funding for implementation of LED		OPEX	R 100 000	R 110 000	R 120 000

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
			environmental sustainability		LED02.2	LED Support programme	ALL	TLM, CHDM, ECDC	R 120 000	R 0	R 0
					LED02.3	Conduct SMME summit	4&5	DoEA	R 2 500 000	R 4 500 000	R 0
		LED03	To promote agricultural development & Farming	By supporting local farmers and partnering with DoA and DoSD	LED03.1	Greening and beautification in Tarkastad and Hoffmeyr towns	1,2,3,4&5	DoEA	R 0	R 0	R 0
	LED03.2				Facilitate implementation of conservation & environmental management initiatives by DoEA	1,2,3,4&5	TLM, DoEA, ECTB	R 0	R 0	R 0	
	LED03.3				Looby funds for establish effective LTO to implement tourism plan	1,2,3,4&5	DoA&LR, CHDM	R 0	R 0	R 0	
		LED04	To champion revitalization of local town centres	By cooperating with local entrepreneurs and retail operators and mobilizing funds for public space	LED04.1	Lobby CHDM and DoA to fund training of local farmers and revitalization of local schemes	1,2,3,4&5	DoA, DoSD, EPWP, CHDM	R 0	R 0	R 0
	LED04.2				Participate in job creation and poverty alleviation initiatives by our	1,2,3,4&5	OPEX	R 0	R 0	R 0	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
				infrastructure facelift		partners					
					LED04.3	Participate in support initiatives by DoA, DoSA&C, CHDM	4&5	OPEX	R 0	R 0	R 0
					LED04.4	Lobby EPWP investments to focus on public space infrastructure facelift of our CBDs	1,2,3,4&5	OPEX	R 0	R 0	R 0
Financial Viability	Financial Management	FV01	To build capacity of BTO to undertake its core functions and improve compliance and monitoring for internal controls	By recruiting qualified staff to beef-up BTO	FV01.1	Develop a task team involving key role players to guide this process - action plan	4&5	OPEX	R 0	R 0	R 0
					FV01.2	Develop and lodge business plans with potential funders for critical intervention projects	4&5	OPEX	R 0	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					FV01.3	Install basic infrastructure in strategic areas (Ablution facilities, refuse bins, Street lights, road signage, pavement repairs, public furniture etc)	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV01.4	Appoint at least 1-qualified accountants to beef-up BTO by Dec 2012	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV01.5	Ensure monthly reconciliation of votes with cash books	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV01.6	Accredited training for staff in critical areas (SCM, Reporting and GRAP) in line with WSP	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV01.7	Recruit and offer Internships in Finance Department	1,2,3,4&5	OPEX	R 0	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					FV01.8	Produce regular monthly financial reports (s71 MFMA)	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV01.9	Review of all financial management policies	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV01.10	Produce regular Quarterly financial reports	1,2,3,4&5	OPEX	R 0	R 0	R 0
	Budget, Revenue & Expenditure Management	FV02	To properly budget, manage expenditure and revenue streams	By improving capacity and ensuring strict monitoring and enforcement of compliance with budget	FV02.1	Provide and ensure support to the financial chapter of the s72 report	1,2,3,4&5	FMG & OPEX	R 1 200 000	R 900 000	R 850 000
					FV02.2	Ensure auditing of annual financial statements (AFS) within 3 months of year end	1,2,3,4&5	FMG	R 250 000	R 270 000	R 280 000
					FV02.3	Action plan & monitor and report monthly on compliance with responding to audit queries	1,2,3,4&5	MSIG	R 0	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					FV02.4	Produce annual budget and table to council a draft by March and final budget by end May of each year	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV02.5	Monitor and report monthly to MM on expenditure against budget trends by vote	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV02.6	Seek funding for the develop and table to council for adoption and implementation a revenue enhancement and collection strategy	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV02.7	Perform monthly payroll reconciliations	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV02.8	Perform monthly creditor reconciliations	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV02.9	Review payment vouchers	1,2,3,4&5	OPEX	R 0	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
		FV03	To provide mechanisms for the relief of poverty by subsidizing poor household access to services	By targeting deserving households and ensuring their proper registration	FV03.1	Ensure monthly VAT reconciliations	1,2,3,4&5	OPEX	R 0	R 0	R 0
	Supply Chain Management	FV04	To improve capacity for management of supply chain and procurement processes	By training staff, improving efficiency and ensuring strict monitoring and enforcement of compliance with SCM policy	FV04.1	Oversee quarterly asset counts	1,2,3,4&5	OPEX	R 0	R 0	R 0
FV04.2					Compile revenue improvement strategy - Source funding	1,2,3,4&5	MSIG	R 320 000	R 330 000	R 340 000	
FV04.3					Review SCM policy and monitor implementation	1,2,3,4&5	OPEX	R 0	R 0	R 0	
FV04.4					Train SCM officials, Interns and managers on SCM processes	1,2,3,4&5	OPEX	R 0	R 0	R 0	
FV04.5					Invite suppliers to regularly update registration details on supplier database	1,2,3,4&5	OPEX	R 0	R 0	R 0	
ICT		FV05	To provide for information,	By building capacity and putting in	FV05.1	Ensure monthly reconciliation of tender register	1,2,3,4&5	OPEX	R 0	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
			communication and technology management and utilisation to advance our work	place enabling mechanisms	FV05.2	Ensure monthly meeting of bid & adjudication committees	1,2,3,4&5	OPEX	R 0	R 0	R 0
					FV05.3	Monitor and investigate SCM contraventions & then report to treasury	4	OPEX	R 0	R 0	R 0
Good Governance & Public Participation	Internal Audit	GGP P01	To ensure functional internal audit services	By building capacity and putting in place enabling mechanisms	GGPP01.1	Lobby service provider to upgrade Tarkastad Mast for better broadband connectivity	1,2,3,4&5	OPEX	R 0	R 0	R 0
					GGPP01.2	To develop and facilitate implementation of corporate communication strategy	1,2,3,4&5	MSIG	R 200 000	R 200 000	R 200 000
					GGPP01.3	Maintain existing licenses for municipal information systems (Finance, PMS + Other)	1,2,3,4&5	OPEX	R 0	R 0	R 0
					GGPP01.4	Appoint internal auditor by July 2012					

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					GGPP01.5	Institutionalization of Risk Management - all managers					
	Municipal Planning, PMS & Oversight	GGP P02	To provide accountable administrative leadership and champion search for office space	By putting in place clear plans and monitoring their implementation	GGPP02.1	Produce risk assessment and audit annual plan	1,2,3,4&5	FMG	R 150 000	R 120 000	R 100 000
GGPP02.2					Train officials on risk assessment and asset management techniques	1,2,3,4&5	OPEX	R 60 000	R 60 000	R 60 000	
GGPP02.3					Support the audit committee to review and produce reports on quarterly performance of the municipality	1,2,3,4&5	MSIG	R 0	R 0	R 0	
GGPP02.4					Align SDBIP and scorecards to ruling IDP	1,2,3,4&5	MSIG	R 0	R 0	R 0	
GGPP02.5					Ensure cascading of PMS up to level 3	1,2,3,4&5	OPEX	R 0	R 0	R 0	
GGPP02.6					Appoint IDP / PMS manager	1,2,3,4&5	OPEX	R 238 870	R 262 757	R 289 033	
GGPP02.7					Facilitate acquisition of office space - SOURCE FUNDS	1,2,3,4&5	OPEX	R 0	R 0	R 0	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					GGPP02.8	Ensure annual review of IDP	1,2,3,4&5	MSIG	R 0	R 0	R 0
	Public Participation	GGP P03	To ensure effective public participation in municipal processes	By capacitating stakeholders and implementing public participation plan	GGPP03.1	Develop, manage (stipend for ward committees) and implement public participation programme	1,2,3,4&5	MSIG	R 150 000	R 150 000	R 150 000
GGPP03.2					Produce and circulate quarterly newsletter (Communication)	1,2,3,4&5	OPEX	R 140 000	R 170 000	R 200 000	
GGPP03.3					Organize and facilitate quarterly radio talks by Mayor	1,2,3,4&5	OPEX	R 0	R 0	R 0	
GGPP04.1					Undertake strategic operational planning	1,2,3,4&5	OPEX	R 0	R 0	R 0	
	Project Management Unit	GGP P04	Build capacity to manage large contracts, service delivery programmes and improve efficiency of PMU	By building capacity and putting in place enabling mechanisms	GGPP04.2	Facilitate seating of 4 IGR / IDP forum meetings Imbiza	1,2,3,4&5	OPEX	R 100 000	R 110 000	R 111 000
GGPP04.3					Produce and table to Mayor a quarterly performance report	1,2,3,4&5	OPEX	R 481 550	R 585 500	R 600 000	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
Institutional Development and Transformation	Organizational development	ID&T01	To ensure effective organizational administration	By building capacity and putting in place enabling mechanisms	ID&T01.1	Train PMU officials on financial and programme management skills	1,2,3,4&5	MIG	R 40 000	R 30 000	R 20 000
					ID&T01.2	Appoint PMU manager and recruit and offer Internships in critical technical areas in collaboration with strategic partners	1,2,3,4&5	OPEX	R 238 870	R 262 757	R 289 033
					ID&T01.3	Developing user manuals to aid project management and reporting	1,2,3,4&5	OPEX	R 0	R 0	R 0
					ID&T01.4	Implement agreed organogram	1,2,3,4&5	OPEX	R 0	R 0	R 0
					ID&T01.5	Produce HR policies to effectively govern employer - employee relations	1,2,3,4&5	OPEX	R 0	R 75 000	R 0
					ID&T01.6	Participate in the implementation of CHDM occupational	1,2,3,4&5	OPEX	R 100 000	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
						health plan					
	RECORDS & ARCHIVES	ID&T02	To provide for safe keeping and archiving of municipal information and documents	By allocating adequate space for storing of reports and procuring electronic filing systems	ID&T02.1	Develop and implement work place HIV/ Aids Management Strategy	1,2,3,4&5	CHDM	R 200 000	R 150 000	R 0
	Human Resource development & Transformation	ID&T03	To administrate human resources and ensure effective management of our transformation	By building capacity and putting in place enabling mechanisms	ID&T03.1	Conduct public participation and publish by-laws	1,2,3,4&5	OPEX	R 0	R 0	R 0
ID&T03.2					Ensure the municipality's access to legal assistance	1,2,3,4&5	OPEX	R 320 000	R 325 000	R 330 000	
ID&T03.3					Investigate suitability, Procure and install functional document management system	1,2,3,4&5	OPEX	R 0	R 0	R 0	
ID&T03.4					Develop, implement and regularly report to SETA on our WSP	1,2,3,4&5	OPEX	R 0	R 0	R 0	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					ID&T03.5	Train and capacitate councillors and officials on priority skills identified in the WSP (TRAINING)	1,2,3,4&5	OPEX	R 450 000	R 435 000	R 410 000
					ID&T03.6	Skilling and learnership support	1,2,3,4&5	OPEX	R 0	R 0	R 0
					ID&T03.7	Finalise and implement Employment Equity Plan	1,2,3,4&5	OPEX	R 0	R 0	R 0
					ID&T03.8	Facilitate LLF meetings and oversee DC processes	1,2,3,4&5	OPEX	R 0	R 0	R 0
	Admin support to Council	ID&T04	To provide effective secretarial support to council and its structures	By putting processes and providing relevant services	ID&T04.1	Drafting of minutes for council and standing committee meetings	1,2,3,4&5	OPEX	R 0	R 0	R 0
					ID&T04.2	Compilation and circulation of agendas within prescribed rules for council and its structures	1,2,3,4&5	OPEX	R 0	R 0	R 0

Key Priority Area (KPA)	Sub-result areas	Objective No.	Objective	Strategy	Project No.	Project	Ward	Funding Source	Mid-Term Expenditure Framework		
									2012/13	2013/14	2014/15
					ID&T04.3	Provide effective admin support to the offices of Mayor / Speaker	1,2,3,4&5	OPEX	R 0	R 0	R 0
	Special Programmes Unit	ID&T05	To facilitate mainstreaming of vulnerable groups in society	By partnering with strategic stakeholders to implement related programmes of support	ID&T05.1	Centenary celebration for Tarkastad town	1,2,3,4&5	OPEX	R 0	R 0	R 0
					ID&T05.2	Mobilise stakeholders for effective implementation of SPU programmes	1,2,3,4&5	OPEX	R 100 000	R 110 000	R 115 000

ALIGNMENT & INTERGRATION OF SECTOR PLANS

16.1 Integration & alignment with National, Province and District plans

The table below outlines the approach and responses adopted to ensure alignment with national, provincial and district programmes & plans.

