

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



**FINAL INTEGRATED**  
**DEVELOPMENT PLAN**

**2013/14**

**2<sup>ND</sup> EDITION**

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## **ABBREVIATIONS**

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



# **CHAPTER ONE**



## **THE PLANNING PROCESS**

# 1. THE PLANNING PROCESS

## 1.1 Introduction

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

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

## 1.2 Process Overview

The IDP planning cycle consists of the following phases:

### 1.2.1 Analysis Phase

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

The main outcomes of this phase amongst others are:-

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

### 1.2.2 Strategies Phase

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

This phase includes formulation of:-

#### 1.2.2.1 The Municipal Vision

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

#### 1.2.2.2 The development Objectives

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

Development objectives are statements of **what** the municipality would like to achieve in the medium term in order to address the problems identified and also to contribute to the

realization of the vision. In essence the objectives bridge the gap between current reality and the vision.

### **1.2.2.3 The Development Strategies**

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

### **1.2.2.4 Project Identification**

The formulated strategies result in the identification of projects

### **1.2.3 Project Phase**

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

### **1.2.4 Integration Phase**

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

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

### **1.2.5 Approval Phase**

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

### 1.3 Process Plan

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

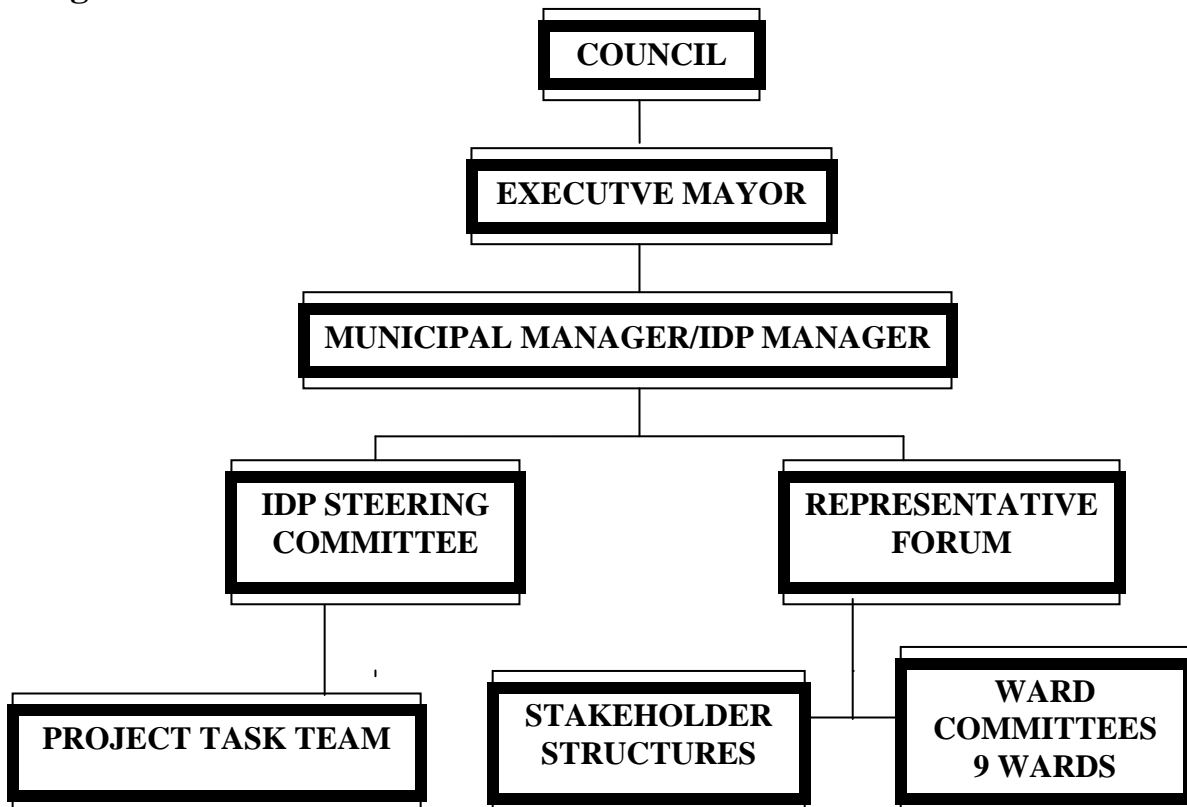
The process plan include the following:-

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

#### 1.3.1 Organisational Structure

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

**Fig. 1**



## **IDP Manager**

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

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

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

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

## **IDP Steering Committee**

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

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

The IDP Steering Committee shall;

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

## **IDP Representative Forum**

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

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

The IDP Representative Forum shall:

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

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

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

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

Actors	Roles and responsibilities
1. Council	<ul style="list-style-type: none"> <li>*Consider and adopt reviewed IDP</li> <li>*Consider and adopt Framework plan</li> <li>*Encourage public participation</li> <li>*Keep public informed about the contents of the IDP</li> </ul>
2. Mayoral Committee	<ul style="list-style-type: none"> <li>*Oversee the management, co-ordination, monitoring of the IDP Review</li> <li>*Assist in resolving political disputes</li> <li>* Forms part of the steering committee</li> </ul>
3. Ward Councilors	<ul style="list-style-type: none"> <li>*Assist in communication strategy and organization of community consultation activities</li> <li>*Ensure public participation</li> </ul>
4. IDP Manager	<ul style="list-style-type: none"> <li>*Ensure that the Framework and reviewed IDP are adopted by the Council</li> <li>*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;</li> <li>*Encourage an inclusive participatory planning process and compliance with action program</li> <li>*Facilitate the horizontal and vertical alignment of the IDP</li> <li>*Ensure that the planning process outcomes are properly documented</li> <li>*Manage service providers to the local municipal IDP</li> <li>*Chair the local IDP Steering Committee</li> <li>*The IDP Manager will co-ordinate with various government departments and other Managers to ensure that all the projects, strategies and objectives of the local municipalities and those of the district are shared and distributed amongst government departments so that they might incorporate them I their planning process and vice versa</li> </ul>
5. Section Managers	<p style="text-align: right; margin-right: 20px;">57</p> <ul style="list-style-type: none"> <li>*Provide technical and advisory support to the IDP Manager</li> <li>*Perform daily planning activities including the preparation and facilitation of events; documentation of outputs and making recommendation to the IDP Manager and the municipal Council</li> <li>*Commission feasibility studies and business plans for projects</li> <li>*Commission service providers to conduct in depth studies</li> <li>*Interact with the district steering committee members regarding district projects</li> <li>*Prepare, facilitate and document meetings</li> <li>*Act as the secretariat for the Representative Forum</li> <li>*Prioritization on their individual departments projects and programs for the following years</li> </ul>

IPED	<ul style="list-style-type: none"> <li>*Provide support and guidance on IDP Review process</li> <li>*Assist municipalities to achieve the target dates</li> <li>*Interact with service providers to ensure that a quality product is provided</li> <li>*Assist with workshops</li> <li>*Project Management and implementation Support Services</li> </ul>
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### 1.3.2.2 External Municipal Distribution

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



### 1.3.3 Community participation strategy

#### 1.3.3.1 Process

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

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

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

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

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

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

#### 1.3.3.2 Mechanism

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

The communication strategy has proved to be effective as witnessed by attendance and participation of the various stakeholders. The challenge is whether the stakeholder representatives to give reports to their various organisations.

The stakeholder mobilization strategy involves

- Advertising for registration as interested party at beginning of the review process
- A targeted approach for specific stakeholders eg. Religious, business, agricultural etc
- Roadshows, blitzes

### 1.3.4 Alignment mechanisms and procedures

#### 1.3.4.1 Mechanisms for Alignment

##### Three types

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

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

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

### 1.3.5 Binding legislation

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

#### 1.3.5.1 Legal policy Framework

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

- ❖ Municipal Performance Regulations of 2006
- ❖ Municipal Demarcation Act

### 1.3.5.2 Policy Planning Framework

- Eastern Cape Provincial Growth & Development Plan
- Eastern Cape Spatial Development Plan
- Promotion of Rural Livelihood Programme (RULIV)
- Rural Economic Development Zones program (REDZ)
- Integrated Sustainable Rural Development Strategy (ISRDS)
- National Spatial Framework
- Chris Hani Growth and Development Plan
- Outcome 9
- National Development Plan

### 1.3.6 Process Plan Program

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

### IDP PROCESS PLAN PROGRAMME – 2012/13

PHASE	ACTION	RESPONSIBLE PERSON	TIME FRAME
PRE-PLANNING	Reconstitution of the IDP forum <i>-(Advert)</i> <i>-Registration of interest</i>	IDP Manager	18/09/2012  From date of advert till 12/10/2012
	<b>Community</b> <i>-Notice of intention to review IDP</i>	IDP Manager	18/09/2012
	<b>Council</b> <i>-Adoption of Process Plan</i>	Mayor	05/10/2012

PHASE	ACTION	RESPONSIBLE PERSON	TIME FRAME
1. ANALYSIS	<b>Commencing Analysis</b> <i>-Desk top analysis</i>	IDP Manager	01/09/2012 onwards
	<b>Ward</b> <i>-Revision of Stakeholder priorities</i>	Ward Councillors	05/10/2012 to 31/10/2012
	<b>Status quo</b> <i>Verification of service levels with Municipal Data</i>	IDP Manager and Managers	01/10/2012 to 31/10/2012
	<b>IDP rep forum</b> <i>-Launch IDP Representative forum</i> <i>To outline terms of reference, explain process and reflect on progress</i>	Mayor	11/10/2012  CRADOCK
REPORT	<b>Steering Comm</b> <i>-Quarter 1 Performance Report</i>	IDP Manager	18/10/2012

PHASE	ACTION	RESPONSIBLE PERSON	TIME FRAME
<b>2. STRATEGIES</b>	<b>Mayoral Comm</b> <i>-review of priorities, objectives and strategies approach</i>	<b>IDP Manager</b>	<b>23/10/2012</b>
	<b>IDP rep forum</b> <i>-workshop on priorities, objectives and strategies with envisaged projects</i>	<b>Mayor</b>	<b>25/10/2012 MIDDELBURG</b>
<b>3. PROJECTS</b>	<b>Tech Task Team</b> <i>-Assessment of envisaged projects</i>	<b>All Managers</b>	<b>From 01/11/2012</b>
	<b>Special Program</b> <i>-identify critical projects for the financial year</i>	<b>SPU Officer</b>	<b>08/11/2012</b>
	<b>Steering Comm</b> <i>-identify critical projects for the financial year (Mayoral meeting)</i>	<b>IDP Manager</b>	<b>28/11/2012</b>

PHASE	ACTION	RESPONSIBLE PERSON	TIME FRAME
<b>3. PROJECTS</b>	<b>IDP rep forum</b> <i>-Discussion on projects</i> <i>-Identification of key projects in each KPA, and KPI's</i>	<b>Mayor</b>	<b>04/12/2012</b>  <b>CRADOCK</b>
	<b>Tech Task Team</b> <b>-refine projects</b>	<b>All Managers</b>	<b>from</b> <b>28/11/2012</b>
	<b>Consultations with other relevant stakeholders</b>		<b>January 2013</b>

<b>PHASE</b>	<b>ACTION</b>	<b>RESPONSIBLE PERSON</b>	<b>TIME FRAME</b>
<b>REPORT</b>	<b>IDP rep forum</b> <i>-Mid Year Performance Report</i>	<b>Mayor</b>	<b>07/02/2013</b> <b>MIDDELBURG</b>
<b>4. ALIGNMENT</b>	<b>Sector Depts.</b> <i>-Briefing or communicating existing projects for possible incorporation in their programmes</i>	<b>IDP Manager</b>	<b>continuous</b>
<b>5. APPROVAL</b>	<b>IDP representative forum</b> <i>-Present reviewed IDP</i>	<b>Mayor</b>	<b>14/03/2013</b> <b>CRADOCK</b>
	<b>Adoption by Council of</b> <i>-Draft IDP and Budget</i>	<b>Mayor</b>	<b>27/03/2013</b>
	<b>Tabling for Adoption of</b> <i>-Final IDP and Budget</i>	<b>Mayor</b>	<b>30/05/2013</b>

PHASE	ACTION	RESPONSIBLE PERSON	TIME FRAME
REPORTS	<b>IDP Forum</b> -3 <sup>rd</sup> quarter Performance report	Mayor	25/04/2013
PERFORMANCE MANAGEMENT SYSTEM	<b>SDBIP</b> - Drafting of SDBIP	Municipal Manager	28/03/2013
	<b>DRAFT SDBIP</b> - Submission for consideration by council	Municipal Manager	11/06/2013
	<b>FINAL SDBIP</b> -Approval within 28 days after approval of IDP and Budget	Mayor	20/06/2013
	<b>Performance Agreements</b> -signing by MM and direct reports to MM	MM	31/07/2013
	<b>Publicising SDBIP &amp; Performance Agreements</b>	MM	01/08/2013

### 1.3.7 BUDGET

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



## **SECTION A:**

### **EXECUTIVE SUMMARY**

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

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

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

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

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

#### **A2. The challenges we face**

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

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

- lack of proper and up to standard roads infrastructure and storm water channeling
- Dilapidated bulk and water network infrastructure
- Unsustainable and unpredictable water source for Middelburg unit
- Ageing electricity infrastructure in general and in particular limited capacity of power for future business development in Cradock unit.

- Availability of land for potential development of Emerging farmers and cooperatives
- Land release to facilitate development and create sustainable livelihoods by parastatals such as Transnet
- The HIV/AIDS pandemic and its impact on local demographics
- Lack of job opportunities creating great discontent amongst the youth

### **A3. The opportunities we offer**

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

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

- R20.1m in direct tourism spent
- R52.2 m contribution to the GDP by the tourism economy
- R76.2m total economic activity generated by tourism (i.e. total demand)
- supports 137 jobs in the tourism industry
- Attractive sites worth visiting such as amongst others
  - Olive Schreiner Museum
  - Fish River Museum with Cradock 4 Gallery
  - Middelburg 3 memorial site
  - Vusubuntu Cultural Village
  - Egg Rock
  - The yet to be completed Cradock 4 Garden of Remembrance
- An indelible mark left by struggle stalwarts and historical sites that are nationally recognised makes it a compelling place to visit
- The pristine Karoo environment
- abundance of labour including semi skilled to skilled labour
- The Inxuba River running through the underutilised Industrial Area offers opportunities for industry development
- Agriculture offers a huge potential in the area and a lot of spin offs through beneficiation can be derived from it
- The pending Sugar Beet project will offer a lot of other opportunities in other sectors, amongst others
  - Transport
  - Accommodation/ Housing
  - Beneficiation spin offs etc.
- Schools with a history of good results
- Sporting facilities of high standard eg. Cradock stadium with a tartan track for athletics which is currently the only one in CHDM area.

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

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

- improve administrative capacity and governance
- institutional transformation
- change management
- Skills audit and clear plan of skills development
- enhanced and meaningful community participation
- emphasis to be on ward based planning
- promote sound labour relations
- preserving and protecting the natural environment
- hands on approach on HIV/AIDS combating
- promotion of safety and security
- provision and maintenance of social amenities
- focussed approach on disaster management
- promote social coherence
- introducing incentives that attract development initiatives
- establishing and promoting PPPs.
- promotion of SMME's
- forging closer links and cooperation with business forum of IYM
- establishing cooperatives to maximise economic opportunities
- promoting integrated tourism development
- land acquisition for agriculture and sustainable human settlement
- infrastructure development and maintenance with particular emphasis on
  - roads
  - electricity
  - storm water drainage
  - water
  - sanitation
- infrastructure master plans
- dedicated focus on special groups
- Ensuring sustainable livelihoods through the integrated development of all the assets of the municipality, such as human capital, social capital, natural capital, physical capital, financial capital and political capital

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

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

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

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

### Its comparative advantage

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

### Its products and target markets

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

### A6. Development of the IDP

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

### A7. Provincial IDP Assessments

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

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

KPA	RATING 2009/10	RATING 2010/11	RATING 2011/12	RATING 2012/13
Spatial Development Framework	Medium	Low	High	High
Service Delivery	Medium	Medium	Medium	Medium
Financial Viability	Medium	Low	Medium	Medium
Local Economic Development	Medium	Medium	Medium	Medium
Good Governance and Public Participation	Medium	Medium	High	High
Institutional Arrangements	Low	Medium	Low	Medium
<b>Overall Rating</b>	<b>Medium</b>	<b>Medium</b>	<b>High</b>	<b>Medium</b>

Whilst there has been some improvement in Institutional Arrangements the overall rating has gone down to medium some effort has been put in the 4 KPA's with the rating of medium.

IDP progress reports are covered in quarterly performance reports of the departments.

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

Whilst sector departments participation was better in previous years it was not as impressive in the current review. As a result no sector specific projects were submitted for the 2013/14 financial years by the sector departments for this draft. The municipal manager who is also currently the IDP manager will take this up with the departments during the comment period.

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

The AG's report and findings is available as a separate copy.

In summary the municipality received a disclaimer opinion based on amongst others the following:

- Contingent liabilities
  - as a result of rehabilitation of landfill sites incorrectly recorded as liabilities
- Property Plant and Equipment
  - No sufficient appropriate audit evidence available
  - cemeteries overstated
  - property to tune of R27.2 million could not be verified
  - depreciation and amortisation incorrectly calculated
  - understatement of property
- Trade and other receivables from exchange and non-exchange transactions
  - understated in financial statements
- Investment Properties
  - understated due to properties registered in the name of the municipality not recorded as investment property
  - some investment property disclosed not using the fair value model on an annual basis as required by GRAP 16
- Cash and cash equivalents
  - not enough information provided to verify this
  - no supporting documents to journals
- Bank Overdraft overstatement
- Expenditure
  - differences between the general ledger and the amounts disclosed in the financial statements
- Irregular Expenditure
  - no adequate system to identify and disclose all irregular expenditure incurred during the year
- Provisions
  - no sufficient appropriate evidence to support the land fill sites was available
- Employee related costs

- this largely relates to leave management and provision
- Commitments
  - no existence of contract management system

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

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

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

# **SECTION B**



## **SITUATIONAL ANALYSIS**

## B. ANALYSIS

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

### B1. MUNICIPAL AREA

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

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

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

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

### B2. DEMOGRAPHICS

#### B2. 1 Population Distribution by ward

Ward No.	Population
1	6929
2	5566
3	4917
4	6506
5	8750
6	12235
7	8402
8	6374
9	5881
<b>TOTAL</b>	<b>65560</b>

**Source: Census 2011**



## B2.2 Population by race

Population Group	Census 2011	Global Insight 2011
Black African	36 854	37 851
Coloured	21089	21 236
White	6888	7 073
Indian/Asian	192	171
Other	538	
<b>TOTAL</b>	<b>65560</b>	<b>66 331</b>

**Source: Census 2011**

## B2.3 Population by gender per ward

Ward No.	Male	Female
1	3714	3215
2	2933	2633
3	2533	2384
4	3433	3037
5	4502	4248
6	5943	6292
7	4477	3925
8	3259	3115
9	3094	2787
<b>TOTAL</b>	<b>31 671</b>	<b>33889</b>

**Source: Census 2011**

The 2011 Census statistics suggests a population of 65560 for the whole of Inxuba Yethemba. The IHS Global Insight report of 2011 indicates a comparable population 66 331 as against a huge reduction by the community survey of 2007. The official population thus is that of the Census 2011 which the government is using in all respects although the undercounting was in the margin of about 18%. The population is concentrated in the urban areas of Cradock and Middelburg. Ward 6 has the largest population compared to all other wards. As with the National norm women constitute 51.69% of the total population on the census 2011 statistics.