INTEGRATION AND ALIGNMENT STRATEGY FOR THIS IDP		
	PROGRAMMES & GUIDELINES	TSOLWANA RESPONSES
National	Legislation & Policies	Process Plan recognizes the list that informs our IDP approach
	National Spatial Development Perspective	Resolved to revise its SDF to incorporate objectives of NSDP
	Millennium Development Goals	Have set target for water & sanitation backlogs - which must be facilitated with Chris Hani DM
	National LED Framework	Will utilise the framework as guide in its current process of formulating LED Strategy
Province	EC- Growth & Development Strategy	Have identified key strategic localized projects in response to the EC Provincial 24 PRIORITIES
	Spatial Development Framework	Have adopted the hierarchy principle in determination of nodal areas
Sector Departments	5 Year plans	Have acknowledged all key projects that are budgeted and conformed for implementation in 2012/13 onwards within Tsolwana areas.
	Confirmation of information submitted in representative forum session for IDP accuracy	Formal letters of confirmation of commitments to be issued by Mayor as part of ;lobbying departments to act on their commitments - 2012/13 onwards
District	IDP Framework	Informs our Process Plan activity schedule
	Water services Development Plan	Informed by our target priorities for meeting millennium goals - lobby DM to implement
	Disaster Management Plan	Informs our localized fire fighting responses - work closely at operational level
	Waste Management Plan	Informs our localized refuse collection strategies - work closely at operational level
	LED Strategy	Key district commitments relating to the DM Economic summit to be reinforced

16.2 BRIEF SUMMARY OF SECTOR PLAN ASSESSMENT

16.2.1 Local Economic Development Strategy

Tsolwana has an adopted LED strategy summarised in this IDP. Local economic development remains a key priority for the new council term. It remains one of the least financed priorities of the municipality. This is largely due to the fact that in the past the role of the municipality in LED has not been fully appreciated to the extent that it requires. However, there are clear commitments to change this situation moving into the future. For example, a commitment is made in this IDP that budgeting will now on be based on the priorities set out in the IDP.

The municipality has discussed and deliberated at length during its IDP and Strategic Planning sessions on the following key options for its chosen role in LED.

- c) **Municipality as a catalyst developer:** where the strategic role is that of a catalyst to economic development rather than participant collaborator. This role would entail engaging directly with the markets and the economy through for example, buying land and developing it in order to earn an income from the development that can be further used to develop infrastructure and provide services. The key differentiator of this role will be that the council must now make available budget and resources to initiate economic development and take full responsibility for job creation.
- d) **Municipality as a coordinator:** where the strategic role is to co-ordinate and facilitates rather than initiate. In this role the municipality would limit its role essentially to planning, co-ordination, collaboration and leveraging of resources by other role players in order to realize infrastructure development, job creation and economic growth.

The following are further examples of the situations that would distinguish the municipality's role and parameters of involvements in the implementation and realization of LED goals.

TASK example	Catalyst Role	Coordinator Role
LED planning	Dev Strategy to guide its interventions + Implement via a dedicated owned by the municipality	Dev Strategy to guide its interventions. Implement the strategy using internal officials
Job Creation	Create jobs (Hire + Appoint full time employees to work on LED projects)	Facilitate job opportunities (eg. EPWP, Use SCM to enforce use of labour intensive methods in infrastructure delivery)
Correction of market failures – BBBEE,	Engage in direct empowerment transactions	Apply SCM policy to create equity in the existing opportunities
Trade and investment	Set-up company entities to deal directly with traders. Initiate in Market	Facilitate linkages via trade fares, training and creation of access to

TASK example	Catalyst Role	Coordinator Role
	Bonds (eg. City of Joburg). Engage in direct business missions to unlock trade relations between local players and overseas markets	exhibition platforms, Also develop concession framework for attracting investments – tax incentive scheme for foreign direct investments
Development Funding	Budget, Fund construction (eg. Shopping Centre), Manage Development etc	Make land available with service connection and invite investors to build and manage a shopping centre

Flowing from the debates during consultative and strategic planning processes it is preferable that the municipality adopts the role of a coordinator or a leverager in local economic development for the following reasons:

- Current organizational capacity and financial resources available to undertake LED work are severely limited
- It is not the intention of the municipality to take primary and direct responsibility for job creation as this is not a clear funded competence in our mandate
- While the municipality's previous and this current review IDPs prioritizes LED, it is acknowledged that the depth of the task of transforming our current local economy requires much greater participation and actual contributions by a variety of players such government, business and NGO sectors
- Since the municipality is heavily dependent on national grants (eg. MIG) for its LED capital programmes, there is very little scope to directly engage in large and expensive projects. Hence its option to be a leverage wherein it will use the limited resources to creative a conducive and attractive environment for other market role players to fund needed capital for economic projects

Therefore, our strategic role in local economic development moving forward will be that of a facilitator and coordinator of other role players and lever of necessary resources for the realization of this LED Strategic objective.

16.3 Principles informing our LED mandate

We commit ourselves to observing and conducting our LED responsibilities in a manner that promotes and adhere to the following principles:

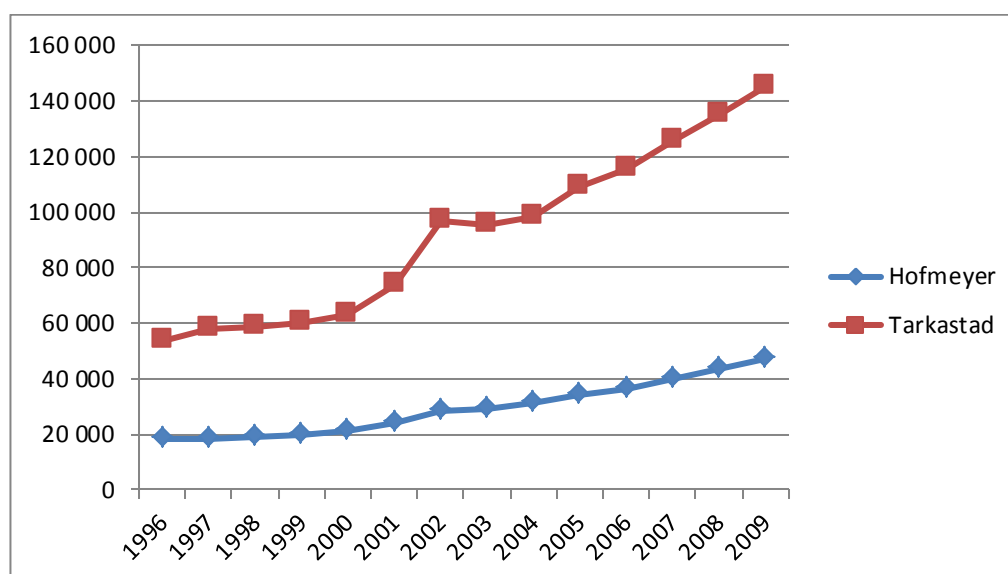
- **Inclusivity:** planning and implementing LED through consultative arrangements. The institutional arrangements for delivering on this strategy needs to be reflective of the various stakeholders that must play a critical role in the realization of its objectives
- **Sustainability:** ensuring longevity in our forecasting plans. Able to balance current demands and future needs of our economy

- **Incremental Development:** growth at a pace commensurate to internal capacity and available resources. Start with small easy step and accelerate to giant leaps
- **Rural-Urban equity:** intervene in markets to entice private investments to rural areas as well. Use own infrastructure development decisions to leverage attraction of investments in rural areas

16.4 Overview of the local economy

16.4.1 Economy size

The economy of Tsolwana is currently estimated to be in the region of R199 million (Stratdev citing Global Insight stats). It has steadily grown from about 72 million for the two towns of Tarkastad and Hofmeyr in 1996 to approximately 142 million by end of 2008 (Global Insight) and currently estimated at 199 million by end 2010. The following figure shows GDP growth trends between 1996 and 2009.



Source: ECSSECC

16.4.2 Extent of diversity in our economy

Our economy is highly concentrated and not optimally diversified. The tress index is a useful indicator of progress and depth scale in an economy. The Tress index indicates the level of concentration or diversification in an economy. Global Insight estimates this indicator by ranking the nine broad sectors according to their contributions to GVA or employment, adding the values cumulatively and indexing them. A tress index of zero represents a totally diversified economy, while a number closer to 100 indicates a high level of concentration.

Tsolwana economy is poorly diversified when compared to that of the Chris Hani region. The tress index for Tsolwana is 71.94 while that of Chris Hani remains 65.12.

Based on the above figure it can be deduced that Tsolwana has a highly concentrated economy with Agriculture and community services being highly dominant contributors. This situation is unsustainable and needs to be reversed

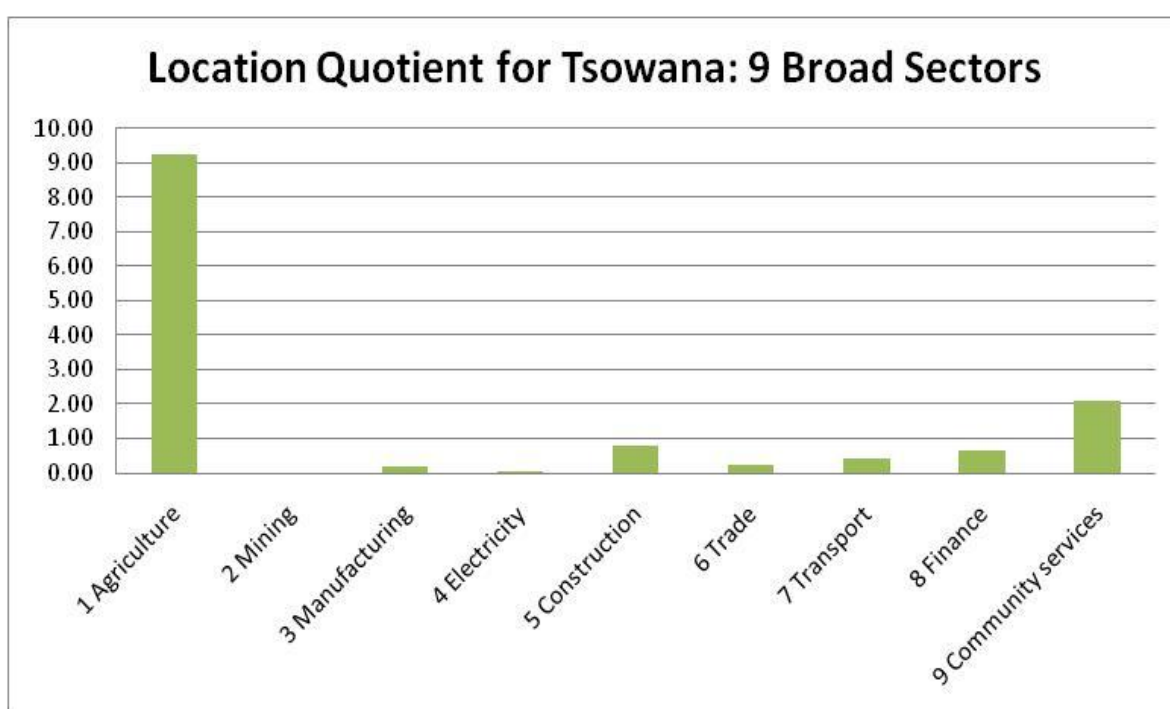
by increasing investments that will unleash the locked potential in other important local sectors like Manufacturing, trade, Tourisms and informal sector.

16.4.3 Competitiveness in our economy

In order for us to improve our economy it is important to consider improving our location quotient. Location quotient is an important indicator of the economy's competitive advantage. It indicates the extent to which an economy has a competitive advantage in a particular sector.

When comparing the nine broad economic sectors, Tsolwana can compete relatively better if the local economy can concentrate productivity on Agriculture and Community services. This is notwithstanding the need to diversify contributions of other underperforming sectors mentioned earlier.

The figure below shows that our economy can compete in two important sectors such as Agriculture and Community services.



16.4.4 Responsiveness to poverty & unemployment

Income inequality

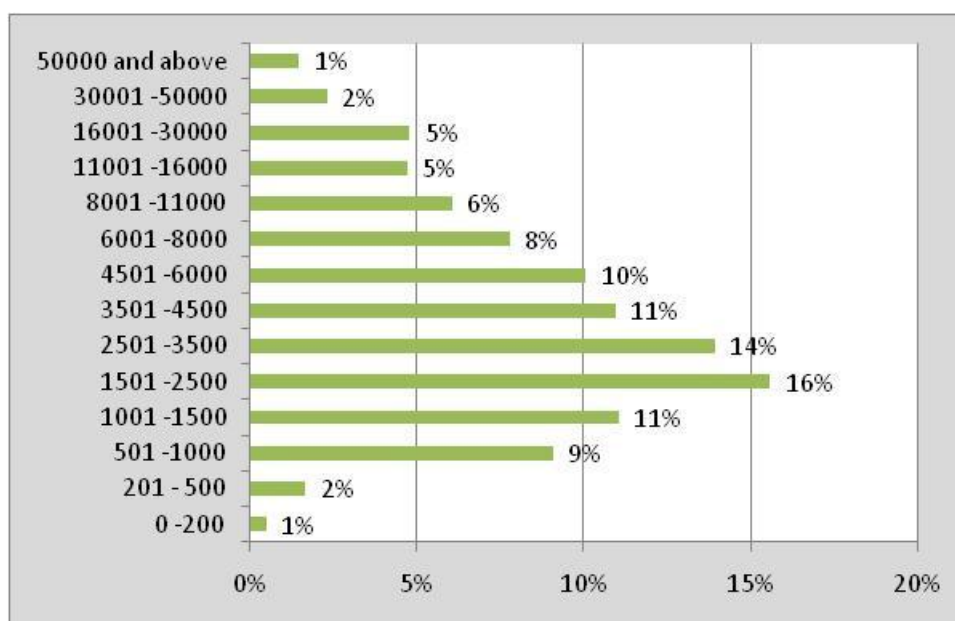
A healthy economy is one that is able to adequately respond to the challenges of growth, poverty and unemployment among other issues. There are various macro-economic tools for understanding the strength of an economy in terms of its ability to address these fundamental externalities or market failures.