## B2.4 Demographics trends and migration patterns

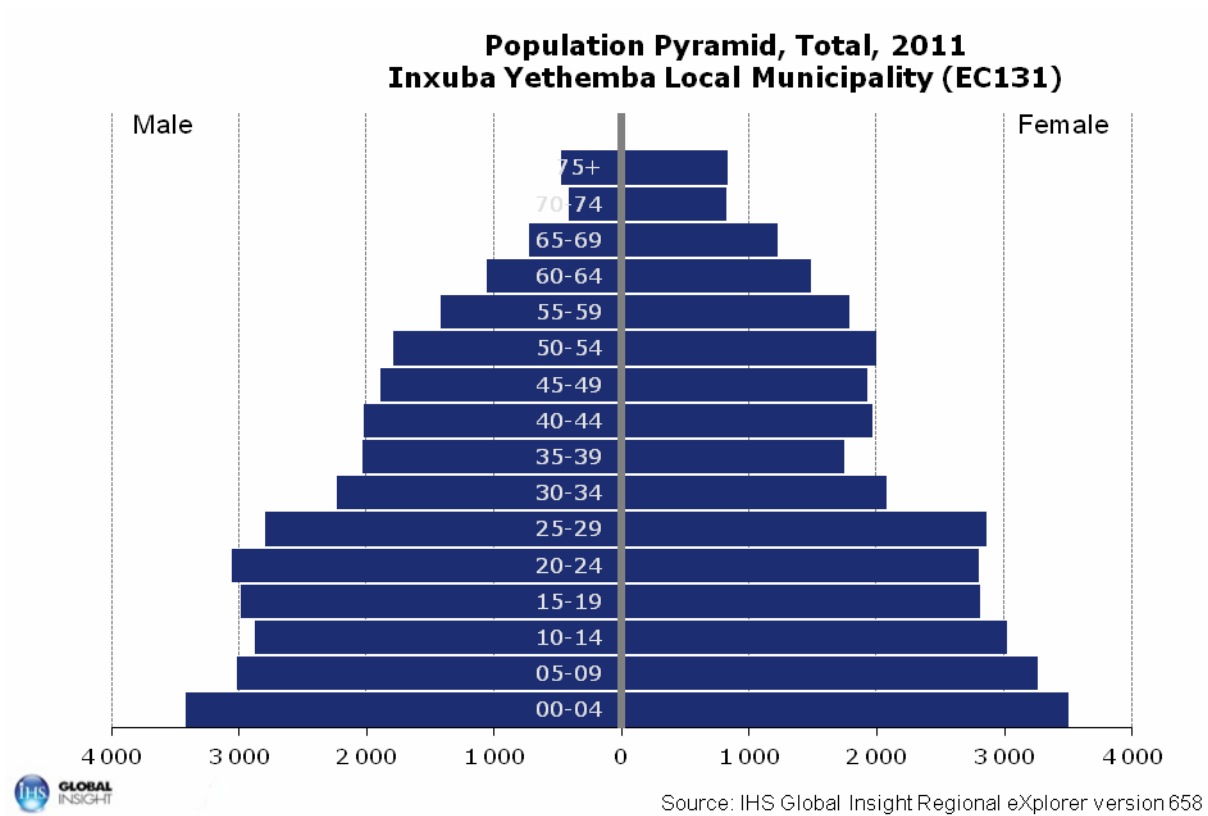
With the building of formal settlements and retrenchments in the farms there is a continuous influx of people into the urban centres from the rural area. There is a general increase of foreign nationals on a continuous basis

**B2.5 Age Profile**

AGE GROUP	TOTAL POPULATION	
	GLOBAL INSIGHT 2011	CENSUS 2011
00-04	6 919	6987
05-09	6 281	6258
10-14	5 894	5861
15-19	5 795	5965
20-24	5 850	5663
25-29	5 661	5468
30-34	4 308	4325
35-39	3 778	4335
40-44	3 997	4167
45-49	3 810	3736
50-54	3 789	3 509
55-59	3 203	2 912
60-64	2 541	2 291
65-69	1 953	1 524
70-74	1 244	1 111
75+	1 307	1 448

- More than 60% of the population is younger than 35 years of age
- There has been an increase in the population between 2001 and 2011, with population growth of 0.8% according to census figures
- Most residents in IYM live in Lingelihle, and Michausdal with ward 6 having the highest population of all wards

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



**Figure 2.1 Population Pyramid**

### B3. SOCIO ECONOMIC REALITIES

#### B3.1 Socio Economic profile

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

#### B3.2 (a) Individual Monthly income

INCOME	NUMBER OF INDIVIDUALS
No income	21 319
R 1- R 400	12 156
R 401 - R 800	3 001
R 801 - R 1 600	11 360
R 1 601 - R 3 200	3 437
R 3 201 - R 6 400	2 355
R 6 401 - R 12 800	2 174
R 12 801 - R 25 600	1 437
R 25 601 - R 51 200	319
R 51 201 - R 1 02 400	102
R 102 401 - R 204 800	55
R 204 801 or more	62
Unspecified	6 315

Source: Census 2011

#### B3.2 (b) Income per Household

HOUSEHOLD INCOME BRACKET (R)	NUMBER OF HOUSEHOLDS
R 1- R 4 800	761
R 4801 - R 9600	1209
No income	1997
R 9601 - R 19 600	4014
R 19 601 - R 38 200	4133
R 38 201 - R 76 400	2498
R 76 401 - R 153 800	1767
R 153 801 - R 307 600	1264
R 307 601 - R 614 400	571
R 614 001 - R 1 228 800	146
R 1 228 801 - R 2 457 600	47
R 2 457 601 or more	56
Unspecified	-

Source: Census 2011

### B3.3 Social Development Indicators

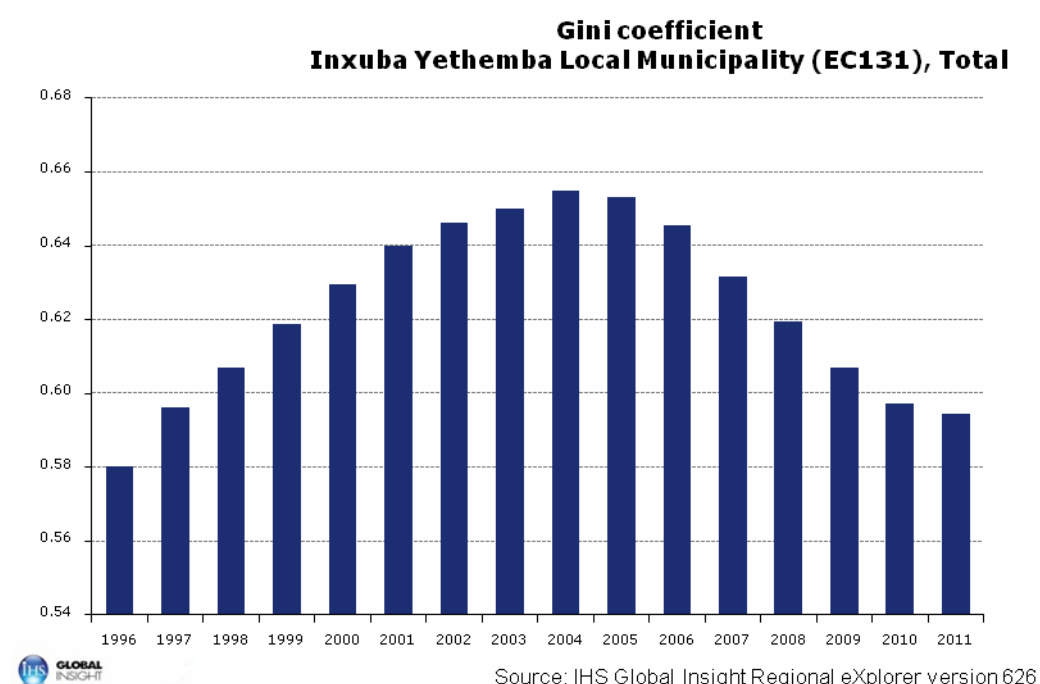
- **GINI COEFFICIENT**

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

POPULATION GROUP	GINI COEFFICIENT		
	EC PROVINCE	CHDM	IYM
AFRICAN	0.55	0.54	0.48
WHITE	0.43	0.44	0.43
COLOURED	0.50	0.54	0.51
ASIAN	0.45		
<b>TOTAL</b>	<b>0.61</b>	<b>0.58</b>	<b>0.59</b>

Source: IHS GLOBAL INSIGHT 2011

The table above indicates a total GINI COEFFICIENT of 0.59 which means great inequality in income. Worth noting is the great inequality in income of the coloured and African population at 0.51 and 0.48 respectively.



**Figure 2.2: Total Gini Coefficient for IYM from 1996 to 2011**

- **HUMAN DEVELOPMENT INDEX (HDI)**

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

- Life expectancy
- Literacy rate
- Income

The HDI is measured on a scale of 0 to 1

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

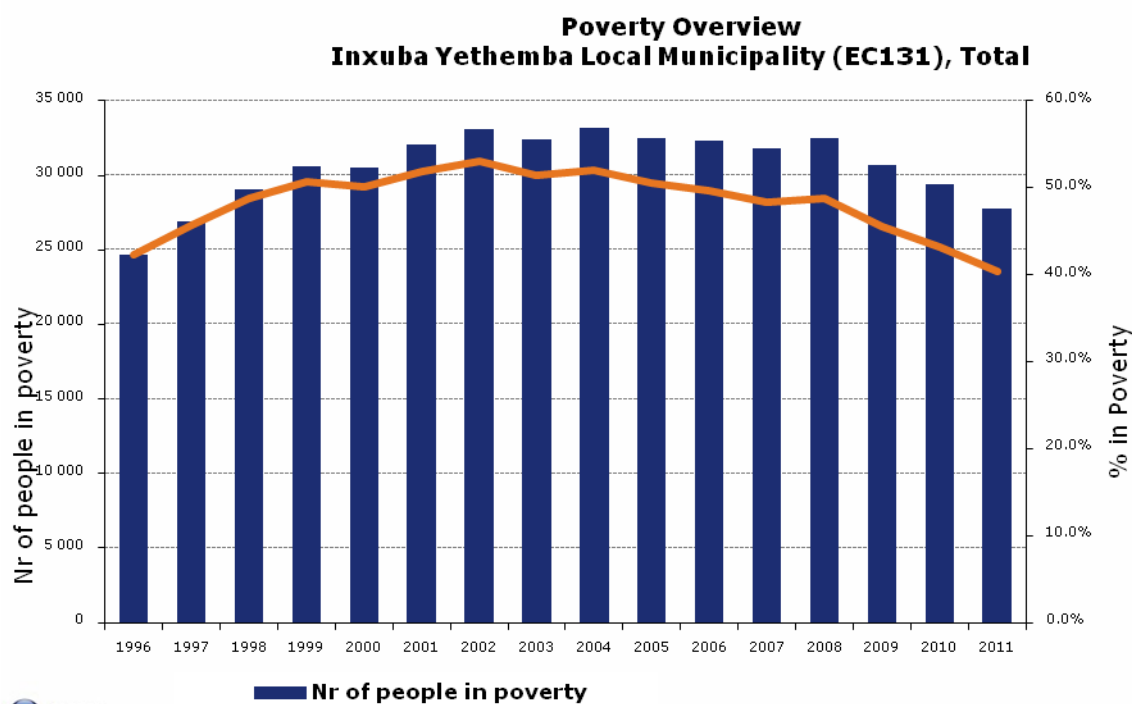
POPULATION GROUP	HUMAN DEVELOPMENT INDEX		
	EC PROVINCE	CHDM	IYM
AFRICAN	0.47	0.44	0.45
WHITE	0.87	0.85	0.85
COLOURED	0.64	0.59	0.57
ASIAN	0.78		
<b>TOTAL</b>	<b>0.53</b>	<b>0.42</b>	<b>0.55</b>

#### IHS GLOBAL INSIGHT 2011

From the above table it is worth noting that whilst the overall HDI of the municipality (0.55), the African Population HDI of 0.45 does not represent an acceptable level of development. This point should take precedence in taking decisions with dealing with the status of the municipality in regard to grant allocations or any assistance which relates to development, as Africans constitute a large percentage of the population of the municipality.

- **POVERTY LEVELS**

POPULATION GROUP	POVERTY LEVELS IN NUMBERS		% POVERTY LEVELS IN IYM
	CHDM	IYM	
AFRICAN	386 431	17 675	47
WHITE	133	79	0.9
COLOURED	13 592	10 045	44.2
ASIAN	28	2	
<b>TOTAL</b>	<b>400 183</b>	<b>27 801</b>	<b>40.4</b>



Source: IHS Global Insight Regional eXplorer version 626

**Figure 2. 2: Trend in % of people in poverty since 1996**

Whilst there is some form of decline overall since 2008 the 40% level is unacceptably high

### B3.4 Economic Performance Indicators

- **% Economic Active Population (EAP)**  
(as per Official definition of EAP)

POPULATION GROUP	ECONOMICALLY ACTIVE POPULATION	
	CHDM	IYM
AFRICAN	16.2	32.4
WHITE	33.5	29.6
COLOURED	31.9	29.7
ASIAN	48.9	
<b>TOTAL</b>	<b>17.2</b>	<b>31.2</b>

Source: IHS Global Insight 2011

- **Employment Status** ( as per official definition )

STATUS	NUMBER
Employed	16 835
Unemployed	5 816

Source: Census 2011

### Formal Sector Employment

Broad Economic Sectors (9 sectors)	Sector's share of regional total (%)	
	CHDM	IYM
1 Agriculture	12.2%	22.5%
2 Mining	0.5%	2.8%
3 Manufacturing	3.1%	2.2%
4 Electricity	0.4%	0.0%
5 Construction	3.5%	2.9%
6 Trade	8.8%	7.2%
7 Transport	1.9%	1.7%
8 Finance	3.5%	3.1%
9 Community services	48.9%	39.5%
Households	17.2%	18.1%
Total	100.0%	100.0%

### Formal Employment - Sector's share of Inxuba Yethemba Local Municipality (EC131)'s total (%) 2011

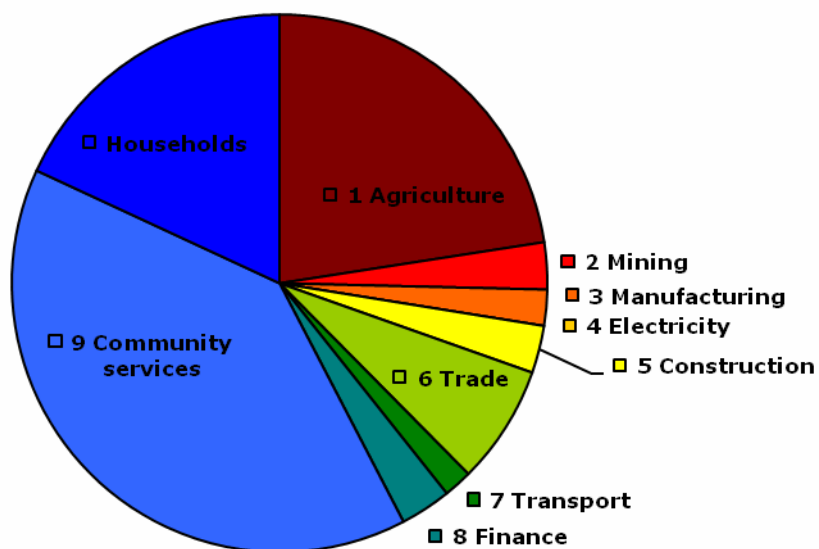


Figure 2.4: Formal Employment Sector's share



### Gross Value Added by Sector (GVA-R)

Broad Economic Sectors (9 sectors)	Sector's share of regional total (%)	
	CHDM	IYM
1 Agriculture	3.2%	5.4%
2 Mining	0.1%	0.7%
3 Manufacturing	3.9%	3.6%
4 Electricity	1.5%	0.0%
5 Construction	2.6%	4.2%
6 Trade	16.3%	7.5%
7 Transport	5.9%	5.9%
8 Finance	16.3%	13.8%
9 Community services	50.2%	58.9%
Total	100.0%	100.0%

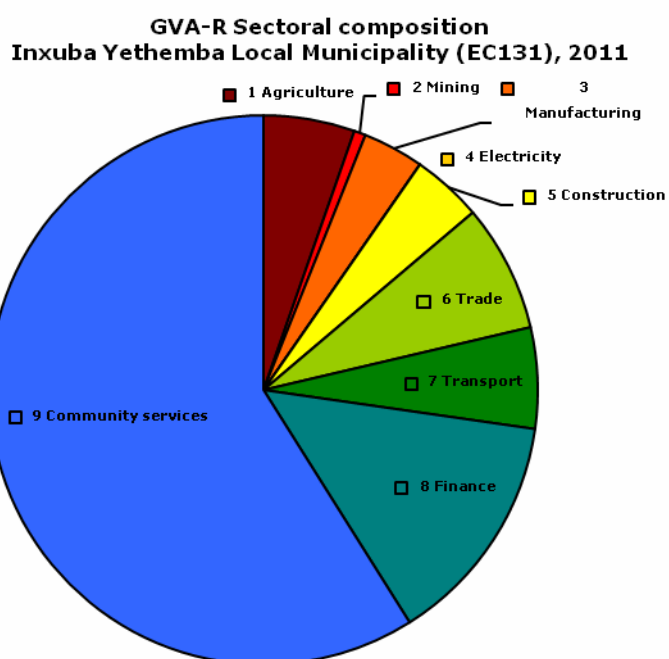


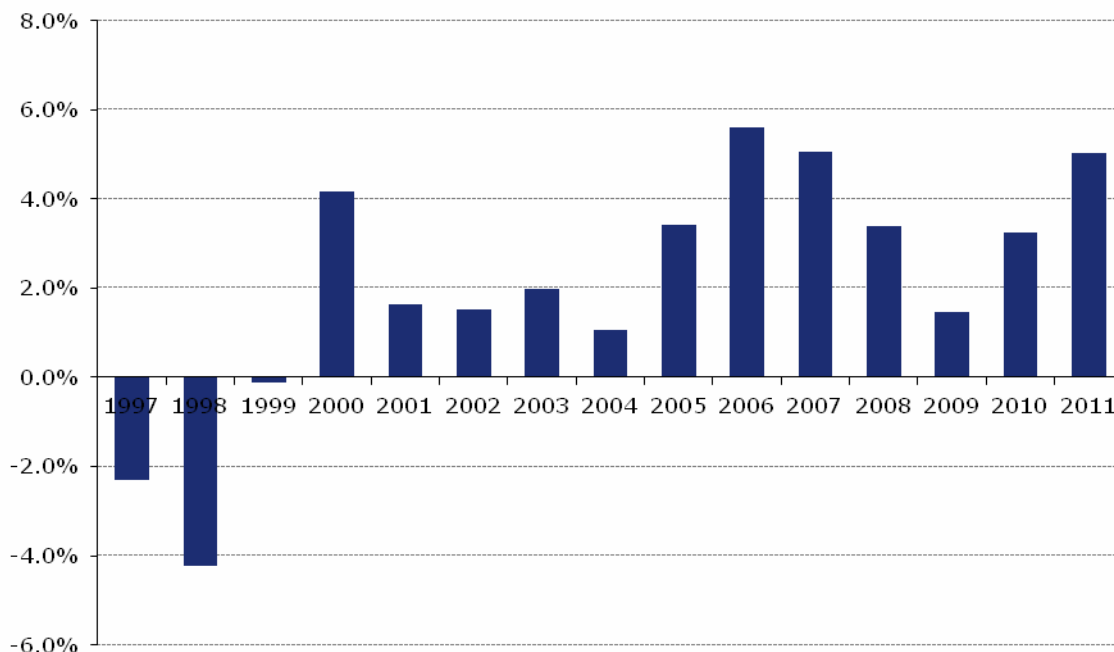
Figure 2.5: GVA-R Sectoral composition

The value of goods and services produced in the Government, Community Services, Finance, transport and Construction Sectors of the Municipality showed growth between 2007 and 2009. The economy is dominated by Government and Finance service sectors which contributed more to the GDP of the region than the Agriculture, Mining, Manufacturing and Electricity sectors which experienced a decline.