The gini coefficient is one such useful indicator and it looks at income inequality. It measures the gap in income distribution among those who are very rich and those who earn nothing or very insignificant amounts. Such a figure is given as a number between 0 (in the case of perfect equality where all households earn equal income) to 100 (in the case where one household earns all the income and

other households earn nothing). In practice the coefficient is likely to vary from approximately 0,25 to 0,70. Tsolwana had a gini coefficient of 0.57 by 2008 (Global Insight) which implies that the income inequality gap between few highly earning households and those that earn insignificantly is quite high. This is a condition that must justify government intervention in economic development. It is a failure of free market economy to balance itself.

Household income distribution

Household income is a useful proxy for understanding levels of income poverty. Approximately 23% of households earn a gross income of no more than R1,500 per month. Another 16% earn between R1500 and R2500 per month. This implies that nearly 40% of households could be deemed as indigent. That leaves the municipality with just about 60% of households that they can provide services to and expect to pay. Below is a figure illustrating a household income distribution pattern within Tsolwana municipality.



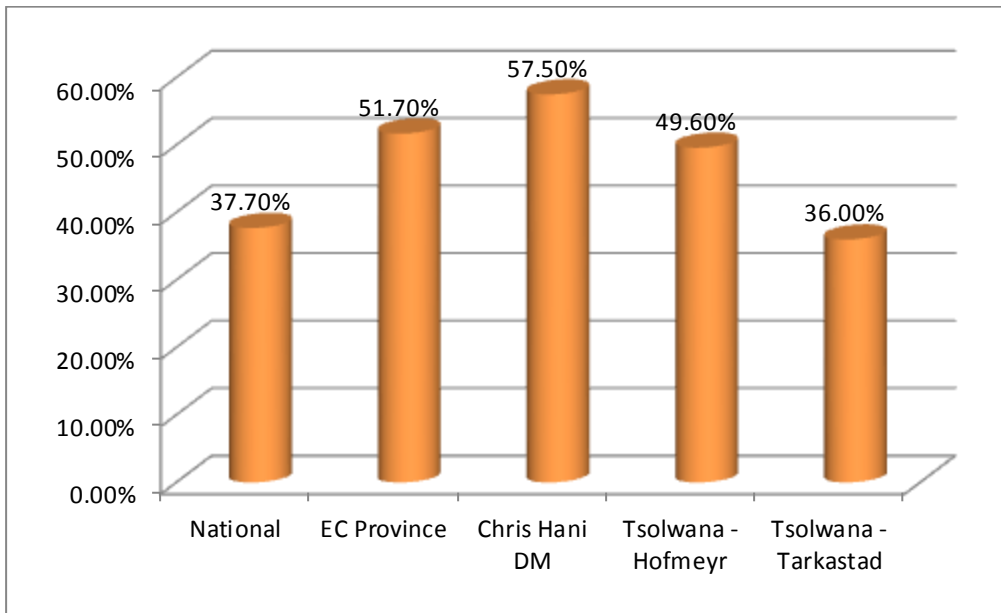
Unemployment

Unemployment is a major development challenge in Tsolwana. According to research done by Global Insight, unemployment in Tsolwana is estimated to be higher than that of the country but lower than that of the district and EC Province respectively. It is estimated to be about 40% (using the official definition).

About 18% of the population in 2008 is economically active. The economically active population (EAP) is defined as the number of persons that are able and willing to work between the ages of 15 and 65. It includes both employed and unemployed persons.

In Tsolwana, the distribution of unemployment is largely concentrated in the Hofmeyr areas when comparing the two urban centres. The figure below gives a

comparative view of unemployment distribution within Tsolwana core urban centres as well as between Tsolwana and the district, province and country, respectively.



Formal Employment by sectors

According to Global insight statistics of 2008, Community services have surpassed Agriculture as the main source of employment. It accounts for 50% while Agriculture contributes about 40% of employment opportunities.

Finance sector is the third largest employment industry in the local economy. It accounts for 14.1% of existing jobs. This situation is not sustainable and there is a need to develop as part of the LED strategy, dedicated strategies to diversify the economy and to boost growth in other important sectors that show potential. Tourism is one of those sectors.

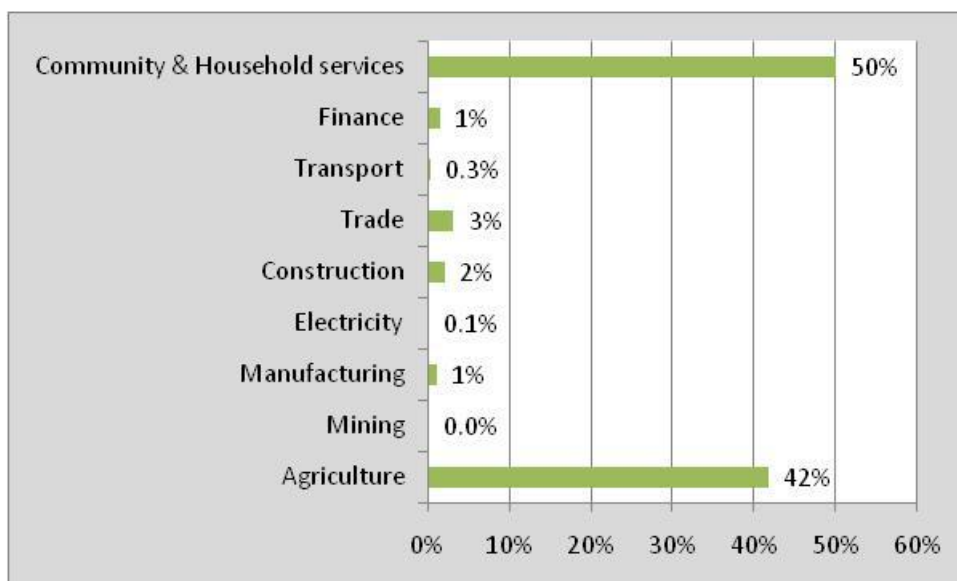
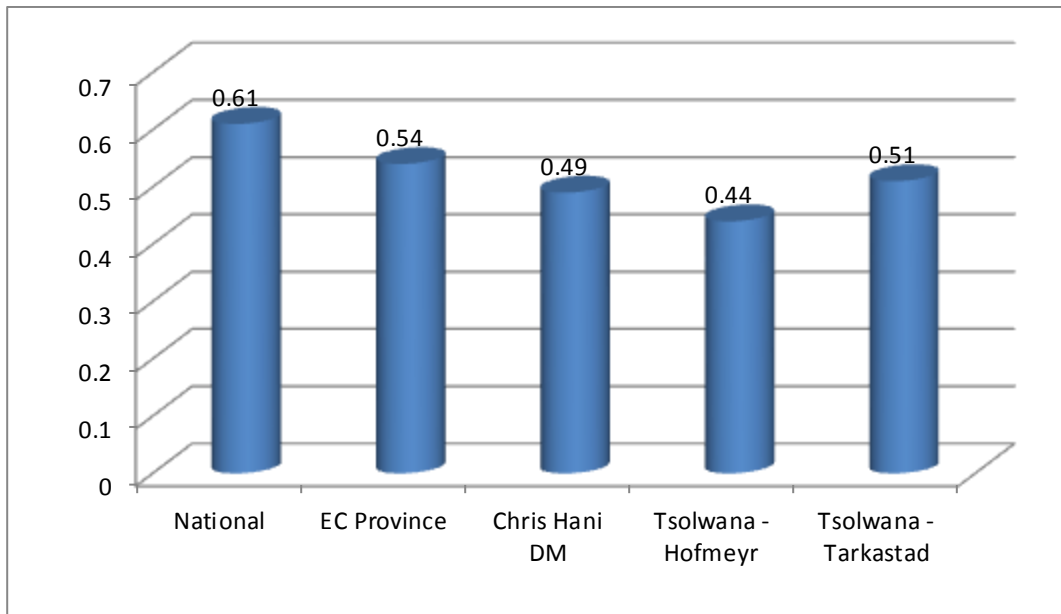


Figure 5: Formal employment by sectors

Human Development Index

The human development index (HDI) is a useful mechanism to gauge the level of development of a local economy. The HDI is a composite, relative index that attempts to quantify the extent of human development of a municipality (area). It is based on measures of life expectancy, literacy and income.

The HDI is calculated as the average of indices of life expectancy at birth, adult literacy and per capita income. For a municipality to be well developed, it must achieve a HDI closer to 1. The closer the figure is to 1 the better the lifestyle. The figure below gives a comparative HDI for Tsolwana.



Tsolwana has a human development index of 0,51 for Tarkastad and 0.44 for Hofmeyr. In comparison to the district as a whole Tarkastad enjoys better lifestyle than the average district areas while Hofmeyr lags behind the average area in the district. This point reinforces the view that there is higher concentration of poverty and declining lifestyle in Hoffmeyr than in the Tarkastad and surrounding areas. There is a need therefore to design targeted interventions for LED to alleviate this strife in Hoffmeyr areas.

16.4.5 SWOT of the local economy

Agriculture

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Existence of infrastructure such as Agric Schemes • Availability of pockets arable land • Pockets of high quality soils for crop production • Access to availability technical support by Agriculture • Existence of support institutions like 	<ul style="list-style-type: none"> • Lack integration in planning and implementation programmes • Agriculture not seen as fashionable employment sector by especially young people • Lack of entrepreneurship & value chain production – Agro-processing (potential for wool and meat production not fully realized)

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<p>Assgisa, Land Bank and Uvimba to resource agricultural programmes</p> <ul style="list-style-type: none"> • Favourable environment for livestock and game farming • Access to input support by government – Tractors, Seeds, Bulls etc. 	<ul style="list-style-type: none"> • Poorly developed service infrastructure and non-existent services (road network, water supply and electricity connection) • Lack of funds to pursue strategic large projects • Prevalent soil erosion, land invasions and veld fires adding to declining quantities for arable land

Tourism

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Endowed with natural beauty resources: eg -Tsolwana game reserve • Part of Wild Coast SDI • Powerful natural and historic attraction sites & areas (Boelhoek Massacre site) • Part of the Liberation Heritage Route which is a National Project that seeks to establish a route based on the war against colonialism and national oppression. • Potential for absorbing unskilled labour 	<ul style="list-style-type: none"> • Poor institutional arrangements for driving tourism development • Common veld fires coupled with poor response times for disaster management • Poorly developed service infrastructure and non-existent services (road network, water supply and electricity connection) • Inadequate accommodation facilities • Lack of marketing and established tourism offerings and linkages • Poor management skills • Lack of by laws • Lack of a coherent tourism plan • Lack of access to development funding

Manufacturing

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Availability of affordable land for establishment of production space 	<ul style="list-style-type: none"> • Poor culture of entrepreneurship • Poorly development support networks (broadband signal and

<ul style="list-style-type: none"> • Abundance of labour inputs • Availability of raw material inputs • Access to support from government • Prioritization by EC PGDS • Proven untapped potential demand in trade, agriculture and tourism 	<p>coverage in and around towns of Hoffmeyr and Tarkastad is very weak leading to problems of internet connectivity)</p> <ul style="list-style-type: none"> • Unreliable electricity supply to drive intense mechanized production lines • Poorly developed value chain production processes and systems • Insufficient supply of artisans, technicians and skills trades in key strategic areas like engineering, management and science by the local economy
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Retail, Trade & Wholesale

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Existing demand for services (household and convenience goods) • Significant contributor to employment creation (lower end jobs) • Easy access to entry – no strict barriers 	<ul style="list-style-type: none"> • Poor regulation (None existence of effective by-laws to control and regulate operators like taverns, hawkers and food selling outlets) • Unreliable service provision – water, electricity, sanitation, refuse etc • Lack of care for aesthetics by operators and owners • Environmental degeneration potential

SMME

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Potential for growth and contribution to unemployment • Market demand • Availability of support from various sources within and outside government – ECDC, SEDA, SETAs, Training Institutions, Bus 	<ul style="list-style-type: none"> • Limited support for training and finding ▪ Lack of business support – generally the lack of business support to existing businesses and this hampers their growth potential. There is a need to offer integrated business

Forums etc	<p>support in a sustainable way including:</p> <ul style="list-style-type: none"> ○ Infrastructural support investment on such things as access roads, electricity, refuse, water & sanitation ○ Improving efficiency and turn-around times in the processing of development applications <ul style="list-style-type: none"> • Environmental degeneration potential • Poorly organized businesses and processes to create conducive environment for growth and development • High degree of survivalist rather than growth oriented entrepreneurs – high failure rate of ventures
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16.4.6 Integrated Waste Management Plan

Tsolwana is not an authority for waste management services but has primary responsibilities for dispensing refuse removal services to households and businesses located in its jurisdictional areas. The municipality has resolved to adapt the existing WMSPP for Chris Hani into its local sector plan to guide its interventions in terms of this function.

16.4.7 HIV/Aids workplace plan

The Tsolwana Local Municipality has a strategy and action plan to guide its activities in curbing the spread of HIV/Aids impact in the workplace as well as contribute to the general efforts by other agencies in its areas. There is a commitment to collaborate with the local Aids council and district health office in order to integrate programmes for Aids awareness and prevention.

16.4.8 Special Programmes

In its SPU activities the municipality continue to work closely with our stakeholders like the department of health, Social development, Women and youth groups to ensure mainstreaming of their involvement in municipal affairs and programmes.

16.4.9 Workplace Skills Plan

The existing plan needs to be reviewed to align with current IDP and will be linked to the development of a HR retention strategy. The emphasis will be on critical skills in the areas of Finance, Engineering and Project Management.

16.4.10 Employment Equity Plan

The municipality has an employment equity plan but the current plan is not fully implemented and there are no regular reports on how the organisation is performing in terms of its targets. The current version of the EEP is outdated and needs to be revised during 2012/13.