**Gross Domestic Product by Region (GDP-R)**

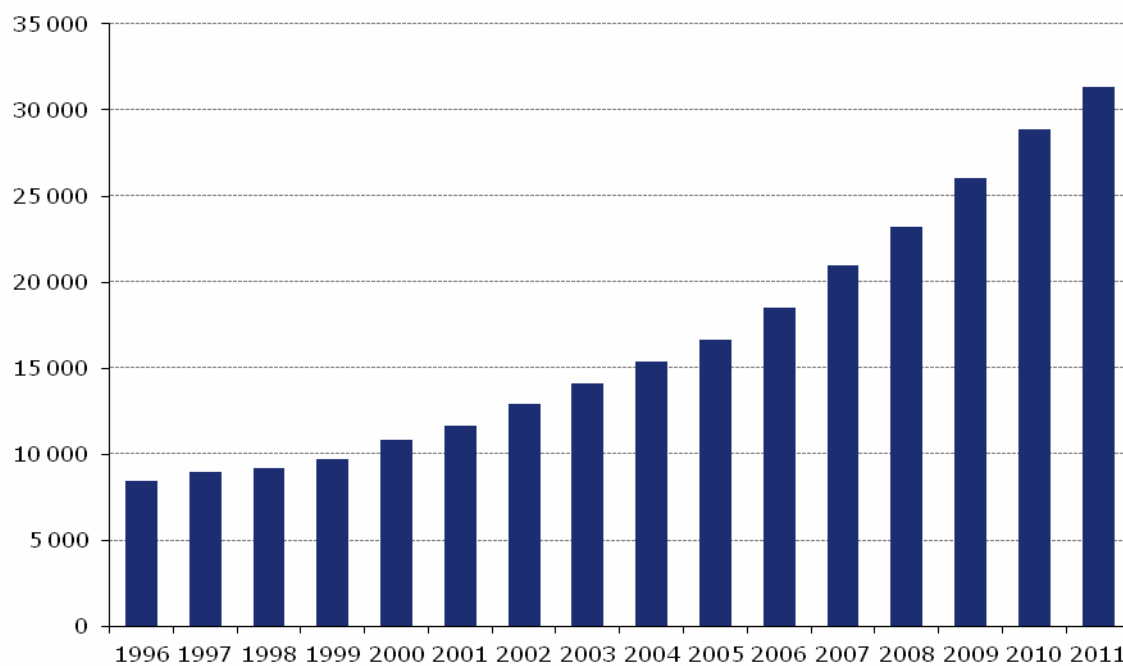
Average annual growth	% Growth	
	CHDM	IYM
1996-2011	1.8%	2.0%

**GDP-R Total Growth  
Inxuba Yethemba Local Municipality (EC131)**



Source: IHS Global Insight Regional eXplorer version 658

**GDP-R per Capita - Current prices**  
**Inxuba Yethemba Local Municipality (EC131)**



Source: IHS Global Insight Regional eXplorer version 658

## B4. BASIC INFRASTRUCTURE DEVELOPMENT AND SERVICES

### B4.1 Water

Table 2.3: Water Access by household

Water Source	Number of Households Census 2011
On site by water service provider	14 024
Borehole/	3 215
Rain water tank	7
Dam/pool/stagnant water	221
River stream	38
Water vendor	103
Water tanker	654
Other	106

**Source: Census 2011**

Households in Inxuba Yethemba obtain their water from the sources listed in table 2.3. It is evident from the table that most households have on site access to water and only a small percentage from natural sources. Most of the people in the rural areas of municipality receive water below RDP standards. With the existing growth rates and developments particularly water borne sewer, the water storage capacity requires expansion in the coming years.

#### B4.1.1 Challenges

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

first before projects can be implemented in this area. A Water Service Master Plan is required to take informed decisions in addressing the challenges.

## B4.2 Sanitation

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

The sanitation service is administered as follows:

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

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

Table 2.4: Percentage distribution of households by type of toilet facilities

TOILET FACILITIES	Census 2001	Census 2011
Flush toilet (connected to sewer system)	65.7	87.3
Flush toilet (with septic tank)	3.0	2.71
Chemical toilet	0.1	0.08
Pit latrine with ventilation	1.8	0.7
Pit latrine without ventilation	3.3	2.1
Bucket latrine	15.7	0.65
None	10.4	5.0

Source: Census 2001, and Census 2011

From the results it can be seen that great strides have been made since 2001 to improve the level of service provided to the people

### B4.2.1 Challenges

- Rehabilitation of the bulk sanitation infrastructure and reticulation networks will have to be attended to as a matter of urgency as it has by far exceeded its lifespan.
- This results in constant sewer blockages and spillages.
- Waste water treatment and refurbishment capacity require expansion to meet the increasing demand.
- Rosmead is the area which need serious attention in terms of sanitation services as is the norm in all other areas in the municipality.

- Rosmead which is still owned by Transnet still poses a challenge as it is the only area where the deadline of removing buckets by 2007 could not be met.
- In this respect the process of transfer of land to the beneficiaries/municipality should be speeded up.

### **B4.3 Electricity**

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

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

Strategic objectives of the function are:

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

Table 2.6 Electrification in Inxuba Yethemba

<b>Ward</b>	<b>% Households With Electricity</b>	<b>% Ward With Adequate Street Lights</b>
1	100	100
2	100	100
3	95	100
4	100	100
5	100	100
6	90	99
7	100	100
8	100	100
9	95	90

Source: Municipal Data 2013

Table 2.6 indicates that a lot has been done in household and street electrification.

Table 2.7: Percentage households' use of electricity

	CENSUS 2001	COMMUNITY SURVEY (CS) 2007	CENSUS 2011
Electricity used for lighting	82.5	94.1	95.6
Electricity used for heating	44.3	43.7	56.8
Electricity used for cooking	52.8	79	90

Source: Census 2001, CS 2007 and Census 2011

The municipality is largely dependent on electricity in particular for lighting and cooking hence demand should be properly managed

### B4.3.1 Challenges

As is the case with water infrastructure the electrical infrastructure requires serious and urgent attention as the municipality is currently unable to meet the increasing current demands. Cradock unit is currently experiencing serious power supply shortcomings due to limited capacity levels. This is happening at a time when the area is experiencing an influx of people wanting to invest and local developers wanting to develop the area and the oncoming huge Sugar Beet Project. The serious challenge in Cradock unit is affecting continuous supply of electricity to Michausdal Township and so far we have not been successful in persuading the DME for a dedicated line direct to Michausdal. This will go a long way in freeing spare capacity for development in the town area. The municipality has currently made provision on its limited own capital budget for this project

### B4.4 Waste Management

- ❖ Waste Management Includes:
  - refuse removal
  - solid waste disposal
  - landfills
  - street cleaning
  - waste recycling

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

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

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

The municipality has a mandate to:

- Provide services to all its inhabitants

The strategic objectives of this function are to:

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

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

The Municipality of Inxuba Yethemba as mandated by the Constitution of South Africa has to reduce recycle, minimize and remove refuse in each household. This function is to ensure that all inhabitants of Inxuba Yethemba Municipality are living in a safe and healthy environment. The role of the Municipality is to provide machinery, equipment, human resource and allocate a budget in each financial year to render this service effectively. The National Waste Management strategy encourages that municipalities involve all stakeholders that are within their communities to form an integrated waste management forum.

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

REFUSE DISPOSAL	No.OF HOUSEHOLDS
Removed by local authority at least once a week	15 361
Removed less often	297
Communal refuse dump	319
Own refuse dump	1 860
No rubbish disposal	422

Source: Census 2011

The municipality has an Integrated Waste management Plan in terms of section 11 of the NEMA: Waste Act 59 of 2008 developed on its behalf by the Chris Hani District municipality and is currently considering reviewing the plan in the 2013/14 financial year. The 2 land fill sites in both units are currently being registered so that they comply with legislation. With the review of the IWMP the necessary by-laws will be developed simultaneously to ensure enforceability.

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

Shortage of equipment is a major challenge as the equipment that is used is old 1978 - 2001 models of which parts are no longer available and while a vehicle is out of order employees are to work unnecessary overtime to cover the areas. Tractors that are already irreparable are in use and taking longer time to get to the disposal site.

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

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

Continued littering of garden refuse and other household material is fast becoming a norm and is a serious concern in most of the wards as this creates unsightly, unregulated dumping sights which also pose a health risk. Properly regulated temporary dumping sites with the necessary facilities are required for each ward. Waste disposal sites in both units are operated without the requisite licenses which is a serious non compliance issue from auditors.



### B4.5 Roads and Stormwater

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

*Maintenance entails the following:*

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

*Construction involves*

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

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

Table 2.6 Percentage (%) of tarred streets

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

Source: Municipal Data 2013

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

### **B4.5.1 Challenges**

An urgent need exists to upgrade access and collector roads, more particular in the newly established areas. Proper storm water channels are non-existent in the previously disadvantaged communities. The condition of the roads throughout the municipality is a serious cause of concern as this affects access to the communities of essential emergency services such as ambulance services and even the police cannot reach some of these areas. As the result of poor maintenance over the years due to cash flow problems, even those roads thought to be in a fair state are fast deteriorating. The condition of our plant vehicle and equipment further exacerbate the situation.

## **B4.6 HOUSING**

### **REVIEWED MUNICIPAL HOUSING SECTOR PLAN (HSP) 2011-2016**

This HSP has been reviewed and revised in accordance with the prescripts of the Blue Book for Municipal Housing Planning and the related National Treasury Planning dispensation.

The methodology used to review the HSP consisted of the review of the current IDP, HSP, SDF and other relevant chapters of the IDP and sectoral plans. In addition to this, a desktop analysis was undertaken to better understand the demand for housing. The supply side study included primary level survey and collection of data related to land and land packaging, infrastructure planning and availability, organisational capacity, and housing projects, including planned, current and blocked projects and, lastly, an integration study to establish cross cutting issues and related planning and availability, especially as it relates to health, education, roads and transportation, social, recreational and safety facilities. The results of all these studies were used in the production of a situation analysis report, which was utilised to inform the development of the HSP.

The HSP consists of strategic goals and priorities for the Municipality, which are detailed into programmes for year 1 of a 5-year horizon. Lastly, a project pipeline together with a project-tracking tool was developed and provided to enable the Municipality to improve its planning, tracking and monitoring of projects.

### B4.6.1 Housing Supply

Table 2.7: Housing Patterns

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

Source: Municipal Data 2013

- Around 877 households in Inxuba Yethemba presently live within traditional, rental, or informal structures and earn below R6 400.00 per month per household. It is realistic to assume that this represents an indication of the number of households that are eligible (from an income perspective) for a housing grant in terms of that available housing delivery instruments. This leaves potential for investigating the use of FLISP in smaller towns to cover the demand between R3500 and R7500.
- Of the above total, 812 households will qualify for the full subsidy amount available from the Department of Human Settlement.
- The majority – being 13 387 households (or 92.4%) reside in brick structures, followed by 368 (2.5%) in house/ flat/ room in backyard.
- The presence of 86 households presently residing in “informal” flats and / or rooms in backyards indicate that there is a limited demand for rental accommodation provision in the urban areas of the municipality.

### B4.6.2 Land and Housing

There is adequate municipal-owned land (situated within the urban edge) available for development with approximately 283.2Ha of municipal land reserved for housing development. Land availability is therefore not a constraint to the development process. In general, rural land is privately owned and has to be purchased and negotiated with private landowners. (HSP 2008-2011)

The main problems with municipal land relates to the availability of bulk infrastructure.

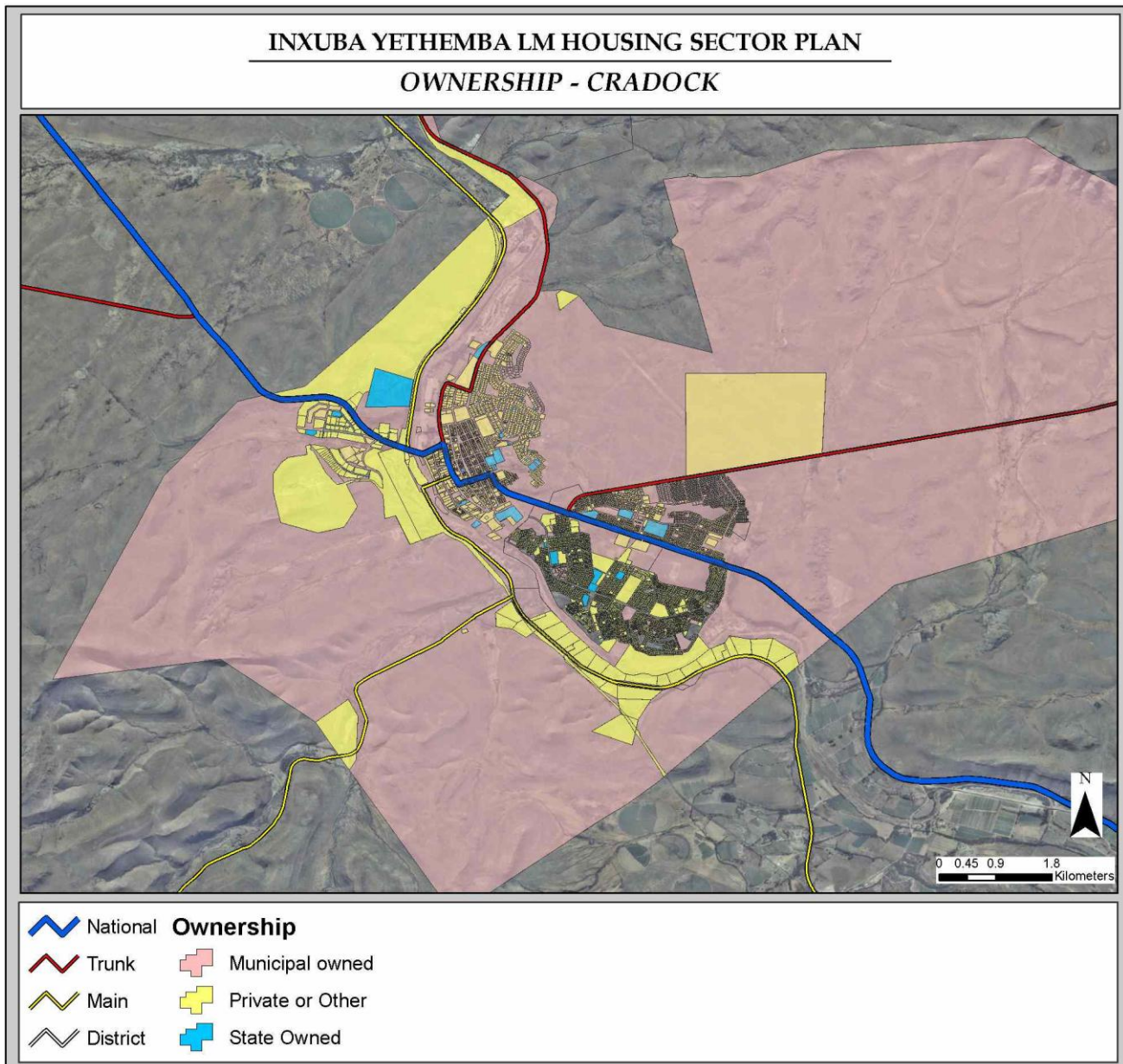
The following challenges apply:

- Municipal land set aside for housing has no access to bulk infrastructure (approx. 4542 erven)
- Difficulty and long delays in obtaining Environmental Authorization (RoD) (4542 erven)
- Authorization in terms of Subdivision of Agricultural Land Act 70 is outstanding for 280 erven
- 3543 erven are situated on the periphery and far from job opportunities
- 280 erven out of the land required for housing are still under private ownership. So far, there is no land under restitution.
- A total of 21 land claims in the urban areas of the municipality.(HSP 2008-2011)

The Inxuba Yethemba SDF states that future housing areas need to achieve densities of at least 30 units/ Ha to achieve a compact and efficient urban form.

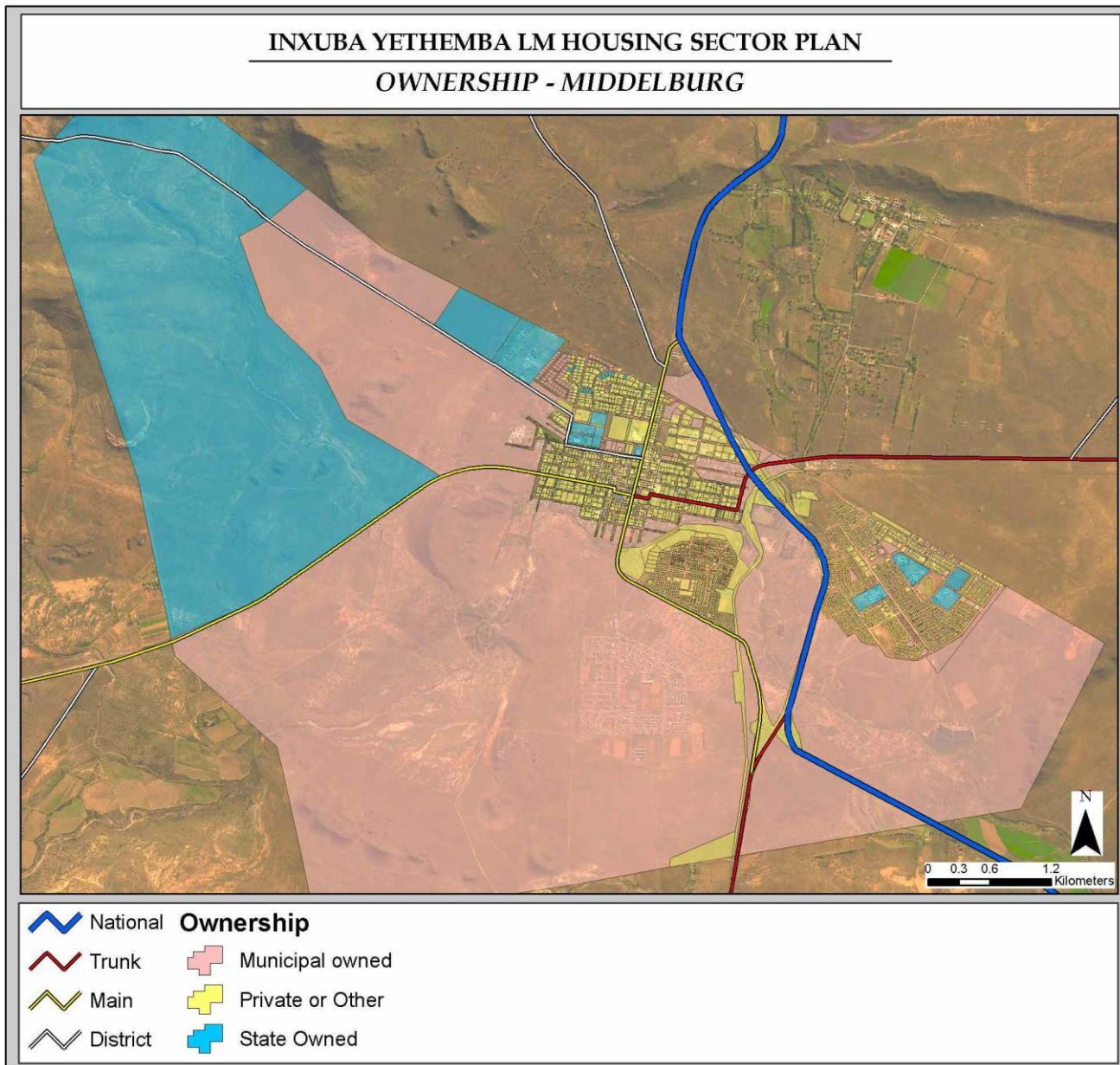
#### **B4.6.3 Land Ownership and Supply**

There is adequate land within the urban edge that is Municipally-owned land and availability for housing is not a constraint. The problem is with rural land, which is privately owned and therefore has to be negotiated with the private landowners (HSP 2009).The municipality has identified land problems in Rosmead(Transnet land), Mortimer and Fish River and Midros(private land). The municipality is currently negotiating with Transnet for the release of land in Rosmead.