16.4.11 Revenue Enhancement & debt collection strategy

The municipality has set aside funds to development and implement a comprehensive strategy for revenue enhancement and credit control. This strategy is aimed at supporting efforts to promote culture of payment for services and to identify alternative sustainable sources of revenue to leverage our grants.

The success of this strategy require political leadership and guidance as it involves negotiating payment levels with communities and expanding metered services to rural settlement s like Thornhill and Tendergate.

16.4.12 Indigent policy

As part of the municipality's commitment to ensuring access to basic services by all its households, a subsidy policy has been developed to support poor households who are unable to afford services. The policy provide for subsidization of poor households to access basic services like water, sanitation, refuse and electricity. This policy must be updated in 2011/12.

This policy will be updated by verifying the status of registered beneficiaries and also integrating indigent properties in the rates policy for purposes of implementing our valuation roll and integrated billing.

16.5 ASSESSMENT MATRIX FOR SECTOR PLANS INTEGRATION

ASSESSMENT MATRIX FOR SECTOR PLANS / POLICIES 2011/12		
DEPARTMENT	SECTOR PLAN / POLICY	STATUS OF SECTOR PLAN / POLICY
Finance	Revenue Enhancement & Credit control strategy	Budgeted to be developed and implemented in 2012/13
	Indigent policy	Need to be updated by verifying details of beneficiaries which will be done by Nov 2012/13
	Risk Management Plan	To be developed and finished in Dec 2012
	Budget 2012/13 -2014/15	Adopted with this IDP
Corporate services	HR Procedures Manual	Exist and will be implemented on an on-going basis
	Organizational design plan	Adopted in Dec 2012 and currently being implemented
	Employment equity plan	Exist and will be revised in line with new focus training areas 12/13
	Workplace skills plan	Exist and will be revised in line with new targets linked to organogram implementation 12/13

ASSESSMENT MATRIX FOR SECTOR PLANS / POLICIES 2011/12		
DEPARTMENT	SECTOR PLAN / POLICY	STATUS OF SECTOR PLAN / POLICY
Office of Manager	Performance Management plan	All section 57 managers to sign review PM contract by end July 2012
	Service Delivery Budget Implementation Plans	Developed as part of this IDP
Community services	LED Strategy	Exist and will be implemented in 12/13
	Environmental sector plan	To be developed when funds are secured from SEDA or DEA
	Tourism sector plan	Forms part of the LED strategy
	Housing sector plan	Will be concluded with support from DM and DoHS
	HIV/ Aids workplace strategy	Being implemented and will be monitored continuously
	Waste management sector plan	Not needed but will adapt the DM plan to our conditions
	Disaster management plan	Not needed but will adapt the DM plan to our conditions
Technical services	Capital Investment plan	Will be developed and adopted by no later than Sep 2012
	Spatial Dev Framework	Exist and incorporated into this IDP for implementation

16.6 BUDGET 2011/12

In order to meet the financial demand of this plan, the municipality is budgeting to raise an estimated 96 million in 2012/13 and 133 million in 2013/14 and 36 million in 2014/15.

Our capacity to spend on capital budget has slightly improved and we were able to spend on nearly 80% of our last year commitments. With the establishment of a fully staffed PMU we believe we shall be able to complete 100% of our budgeted capital expenditure from 2012/13 onwards.

This IDP will be funded from the following sources:

- MIG = 11,683 000
- MSIG = 800 000 (by-laws, public part, institutional support)
- FMG = 1 500 000 (learnerships, AFS, etc)
- ES = 24 741 000 (operations)
- DME = 2 000 000 (electrification – connect+ bulk)
- EPWP = 1 000 000
- CHDM = 30 000 000 (largely funding water and sanitation projects + few other)

- EC DPLGTA = Unknown yet but estimated around 500 000
- Contributions by sector departments
- Recovery from service level agreements
- Proceeds from sale of services to paying customers
- Savings from improved implementation of internal controls and percentage reduction of general expense account
- Partnerships with donours and or development agencies

All fixed operational costs and free basic services subsidization will be financed through our equitable share allocation. This allocation grant will be used largely to finance issues such as but not limited to:

- Personnel costs
- General expenses
- Basic Service subsidization
- Bad Debt provision
- Operating equipment
- Maintenance
- Savings plan

17 PERFORMANCE MANAGEMENT POLICY

A performance management policy had been revised and adopted with this IDP to be implemented in line with requirements of the systems act as well as concerns raised by Auditor General in our previous annual assessment.

The policy document outlines the objectives, principles, process, procedures and the model that guides how the municipality implements its performance planning, monitoring, review, reporting, auditing and evaluation.

It further, identifies the key stakeholders and their respective roles in the managing of municipal performance management. Once adopted by council it will be binding on all in the municipality as a policy framework for implementing performance management.

18 Intended definition

There is no universal definition of Performance management. However, it is intended that our PMS will as Stratdev Planning (2008) defines, serve as "a deliberate use of measures to plan, monitor, review, report and audit performance progress against a set of targets as well as a process that must signal early warning mechanisms so that necessary interventions to ensure achievement of desired outcomes, can be taken.

We subscribe to the view shared by Van de Walt (2004) that performance management is also about:

- efficiency relationships between inputs and outputs,

- reducing inputs or costs of inputs,
- following relationships among inputs, outputs and outcomes.

19 Policy and legal framework for our PM

Our performance management processes are informed by the following policy and legal framework.

19.1 Policy context

In 1997 the white paper on local government introduced the concept of performance management systems as a mechanism to improve accountability and enhance public trust on local government. The white paper further suggests that by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system is also enhanced.

In 1998, the White Paper on Transforming Public Service Delivery (Batho Pele) was adopted as a framework to enhance and enforce quality service among civil servants. All employees of public entities (government institutions including local government municipalities) are obliged to adhere to the provisions of the Batho Pele framework. These provisions are captured in the form of the following eight key principles:

- Consultation:** - Citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.
- Service standards:**- Citizens should know what standard of service to expect and should be consulted if promised service standards are to change including development targets set in terms of the IDP.
- Access:** - All citizens should have equal access to the services to which they are entitled. State of exposure to income or poverty should not be reason enough to lack access to a basic level of service.
- Courtesy:**- Citizens should be treated with courtesy and consideration.
- Information:**- Citizens should be given full and accurate information regarding public services they are entitled to receive.
- Openness and transparency:**- Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.
- Redress:**- If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made citizens should receive a sympathetic, positive response.
- Value-for-money:**- Public services should be provided economically and efficiently in order to give citizens the best possible value-for-money.

In August 2001 regulations on municipal planning and performance management were published by Department of Provincial and Local Government (dplg) to further explain the requirements of the LG Municipal Systems Act 32 of 2000.

According to the regulations a municipal PMS must ensure that it:

- complies with all the requirements set out in the Municipal Systems Act;

- demonstrates how it is to operate and be managed from the planning stage up to the stages of performance and reporting;
- clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
- clarifies the processes of implementing the system within the framework of the integrated development planning process;
- determines the frequency of reporting and the lines of accountability for performance;
- relates to the municipality's employee performance management processes;
- provides for the procedure by which the system is linked to the municipality's integrated development planning processes;

The regulations also prescribe that municipalities must monitor their performance and report on these national indicators (in addition to their local level indicators):

- a) the percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- b) the percentage of households earning less than R1100 per month with access to free basic services;
- c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- d) the number of jobs created through municipality's local economic development initiatives including capital projects
- e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- f) the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- g) financial viability as expressed by the following ratios:

$$(i) \quad A = \frac{B - C}{D}$$

Where - "A" represents debt coverage

"B" represents total operating revenue received

"C" represents operating grants

"D" represents debt service payments (i.e. interest plus redemption) due within the financial year;

$$(ii) \quad A = \frac{B}{C}$$

Where - "A" represents outstanding service debtors to revenue

"B" represents total outstanding service debtors

"C" represents annual revenue actually received for services;

$$(iii) \quad A = \frac{B + C}{D}$$

Where - "A" represents cost coverage

"B" represents all available cash at a particular time

"C" represents investments

"D" represents monthly fixed operating expenditure.

In 2006 the Government Gazette No.29089 was issued to further gave clarity on the Local Government Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers. The circular sets out how the performance of Section 57 staff will be uniformly managed monitored and improved. The regulations address both the employment contract and performance agreement of municipal managers and managers directly accountable to municipal managers. It further provides a methodology for the performance management system as well as criteria for performance bonus payments. The regulations also provide an approach for addressing under-performance, should this occur

19.2 Legal context

The Constitution (1996) is the founding legal document framing local government. Chapter 7 of The Constitution establishes the sphere of local government and forms the premise for subsequent policy and legislative documents on local government.

According to Chapter 7, the Objects of local government, Section 152 (1), are –

- (a) to provide democratic and accountable government for local communities;
- (b) to ensure the provision of services to communities in a sustainable manner;
- (c) to promote social and economic development;
- (d) to promote a safe and healthy environment; and
- (e) to encourage the involvement of communities and community organizations in the matters of local government.

152 (2) mentions that a municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).

Section 153, Developmental duties of municipalities, states that a municipality must -

- (a) secure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- (b) participate in national and provincial development programmes.

The Constitution does not make explicit mention of the development and implementation of a performance management system, but the importance of the effective provision of services, accountability, development and management are mentioned.

The municipal systems act 32 of 2000 calls for all municipalities to establish and implement performance management systems. In its chapter six, the act prescribes for all municipalities to:

- develop a performance management system
- set targets, monitor and review performance based on indicators linked to their integrated development plan (IDP)

- publish an annual report on performance for the councillors, staff, the public and other spheres of government
- incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- conduct an internal audit on performance before tabling the report.
- have their annual performance report audited by the Auditor-General
- involve the community in setting indicators and targets and reviewing municipal performance

In terms of section 53 of the Municipal Finance Management Act (MFMA) 2003, the mayor of a municipality must take reasonable steps to ensure that the annual performance agreements of the municipal manager and all senior managers are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and are concluded in accordance with section 57(2j) of the Municipal Systems Act.

Coupled with the MSA: 2000, the MFMA: 2003 provide for the development of a mid-term budget and performance assessment of the municipality. The development of the mid-year budget and performance assessment report should give an indication on the progress made by the municipality for the past six months. The MFMA requires that the accounting officer of the municipality take into account the performance of the municipality against the performance expectations set by senior managers and their departments.

20 PM Objectives

The rationale for introducing performance management in our municipality goes beyond mere compliance with policy and legislation requirements. Through our PMS, we seek to achieve the following objectives:

20.1 Increased accountability

It is the intention of this council that the performance management system must be implemented in a manner that ensures increased accountability between:

- The residents of the Tsolwana local and the municipal council,
- The political and administrative components of the municipality,
- Each department and the Office of MM.
- Between Municipal manager and his direct reports (otherwise commonly known as senior managers or section 56 & 57 managers)
- Between each employee and the organization or employer representative (supervisor)

20.2 Learning and improvement

While ensuring that accountability is maximised, the performance management system must also provide a mechanism for learning and improvement. It should allow for the municipality to know which approaches (development, leadership, management and operations) are having the desired impact, and enable the

municipality to improve delivery. It should form the basis for monitoring, evaluating and improving the impact of implemented Integrated Development Plan.

20.3 Early warning signals

The performance management system should provide Managers, the Municipal Manager, Standing Committees and the Executive committee with early warning of non-performance of the full implementation of the Integrated Development Plan. It is important that the system ensures decision-makers are timeously informed of possible non-performance, so that they can facilitate pro-active intervention, if necessary.

20.4 Effective decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The objectives listed above are not exhaustive, but summarise the core intentions and intended benefits for implementing performance management system in our municipality. These objectives will inform our periodic evaluation of our performance management system so that we can continue to improve it and its functionality.

21 Founding principles

Council acknowledges that PMS will be about people and therefore things may from time to time become sensitive. To manage the sensitivity and to ensure fairness and objectivity in applying our PM, we therefore adopt the following principles to inform how we arrive at and communicate decisions about performance and its outcomes.

Through implementing these principles, we hope to increase ability to comprehend performance feedback whenever given to an individual person or the collective municipal organization.

- ◇ POLITICALLY DRIVEN - Legislation clearly tasks the municipal council and mayor as the custodians of the performance management system. The Mayor **MUST lead** both the implementation and improvement of the system. Further, Legislation allows for the delegation of this responsibility or aspects of it to the municipal manager or other appropriate structures as the Mayor may deem fit.
- ◇ UNIFORMITY - System must apply uniformly to all affected
- ◇ DEVELOPMENTAL - Must be developmental in nature, not punitive. Therefore, must focus on outcomes or development impact achievements rather than placing emphasis on short term individual benefits like for example the reward of potential earnings in the form of bonuses
- ◇ EQUITY OF RIGHT -Must balance organisational needs and employee rights
- ◇ SIMPLICITY - The system should be simple user – friendly and should enable the municipality to operate within the existing capacity of its financial, human resources and information management system.