OWNERSHIP	No. OF ERVEN	HECTARES	%
Municipal owned	1638	9638.8461	85.13
Private or Other	8295	1614.1604	14.26
State Owned	46	69.2545	0.61
<b>Total</b>	<b>9979</b>	<b>11322</b>	<b>100</b>





OWNERSHIP	No. OF ERVEN	HECTARES	%
Municipal owned	443	2398.5276	62.51
Private or Other	5642	488.3242	12.73
State Owned	31	950.3364	24.77
<b>Total</b>	<b>6116</b>	<b>3837</b>	<b>100</b>

### B4.6.3 Housing Delivery

#### (a) Delivered Housing Projects

The following is the latest data received from the Department on completed projects.

Project Name	Project Units	Project Type	Project Status	Comment
CRADOCK - PHASE 1	1,700	Project Linked	Completed	
CRADOCK - PHASE 2	1,500	Project Linked	Completed	
Cradock Michausdal -R/L 2	1,000	Project Linked PHP	Completed	
MIDDELBURG	1,616	Project Linked	Completed	
Middelburg Lusaka - R/L 2	324	Project Linked PHP	Completed	
<b>Total</b>	<b>6,140</b>			

#### (b) Current Housing Projects

The table below illustrates the department's current project list:

PROJECT TYPE	NO. UNITS	PROJECT TYPE
CRADOCK PH 1 1000	1 000	RECTIFICATION
CRADOCK PH2 1700	1700	RECTIFICATION & PROJECT LINKED
KWANONZAME & MIDROS(MIDDELEBURG 1628)	1 628	RECTIFICATION AND PROJECT LINKED
LUSAKA 595	595	IRD P PHASED APPROACH TO STRUCTURE
ROSMEAD	493	IRD P PHASED APPROACH PLANNING & SERVICES
<b>TOTAL</b>	<b>5416</b>	

#### (c) Rectification Projects

The municipality has the following projects lined up for rectification.

TOWN	AREA	NO OF HOUSES	BUDGET
<b>Cradock 1000</b>	Michausdal		R 2,400.00
<b>Middelburg 324</b>	Lusaka		R 5,600,000.00
<b>Middelburg 1628</b>	Kwanonzame & Midros	650	R15,000,000 Transfers - R 12,800.00
<b>Cradock 2700</b>	Lingelihle	650	15,000,000

The Municipality is currently awaiting the instruction from the Provincial Department of Human Settlements to work with Arcus Gibb, a regional team appointed to deal on the rectification projects.

#### B4.6.4 Institutional Capacity for Housing Delivery

Capacity to Manage Housing Delivery	RESOURCE AVAILABILITY/UTILISATION				
	IN-HOUSE	CONSULTANTS	CONTRACT STAFF	DEVELOPER	OTHER
Project Inception	X	X	X	X	
Project Planning and Programming	X	X		X	
Engineering Design		X	X	X	
Beneficiary Identification, Screening and Departmental Approval	X	X	X	X	
PHB Project and Business Plan Application	X	X			
Financial Control	X	X		X	
Project Management	X	X	X	X	
Township Establishment	X	X			
Surveying and GP Registration	X	X			
Top Structure Design	X	X		X	
Top Structure Construction		X	X	X	
Services Installation		X	X	X	

Source: Housing Sector Plan 2011-2016



At the present, Inxuba Yethemba Municipality has a Housing Division which is currently manned by 9 officers. The municipal organogram makes provision for 10 housing officers, which means there is a vacant position.

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

#### **B4.6.5 Planned Housing Projects (2011-2016)**

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

Source: Complan, 2007

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

The Human Settlement Department has also commissioned feasibility studies for housing in the following areas:

<b>AREA</b>	<b>No. OF UNITS</b>
ROSMEAD	
MIDROS	
KWANONZAME	
FISH RIVER	
MORTIMER	

## B5 SOCIAL INFRASTRUCTURE

### B5.1 Health facilities

Table 2.14 Health Facilities

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

Source: Municipal Data 2013

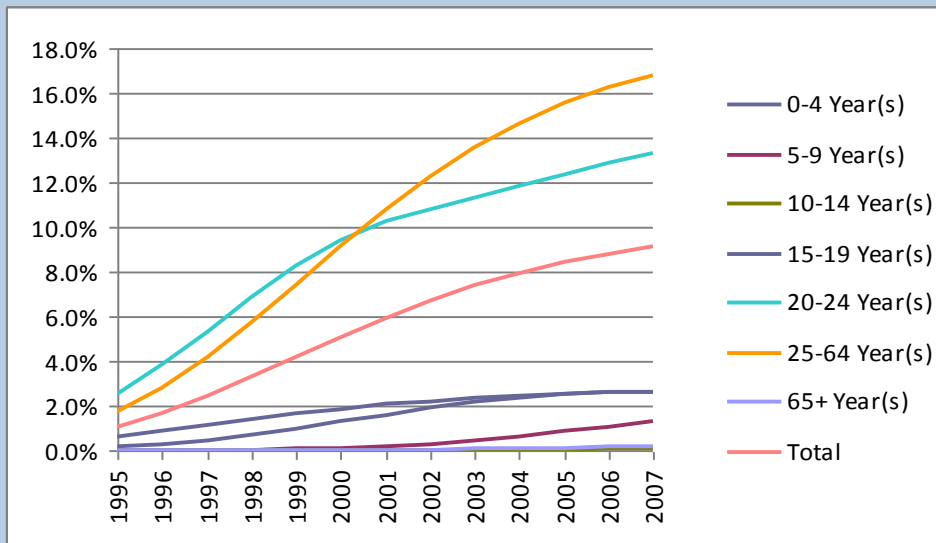
The facilities in 2.14 exist in Inxuba Yethemba with conditions which are fair on the average

### B5.2 Challenges

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

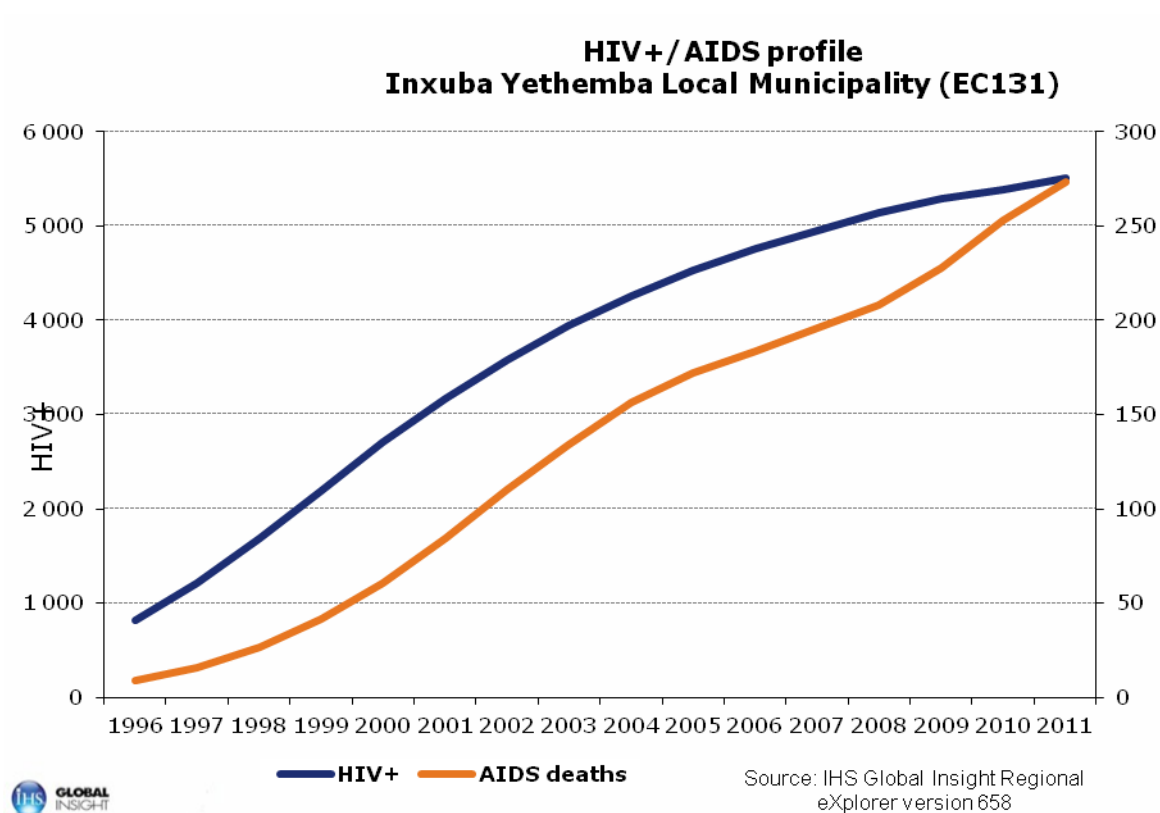
## B5.2 HIV/AIDS

**Figure 0.3: Estimated percentage of population in IYM that is HIV+**



Source: Quantec (2008)

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



### HIV/AIDS ESTIMATES TRENDS

YEAR	HIV+	AIDS DEATHS
2009	6 440	498
2010		
2011	5 513	273

### Interventions required for HIV/AIDS

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

### B5.3 Educational Facilities

Table 2.16(a) Educational Facilities

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

Source: Municipal Data 2012

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

Note must be taken of the fact that Crèches are mushrooming at a faster rate than we can take stock of.

#### B5. 3.1 Challenges and interventions required

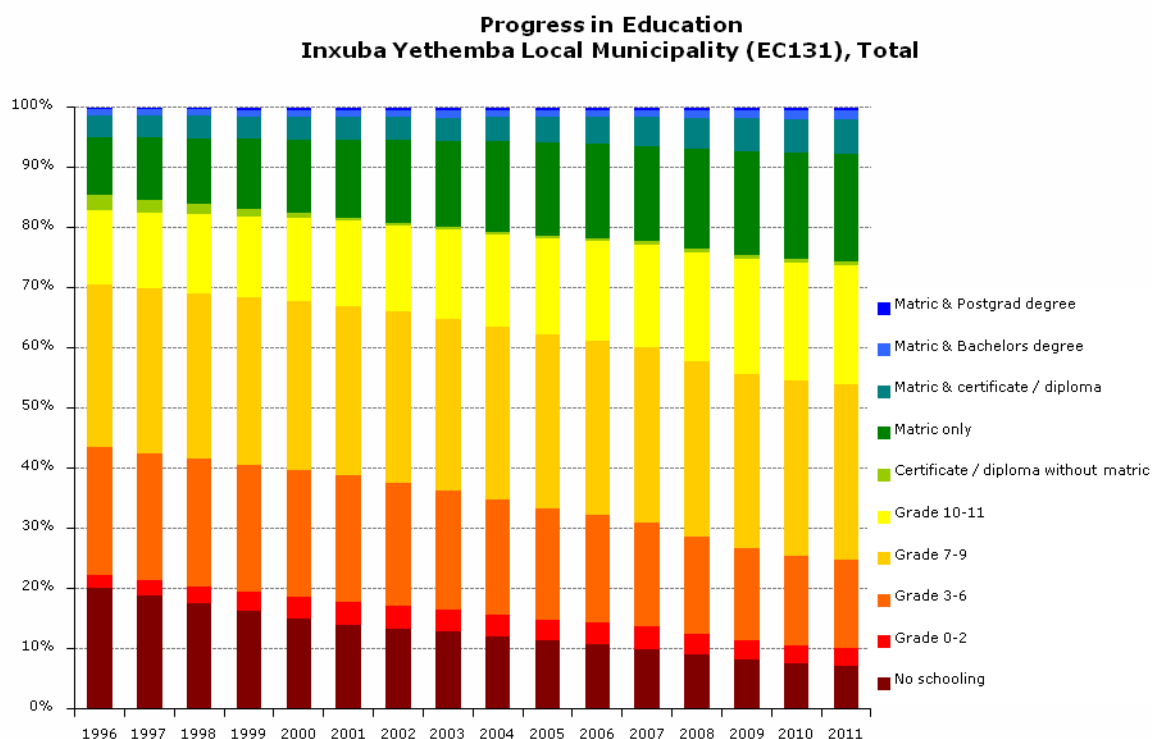
- The facilities are not evenly spread throughout the municipality
- In the farms learners have to travel kilometers to reach nearest school
- A huge need exist in particular ward 6 where even learners at primary level have to travel long distances.
- Crèches are mushrooming on an alarming rate.
- The crèches are not evenly spread throughout the municipality

- Although some of them are registered most of them do not have formal structures of their own.
- This is problematic as the young children attending these pre-schools are faced with harsh conditions due to the structures used such as galvanized zinc.

### B5.3.2 Level of Education as at (2011)

LEVEL OF EDUCATION	CHDM	IYM
NO SCHOOLING	69 697	3 657
GRADE 0 – 2	14 818	1 435
GRADE 3 - 6	83 947	7 462
GRADE 7 – 9	151 759	14 725
GRADE 10 – 11	107 159	9 944
LESS THAN MATRIC & CERTIFICATE / DIPLOMA	4 003	340
MATRIC ONLY	67 942	8 964
MATRIC & CERTIFICATE/DIPLOMA	31 112	2 925
MATRIC & BACHELOR'S DEGREE	6 367	740
MATRIC & POST GRADUATE DEGREE	1 738	241

Source: IHS Global Insight 2011



Source: IHS Global Insight Regional eXplorer version 626

### B5.3.3 Functional literacy: age 20+, completed grade 7 or higher

**(a) Illiterate**

RACE GROUP	CHDM	IYM
AFRICAN	178 359	9 523
WHITE	600	148
COLOURED	5 419	4 286
ASIAN	356	17
TOTAL	255 636	29 433

Source: IHS Global Insight 2011

**(b) Literate**

RACE GROUP	CHDM	% CHDM	IYM	% IYM
AFRICAN	229 434	56.3%	14 525	60.4%
WHITE	11 880	95.2%	5 650	97.4%
COLOURED	13 967	72.0%	9 242	68.3%
ASIAN	356	91.1%	17	88.4%
TOTAL	255 636	58.1%	29 433	67.8%

Source: IHS Global Insight 2011

## B6 LOCAL ECONOMIC PROFILE

### B6.1 Local Economic Structure and Growth

#### B6.1 Employment

(a) Formal sector (in 9 Broad Economic Sectors)

ECONOMIC SECTOR	NUMBER OF FORMALLY EMPLOYED	
	CHDM	IYM
1 Agriculture	8 518	2 706
2 Mining	351	340
3 Manufacturing	2 141	260
4 Electricity	280	0
5 Construction	2 435	343
6 Trade	6 185	861
7 Transport	1 346	207
8 Finance	2 473	368
9 Community services	34 149	4 747
Households	12 022	2 172

Source: IHS Global Insight 2011

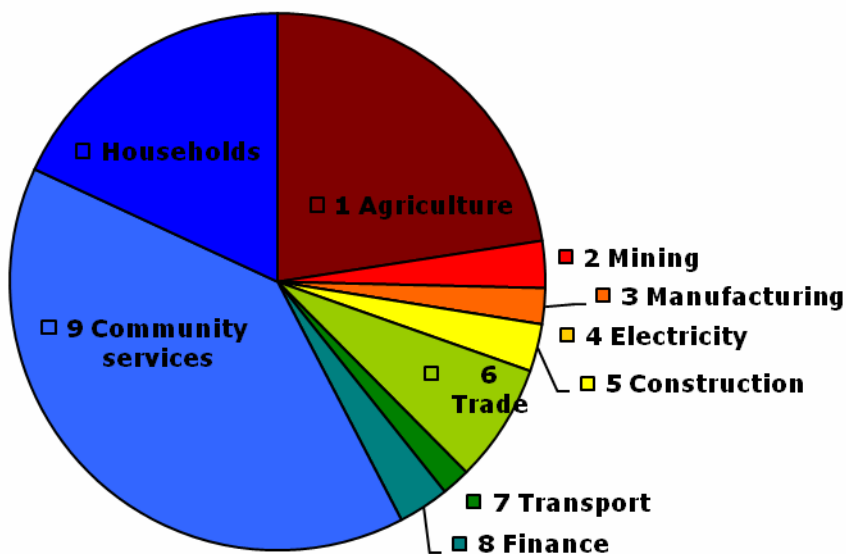
Sector's share of the regional total (%)

ECONOMIC SECTOR	SECTOR'S SHARE %	
	CHDM	IYM
1 Agriculture	12.2%	22.5%
2 Mining	0.5%	2.8%
3 Manufacturing	3.1%	2.2%
4 Electricity	0.4%	0.0%
5 Construction	3.5%	2.9%
6 Trade	8.8%	7.2%
7 Transport	1.9%	1.7%
8 Finance	3.5%	3.1%
9 Community services	48.9%	39.5%
Households	17.2%	18.1%

Source: IHS Global Insight 2011



**Formal Employment - Sector's share of Inxuba Yethemba Local Municipality (EC131)'s total (%) 2011**



Source: IHS Global Insight Regional eXplorer version 626

**Economic Active Population (EAP) as a percentage**  
(Official definition of EAP)

POPULATION GROUP	CHDM	IYM
AFRICAN	16.2%	32.4%
WHITE	33.5%	29.6%
COLOURED	31.9%	29.7%
ASIAN	48.9%	
<b>TOTAL</b>	<b>17.2%</b>	<b>31.2%</b>

Source: IHS Global Insight 2011

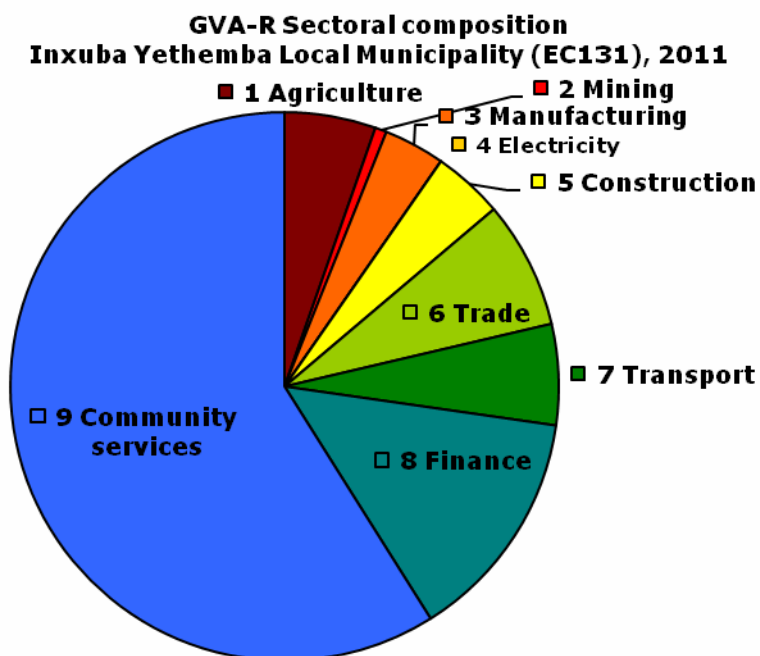
## B6.2 Gross Value Added by Region (GVA-R) of the 9 Broad Economic Sectors

Gross value added (GVA) is a measure in economics of the value of goods and services produced in an area

ECONOMIC SECTORS	% SECTOR'S SHARE (Of regional total)	
	CHDM	IYM
1 Agriculture	3.2%	5.4%
2 Mining	0.1%	0.7%
3 Manufacturing	3.9%	3.6%
4 Electricity	1.5%	0.0%
5 Construction	2.6%	4.2%
6 Trade	16.3%	7.5%
7 Transport	5.9%	5.9%
8 Finance	16.3%	13.8%
9 Community services	50.2%	58.9%

Source: IHS Global Insight 2011

The community services sector is the largest contributor to GVA of region. This relates to services provided to a large extent by government. Worth noting is the bigger share of agriculture share to the region compared to the district. The finance sector is showing relative stability as the second largest share over a number of years.



### B6.3 Gross Domestic Product by Region (GDP-R)

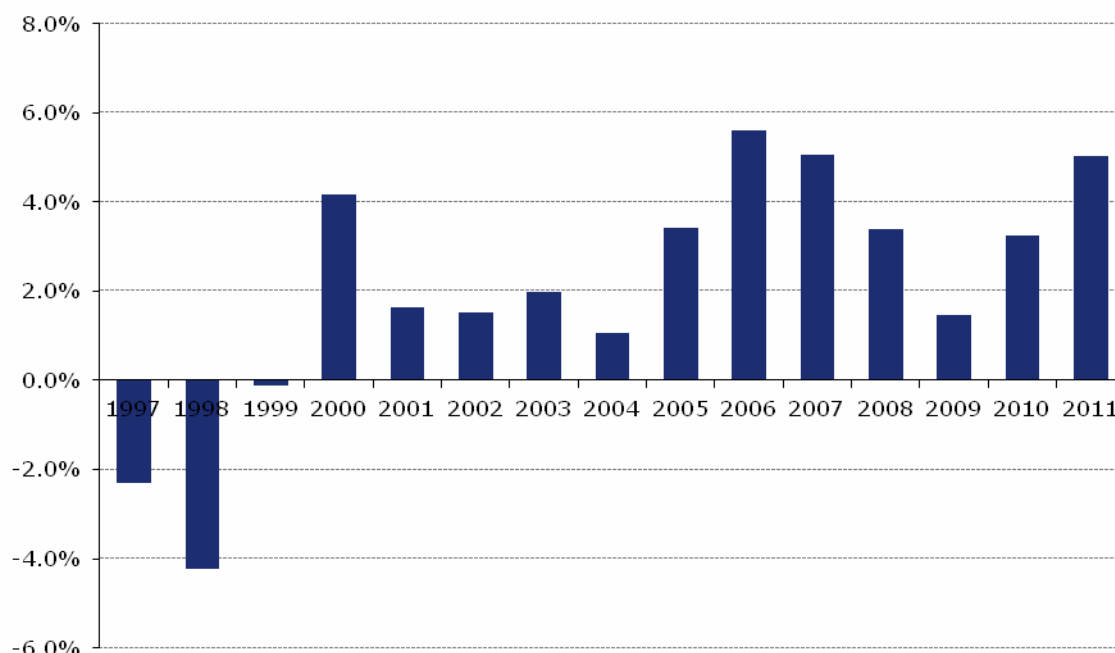
The monetary value of all the finished goods and services produced within a country's borders in a specific time period, though GDP is usually calculated on an annual basis. It includes all of private and public consumption, government outlays, investments and exports less imports that occur within a defined territory.

Average annual growth (Constant 2005 Prices)

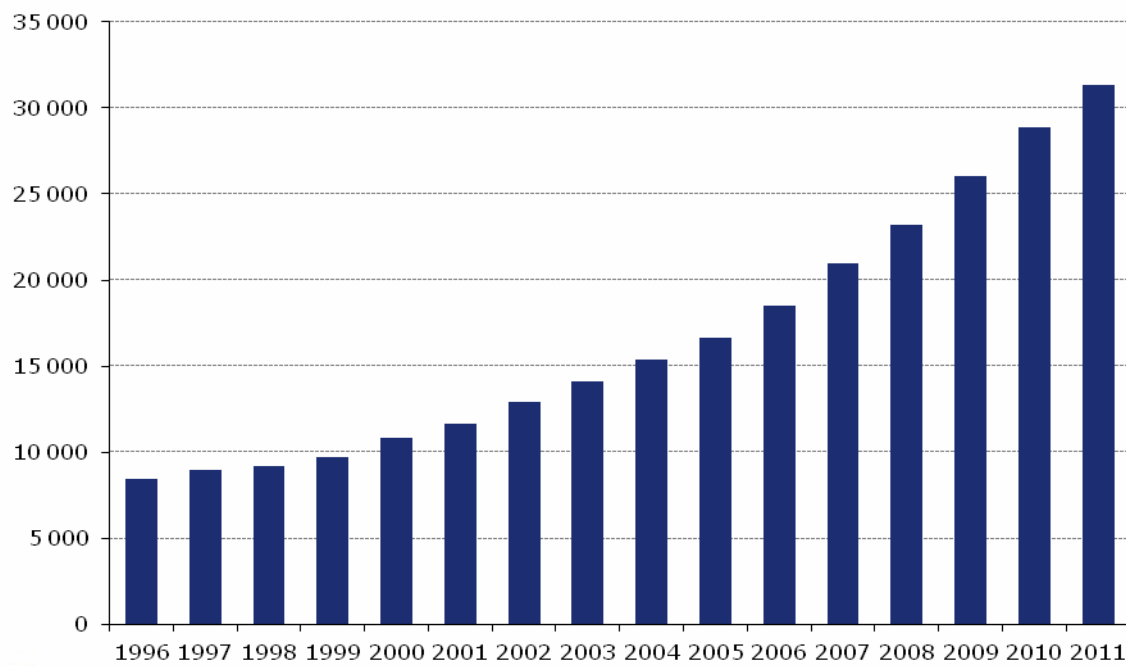
PERIOD	CHDM %	IYM%
1996-2011	1.8%	2.0%

A growth of 2% which is slightly above the district is exhibited over the said period on constant 2005 prices which is a positive sign under the economic situation

**GDP-R Total Growth  
Inxuba Yethemba Local Municipality (EC131)**



**GDP-R per Capita - Current prices  
Inxuba Yethemba Local Municipality (EC131)**

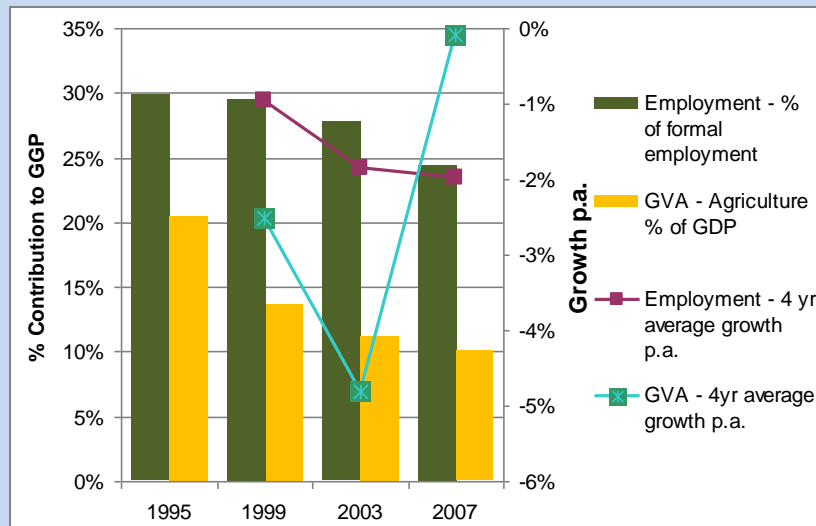


Source: IHS Global Insight Regional eXplorer version 658

## B6.4 Sector Profile

### B6.4.1 Agriculture

**Figure 0.4: Changes in Agricultural contribution to GGP and employment in IYM: 1995 to 2007**



Source: Quantec (2008)

#### Key Features:

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

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

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

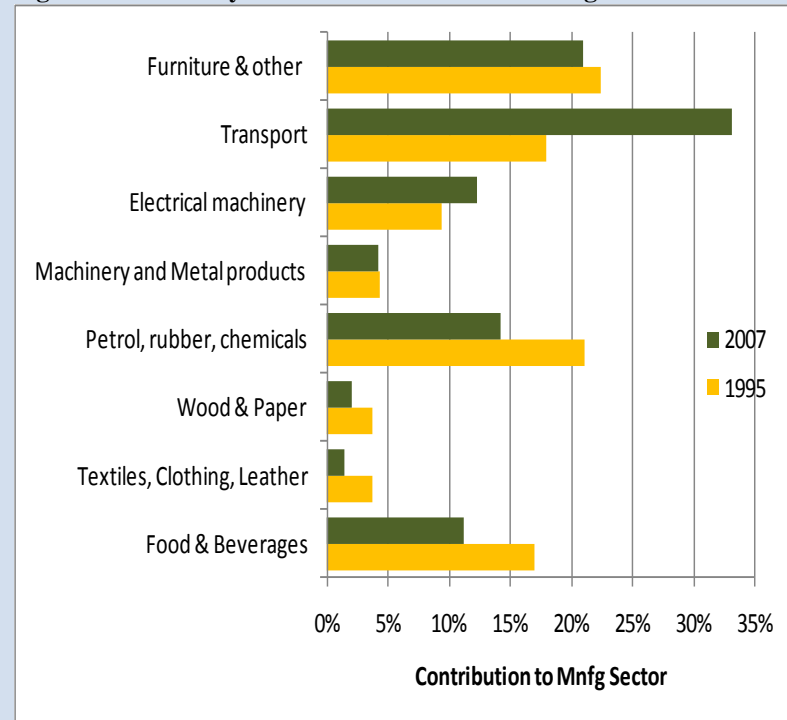
Intensive Irrigation Farms	Dryland farming
<ul style="list-style-type: none"> <li>• Mostly next to Great Fish River (32,500 ha), on smaller scale at the Tarka River (700ha) with farmers having a supply of water</li> <li>• Produce include: <ul style="list-style-type: none"> <li>○ Maize, lucern, wheat,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

- There is one farmers association in the Middelburg area, and one main association in Cradock (AgriCradock) with 8 sub-regional associations underneath it.
- Local farmers assisted in establishing farming enterprises and shearing sheds in former homeland areas over past decade.
- Area is world renowned for the quality of its wool, with 95% of wool produced in area exported to northern markets.
- There has been a slight decrease in demand for hunting from overseas visitors.
- Emerging farmers in IYM:
  - There are only a about handful of emerging farmers in IYM: 2 groups in Middelburg area and about 12 groups in the Cradock area
  - Emerging farmers mostly farm in groups on the same piece of land
  - Most farm on commonages rented from the local municipality, which is only 1,200 ha in the case of Cradock
  - Produce is mostly wool and meat, with the livestock including cattle, sheep and pigs;
  - Approach government without success to install adequate infrastructure such as dipping tanks and other farming equipment.
  - Short skills development courses offered at Grootfontein Agricultural College, but language and institutional culture limit emerging farmer participation at Marlow Agricultural High School
  - Specific technical farming skills training required
  - Not enough support from Dept of Agriculture, especially to acquire mentorship support, with emerging farmers having to pay commercial farmers – an additional cost to emerging farmers.

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

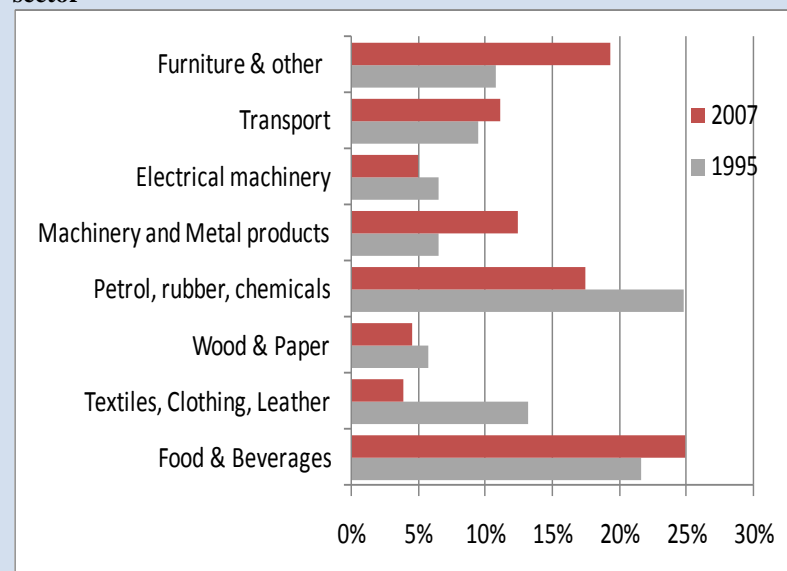
## B6.4.2 Manufacturing

**Figure 0.5: Industry contribution to manufacturing sector GVA**



Source: Quantec (2008)

**Figure 0.6: Industry contribution to employment in manufacturing sector**



Source: Quantec (2008)

### Key Features:

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



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

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

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

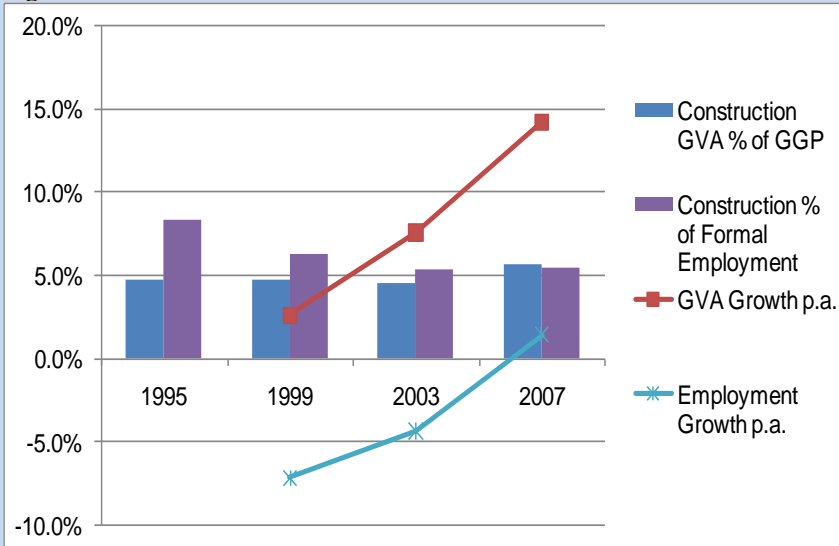
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Well educated workforce;</li> <li>• Plenty of flat land available for industrial development near urban locations</li> <li>• Located on main transport corridor between Gauteng and Port Elizabeth provides easy access to national and international markets</li> <li>• Very good and reputable education institutions</li> <li>• Access to primary raw material from agricultural sector, such as milk, wool, leather</li> <li>• Some local firms integrated into national and international economy provide the area with specialist skills</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of water in Middelburg hampering further industrial development</li> <li>• Poor electricity infrastructure in Cradock hampering industrial development;</li> <li>• Not enough serviced industrial land in Cradock;</li> <li>• Municipality focus mostly on Cradock and feeling of neglect to Middelburg</li> <li>• Cradock not part of national development strategies</li> <li>• Lack of access for local firms to national incentives/grants for economic development</li> <li>• No local big business to assist in SMME development through procurement policies</li> </ul>

	<ul style="list-style-type: none"> <li>• Many local firms source supplies from outside</li> <li>• Local labour force is over politicized and lack advanced skills for new enterprises.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Agro-processing in Cradock e.g. <ul style="list-style-type: none"> <li>○ Dairy producing</li> <li>○ Small leather tannery / hides depot</li> <li>○ Sugarbeet ethanol production</li> </ul> </li> <li>• Revitalise Lucern Tech in Middelburg</li> <li>• Coega IDZ presents opportunities to Cradock including linkage in big business supply chain</li> <li>• Making some municipal land available for manufacturing</li> <li>• Toilet roll manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>• High dependency in Middelburg on Rolfe Laboratories pose serious risk to Middelburg economy</li> <li>• Relative high income leakage from Middelburg</li> <li>• High level of competition for local market reduce profitability of local enterprises</li> </ul>

### **B6.2.3 CONSTRUCTION**

### B6.4.3 Construction

**Figure 0.7: Growth in construction in IYM: 1995 to 2007**



Source: Quantec (2008), Urban-Econ Calculations

#### Key Features:

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

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

- There are two medium size contractors in Cradock, namely SC Contractors and La Rocca Contractors, which work across the Eastern Cape and South Africa. They have approximately 200-250 permanent local employees and between 600 and 700 on a temporary basis if there is a local construction project.
- There are a handful of smaller builders in the Cradock area that benefits from a rotation schedule by provincial departments and local municipality. However, this also means they are occasionally unemployed.
- Recently completed construction project is the new FNB building, but there are no medium to large construction projects are currently in progress in Cradock or Middelburg due to lack of electricity and water capacity respectively in these towns

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

- Large quantity of RDP houses completed in Cradock and Middelburg, with local contractors benefiting as well
- One main consulting civil engineering company that work throughout the Eastern Cape: Sektor Consulting Engineers
- Most residents focus on maintenance and repair of their properties due to the current economic situation and property market prospects;
- Most construction activity in Middelburg area occurs on farms with construction of new sheds and buildings

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

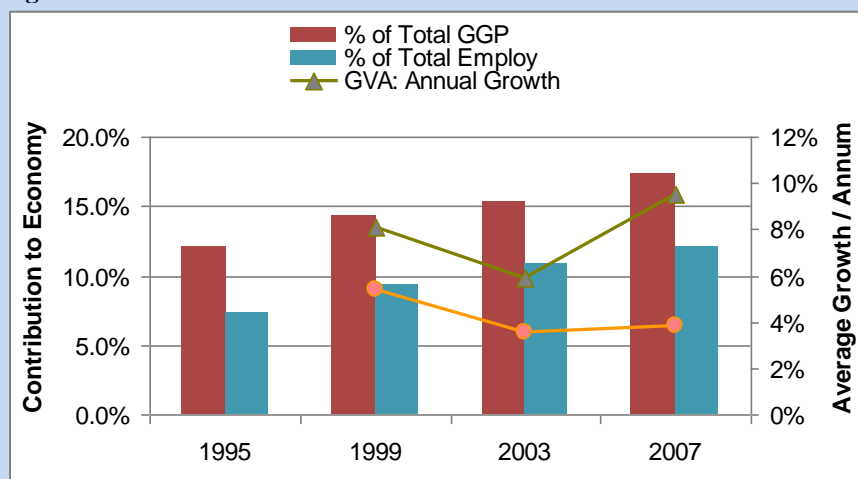
- There has a shortage of new middle income residential properties in Cradock due mostly to the lack of adequate electricity infrastructure
- Nearly all housing development over the past 10 years has been in the underdeveloped townships, i.e. Lingelihle, Michausdal and KwaNonzame
- Some property developments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