- ◇ PERFORMANCE CONTRACTS -Must provide for signing of performance contracts by section 57 managers and other direct reportees (contracted in terms of the Systems Act and 2006 Guidelines for municipal managers) to the municipal manager
- ◇ PMS MODEL -Must identify suitable model commensurate with existing organisational capacity, constraints & LG legal context.
- ◇ EARLY WARNING -Must promote use as an early warning system
- ◇ INTEGRATION - The performance management system should be integrated into other management processes in the municipality, such that it becomes a tool for more efficient and effective management rather than an additional reporting burden. It should be seen as a central tool to the on – going management functions
- ◇ TRANSPARENCY – Must provide for effective participation of affected parties in arriving at final targeted performance commitments (setting of targets to be discussed and agreed with those the people / units whose performance will be managed)
- ◇ DEMOCRATIC - Must provide for involvement of key stakeholders in the processes of PM planning, monitoring, review, reporting and auditing
- ◇ OBJECTIVITY - Performance management must be founded on objectivity and credibility in terms of both the processes of managing performance and the information on which it relies. Sources of data for measuring indicators should be scrutinized to enhance credibility of information and therefore objective decision making

22 Stakeholders

The following figure identifies key stakeholders and outlines their respective roles and responsibilities in the discharge of performance management activities or processes.

Table 1: Stakeholder Roles and Responsibilities

STAKEHOLDERS	PERFORMANCE PLANNING	MEASUREMENT AND ANALYSIS	PERFORMANCE REPORTING & REVIEWS
IDP Rep Forum	<ul style="list-style-type: none"> • Be consulted on needs • Develop the long-term vision for the area • Influence the identification of priorities • Influence the choice of the indicators and setting of targets 		Be given the opportunity to review municipal performance and suggest new indicators and targets

Council	<ul style="list-style-type: none"> • Facilitate the development of a long-term vision • Develop strategies to achieve vision • Identify priorities • Adopt indicators and set targets 		Review municipal performance bi-annually
Portfolio (s79) Committees	<ul style="list-style-type: none"> • Influence the preparation of the SDBIP Scorecards • Ensure involvement of communities in setting of municipal targets 	Monitor performance of relevant services	<ul style="list-style-type: none"> ▪ Receive reports from service managers ▪ Review monthly SDBIP Scorecards ▪ Report to Exco ▪ Adopt corrective actions where necessary and recommend to Exco
Executive Committee	<ul style="list-style-type: none"> • Play a leading role in giving strategic direction and developing strategies and policies for the municipality • Manage the development of an IDP • Approve and adopt indicators and set targets • Communicate the plan to other stakeholders 		Conduct the major reviews of municipal performance, determining where goals had or had not been met, what the causal reasons were and to adopt response strategies

The Management Team	Assist the Executive Committee in: <ul style="list-style-type: none"> ▪ Providing strategic direction and developing strategies and policies for the municipality ▪ Manage the development of the IDP ▪ Ensure that the IDP is integrated ▪ Identify and propose indicators and targets ▪ Communicate the IDP to other stakeholders ▪ Develop SDBIPs and Budget 	Regularly monitor the implementation of the IDP, identifying risks early <ul style="list-style-type: none"> • Ensure that regular monitoring (measurement, analysis and reporting) is happening in the organization • Intervene in performance problems on a daily basis 	<ul style="list-style-type: none"> ▪ Conduct quarterly reviews of performance ▪ Ensure that performance reviews at the political level are organised ▪ Ensure the viability of information ▪ Propose response strategies to the Executive Committee ▪ Report to Exco
Internal Audit			Produce Quarterly Audit Reports for the Municipal Manager and Audit Committee
Audit Committee			<ul style="list-style-type: none"> ▪ Review internal Audit Reports ▪ Assess system and indicators ▪ Provide audit report twice annually to Council

23 PM process

Performance management must be a continuous and cyclic integral process in our calendar year planning and operations. It must involve 7 distinct repetitive process steps as explained here below:

Step 01 : Planning for PM

Planning for our performance management must happen within the context of IDP. The reason for this is because in the formulation of IDP, communities have

ample space to influence and input ideas into municipal strategic planning via the representative forum.

Therefore it is expected that if they influence IDP content, they already have a direct input on the performance management process of setting development objectives, indicators and targets. There will be no need to further consult them on the same when finalizing the performance scorecards. This undertaking implies that our planning for PM is an inherent integral part of the IDP formulation process which must produce:

- ◇ A set of consulted upon and agreed KPAs
- ◇ Broad development objectives and targets
- ◇ A set clear measurable performance objectives, indicators (KPIs) and Targets by which the IDP implementation must be measured
- ◇ A framework for implementing PM
- ◇ Using this parameter, the PMS/IDP manager must drive a process of facilitating:
 - Initiation of a process and institutional operational arrangements for PM to take place
 - Concluding of performance agreements with section 57 managers
 - Reviewing of organizational and individual performance scorecards (in accordance with framework / policy)
 - Reviewing of service delivery budget and implementation plans (SDBIPs)
 - The implementation of PMS (steps O2 -O8 in the above diagram)

Performance Co-ordination

The Mayor will be responsible for the oversight of the co-ordination policy framework and account to the Council in this regard. The implementation of the performance management system will be the responsibility of the Municipal Manager. He/she will be accountable to the Executive Committee and be responsible for coordinating the implementation of the planning, measurement, reporting and reviews of the PMS. He will regularly do the following:

- ✓ Develop planning and reporting templates;
- ✓ Co-ordinate their completion, submission and analysis; and
- ✓ Ensure that the Standing Committees, Executive Committee and Council have necessary technical support to meet their responsibilities in terms of the performance management system.
- ✓ Issue memos and invites for PM sessions

Step O2: Monitoring performance

Monitoring signifies the beginning of the implementation process of PM. It involves on-going operational processes of:

- ◇ Collecting performance information using agreed tools (scorecards / SDBIP) and formats

- ◇ Generating and populating a portfolio of evidence file
- ◇ Analysing the information
- ◇ Conducting performance investigations to ascertain facts about progress in the implementation process
- ◇ Quality assuring the information collected and submitted by fieldworkers
- ◇ Overseeing progress in the course of project implementation to ensure realization of set targets or intended outcomes

This step is largely driven by operations and lead by supervisors in those line functional operations. It is however, council rule that the primary responsibility for quality assurance and performance monitoring in any of the municipal scorecards resides with the principal head of the department in the case of SDBIP scorecards and Municipal Manager in the case of management scorecards and the overall corporate strategic scorecard of the council.

Monitoring performance is an on-going daily routine process and must take place at all times in the municipality. It forms the backbone of oversight functions by the various levels of authority in our municipality.

Step 03: Reviewing performance

Reviewing performance is a stage at which the organization must take stock of its performance through a well defined systematic process, involving:

- ◇ Assessment of performance progress based on agreed tools (agreed levels in the framework)
- ◇ Determination of progress (based on KPIs and Targets) by making comparisons of reported progress against past levels of achievement and bearing in mind the desired standard or target of performance at the end of a given timeline.

The table below summarizes the arrangements for performance reviews in our municipality. It outlines the levels and the frequencies by which various performance reviews should take place.

Table 2: Performance review levels

REPORTING STRUCTURE	REVIEWING STRUCTURE	TYPE OF REPORT	FREQUENCY
Departments	Management Team	SDBIP Scorecard	Monthly
Departments	Standing Committee	SDBIP Scorecard	Quarterly
Management Team	Audit Committee	Strategic Scorecard	Quarterly
Council	Public surveys elections	though and Citizen's Report + election outcome	Annually

Council	Auditor General	AG Report	Annually
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11.5.1 Departmental Reviews

Performance of departments must be reviewed by the management chaired by HoD every month using their SDBIP Scorecard. No monthly departmental review must be allowed to seat later than the 5th day of the following month. Decision makers should be immediately warned of any emerging failures to service delivery such that they may intervene if necessary.

Departments should use these reviews as an opportunity to reflect on their goals and programmes and whether these are being achieved. Minutes of these reviews should be incorporated in the portfolio of evidence files and also inform the quarterly report for the standing committee. Changes in departmental scorecard indicators and targets may be proposed at this meeting but can only be approved by the relevant Standing Committee, in consultation with the Municipal Manager.

On a monthly basis, the HoD will submit a report on the department's performance in the SDBIP Scorecard format to the management team. On a quarterly basis he/she will submit a report on the department's performance in the SDBIP Scorecard to the relevant Council head who will table the report to the relevant Standing Committee.

HODs will formulate their SDBIP Scorecard reports by taking into account the performance of the various sections within each department. The SDBIP Scorecard requires inputs from each section such that a comprehensive report is collated on the performance of each department. The Head of each section is entirely responsible for the provision of sectional reports to the management team and standing committee chair at agreed times.

Each Standing committee will be required to review the performance of their respective departments against their SDBIP Scorecards, on a monthly basis. The Standing Committee should review and appraise the performance of the service against committed targets and draw out key issues to communicate to the Council. Where targets are not being met, Standing Committee should ensure that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient to address the reasons for poor performance. Changes in indicators and targets can only be approved by the relevant Standing Committee, on the recommendation of the Municipal Manager.

11.5.2 Management Team Reviews

On a quarterly basis the management team will review the overall performance of municipality's departments using the SDBIP reports of departments. No management team review should be allowed to seat later than the 10th day of the next quarter month. The management team lead by municipal manager will consolidate departmental SDBIP scorecard inputs to their respective Standing Committee and prepare a submission on the Strategic Scorecard to Exco. In preparation for and prior these reviews, the office of the Municipal Manager must develop an analysis of municipal wide performance.

The management team will need to reflect on whether targets are being achieved, what are the reasons for targets not being achieved where applicable and corrective action that may be necessary. Where targets need to be

changed, the management team can propose these for Exco to endorse and for approval by the Council.

11.5.4 Audit Committee Reviews

On a quarterly basis, the Audit Committee should review the municipal performance against both the performance report produced by the Management team and key issues raised by the Standing Committees heads.

The quarterly reviews should culminate into a comprehensive annual review of performance in terms of both the SDBIP Scorecards and the Strategic Scorecard.

The review should reflect on the performance of service and the Strategic Scorecard. The Audit Committee will need to ensure that targets committed to are being met; where they are not, satisfactory and sufficient reasons should be provided with corrective action proposed that is appropriate and adequate to address the reasons for poor performance.

The review should also focus on reviewing the systematic compliance to the performance management system by departments, Standing Committees and the Municipal Manager.

11.5.5 Council Reviews

At least twice annually, the council will be required to review municipal performance based on the performance report submitted by the Standing Committee every quarter. The Municipal System Act requires that the annual report (MFMA section 72) should at least constitute a performance report (the Strategic Scorecard), financial statements and an audit report. The council reviews will always take place by no later than 2nd Friday of July and January respectively in a given financial year. It may be good precedence to encourage the incorporation of the performance reports to even regular section 71 (MFMA quarterly) reports submitted to treasury by CFO.

11.5.7 Public Reviews

The Municipal Systems Act requires the public to be given the opportunity to review municipal performance. Our council subscribes to this requirement.

In addition to the local government performance and development annual report mentioned above, a user-friendly citizen's report will be produced by the PMS/IDP coordinator and submitted to the mayor for assisting with his task of public reporting.

The public review must always be scheduled to happen no later than the 31 July of each year. This report should be a simple, easily readable and attractive document that summarises the performance of the municipalities in the local municipal area for the public consumption. Community inputs into the report must be consolidated for consideration in the next IDP review process.

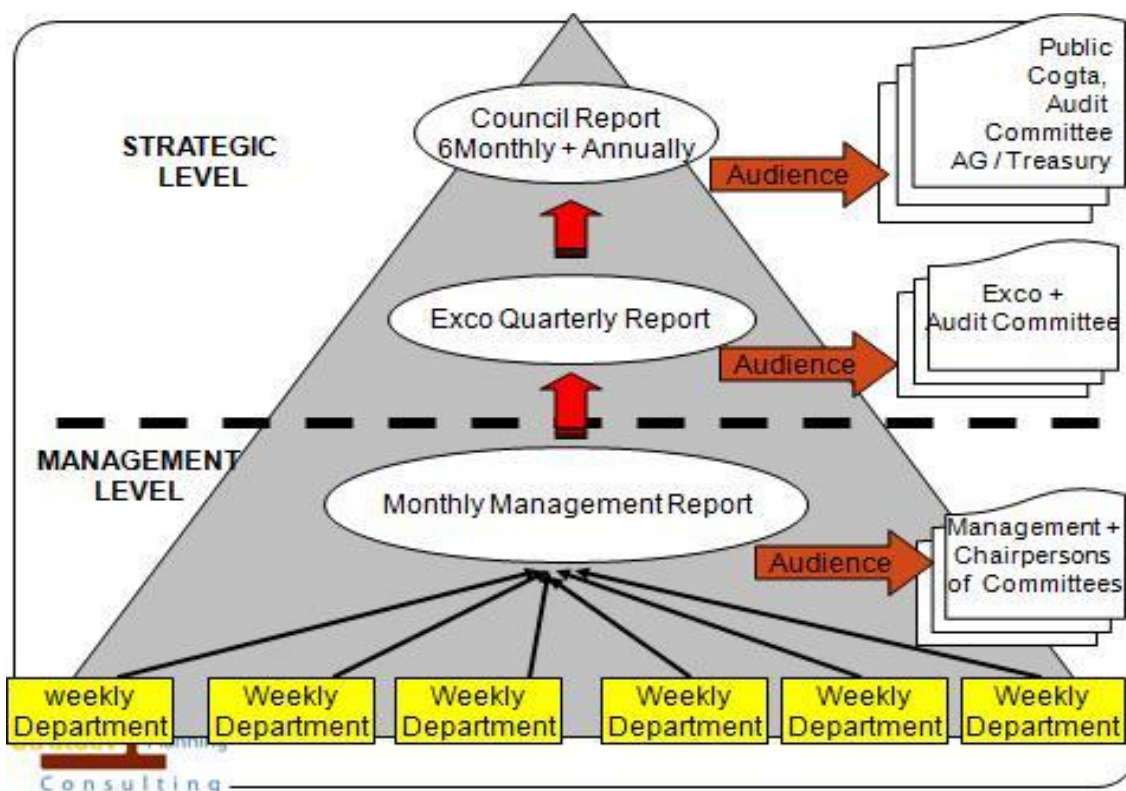
It is also proposed that a public campaign be annually embarked on to involve communities in the review of municipal performance. Such a campaign could involve the following methodologies:

- Various forms of media including radio, newspapers and billboards can be used to convey the communities report. The public should be invited to submit comment via telephone, fax, email and public hearings to be held in a variety of locations.

- The public reviews should be concluded by a review by the IDP Representative Forum as part of IDP review processes
- Elections

23.1 Reporting

Reporting arrangement will follow similar process to that outlined in the above section (Review stage) and may include more frequent meetings at operational level in order to for the department give effect and comply with this framework's requirements. HoD are encouraged to hold regular weekly inter-departmental management sessions aimed at discussing issues that will form part of their monthly performance reports using their SDBIP scorecards. This will also allow for effective early warning interventions where necessary. The figure below illustrates the envisaged reporting flows.



23.2 Auditing of performance reports

At least twice annually the council will be required to receive and endorse municipal performance reports for submission to the audit committee. These reports must be prepared by the management team and received by council by the same deadlines for review mentioned earlier.

The Regulations specify that any auditing must include assessment of:

- The functionality of the municipality's Performance Management System;
- The compliance of the system with the legislation; and
- The extent to which performance measurements

23.2.1 Audit Committee

The Municipal Council must ensure that the mandate of the audit committee includes the responsibility to audit performance reports at least twice annually. It

is suggested that before the municipal performance report is tabled to the audit committee, it must be seen by the internal auditor for his/her advice. This will minimise possibilities for adverse outcome opinions on the report.

In composing the municipal audit committee Council must ensure that:

- Majority of members of the Audit Committee are not councillors or employees of the municipality;
- Chairperson of the Audit Committee is neither a councillor nor an employee of the municipality;
- Members of the Audit Committee have credibility within the communities and organs of civil society; and the
- Composition of the Audit Committee sufficiently caters for the following competencies:
 - ✓ An understanding of performance management;
 - ✓ An understanding of municipal planning environment;
 - ✓ An understanding of development, including rural development;
 - ✓ An insight into municipality's IDP objectives.

The operation of the audit committee must be governed by section 14 (2-3) of the regulations. As per the regulations, the performance audit committee will:

- Review the quarterly reports submitted to it by internal audit unit;
- Review the municipality's performance management system and make recommendations in this regard to the council of that municipality;
- Assess whether the performance indicators are sufficient;
- At least twice during a financial year submit an audit report to the municipal council.

The audit committee should also be tasked with assessing the reliability of information reported. In order to fulfil its function, a performance audit committee may in accordance with the regulations:

- Communicate directly with the Council, Municipal Manager or internal; and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its powers;
- Request any relevant person to attend any of its meetings, and if necessary to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

24 Cascading PM below a section 57 manager

Council instructs for performance management to apply to officials from Municipal manager to lower levels inclusive of non-contracted middle managers in 2011/12. This implies that every official in the said categories must sign a performance scorecard or performance promise based on his/her contract or appointment letter.

To effect this instruction, council further instructs HoDs to commence with engaging their sub-ordinates in a view to concluding all performance scorecards and performance promise agreements by no later than 31 August 2011.

A template similar to the manager’s scorecard and suggested here below must be utilised to enter into performance promises with all staff up to level 5. It is advised that relevant unions be notified of this intent in due course for their attention and inputs.

A training workshop to all affected staff must be arranged to empower new entrants into the systems for their respective roles and responsibilities.

Table 3: appraisal tool for non-contracted employees

EMPLOYEE PERFORMANCE PROMISE: 2011/12								
Employee Name:						Signed by the Employee		
Job Title:						Date:		
Employee Number						Signed by the Manager / Supervisor		
Department:						Date:		
Job Result Areas (JRAs)	JRA No.		Key Performance Indicator (KPI)	KPI		Baseline	Target	Means of verification
	KRA No.	Weight		KPI No.	Weight			
Job TASK1		20%						
Job TASK2		20%						
Job TASK3		20%						
Job TASK4		20%						
Job TASK5		20%						
TOTAL		100%						

24.1.1 Implications for cascading to lower levels

The inclusion of non-section 57 managers into the performance management systems does **NOT** imply:

- Liability for performance failure to the extent that the S57 has
- Changes to basic conditions of employment in the form of shift from an advantageous permanent status to a contract employee. Therefore, security of employment is protected
- Exclusion from commonly negotiated benefits by the bargaining council for annual salary adjustments
- Participation of non-section 57 employees in the financial performance bonus system currently set aside for contracted S57 employees

Instead, **it implies** the following for a formerly non-section 57 employee:

- That you will be part of a system of accountability (PMS) proportional to your allocated job responsibility in a systematic and objective way
- That you will on the basis of excellent performance displayed be recognised for benefits in the council reward system including any one or a combination of the following:
 - A certificate of recognition issued by the mayor on an annual Executive municipal performance award ceremony

- A prize (non-monetary) determined by the municipal performance management committee and supported through this framework
- A qualification for an agreed proportionate (calculated using an agreed formula) percentage increase above normal CPIX on your salary notch (which is a financial benefit)
- Where consistent performance is displayed, the committee may in line with agreed framework consider a rare recognition qualifying a person to receive a fully paid 3 year Diploma /Degree Bursary in accordance with council rules or terms and conditions
- A possible secondment to a council recognised partner organization for advanced coaching and internship learning SABATIC paid leave (linked to your job) of one full month

25 Responding to Organisational Performance

This section outlines how the municipality may reward good organisational performance and address poor organisational performance.

25.1 Good or Exceptional Performance

Good and exceptional performance by a department or an individual will be recognized and rewarded in accordance with the provisions of council policy for performance awards (examples listed under item 8.1.1). Examples of consistent good performance will also be paraded as models for motivating other members of the municipality or a partner organization where a twining municipal agreement provides.

25.2 Poor Performance

Underperformance and consistent poor results will also be acknowledged and isolated for in-depth investigation into the causal effects and possible restorative interventions. In dealing with poor performance the council will be guided by the best interest of the municipality and its mandate for service delivery.

Where consistent poor results are observed the following must happen:

- Poorly performing departments and individuals should provide analysis and reasons for poor performance;
- An investigation should be conducted by the performance management committee in the event that reasons offered are deemed inadequate or insufficient to explain or provide clearer understanding of the underlying problems for poor results. This will be undertaken whether the reasons are reported to be policy related; systemic, structural or attributed to the poor competency by concerned individuals.
- Support must be provided (explained in the signed personal development plans) to curb the trend of unacceptable results and thereafter, the council may decide to:
 - Demote a person
 - Redeploy a person
 - Deny salary adjustment (notch progression)
 - Subject a person to a rigorous learning process

- Terminate employment relationship (after issuing relevant warning without liability for cost in the case of a non-section 57 employee)
- Terminate employment relationship (without liability for cost of the remaining contract term in the case of a section 57 manager)
- A decision must be taken on the way forward at the best interest of the organization.

26 Employment Contract

Section 57 of Municipal Systems Act, stipulates that there must be a written employment contract between the municipality, the Municipal Manager and managers directly accountable to Municipal Managers.

The employment contract must be subject to the terms and conditions of the Municipal Systems Act, the MFMA, and other applicable legislation (refer to sub-regulation 4(1))

- In the event that the employment contract does not refer to the applicability of other legislation, that omission will not affect the legal validity of the employment contract.
- The contract will in the event be subordinate to any legislation even in the case where parties themselves are aware of such legislation.

26.1 Validity of employment contract

Sub-regulation 4(1) (a), further provides that employment in terms of an employment contract must be subject to signing of a separate performance agreement within 90 calendar days after assumption of duty and annually after the commencement of the financial year.

The Municipality and the employee will still be able to enter into a valid performance agreement after 90 day period, provided that there is a consensus between parties that the employment contract is still in force (refer to sub-regulation 4(4)(a) and sub-regulation 24(1))

26.2 Performance Agreements

A performance agreement represents a basis for monitoring and managing the performance of a manager and provides a legal mechanism for responding directly to a managers' level of performance whether excellent or poor.

The performance agreement must be entered into for each financial year (concluded within 30 days of the beginning of the financial year or 90 days from date of employment) .Not concluding a performance agreement within the stipulated time frames will amount to breach of employment contract. The party responsible for the breach must be given an opportunity to remedy the breach. If the breach is not remedied within the agreed timeframes then there will be a basis for initiating procedures towards terminating the contract.

26.2.1 Signing retrospectively

Performance agreement must be signed within 90 calendar days after assumption of duty (refer to MSA section 57(2))

- The Municipal Council does not have the authority to change the prescripts
- The absence of a performance agreement at the end of the financial year will fatally affect the ability of the municipality to pay a performance bonus to the affected employee.

26.3 Performance Scorecard linked to signed contract

A performance plan establishes a detailed set of objectives and targets to be met by the Section 57 employee as well as the time frames within which these should be met.

The specifics of the performance plan will be determined by the Executive mayor in the case of the Municipal Manager and by the Municipal manager in the case of another section 57 manager. This will be done in consultation with the affected employee, and will be based on IDP, SDBIP, and the budget. It shall include the following elements:

- Key Priorities or performance areas (KPAs) as determined by ruling IDP;
- Key objectives;
- Key performance Indicators (KPIs);
- Baseline measures
- Performance Targets; and
- Weightings (both KPAs & KPIs)

Employees will be measured in terms of their contribution to the strategic development intent as set out in the municipality's IDP. Performance of individual section 57 managers will be assessed based on two components:

- **Key Performance Areas (KPA):** - these relate to functional requirements of the job at hand. The KPAs have a contributing weight of 80% in the final assessment.
- **Core Competency Requirements (CCRs):** - these relate to managerial and professional competencies. The CCRs have a contributing weight of 20% in the final assessment.
- Weightings per KPA will be agreed upon between employee and employer representative.

26.4 Personal Development Plan

It is a part of performance agreement stating activities including training that an employee wishes to undertake for self improvement or required to advance the objectives of the organization.

26.5 Assessing Performance

The Performance Regulations for Municipal Managers (2006) stipulates in detail how the assessment process should be undertaken. When assessing the Municipal Manager, the Mayor must establish a panel that will include:

- ✓ Executive Mayor;
- ✓ Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- ✓ Member of the Executive committee;
- ✓ Mayor and/or municipal manager from another municipality; and

When assessing managers directly accountable to the municipal manager, the municipal manager establish a panel that will include:

- ✓ Municipal Manager;
- ✓ Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- ✓ Member of the Executive committee; and
- ✓ Municipal manager from another municipality.

When assessing employees below a section 57 manager or directly accountable to the section 57 manager, a panel will include:

- ✓ Head of department Manager;
- ✓ Member of the performance audit committee;
- ✓ Chairperson of the relevant standing committee;

Table 4: Core Competency Requirements from Regulations (2006)

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	Choice	Weight
<i>Core Managerial Competencies</i>		
Strategic Capability and leadership		
Programme and Project Management		
Financial Management	X	
Change Management		
Knowledge Management		
Service Delivery Innovation	X	
Problem Solving and Analysis	X	
People Management and Empower	X	
Client Orientation and Customer Focus	X	
Communication		
Honesty and Integrity		
<i>Core Occupational Competencies</i>		
Competence in Self Management		
Interpretation of and implementation within the legislative and policy frameworks	X	
Knowledge of developmental local government		

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	Choice	Weight
<i>Core Managerial Competencies</i>		
Knowledge of Performance Management		
Knowledge of global and South African specific political, social and economic Contexts	X	
Competencies in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field discipline		
Skills in Mediation and Governance		
Competencies as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
TOTAL PERCENTAGE		100%

26.6 Scoring model

A 5 point scoring numeric model will used to determine performance achievement using the following levels.

Table 5: The 5-point rating scale

LEVEL	TERMINOLOGY	DESCRIPTION IN REGULATION	PROPOSED DEFINITIONS OR PERFORMANCE AGAINST INDICATORS	REVISED OR
5	Extremely Effective Performance	Performance far exceeds the standard expected of an employee at this level.	Individual has performed exceptionally well on these indicators and has very significantly surpassed expectations.	
4	Very Effective performance	Performance is significantly higher than the standard expected in the job.	Individual has performed well and has gone slightly above expectations.	

LEVEL	TERMINOLOGY	DESCRIPTION IN REGULATION	PROPOSED DEFINITIONS OR PERFORMANCE INDICATORS	REVISED OR PERFORMANCE AGAINST INDICATORS
3	Effective Performance	Performance fully meets the standards expected in all areas of the job.	Individual has met the expectations associated with these indicators	
2	Partially Effective Performance	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	Performance is below the standard required for the job in key areas	
1	Unacceptable Ineffective Performance	Performance does not meet the standard expected for the job.	Individual has poorly performed on these indicators significantly below the standard required	

26.7 Criteria for determining bonus

The regulations provide that between 5% and 14% of the inclusive annual remuneration package may be paid to the employee after the end of the financial year and only after an evaluation of performance and approval of such evaluation by the Municipal Council, as a reward for a level of performance deserving of a bonus in terms of the bonus criteria. In determining the bonus payment, the regulations specify that the relevant percentage depends on the overall rating calculated by using the applicable assessment rating calculator:

COMPONENT	Level of achievement based on a 5 point scale	qualifying % bonus out of possible 14% of gross annual remuneration
Score of 1% - 40%	1 - 2	0%
Score of 41% - 49%	2 - 2.9	0%
Score of 50%	3	0%
Score of 50% - 59%	3 - 3.3	1 - 4%
Score of 60% - 69%	3.4 - 3.9	4% - 6%
Score of 70% - 79%	4 - 4.2	7% - 9%
Score of 80% - 89%	4.3 - 4.5	10% - 12%
Score of 90% - 100%	4.5 - 5	12% - 14%

26.8 Example – using a numeric scoring model

The following is a worked example based on the final assessment result of a manager with a gross salary of R100, 000 and who has obtained a final performance score of 65% in a given performance period.