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Well established contracting skills based</li> <li>• Many emerging contractors</li> <li>• Local contractors support local suppliers where possible such as fence manufacturing and general indoor bricks</li> </ul>	<ul style="list-style-type: none"> <li>• Limited local opportunity for local contractors</li> <li>• Limited preferential procurement benefit for locally based contractors</li> <li>• Profit margins of local hardware suppliers too high for large contractors, who obtain inputs from suppliers in large centra</li> <li>• Poor quality of locally produced outdoor bricks</li> <li>• Limited demand for local construction</li> </ul>

	<p>projects</p> <ul style="list-style-type: none"> <li>• Expansion of low income housing has negatively affected maintenance and capacity of water and electricity grids</li> <li>• Water and electricity constraints limit future housing developments</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Higher density housing in open spaces close to Cradock town</li> <li>• Zoning and development of serviced industrial land</li> <li>• Opportunities for retirement housing in Middelburg</li> </ul>	<ul style="list-style-type: none"> <li>• High level of competitions amongst local contractors</li> <li>• Water and electricity infrastructure strained due to extension of the grid</li> </ul>

## B6.4. 4 Retail and Wholesale Trade

**Figure 0.8: Growth in retail and wholesale trade sector in IYM: 1995 to 2007**



Source: Quantec (2008)

### Key Features:

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

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

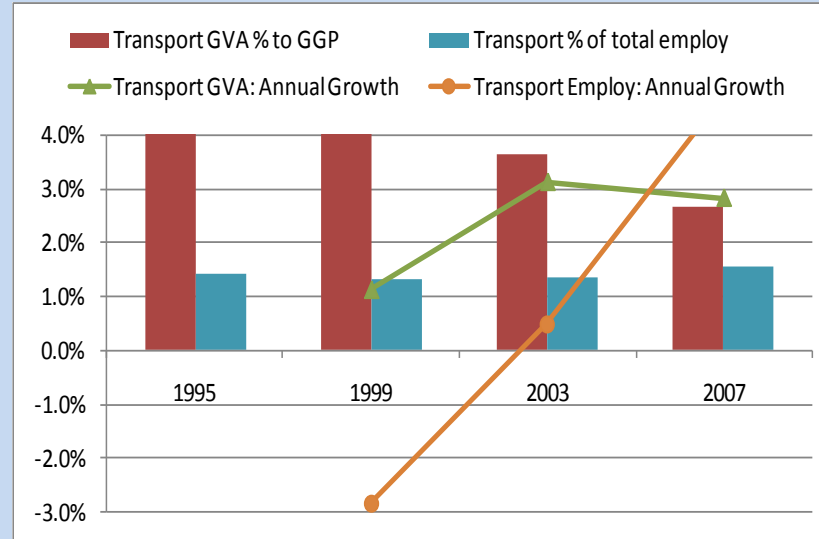
- The trade sector is relatively large in Cradock but small in Middelburg with many Cradock businesses also servicing Middelburg residents
- There are a wide variety of retailers, including Spar and Shoprite that focuses on the middle to high income market, as well as a few independent supermarkets focussing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

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Well established industry</li> <li>• Large unskilled labour force</li> <li>• Local cooperatives supply farmers with most of their requirements</li> </ul>	<ul style="list-style-type: none"> <li>• There is limited local manufacturing to source fresh produce from</li> <li>• Limited size of local market</li> <li>• High level of unemployment lead to opportunity crime with retailers especially prone to this</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>Greater opportunity for local food processing</li> </ul>	<ul style="list-style-type: none"> <li>Exploitation of low income earners by financial institutions</li> <li>Leakage of income out of IYM</li> </ul>

### B6.4.5 Transport

**Figure 0.9: Growth in Transport sector in IYM: 1995 to 2007**



Source: Quantec (2008)

#### Key Features

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

The following characterises the Transport Sector in IYM:

- It's the main transport route between Gauteng and Port Elizabeth and thus has many commercial and leisure travellers passing through;
- However not many trucking companies are based in IYM, the trucks are long distance trucks coming to and from Gauteng and the Eastern Cape.
- Trucking in IYM:
  - There is an average of 5-10 trucks per night in Middelburg
  - There is an average 10 to 20 trucks per night in Cradock, with as many on the side of the road into and out of Cradock
  - The growth in the national transport industry has lead to increased demand for transport related services
  - Development of Coega IDZ likely to increase traffic between Gauteng and Port Elizabeth
- Fuel filling stations:
  - There are 2 petrol filling stations in Middelburg, down from 4 stations 10 years ago, pumping roughly 500kL fuel/month, 40% of which comes from the transient market;
  - There are 4 petrol filling stations in Cradock
  - There are no dedicated truck stops in IYM

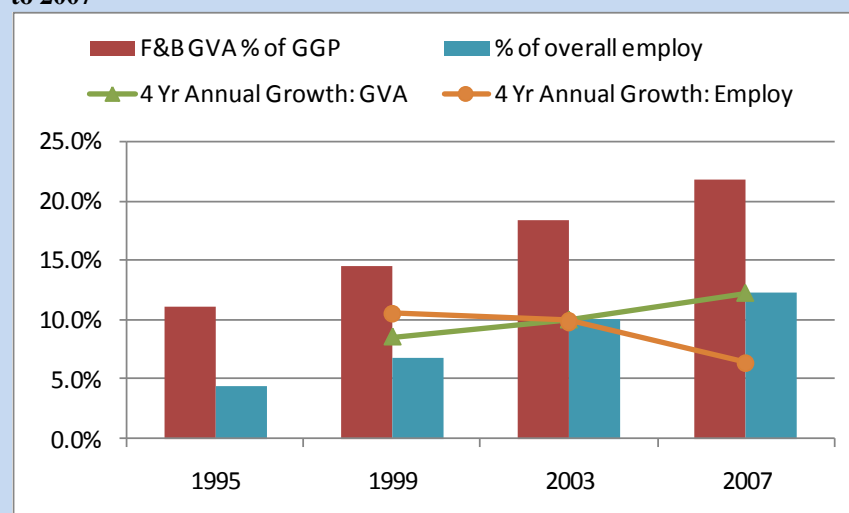
- High and sharp increase in fuel costs has had a negative impact on whole transport sector, with profits margins declining due to lower sales volumes
- Fuel station owners finding additional revenue sources such as workshop, convenience store, car rental, take aways, to name but a few
- Courier services:
  - Number of parcel couriers with representatives in Cradock has increased by 4 in the past 2 years to 12
  - High level of competition

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>● Main transport route between Gauteng and Port Elizabeth</li> <li>● Well established transport services sector</li> <li>● Relatively good road conditions</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of established truck stops in IYM blocks transit routes at night</li> <li>● Enforcement of local traffic by-laws with regards to heavy vehicles</li> <li>● Damage to local roads lead to faster road deterioration</li> <li>● Too much traffic just pass through IYM without stopping</li> <li>● Not effective utilisation of rail network</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>● Petro-port in Middelburg and/or Cradock</li> <li>● Truck stop in Middelburg and/or Cradock</li> <li>● Development of Coega IDZ likely to lead to increased road transport between Gauteng and PE</li> </ul>	<ul style="list-style-type: none"> <li>● New filling stations will threaten existing stations sustainability</li> <li>● High level of competition between local courier services</li> </ul>



### B6.4.6 Finance and Business Services

**Figure 0.10: Growth in Financial and Business Services sector in IYM: 1995 to 2007**



Source: Quantec (2008)

#### Key Features:

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

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

- There are 5 commercial retail banks in Cradock: ABSA, FNB, Standard Bank, Capitec Bank and African Bank. In addition, Nedbank has an investment services branch (but not retail services).
- There are only limited banking facilities available in Middelburg.
- There is a branch of the Land Bank in Cradock
- There are many micro-lenders situated in Cradock, including Louhen Financial services
- There are two main auditing firms located in IYM:
  - Theron du Plessis, head office in Middelburg and branch in Cradock trading as PSG;
  - Gerber Botha Gowar Auditors in Cradock
- The following brokers in Cradock provide long term and short term insurance:

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

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

#### B6.4.7 Tourism

The following is extracted from the IYM Responsible Tourism Sector Plan (2008) which will be reviewed in 2014. The supply of tourism products and services in IYM are nature-based and heritage tourism products. IYM has wildlife, scenic beauty, warm hospitality, business opportunities, culture, heritage and history, but it needs to be further developed.

Tourist attractions can be divided into four main elements:

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

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

### Supply of tourism accommodation in IYM

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

Source: IYM Responsible Tourism Sector Plan (2008)

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

### Number of trips by purpose of trip

Purpose of Trip	Number of Trips
Leisure / Holiday	13 939
Business	4 464
Visits to friends and relatives	33 089
Other (Medical, Religious, etc)	3 070
<b>TOTAL</b>	<b>54 561</b>

Source: IHS Global Insight 2011

### Number of Trips by origin of tourist

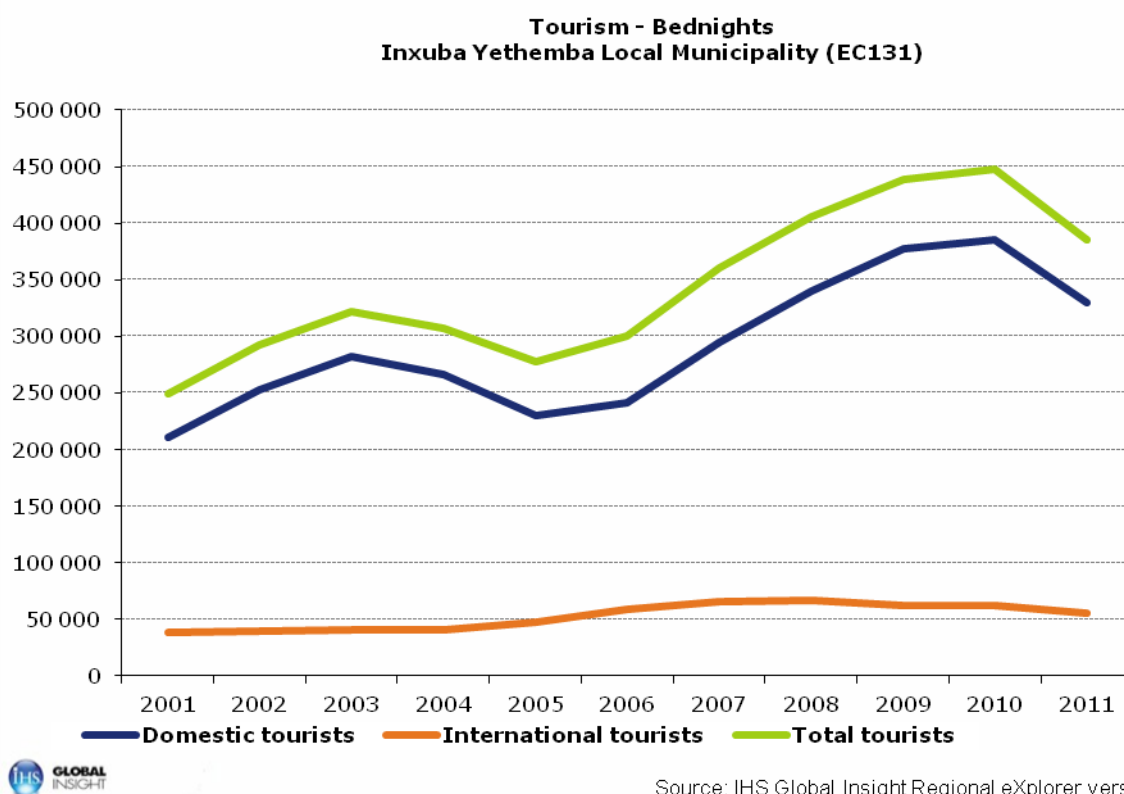
Origin of Tourist	Number of Trips	Bednights
Domestic tourists	50 264	329 835
International tourists	4 297	55 652
<b>TOTAL</b>	<b>54 561</b>	<b>385 486</b>

Source: IHS Global Insight 2011

- Visitors mainly visit the area in Summer (63.5%), followed by Spring (25.5%), with the remaining 12% split approximately evenly between Winter and Autumn;

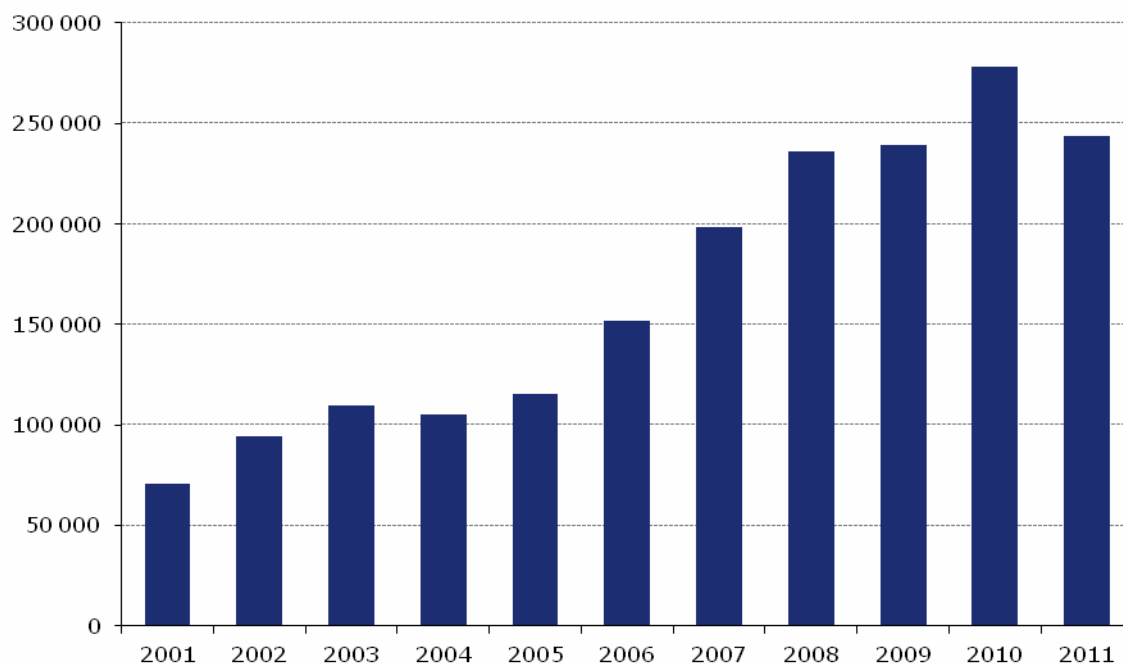
- The spring / summer months of January, September, October November and December are the busiest months;
- Weekly occupancies are fairly even, a clear indication of the nearly even balance between business (43%) and holiday (57%) travellers, and the strong (73%) influence of independent travellers.

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



There is a decline in both domestic and international tourist from 2010 to 2011 for the municipality the district and the province as a whole with domestic tourist taking a sharp decline. This could be linked to the economic meltdown experienced in 2010. The graph (Figure ) above shows the decline

**Total Tourism Spend (R 1000, Current prices)  
Inxuba Yethemba Local Municipality (EC131)**



Source: IHS Global Insight Regional eXplorer version 658

The total contribution of tourism in Inxuba Yethemba as % of GDP (current prices) is 11.7% (Source: IHS Global Insight 2011)

<b>.Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Convenient stop-over between inland towns and coastal towns (Port Elizabeth &amp; Garden Route).</li> <li>• Accessible from Port Elizabeth, Grahamstown and East London: captive markets for domestic and foreign tourists.</li> <li>• Position on the N9 and N10 – access to travelers between inland areas and the coast</li> <li>• Proposed Heritage Rose Route</li> <li>• R56 Route – Middelburg, Steynsburg and Maclear</li> <li>• Richmond Road Route – shortest distance from Cape Town to Durban</li> <li>• Link to the Karoo Heartland Route</li> <li>• Agricultural Tourism Route</li> <li>• Unique character of the area as a whole and of certain towns within it</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to market, since there is no critical mass of attractions</li> <li>• Lack of cohesion in the tourism product</li> <li>• Large distances between towns/ attractions</li> <li>• Quality of road infrastructure</li> <li>• Some attractions are off the main road, requiring additional time &amp; effort to access them</li> <li>• Information offices are not benefiting from synergies with regional/provincial/national tourism organisations</li> <li>• Low cooperation between product</li> </ul>

<ul style="list-style-type: none"> <li>• □ Tranquillity, remoteness, un-touched natural experience</li> <li>• Known for clear skies – stargazing</li> <li>• Cradock is well-known for the windmills</li> <li>• Complementarity of the products between the areas: Cradock, Middelburg</li> <li>• Mountain Zebra National Park &amp; planned expansion to the Great Karoo National Park</li> <li>• Fossil &amp; rock art</li> <li>• Cradock Spa</li> <li>• Orange Fish River Tunnel</li> <li>• Egg Rock</li> <li>• Heritage buildings: Churches, Museums, Schreiner grave</li> <li>• Farmstays - agritourism</li> <li>• Grootfontein Agricultural College</li> <li>• Manufacture of cheese from sheep milk</li> <li>• Saddle shop</li> <li>• Mohair weaving factory</li> <li>• Cradock sportsgrounds</li> <li>• Oukop: succulents</li> <li>• Oukop: cross and prayer group</li> <li>• Cradock club</li> <li>• Centre for singing</li> <li>• Niphou birds</li> <li>• Cradock Four gallery/Garden of Remembrance</li> <li>• Steve Biko legacy in Middelburg</li> <li>• Olive Schreiner legacy</li> <li>• Nieu Bethesda and 'Road to Mecca' identity and association (Athol Fugard play and film)</li> <li>• Vusubuntu Cultural Village</li> <li>• Fish River Canoe Marathon - an international event</li> <li>• Freedom Challenge race (mountain bike race from Pietermaritzburg to Cape Town)</li> <li>• Karoo Heartland Art Work Festival – annual event</li> <li>• Die Tuishuise</li> <li>• Watermill</li> <li>• Traditional talk</li> <li>• Restaurant 1814</li> </ul>	<p>owners</p> <ul style="list-style-type: none"> <li>• Low cooperative marketing and promotion of the area</li> <li>• Lack of awareness about what tourism means to the community</li> <li>• Lack of public facilities (ablutions) in town</li> <li>• Control of waste from commercial premises – currently visible to all</li> <li>• Building rubble being dumped in Fish river in Cradock</li> <li>• Entrance to Towns – visual appearance</li> <li>• River is not used as an attraction</li> <li>• Middelburg water shortage</li> <li>• Beggars &amp; hawkers</li> <li>• Windmill sellers</li> <li>• Heavy vehicle parking in the town</li> <li>• Buildings not beautiful</li> <li>• Lack of attractive shops</li> <li>• Cradock Spa</li> <li>• Price hikes (Accommodation &amp; supermarkets) for annual events</li> <li>• Standard of museum exhibits</li> <li>• Restaurant at Mountain Zebra Park</li> <li>• High Unemployment rate</li> <li>• Closing of restaurants over holiday periods and Sundays</li> <li>• Stock levels in supermarkets during peak periods</li> </ul>
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<ul style="list-style-type: none"> <li>• Railway Station</li> <li>• Antique shops</li> <li>• Chess Board</li> <li>• Eerste Krans inscription</li> <li>• Oukop inscription</li> <li>• Traditional doctor shops</li> <li>• Veteran Tractor &amp; Engine Show</li> <li>• 'Gatskop'/Mountain Zebra Festival</li> </ul>	
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Develop the area into the preferred stop-over destination, through the development of facilities and attractions for this market</li> <li>• Develop a range of attractions to provide a varied tourism experience</li> <li>• Greater promotion &amp; improved facilities of the Inxuba Yethemba Municipal area</li> <li>• Greater marketing of the towns within the region - unique charm &amp; history</li> <li>• Coordinated marketing of the area through a brand strategy</li> <li>• Develop tourism cluster destinations to encourage longer length of stay by targeting niche markets</li> <li>• Improve cooperation and coordination between product owners</li> <li>• Develop unique community-based products</li> <li>• Open-Africa: Middelburg to Steynburg (Karoo Route) – must link with heritage &amp; conservation</li> <li>• Liberation Heritage Route is being planned by Chris Hani District Municipality – will start route in Cradock</li> <li>• Development of the steam train heritage</li> <li>• Train tours</li> <li>• Stargazing</li> <li>• Big Sky country</li> <li>• Sundowners</li> <li>• Development of tourism information centers</li> <li>• Agricultural show</li> <li>• Veteran Tractor &amp; Engine Show</li> <li>• 'Gatskop'/Mountain Zebra Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Seasonality and maintaining sustainable occupancy levels</li> <li>• Overdevelopment of nature-based tourism attractions &amp; negative impact on the natural environment</li> <li>• Lack of involvement of HDI community</li> <li>• Lack of support from Chris Hani DTO &amp; ECTB</li> <li>• Global warming and climate change</li> <li>• Crime targeting tourists</li> <li>• Eastern Cape Tourism Board focuses more on coastal towns – they don't provide information on the inland areas to tourists</li> <li>• Competing towns in the area</li> </ul>