COMPONENT	WEIGHTING	PERFORMANCE SCORE	WEIGHTED SCORE
Final KPA score out of possible 100%	80%	60%	80% X 60% = 48%
Final CCR score of a manager out of possible 100%	20%	83%	20% x 55% = 17%
Final Score (sum of weighted score)			65%

Using the result above, the manager's performance and qualification for bonus will be determined as follows:

Total remuneration package	R100,000
% Final weighted score achieved	65%
Plotted level of achievement based on a 5 point scale	3.4 - 3.9
qualifying % bonus out of possible 14% of gross annual remuneration	4% - 6%
Maximum possible bonus	R14,000
Qualified for bonus for the period under review	R8,400 - R9,660

26.9 Dispute Resolution

Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by:

- In the case of the Municipal Manger, the MEC for local Government in the province within thirty (30) days of receipt of formal dispute from the employee, or any other person designated by the MEC; and
- In the case of managers directly reporting to the Municipal Manager, the Executive Mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

27 PMS MODEL FOR TSOLWANA LOCAL LM

27.1 What is a model?

A model for performance management provides simplified mechanisms for understanding how better to organise and roll-out the various aspects of performance that should be measured, reported on and managed. It also provides a useful tool to predict and project future scenarios so that current decision-making could influence the desired future.

27.2 Why the Municipal Scorecard Model?

The Municipal Scorecard Model is a conceptual framework that provides guidance as to what aspects of the municipality's performance should be measured and managed. The model has proved useful in performance management for it provides balance, simplicity, mapping of inter – relationships and alignment to the Integrated Development Planning processes of the municipalities.

27.2.1 Balance

The model prompts municipal organizations to take a balanced view in terms of how it measures and manages its performance. It prevents bias by ensuring that performance measurement does not heavily rely on one facet of performance (i.e. financial viability), but rather encapsulates a multi – perspective holistic assessment of the municipality's performance.

27.2.2 Simplicity

The model covers all key areas of performance within the municipal organization.

27.2.3 Mapping of inter – relationships

The model maps out the interrelationships between different areas of performance. These inter – relationships relate to the extent to which poor performance in one category would lead to poor performance in other related areas and the converse. These inter – relationships help both in the planning stage and the review stage, particularly in the diagnosis of causes of poor performance.

27.2.4 Alignment to the IDP Processes

The model aligns the processes of performance management to the IDP processes of the municipality. It ensures that the IDP is translated into performance plans that will be monitored and reviewed. The categories of key performance areas provided in the model relate directly to the identified priority areas of the municipality's IDP.

The Municipal Scorecard Model is the model recommended by Local Government for managing Performance Management for municipalities. The Municipal Scorecard model is based on three levels of scorecards in the context of a "Local Municipality" and embodies five (5) Key Performance Areas and two (2) levels of scorecards in the context of a "Local Municipality". Performance is measured at each level and according to the five (5) Key Performance Areas.

In addition, the Municipal Scorecard Model is:

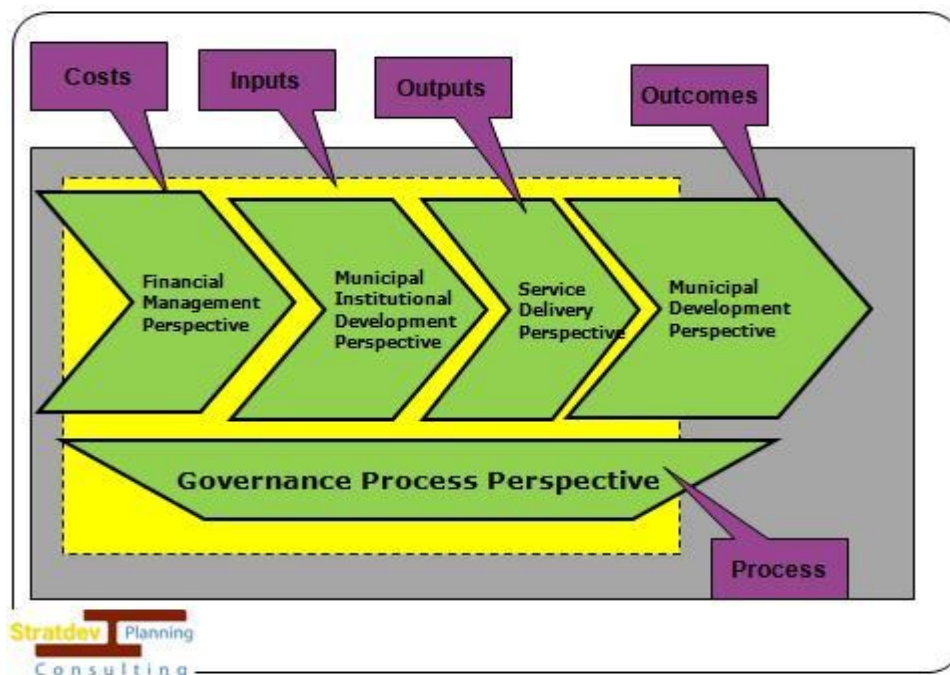
- Tightly aligned to the strategic planning and IDP processes of the municipality;
- Directly relevant to the notion of developmental local government;
- A balanced view of performance based on municipal inputs, outputs, outcomes and process;
- A simple portrayal of municipal performance, where inter – relationships can be mapped (municipal – wide, sectoral/departmental and unit/programme levels);
- Compliant with the requirements of the Municipal Systems Act (2002) and its subsequent regulations (2001 and 2006);
- Based on the five (5) Key Performance Areas for Local Government as determined in the Five Year Local Government Strategic Agenda and used in the Regulations and Vuna Awards for Performance Excellence.

28 The Key Characteristics of the Municipal Scorecard Model

The Municipal Scorecard Model has two (2) main features:

- The model uses the five (5) Key Performance Areas for Local Government as areas against which municipal performance must be measured and managed; and
- The model considers performance at three (3) levels i.e. Local Scorecard, Strategic Scorecard and SDBIP Scorecard in the context of a local municipality whereas in the context of a local municipality, it considers performance at two (2) levels i.e. Strategic Scorecard and SDBIP Scorecard.

Figure 6: Schematic representation of the Municipal Scorecard Model

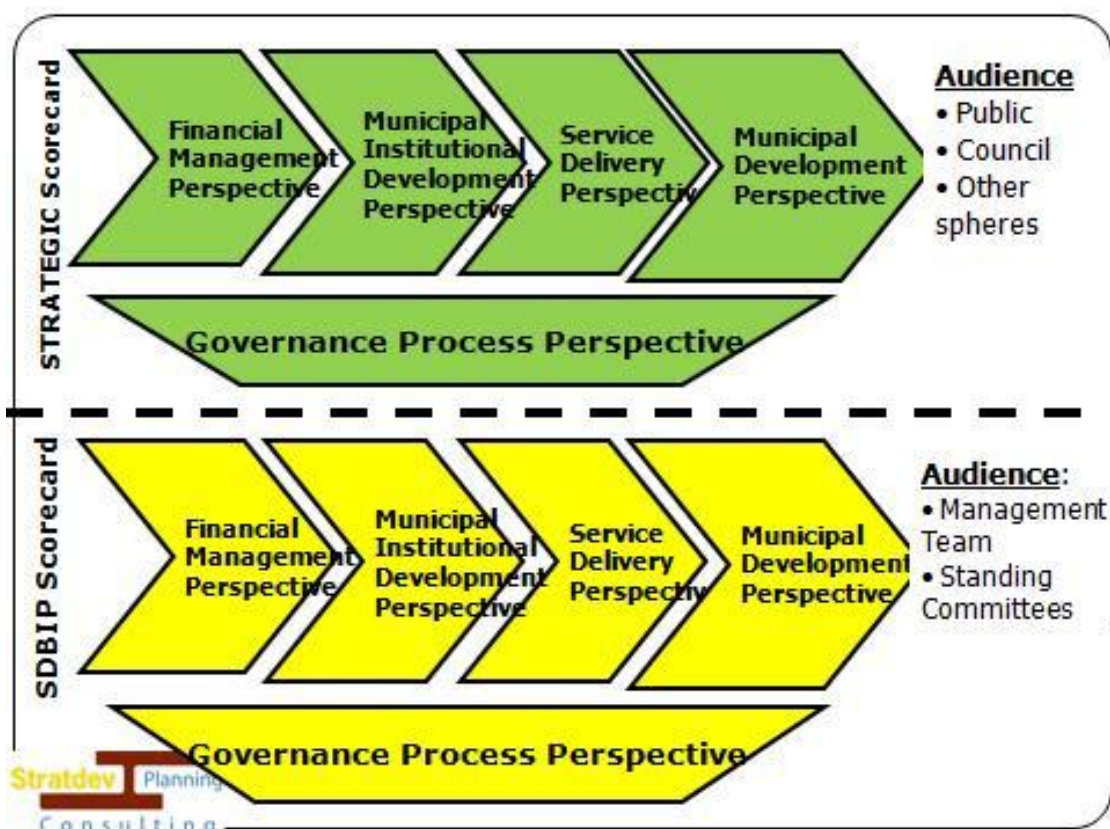


28.1.1 Analysis of the Municipal Scorecard Perspectives

PERSPECTIV	DEFINITION
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NO	E	
1.	The Municipal Development	Assesses whether the desired development impact in the municipal area is being achieved Incorporates social, environmental and economic development aspects Constitutes the development of priorities for the municipal area and indicators that tell whether the desired development outcomes are being achieved This relates to the measurement of developmental outcomes in the municipal area
2.	The Service Delivery	Assesses performance with respect to the delivery of services and products This relates to the output of the municipality
3.	The Institutional Development	Assesses performance with respect to the management of municipal resources: Human Resources Information Organizational Infrastructure Asset Management
4.	The Financial Management	Assesses performance with respect to financial management and viability, including: Financial viability indicators Operating income vs. Operating expenditure performance Financing infrastructure investment vs. capital expenditure performance Financial management performance
5	The Governance	Assesses performance with respect to engagements and relationships with its stakeholders in the process of governance. It includes, amongst others: Public participation, including the functionality and impact of ward committees Functionality and impact of municipal governance structures (council structures including the offices of the speaker, and portfolio committees/ clusters and Executive) Access to information Intergovernmental relations

Figure 7: Levels of the Municipal Scorecard Model



28.2 The different levels of the scorecard

The Municipal Scorecard Model has three (3) levels of scorecards in the case of a Local Municipality and two (2) levels of scorecards in the case of a Local Municipality. The toolkit will focus on the two (2) levels of the scorecards for the local municipalities under review.

28.3 The Strategic Scorecard/ Organizational Scorecard

Organisational Performance Management is concerned with the overall performance of the Municipality in relation to giving effect to the Integrated Development Plan. The strategic scorecard will provide an account of performance for the local municipality towards development in the municipal area. This scorecard reflects on the corporate level performance for the entire municipal organization. The development perspective of this scorecard will therefore be about providing a basis for the municipality to assess the extent of the impact of its strategies as an organization. The strategic scorecard indicators of this scorecard will be corporate output focused.

The Municipal and HODs will use it as a basis for reporting to the Executive Committee/ Executive Committee, Council and the general public. The frequency for reporting of the strategic scorecard could depend on the nature of forums, like for instance it might be proposed that it be reported bi – annually to the Executive Committee and the public annually. The targets will be set on a five (5) year time frame. The Municipal Manager is primarily responsible for the performance on the Strategic Scorecard. The Strategic Scorecard forms the

largest component of how the municipal manager's performance will be managed.

28.4 The SDBIP Scorecards/ Departmental Scorecard

The Service Delivery and Budget Implementation Plan scorecard captures the performance of each municipal department and provides a comprehensive picture of each municipal department. It consists of objectives, indicators and targets derived from the service plan and strategies. The SDBIP Scorecards will be comprised of the following components:

PERSPECTIVE	COMPONENTS
The Municipal Development	<ul style="list-style-type: none"> ▪ Sets out the developmental outcomes that the service is to impact on ▪ Assesses the extent to which the strategies that are driven by the departments are contributing towards ensuring that the municipality makes its expected contribution
The Service Deliverable	<ul style="list-style-type: none"> ▪ Sets out the products and services that the departments will deliver ▪ It includes service delivery targets and performance indicators for each quarter
Institutional Transformation	Sets out how the department will manage and develop its human resources, information and organizational infrastructure
Financial Management	Includes projections of revenue to be collected at source and operational and capital expenditure by vote
Governance	Sets out how departments will improve its relationship with its stakeholders

Each of the Five (5) Perspectives will be allocated a weighting in line with priority/ focus areas for the municipality as defined and allocated in the IDP

PERSPECTIVE	WEIGHTING (%)
Municipal Institutional Development and Transformation	
Service Delivery	
Local Economic Development	
Municipal Financial Viability and Management	
Good Governance and Public Participation	

Total	100%
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In addition to the requirements of the Municipal Finance Management Act and the National Treasury Guidelines for SDBIPs, the SDBIP scorecard approach thus provides an additional opportunity to set objectives, indicators, and targets for, as well as report against service outcomes, institutional transformational issues and stakeholder relations. Performance in the form of a SDBIP Scorecard will be reported to the Management Team and the relevant portfolio committee/cluster on a quarterly basis respectively.

The HoDs will be primarily responsible for performance on the SDBIP Scorecard and as such is closely linked to the performance of HoDs. Furthermore, the SDBIP Scorecard will be cascaded down into the departments where it will be monitored.

Sections heads within departments are responsible for reporting to the HOD's. SDBIP Scorecards and performance reports must be formulated at departmental meetings constituted at least by the HoD and Section Heads.

Section planning must be informed by the SDBIP Scorecard and performance reporting must feed into the SDBIP Scorecard report. Each section must have its own implementation plan that contributes to the overall implementation of the SDBIP Scorecard

It is of critical importance to ensure that the SDBIP Scorecard does not duplicate the current reporting, but rather be integrated as a core component of the municipality's vertical reporting system.

28.5 Individual Performance Management

Linked to the Organisational Performance Management System are the individuals who contribute to the success or failure of the Municipality/Organisation. Each individual will have performance objectives, targets and standards that are linked to objectives of his/her Section, Department and Municipality.

The strategic scorecard will form the basis of measurement for the MM whilst the SDBIP will form the basis for measurement for HODs. The strategies will then be drilled down to the lower structures within the municipality

28.6 The implications of the adoption of the model

The adoption of the model suggests the need for the municipality to re – organize its systems and internal structures in order to make optimal use of the scorecards and the KPAs in all aspects of the PMS cycle, which includes performance planning, implementation, performance measurement and analysis, performance reviews and reporting.

28.7 The five (5) Key Performance Areas for Local Government

The Municipal Scorecard Model uses five (5) Key Performance Areas for Local Government which are:

- Municipal Transformation and Organizational Development;

- Infrastructure Development and Service Delivery;
- Local Economic Development;
- Municipal Financial Viability and Management; and
- Good Governance and Public Participation.

29 Evaluation and Improvement of the Performance Management System

Once a complete cycle of PM has lapsed, it is necessary in the same manner that we review our IDP annually to also take stock of:

- ◇ What works in our current PMS? – so we can maintain and strengthen
- ◇ What is lacking? – so we can intervene and amend accordingly
- ◇ What lessons? – so we can increase operational efficiencies arising out of implementing a PMS

The Municipal Systems Act (2000) requires the municipality to evaluate its performance management system annually. It is proposed that after the full cycle of the annual review is complete, the performance management team will initiate an evaluation report annually, taking into account the input provided by departments. The report will be discussed by the Management Team and finally submitted to the Executive Committee for discussion and approval.

30 Service Delivery Budget & Implementation Plan 2012- 2013

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
Service Delivery	Water and Sanitation	SD 01	SD0 1.1	5	CH DM	R 9 665 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 1.2	2&3	CH DM	R 9 000 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 1.3	4	CH DM	R 200 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 1.4	4,5	CH DM	R 1 000 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 1.5	2	CH DM	R 1 000 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			SD0 1.6	5	CH DM	R 1 500 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 1.7	1,2&3	CH DM	200 000.00		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 1.8	1,2&3	CH DM	400 000.00		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 1.9	4	CH DM	350 000.00		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 1.10	1&4	CH DM	400 000.00		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
		SD 02	SD0 2.1	3	MI G	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			SD0 2.2	1,2,3,4&5	Do EA	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 2.3	1,2,3,4&5	CH DM / Do WA / Mvula Trust	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
Roads and Stormwater & Bridges	SD 03		SD0 3.1	4&5	Do RT	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 3.2	2	CH DM	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 3.3	4&5	Do RT	R 40 000 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			SD0 3.4		MI G	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 3.5		Do RT	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 3.6		MI G	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
		SD 04	SD0 4.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
Electricity	SD 05		SD0 5.1	1,2,3,4&5	Do RT, Do A& LA	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 5.2	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			SD0 5.3	1,2&3	Eskom	R 90 742		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 5.4	5	Eskom	R 3 205 846		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 5.5		Eskom	R 26 400		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 5.6	1,2,3 &5	Eskom	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 5.7		MI G	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 5.8		MI G	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
Community & Sports Facilities + EPWP	SD 06		SD0 5.9		MIG	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 5.10	5	DME	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 6.1	4	DME	R 2 000 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 6.2	4&5	DME	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
	SD 07	SD0 7.1	1,2,3,4&5	OP EX, Eskom & DME	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			SD0 7.2	1,2,3,4&5	OP EX	R 1 000 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 7.3		MI G	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 7.4	5	MI G	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 7.5	4	MI G	R 2 102 940		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 7.6	1	MI G	R 2 102 940		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 7.7	3	MI G	R 2 102 940		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			SD0 7.8	5	MI G	R 2 102 940		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 7.9	4	MI G	R 2 102 940		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 7.10	4	MI G	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
		SD 08	SD0 8.1	3	MI G	R 1 830 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 8.2	4&5	NT	R 4 700 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 8.3	1,2,3,4&5	OP EX	R 150 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			SD0 8.4	4	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
	Libraries & Museums	SD 09	SD0 9.1	3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD0 9.2	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
	Cemeteries & Pounds	SD 10	SD1 0.1	3	Do SA &C	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD1 0.2	4&5	Do SA &C	R 885 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
Management & Emergency	SD 11	SD1 1.1	1,2,3,4&5	Do SA &C	R 660 650		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			SD1 1.2	1,2,3,4&5		R 100 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
	Health	SD 12	SD1 2.1	4	OP EX	R 13 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD1 2.2	1,2,3,4&5	TL M&DCS + DoH	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD1 2.3	3,4&5	TL M & DoH	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			Education	SD 13	SD1 3.1	1,2,3,4&5	TL M, Lovelife & Do	R 10 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
					H													
			SD1 3.2	3	TL M & Do H	R 0		% of progress achieved (milestone defined)	100%	25%	50%		75%		100%			Mr. ZC Nxano
			SD1 3.3	3&4	Do E	R 0		% of progress achieved (milestone defined)	100%	25%	50%		75%		100%			Mr. ZC Nxano
			SD1 3.4	1,2,3,4&5	Do RT, Do L, TL M	R 0		% of progress achieved (milestone defined)	100%	25%	50%		75%		100%			Mr. ZC Nxano
	Collection and waste management	SD 14	SD1 4.1	1,2,3,4&5	TL M, Do SD	R 0		% of progress achieved (milestone defined)	100%	25%	50%		75%		100%			Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			SD1 4.2	4&5	OP EX	R 70 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD1 4.3	4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
	Housing & Land	SD 15	SD1 5.1	4	CH DM	R 200 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			SD1 5.2	4&5	TL M, Do EA & Do SD	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
		SD 16	SD1 6.1	1,2,3,4&5	Do HS	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN
										Sep	Budget	Dec	Budget	Mar	Budget	Jun	
Crime Prevention, Traffic, Safety and Security	SD 17	SD1 7.1	1,2,3,4&5	Do A&LR, Do HS, Do LG &TA, TLM	R 0		% of progress achieved (milestone defined)	100%	25%	50%	75%	100%	Mr. ZC Nxano				
				Do A&LR, Do HS, Do LG &TA, TLM	R 0		% of progress achieved (milestone defined)	100%	25%	50%	75%	100%	Mr. ZC Nxano				
	SD 18	SD1 8.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%	50%	75%	100%	Mr. ZC Nxano				

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
Local Economic Development	Local Economic Development, Environment & Conservation management	LE DO 1	LED 01.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			LED 01.2	OPE X,	OP EX & Do RT	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			LED 01.3	ALL	SE DA, Do LG, CH DM	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
		LE DO 2	LED 02.1		OP EX	R 100 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			LED 02.2	ALL	TL M, CH DM, EC DC	R 120 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			LED 02.3	4&5	Do EA	R 2 500 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			LED 03.1	1,2,3,4&5	Do EA	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
		LE DO 3	LED 03.2	1,2,3,4&5	TL M, Do EA, EC TB	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			LED 03.3	1,2,3,4&5	Do A&LR, CH DM	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
		LE DO 4	LED 04.1	1,2,3,4&5	Do A, Do SD, EP WP, CH DM	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			LED 04.2	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			LED 04.3	4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
			LED 04.4	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. ZC Nxano
Financial Viability	Financial Management	FV 01	FV01.1	4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV01.2	4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets						CUSTODIAN
										Sep	Budget	Dec	Budget	Mar	Budget	
			FV01.3	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%	50%	75%	100%		Mr. G Dejager	
			FV01.4	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%	50%	75%	100%		Mr. G Dejager	
			FV01.5	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%	50%	75%	100%		Mr. G Dejager	
			FV01.6	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%	50%	75%	100%		Mr. G Dejager	
			FV01.7	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%	50%	75%	100%		Mr. G Dejager	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			FV01.8			R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV01.9	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV01.10	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
	Budget, Revenue & Expenditure Management	FV 02	FV02.1	1,2,3,4&5	FM G & OP EX	R 1 200 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
FV02.2			1,2,3,4&5	FM G	R 250 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager	
FV02.3			1,2,3,4&5	MS IG	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager	

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			FV02.4	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV02.5	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV02.6	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV02.7	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV02.8	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV02.9	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
		FV03	FV03.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
	Supply Chain Management	FV04	FV04.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV04.2	1,2,3,4&5	MS IG	R 320 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV04.3	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV04.4	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV04.5	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
Good Governance & Public Participation	ICT	FV05	FV05.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV05.2	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
			FV05.3	4	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. G Dejager
	Internal Audit	GGPP01	GGP P01.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
			GGP P01.2	1,2,3,4&5	MS IG	R 200 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
			GGP P01.3	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			GGP P01.4					% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
			GGP P01.5					% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
Municipal Planning, PMS & Oversight	GGPP02		GGP P02.1	1,2,3,4&5	FMG	R 150 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
			GGP P02.2	1,2,3,4&5	OP EX	R 60 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
			GGP P02.3	1,2,3,4&5	MSIG	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
			GGP P02.4	1,2,3,4&5	MSIG	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			GGP P02.5	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
			GGP P02.6	1,2,3,4&5	OP EX	R 238 870		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
			GGP P02.7	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
			GGP P02.8	1,2,3,4&5	MS IG	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi
Public Participation	GG PP 03		GGP P03.1	1,2,3,4&5	MS IG	R 150 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
			GGP P03.2	1,2,3,4&5	OP EX	R 140 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN		
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget	
	Project Management Unit	GGPP04	GGP P03.3	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza	
			GGP P04.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi	
			GGP P04.2	1,2,3,4&5	OP EX	R 100 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi	
			GGP P04.3	1,2,3,4&5	OP EX	R 481 550		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. SJ Dayi	
	Institutional Development and Transformation	Organizational development	ID&T01	ID&T 01.1	1,2,3,4&5	MIG	R 40 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
				ID&T 01.2	1,2,3,4&5	OP EX	R 238 870		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			ID&T 01.3	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
			ID&T 01.4	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
			ID&T 01.5	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
			ID&T 01.6	1,2,3,4&5	OP EX	R 100 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
	RECORDS & ARCHIVES	ID&T02	ID&T 02.1	1,2,3,4&5	CH DM	R 200 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
	development &	ID&T03	ID&T 03.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			ID&T 03.2	1,2,3,4&5	OP EX	R 320 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
			ID&T 03.3	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
			ID&T 03.4	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
			ID&T 03.5	1,2,3,4&5	OP EX	R 450 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
			ID&T 03.6	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
			ID&T 03.7	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza

Key Priority Area (KPA)	Sub-result areas	Objective No.	Project No.	Ward	Funding Source	Annual Budget 2012/13	Budget Vote	Indicator (Input, Output & Outcome)	Annual Target	Progressive Milestone & Quarterly targets							CUSTODIAN	
										Sep	Budget	Dec	Budget	Mar	Budget	Jun		Budget
			ID&T 03.8	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
	Admin support to Council		ID&T 04.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza
		ID&T 04.2	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza	
		ID&T 04.3	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza	
		ID&T 05.1	1,2,3,4&5	OP EX	R 0		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza	
	Special Programmes Unit		ID&T 05.2	1,2,3,4&5	OP EX	R 100 000		% of progress achieved (milestone defined)	100%	25%		50%		75%		100%		Mr. M Siqaza

31 IDP APPROVAL

The following draft IDP 2012 - 2017 will be tabled to council for adoption by end March 2012. After adoption it will be used to gather comments from various municipal stakeholders including office of the MEC for Cooperative Governance and Traditional Affairs in the province.

Once received comments will be incorporated in this final document. Having given all stakeholders an opportunity to air their views and influence municipal decision making regarding this plan and the intended development programme for the new term of the council till 2017, and the Tsolwana Municipal council being satisfied that all necessary planning activities as envisaged in the IDP process plan were carried out accordingly. Council therefore RESOLVED to adopt this document as its DRAFT IDP 2012 -2017.

DECLARATION OF ADOPTION

COUNCIL RESOLUTION NUMBER FOR IDP ADOPTION:

SIGNATURES

.....
Mr. S Dayi
MUNICIPAL MANANGER

.....
DATE

.....
Cllr K Nqiqhi
MAYOR

.....
DATE