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Hot air balloons</li> <li>• Horse/Donkey cart tours</li> <li>• Roving ambassadors</li> <li>• Anglo boer war links</li> <li>• Frontier war links</li> <li>• Paleontology</li> <li>• Literary links</li> <li>• Grahamstown Festival</li> <li>• Heritage Rose gardens</li> <li>• Vintage Car Museum</li> </ul> |  |
|--|--|

Source: IYM Responsible Tourism Sector Plan

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

## ECONOMIC POTENTIAL

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

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Water available from Fish River Scheme</li> <li>• Located along the N10; transient market is large</li> <li>• Convenient stop-over between inland towns and coastal towns (Port Elizabeth &amp; Garden Route)</li> <li>• Good climate to support agriculture</li> <li>• Agriculture and tourism are well established sectors</li> <li>• Access to primary raw material from agricultural sector, such as milk, wool, leather</li> <li>• Relatively good road &amp; rail infrastructure</li> <li>• Land relatively cheap</li> <li>• Labour relatively cheap</li> <li>• Cost of living relatively inexpensive</li> <li>• Crime mainly petty</li> </ul>	<ul style="list-style-type: none"> <li>• Few entrepreneurs with limited skills and capital</li> <li>• Cradock not attractive to entrepreneurs</li> <li>• Municipality insolvent and ineffective</li> <li>• Limited social attractions</li> <li>• Skilled population declining</li> <li>• HIV/Aids widespread</li> <li>• Income levels low</li> <li>• Few opportunities for the youth</li> <li>• Limited agro-processing taking place in IYM</li> <li>• Not enough serviced industrial land in Cradock;</li> <li>• Many local firms source supplies from outside</li> <li>• Enforcement of local traffic by-laws with regards to heavy vehicles</li> </ul>



- Land available for industrial development
- Land available for new CBD in Cradock
- Nice place to live; i.e. Clean Air & Water, No traffic, Etc.
- Presence of very good and reputable education institutions in municipal area
- Mountain Zebra National Park located between Cradock & Middelburg
- Rich in history, museums for tourists
- Fish River / agriculture and canoe marathon
- Difficult to market for tourism, since there is no critical mass of attractions
- Insufficient marketing and promotion of the area – stakeholder apathy
- Closing of restaurants over holiday periods and Sundays
- Lack of effective communication amongst private sector (e.g. Middelburg/Cradock Chambers of Business)
- Lack of effective communication between IYM and business

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Agricultural Value Added industry</li> <li>• Marketing of local products (e.g. agriculture)</li> <li>• Transport business</li> <li>• Educational institutions</li> <li>• Housing for retired people, particularly in Middelburg</li> <li>• Component manufacturing for motor industry</li> <li>• Tourism – wildlife, hunting &amp; photographic</li> <li>• Tax incentives offered to promote investment</li> <li>• R2B Sugar Beet Factory</li> <li>• Potential for higher value crops</li> <li>• Optimising Cradock Spa</li> <li>• Development of Coega IDZ</li> <li>• PetroPort/Truck stop in IYM</li> <li>• Capture larger transient market</li> <li>• Planned expansion to the Great Karoo National Park</li> <li>• Coordinated marketing of the area through a brand strategy</li> <li>• Use of Fish River for agriculture, tourism, other activities (e.g. waterfront)</li> </ul>	<ul style="list-style-type: none"> <li>• Farmers become negative due to political pressures</li> <li>• Feeling that municipality focuses mostly on Cradock resulting in feeling of neglect in Middelburg</li> <li>• “Brain Drain” continues</li> <li>• Uneasy relationship between private sector and municipality</li> <li>• Lack of transformation in agriculture and tourism – still previously advantaged that primarily benefit</li> <li>• Infrastructure: <ul style="list-style-type: none"> <li>○ Water in Middelburg</li> <li>○ Electricity in Cradock</li> <li>○ Sewerage works in Cradock</li> </ul> </li> <li>• High dependency in Middelburg on Rolfe Laboratories pose serious risk to Middelburg economy</li> <li>• Relative high income leakage from Middelburg particularly, but IYM in general</li> <li>• High level of competition for local market reduces profitability of local enterprises</li> </ul>

### B6.5 Local Economic Development in general

The municipality has an approved LED strategy dating back to 2009 which is going to be reviewed in the 2013/14 financial year as indicated in the LED projects program. The LED strategy implementation plan spans from 2009 to 2014. The implementation plan identifies Agricultural, Tourism, Commercial and industrial development as strategic sectors in which we need to focus. There are clearly articulated objectives and strategic priorities with indicators, targets and milestones. The following are some of the objectives identified in the strategy:

- *Improve local networks by establishing and participating actively in a representative and effective Agricultural Forum in IYM by end 2009 (including commercial & emerging farmers)*
- *Increase local income retention by establishing a small fresh produce market ( or padstal) for local farmers by 2012*
- *To develop and market at least 2 new tourism products by 2010*
- *To develop a brand & marketing campaign for IYM by 2009*
- *Develop 50 hectare industrial estate (fully serviced and zoned) by 2014*

- *Develop IYM Industrial Road Map by 2009 in partnership with all relevant stakeholders*
- *Facilitate establishment of at least 3 agro-processing investments in IYM by 2014*

The data on socio-economic analysis is formed by reliable and credible data from Census 2011 and HIS Global Insight. The specific sector analysis data need to be brought up to date as reliance is currently put on somewhat outdated data of 2007/8.

Some major strategy proposals have already been implemented while others are still in the implementation phases. The Vusubuntu Cultural village is a case in point, so are the Garden of remembrance, Egg Rock (which is part of diversification of tourist sites), etc. In some respects the strategy is no longer appropriate to the existing economy because even some elements of the situational analysis have changed fundamentally.

The municipality needs to do more to inject a meaningful capital budget to implement its LED strategy. The institutional arrangements are quite adequate compared to other municipalities of similar size. The LED unit needs to be beefed up with an official who would focus on industrial/commercial development and investment. Institutional capacity to implement LED programmes need to be established. There is also a great need for networking with other institutions and forging partnerships to be able to offer support to emerging farmers and SMME's. The potential of tourism benefits is not fully explored as it remains the domain of previously advantaged communities.

Part of the IYM LED strategy is a well-developed business incentive scheme which was adopted by council but never implemented due to challenges with revenue collection. The scheme contains a number of proposals for business attraction and retention like lower electricity rates, water rates, etc. It remains for the municipality to reconsider the implementation of the scheme if the revenue situation has improved.

#### **B6.5.1 Areas requiring focus**

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

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

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

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

- The Municipal council has an Executive Mayoral type with ward participatory system with Mayoral Committee consisting of 4 Members (excluding Mayor) appointed by the Executive Mayor.
- Each member of the Mayoral Committee is chairperson of the council standing committee.
- There are 4 standing committees namely:
  - Technical Services and Local Economical Development,
  - Community Services,
  - Corporate Services,
  - Finance.
- The Municipal Manager is the head of the administration
- There are 5 departments with each headed by a Section 57 manager.
- The departments are
  - Finance,
  - Corporate Services,
  - Community Services,
  - Local Economic Development
  - Technical Services.

An approved organisational organogram is in place and it was last approved by Council in May 2011, however it is undergoing review for 2013/14 and will be adopted before the 2013 financial year ends. **(has subsequently been adopted on the 24 June 2013 and is attached)**

It is an affordable structure as all critical posts for 2013/14 have been budgeted for. All top management posts have been filled and critical posts such as Internal Audit Head, Skills Development Facilitator and EAP practitioner are in the process of being filled.

## B7.2 POWERS AND FUNCTIONS

The functional areas of competence of the Inxuba Yethemba Municipality are indicated in the table below and is the Municipality's authoritative mandate in terms of Section 156 of the South African Constitution, Act 108/1996 :

SCHEDULE 4 : PART B	STATUS	SCHEDULE 5 : PART B	STATUS
Air Pollution	√	Beaches & Amusement Facilities	N/A
Building Regulations	√	Billboards & display of Advertisements in public places	√
Child Care Facilities	√	Cemeteries, Funeral Parlours and Crematoria	√
Electricity & Gas Reticulation	√	Cleansing	√
Fire-fighting Services	√	Control of Public Nuisances	√
Local Tourism	√	Control of undertakings that sell liquor to the public	√
Municipal Airports	√	Facilities for the accommodation, care and burial of animals	SPCA
Municipal Planning	√	Fencing and Fences	√
Municipal Health Services (PHC has been provincialized)		Licensing of dogs	

SCHEDULE 4 : PART B	STATUS	SCHEDULE 5 : PART B	STATUS
Municipal Public Transport	√	Licensing and control of undertakings that sell food to the public	√
Municipal Public Works	√	Local Amenities	√
Pontoons, ferries, jetties, piers and harbours	N/A	Local Sport Facilities	√
Stormwater Management systems in built-up areas	√	Markets	√
Trading Regulations	√	Municipal Abattoirs	√
Water & Sanitation Services (potable water, domestic wastewater & sewage : WSA and WSP)	WSP	Municipal Parks & Recreation	√
<b>FUNCTIONS ASSIGNED TO OR BEING PERFORMED BY THE MUNICIPALITY ON AN AGENCY BASIS</b>		Municipal Roads (Streets)	√
Library Services	√	Noise Pollution	√
Vehicle Licensing	√	Pounds	√
		Public Places	√
		Refuse Removal, refuse dumps and solid waste disposal	√
		Street Trading	√
		Street Lighting	√
		Traffic and Parking	√

## **B7.3 PLANS AND POLICIES**

### **Human Resources Plan**

An HR Plan is in place and was adopted by Council in September 2012

The plan covers issues like environmental scan of the municipality, gap analysis, change management, recruitment and selection, organogram, policy development, training and development, EAP, succession planning, retention strategy, employment equity, performance management system and funding challenges for some of our programmes we have factored into the plan

### **Equity Plan**

An Employment Equity Plan for 2008 to 2013 is in place and is coming to an end at the end of June 2013 as five years has expired. The municipality is reporting annually on employment equity, namely, the Department of Labour annual report. There are steps and a plan to develop the equity plan for 2013 to 2018 period and this is part of a project for the 2013/14 financial year

### **Workplace Skills Plan**

The WSP reflects capacity needs as identified through a skills audit process.

The municipality has been able to receive mandatory grants from the LGSETA to the tune of 176 041 to June 2013 through its WSP. There had been training intervention during this period, for example, Batho Pele Principles, Capacity Building in Labour Law and some General Workers who were sent for RPL and Trade Test in Bricklaying, Electrical Engineering, Plumbing and ABET ( all these training programmes were undertaken with an objective of addressing the capacity challenges of the municipality as well as to uplift employees educational levels)

### **Recruitment and selection policy**

The municipality adopted Recruitment and Selection Policy, a Training Policy, and a Scarce Skills Policy in the 2012/13 financial year. There is currently no Retention Policy /strategy and we intend to develop it in 2013/14 financial year together with the Succession Plan

### **Job descriptions**

Not all employees have job descriptions and we are in the process of writing those job descriptions and the post are:

HR Practitioner, Unit Manager, Head: Town Planning, Chief: Electrical Services, Head: Housing, SMME Officer, IDP Officer

### **Disciplinary cases**

Disciplinary cases are reported in Corporate Services Standing Committee meetings and are not reflected in the IDP

### **Local Labour Forum**

The municipality does have a functional local labour forum that sits quarterly to deal with matters of mutual interest between labour and the municipality. Four scheduled meetings and three special meetings were held during this period.

### **Contract employees**

There are two contract post at the PMU Unit, namely, PMU Manager and Data Capturer

### **SDF and Training Committee**

The SDF post is currently vacant as the SDF resigned and the post is in the process of being filled. The Training Committee is in place and deals with all issues related to training. A needs analysis is undertaken by engaging employees and their managers on their training needs which are in turn factored into the WSP.

### **Succession plan**

There are currently no practical steps to deal with this although it is captured in the HR Plan. In some departments there is a programme of understudy though it is currently not coordinated and is happening per department on identification of such a need.

### **Staff turnover**

Out of 337 employees 25 left the municipality, eight employees left in the category that falls under scarce skills.

### **Organizational Performance Management System**

A PMS adopted in 2009 is in place for the institution and is in line with the IDP and all section 56 and 57 Managers are subjected to this PMS. There is a draft PMS designed for the whole institution which will be adopted for public participation before end of June 2013.

## **B8. Public Participation and Good Governance**

The municipality adopted a Process Plan in a council meeting held on the 5<sup>th</sup> October 2012 and resolution is on annexure on resolutions. This details the roles and responsibilities, communication and public participation strategy and the action plan for public participation. The public participates through the IDP stakeholder forums, ward submissions of priorities and the budget related ward meetings for all wards

The procedures for public participation are in place in the form of publicizing meetings and administrative matters such as land rezoning & alienation etc. Ward meetings and ward committee meetings do take place although not consistent with the schedule of meetings in some instances. The ward based priorities emanating from ward meetings has been included in the document. The municipality will be embarking in a project in this financial year to develop comprehensive ward based plans through the MSIG funding.

### **Social Cohesion**

In its pursuit of bringing together the various people and groups together the SPU unit in particular has a specific program with various projects to achieve this.

### **Intergovernmental Relations**

A Local Intergovernmental Relations forum has been established with the following clusters:

- Economic
- Social
- Safety and Security



- Infrastructure
- Special Projects

The political IGR forum chaired by the Executive Mayor meets quarterly whilst the technical IGR consisting of officials meets bi-monthly. An attendance register of one of the meetings of IGR is attached in the annexure on attendance registers.

### **Fraud Prevention**

The municipality has an adopted fraud prevention plan which was approved by the province but it must however be mentioned that its implementation has not been successful. A Fraud Prevention committee has subsequently been established with clear terms of reference.

### **Audit**

There is currently no fully fledged internal audit unit except for an internal auditor and an internal audit clerk who resigned in March this year. The position has subsequently been advertised and will be filled in 2013/14 financial year. In order to boost internal audit capacity a post of head internal audit has been added in the organogram and will be advertised in July 2013. There is a functional audit committee which meets regularly and fulfills its obligation.

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

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

### **B.9 FINANCIAL VIABILITY**

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

- Finance Administration to give guidance to internal dept
- Asset and budget control management-
  - the management of municipal assets and risks,
  - financial statements,
  - municipal budget and internal control
- Internal services
  - valuation and calculation of rates,
  - raising of monthly accounts to all consumers for services,
  - customer queries and payments
- Revenue management

- ensure that all debt is collected,
- revenue collected and
- administration of the indigent customer
- External services
  - management of the salary payroll
  - Paying of creditors as well as sundry

### **B9.1 Challenges**

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

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

The municipality is currently engaged in a Revenue Enhancement Strategy through PWC as a service provider

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

- Realistic participatory budget
- control of operating income and expenditure
- budget related policies ( see policies and by-laws register attached as APPENDIX C)
- GRAP compliant financial statements and timely submission
- revenue generation
- property valuations
- compliant asset register

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

It must be noted that there is a direct linkage in all respect with the Development needs and areas requiring attention as presented and agreed upon in the IDP Forum of November 2013. The areas requiring attention are in most instances more specific than the development needs

Table 2.23 Development Needs

**B10.1. Basic Infrastructure & Services**

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

### B10.2. Social Infrastructure and Services

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

2.9	Traffic control	Inxuba Yethemba Municipality
2.10	Taxi rank	Cradock

### B10.3. Economic Development Needs

No.	Development Needs
3.1	Job Creation
3.2	Support to Emerging Farmers
3.3	Support to existing projects and Community Based Enterprises
3.4	Support to cooperatives and SMME's
3.5	Development of Hawkers Facility
3.6	Tourism Development and Transformation
3.7	Development and Growing the Local Economy
3.8	Improve access to land for previously disadvantaged

**B10.4 Financial viability**

<b>No.</b>	<b>Development Needs</b>
4.1	Revenue Enhancement Strategy
4.2	Effective Financial Control Systems
4.3	Property Valuation and Implementation
4.4	Indigent Support
4.5	Audit File Readiness
4.6	Asset Register
4.7	Monthly Reconciliations Monitoring
4.8	Staff Development
4.9	Training and effective utilization of IT

**B10.5 Institutional Development and Transformation**

<b>No.</b>	<b>Development Needs</b>
5.1	Change Management
5.2	Human Resource Plan Implementation
5.3	Human Resource Policies Development and Implementation
5.4	Performance Management System Revised and understood
5.5	Empower Councilors, employees and community
5.6	Labour Relations Management
5.7	Employment Equity

### **B10.6 Good Governance and Public Participation**

<b>No.</b>	<b>Development Needs</b>
6.1	Communication & Public Participation Strategy Review, Development and Implementation
6.2	Ward Committees Capacitation
6.3	Functional Audit Committee
6.4	Internal Audit Capacitation
6.5	Fraud Prevention Strategy Implementation
6.6	Regular Reporting to communities



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### B11 Ward Priorities

WARD No.	PRIORITIES
1	Access Road to Mpolweni Surfacing of Gala Street Revival of Brick Making at Siyabulela Early Childhood Development Centre
2	Surfacing of following streets <ul style="list-style-type: none"> <li>• Hlekani</li> <li>• Zambodla</li> <li>• Manana</li> <li>• Qhina</li> <li>• Nyanda</li> <li>• Mhlawuli</li> <li>• Chris Hanani</li> <li>• Ndlovini</li> <li>• Zwelitsha</li> </ul> Street lights Mobile Police Station Clinic Recreational Facilities Community Empowerment in Projects FET College Job Creation Rectification of houses
3	Road Surfacing

	<ul style="list-style-type: none"><li>• James Xhallie</li><li>• Ndlambe</li><li>• Ncaca</li></ul> <p>Removal of street lights from yard Street lights in Mali street (Kame to Plaatjie) Road from Phola Park to J A Calata High School Bins in allowed dumping sites Erect no dumping signs</p>
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WARD No.	PRIORITIES
4	Michausdal Ringfeed (Electricity) New houses Street Surfacing <ul style="list-style-type: none"> <li>• Tulbagh</li> <li>• St Andrews</li> </ul>
5	Access Road to new police station Truck Stop Maintain and Upgrade Infrastructure <ul style="list-style-type: none"> <li>• Buildings (municipal)</li> <li>• Roads</li> <li>• Electricity</li> <li>• Water Reticulation</li> <li>• Hawker Facility and Taxi Rank</li> <li>• Source Funding for Skills Development Centre</li> <li>• Swimming Pool Upgrade</li> <li>• Operationalisation of new brick-fields</li> <li>• Beautifying entrances to town</li> <li>• Develop Recreational Facilities on the Fish River Banks</li> </ul>
6	Street Surfacing <ul style="list-style-type: none"> <li>• Fort Calata</li> <li>• Vukuzenzele</li> <li>• Mqhayi (to join Wesley)</li> </ul> Community Hall Primary School Library Park Flood Lights

WARD No.	PRIORITIES
7	Storm water drains Re-graveling and kerbing of roads Street Surfacing: <ul style="list-style-type: none"> <li>• Miles</li> <li>• Upper Long</li> <li>• Upper Grootfontein</li> </ul> Upgrading all substations (Electricity) Street Lights Parks and Gardens Fencing of grave yard Housing Provision (Midros) Municipal Buildings maintenance <ul style="list-style-type: none"> <li>• Midros Civic Centre</li> <li>• Midros Rent Office</li> </ul>
8	Lusaka Houses Construction (595) Surfacing/ gravelling of streets Clinic School Electricity vendor
9	Phithi Stadium Surfacing of Cetyiwe street Sinking Houses in Joko Storm-water system in general Infrastructure maintenance Mobo street paving Sealing of potholes Speed bumps and road signage

# CHAPTER THREE



## DEVELOPMENT STRATEGIES

### **3. DEVELOPMENT STRATEGIES**

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

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

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

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

#### ***MISSION***

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

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

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

**This involves the following:-**

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

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

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

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



NO.	PRIORITY	OBJECTIVE	STRATEGIES
1.4	Storm water Drainage System	<p>Reduce the effect of Storm water by 50% by 2018</p> <p>To ensure that 25% of storm water systems of gravel streets are maintained annually</p>	<p>Provide baseline information on status quo Identify priority areas to reduce the problem Develop plan to deal with problem Make provision from MIG funding</p> <p>Make provision from own funds</p>
1.5	Housing	Provide 5000 low cost and middle income housing units with basic level of service by 2020	<p>Formulate a comprehensive housing strategy Submit application forms Identify housing need Identify land for future housing expansion Forge partnership/attract developers for medium income earners housing Develop a housing sector plan</p>
1.6	Electricity	Ensure that all communities receive adequate and uninterrupted supply of electricity	<p>Apply for funding for electrification of newly built houses Workshop with communities on acceptable street-lights Take appropriate measures to reduce power failures</p>

NO.	PRIORITY	OBJECTIVE	STRATEGIES
			Installation of prepaid meters to all houses Developing a policy of dealing with fraudulent use of electricity Make provision from DME funding for expansion of infrastructure
1.7	Water Supply	Provide erf connections to ensure a continuous in the yard supply of potable water to each household by 2014  Note: All houses except Rosmead is now completed and Rosmead will receive attention	Bulk water supply plans taking into account future developments Metered erf water connections to all households Upgrade internal reticulation in all areas  CHDM RESPONSIBILITY AS WSA

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

NO.	PRIORITY	OBJECTIVE	STRATEGIES
2.1	Sports Facilities	Provide adequate, accessible and properly maintained sports facilities throughout municipality	<ul style="list-style-type: none"> <li>• Prepare status report</li> <li>• Identify sporting needs</li> <li>• Apply for grant funding</li> <li>• Prepare and implement a maintenance plan</li> <li>• Develop policy for utilization of facilities</li> <li>• Properly manage utilization of facilities</li> </ul>
2.2	Cemetery	Ensure that cemeteries meet the demand and are conducted according to applicable legislation by end of June 2014	<ul style="list-style-type: none"> <li>• Status quo report</li> <li>• Consider extension s where possible</li> <li>• Developing of new sites</li> <li>• Control measures at existing cemeteries</li> <li>• Lobby for funding</li> </ul>

	<b>PRIORITY</b>	<b>OBJECTIVE</b>	<b>STRATEGIES</b>
2.3	HIV/AIDS Programme	Reduction of HIV % infection and its impact on individuals, families and the community on an Annual Basis	<ul style="list-style-type: none"> <li>• Improve the care and treatment of HIV Positive people</li> <li>• An effective, information, education and communication strategy including Human and Legal rights</li> <li>• Increase access and acceptability to voluntary HIV testing and counseling</li> <li>• Improve management of STI and promote condom use</li> <li>• Identification of OVC's and referrals to relevant department for assistance</li> <li>• Ensure compliance by circumcision officials</li> <li>• Informed statistics which will guide our programs</li> </ul>
2.4	Disaster Management	To be capacitated to deal with the prevalent forms of disasters in the area of the municipality by 2014	<ul style="list-style-type: none"> <li>• Update Disaster Management Plan</li> <li>• Equip the disaster management centre with necessary equipment</li> <li>• Training of community members to deal with disaster</li> <li>• Disaster awareness campaigns</li> </ul>

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

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

**Table 3.3 Economic Development Strategies**

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

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



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

Table 3.4

<b>Financial Viability Strategies</b>
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NO.	PRIORITY	OBJECTIVE	STRATEGIES
4.1	Financial Viability	<ul style="list-style-type: none"> <li>➤ Increase revenue of total current accounts levied by 85% by June 2014 and  -to collect 25% of arrears of non indigents by June 2014.</li> <li>➤ Continuous monitoring and Improvement of the Financial Recovery Plan</li> <li>➤ Utilise IT maximally to the advancement of municipal goals</li> </ul>	<ul style="list-style-type: none"> <li>• Revise and implement credit control and debt collection policies</li> <li>• Improve meter reading function</li> <li>• Expansion of installing prepaid systems</li> <li>• Administer indigent support</li> <li>• Establish customer care centre</li> <li>• Free basic services policy</li> <li>• To utilise user friendly monthly accounts</li> <li>• Provide consumer education</li> <li>• Improve meter reading</li>   <li>• Enhance staff training on utilisation of IT system</li> </ul>

NO.	PRIORITY	OBJECTIVE	STRATEGIES
4.2	Management and control	<ul style="list-style-type: none"> <li>➤ Management and internal control system to be continually improved in line with prescribed accounting standards</li>   <li>➤ Reporting and operating standards and mechanisms which comply with legislation to be in place</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policies and procedures to enhance internal controls</li> <li>• Establish an internal audit function</li> <li>• Policies developed &amp; implemented</li>   <li>• Design report method of management accounts</li> <li>• continue Implementation of GRAP Directive4 – Assets</li> <li>• Implementation of IAS 16</li>   <li>• Develop a multiyear IDP based budget</li> <li>• Capacity building for staff and councilors</li> </ul>
4.3	Technology	Continuously improve the IT environment to enhance service delivery and administration.	<ul style="list-style-type: none"> <li>• Develop an IT strategy</li> <li>• Have a dedicated IT unit</li> <li>• Continuous training of staff on IT</li> </ul>
4.4	Audit Outcomes	Continuously improve audit outcomes	<ul style="list-style-type: none"> <li>• Develop a comprehensive audit action plan</li> <li>• Report on the audit plan on a continuous basis</li> <li>• Internal audit to report on the progress made on action plan</li> <li>• Improve on the audit outcomes to ensure an unqualified audit is achieved</li> </ul>

NO.	PRIORITY	OBJECTIVE	STRATEGIES
4.5	Data Cleansing	Improve the cash flow credibility of the billing data	<ul style="list-style-type: none"> <li>• Procure a service provider to assist in data cleansing</li> <li>• Improve the financial system and maintain a good financial system for billing</li> <li>• Ensure the information in the billing system reflect what is currently at the deeds office</li> <li>• Ensure that all consumer debtors in the municipality are billed</li> </ul>
4.6	Budget and Treasury Office (BTO)	A functional and capacitated BTO	<ul style="list-style-type: none"> <li>• Proper staffing of BTO to increase its capacity</li> <li>• ensure that all section 71 reports are prepared and submitted in time</li> </ul>

## Institutional Development, Strategies

**Table 3.5**

NO.	PRIORITY	OBJECTIVE	STRATEGIES
5.1	Administrative capacity and governance	To have an institution with 90% capacitated officials, councilors and ward committees	<ul style="list-style-type: none"> <li>– The budget to be inclusive of all training needs of role players identified in the objective</li> <li>– Speaker to link with the training committee/SDF for priorities of councilors and ward committees</li> <li>– Identify challenges faced by councilors and effectively deal with challenges</li> <li>– Develop a communication system</li> <li>– Strengthen the relations between the communication section and ward structures for effective dissemination of information</li> <li>- Ensure budget takes into account the training needs identified</li> </ul>
5.2	Institutional Transformation	Ensure the Implementation of current municipal practices that move away from the past in line with current legislation	<ul style="list-style-type: none"> <li>– Train relevant people in change management</li> <li>– Organise change management sessions for all staff and councillors</li> <li>– Monitor and evaluate change management effectiveness</li> <li>– Budget for training annually</li> </ul>

5.3	Human Resource Policy Development and Implementation	To have a smooth running administration and promote sound labour relations	<ul style="list-style-type: none"> <li>- Promote effective communication and consultation with trade unions</li> <li>- Establish a common corporate identity</li> <li>- Ensure employee development is maximized</li> <li>- Ensure disciplinary procedures are adhered to</li> <li>- Functional audit committee</li> <li>-</li> </ul>
5.3	Community Participation	Ensure that all relevant stakeholders participate in affairs of municipality	<ul style="list-style-type: none"> <li>- Take stock of existing stakeholders</li> <li>- Act as catalyst in establishing stakeholders forums</li> <li>- Ensure functional ward committees by identifying current challenges and addressing them</li> <li>- Ensure access of all documentation to all relevant stakeholders to enable meaningful participation</li> <li>- Where possible workshop documentation with relevant stakeholders</li> <li>- Strengthen the relationship between communication section and wards for dissemination of information</li> </ul>
5.4	Ward Committee Capacitation	To promote meaningful and effective participation	<ul style="list-style-type: none"> <li>- Organise relevant training interventions from time to time</li> <li>- Provide an enabling administrative support.</li> </ul>

			<ul style="list-style-type: none"> <li>- Skills audit for ward committees to be conducted to identify gaps</li> </ul>
5.5	Human Resources Policy Development and Implementation	To have a smooth running administration and promote sound labor relations	<ul style="list-style-type: none"> <li>- Develop relevant policies</li> <li>- Involvement of all relevant stakeholders in drafting process</li> <li>- Work shopping policies to have a common understanding</li> <li>- capacitate stakeholders in policy development</li> <li>- strengthen reporting mechanisms between council structures</li> </ul>

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



# **IYM INTEGRATED DEVELOPMENT PLAN PROJECTS**

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

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

# INXUBA YETHEMBA MUNICIPALITY IDP PROJECTS

## PROJECT PROGRAMME A: BASIC LEVEL OF INFRASTRUCTURAL PROJECTS

**Priority: A1/Sanitation**

**Strategic Objective:**

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

**Table 4 A1 Sanitation**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Beyond 2016/17	Beyond 2017	
1	Master plan	To have a sanitation master plan to inform current and future development	Documented and adopted plan	none	2014	IYM	CHDM			1.152				CHDM

2	<i>Rosmead reticulation</i>	<i>To ensure that the Rosmead community has acceptable level of sanitation</i>	<i>Bulk infrastructure plans in place after transfer of land</i>	<i>none</i>	<i>Pending land transfer</i>	<i>Rosmead</i>	CHDM IYM SANITATION SERVICE			6.357				CHDM /MIG
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Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
3	Bulk sewer network upgrade (CDK)	Reduce maintenance costs	% reduction in costs	high	60% by 2014	CDK	CHDM				1.150	8.700		CHDM/ MIG
4	Sewer Pump station Lingelihle	Replace existing ineffective Pump-station to stop spillages	Current ineffective pump station replaced	old	June 2014	Lingelihle	CHDM / IYM		0.500	0.500	3.0			CHDM / MIG
6	Upgrade Kwanonzame bulk sewer	Reduce maintenance costs	% reduction in costs	high	70% by 2015	Kwanonzame	CHDM / IYM					0.696		CHDM/ MIG
7	Upgrade Midros Bulk sewer	Reduce maintenance costs	% reduction in costs	high	75% by 2015	Midros	CHDM / IYM					0.389		CHDM/ MIG

Table 1

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

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/  Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1	Lusaka Low Cost Housing	To provide housing units for the dilapidated structures in Lusaka	Number of units	0	80 by June 2013	Lusaka	Human Settlement (EC)	7.485	48.182				-	Human Settlement (EC)
2	Rosmead-low Cost Housing	To provide housing units to the Rosmead community	Number of units	0	254 units Pending land transfer	Rosmead	Human Settlement (EC)			23.053	-	-		Human Settlement (EC)
3	Midros Low cost Housing	To provide housing units to the Midros community	Number of units	0	600 units by 2017	Midros	Human Settlement (EC)  IYM Technical Service			16.732	12.382	13.385		Human Settlement (EC)

4	<i>Fish River Low Cost Housing Phase 1</i>	<i>To provide housing units to the Fish River community</i>	<i>Number of units</i>	0	<i>30 units Pending discussion with Transnet</i>						2.550			<i>Human Settlement (EC)</i>
5	<i>Mortimer Low Cost Housing</i>	<i>To provide housing units to the Mortimer community</i>	<i>Number of units</i>	0	<i>24 units pending land acquisition</i>						2.040			<i>Human Settlement (EC)</i>
6	<i>Michausdal Low Cost housing</i>	<i>To provide housing units to the Michausdal community</i>	<i>Number of units</i>	0	<i>250 units by 2015</i>					16.045	8.242			<i>Human Settlement (EC)</i>
7	<i>Kwanonzame Low Cost housing</i>	<i>To provide housing units to the community</i>	<i>Number of units</i>	0	<i>1000 by 2017</i>								85.0	<i>Human Settlement (EC)</i>
8	<i>Lingelihle Low Cost housing</i>	<i>To provide housing units to the community</i>	<i>Number of units</i>	0	<i>1000 by 2017</i>								85.0	<i>Human Settlement (EC)</i>



9	<i>Inxuba Yethemba Municipality Housing Chapter</i>	<i>To have a housing chapter which will inform current and future development</i>	<i>Adoption of Revised Housing Chapter</i>	<i>Document available</i>	<i>July 2013</i>	<i>IYM</i>	<i>Human Settlement IYM Housing</i>			-	-		-	<i>Human Settlement (EC)</i>
10	<i>Rectification Programme</i>	<i>To rectify all Previously built low cost houses as assessed by the department</i>	<i>Number of houses rectified</i>	<i>Planning stage</i>	<i>4828 by 2015</i>	<i>IYM</i>	<i>Human Settlement (EC)</i>							<i>Human Settlement (EC)</i>

**Priority: A2.2/ Housing**

**Strategic Objective:**

Provide High and Middle income housing units with acceptable level of services by 2016

**Table 4.A2.2 Middle and High income Housing**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1	<i>I.Y.M. Middle Income Housing</i>	<i>Provide erven with acceptable level of service</i>	<i>Number of erven which can be developed</i>	<i>Land is available but requires developers</i>	<i>Land available for 400 erven</i>	<i>Developers/ Investors</i>	<i>Tech Serv</i>				14.814	5.730	8.180	<i>Private Investors</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
2	<i>I.Y.M High Income Housing</i>	<i>Provide erven with acceptable level of service</i>	<i>Number of erven which can be developed</i>	<i>Land is available but requires developers</i>	<i>Land available for 150 erven</i>	<i>Developers/ Investors</i>	<i>Tech Serv</i>				9.097	3.192	2.450	<i>Investors/ Developers</i>

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

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1	Rosmead Rural Water	To ensure up to erf connection of water for Rosmead households	Number of households with up to erf connection	Bulk connectors	All households by December 2012	Rosmead community	CHDM Tech Services		2.110	2.0	1.3			CHDM MIG
2	Cradock Water Treatment Works (WTW)	Repair the WTW to provide potable water	Complete the repairs	Tender preparation	April 2013	CDK	CHDM Tech Services		3.500	1.3	2.226			CHDM MIG

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
3	Primary Clear water Tank (WTW)	Provide potable water to community	Completion of project	Tender preparation	Complete by March 2014	CDK	CHDM  Tech Service		1.9	1.0	1.463			CHDM MIG
4	Lingelihle Sewer Pump Station	To have a functional station so as to eliminate pollution of the river	Refurbished sewer pump station		Complete by 2016		CHDM  Tech Services		0.500	2.0	2.0			

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
4	Refurbishment of Biofilter	Provide potable water		Appoint service providers	CDK community	Cradock	CHDM Tech Service							CHDM
7	Upgrade existing water reticulation network and pump stations in Cradock	Decrease water losses to 10%		1. Report on current status 2. Appoint SP's 3. Implement	Inxuba Yethemba Municipality	Cradock	Tech. Services CHDM				0.909	0.736		
8	Upgrade existing water reticulation network and pump stations in Middelburg	Decrease water losses to 10%		1. Report on current status 2. Appoint SP's 3. Implement	Inxuba Yethemba Municipality	Middelburg	Tech. Services CHDM			0.790	0.640	-	-	CHDM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
9	Provide new reservoir for Cradock	To ensure that water demand is met at all times	New reservoir commissioned	planning	June 2015	Greater Cradock Community	CHDM Tech Serv		-			7.050	-	CHDM/MIG/DWA
10	Middelburg Ground Water Supply	Increase sources and capacity of providing water	Number of new boreholes commissioned		June 2014	Greater Middelburg Community	CHDM Tech Serv		2.0					CHDM RBIG

**Priority: A5/Electricity Supply**

**Strategic Objective:** Ensure that all Communities receive adequate, up to standard electricity and street/area lighting and economic development is promoted

**Table 4.A5 Electricity supply**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1	Upgrading of Main Substations	Ensure adequate load capacity to meet demand	No application is refused on basis of capacity constraints in CDK	None	June 2016	CDK	Technical Services			2.5	0.5			DE/ INEP
2	Michausdal bulk supply line (Ring Feed)	Reduce power failure in Michausdal	% completion of bulk supply line	0%	100% by June 2014	MCHDL	Technical Services	400	1.000					Own funding
3	Pre-paid meters	Identified old pre-paid meters replaced	% of identified pre-paid meters replaced	0%	100% by 2015	IYM	Technical Services			1.0	1.5.			Own funding



Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
4	Industrial Area bulk supply line CDK	Provide adequate supply to industrial area	% increase in supply against demand	20%	50% by 2015	CDK	Technical Services				6.0			INEP and Own funding
5	Bulk meters for networks	Ensure precise metering of bulk supply to audit consumption	Number of bulk meters installed and /or replaced	Old meters	All old meters replaced by 2014	IYM	Technical Services				2.0			INEP and Own funding
6	Spray lights	To install spray lights so as to reduce dark spots where criminal activity take place	Number of spray lights installed in identified areas/ward	none	All identified wards by 2016		Technical Services							DE INEP

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Fund
								Figures in :- R millions						
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
7	Rosmead Electricity supply	Provide municipal line to Rosmead	Municipal line in place	Transnet line currently	Own line by 2014	Rosmead	Technical Services			1.500	4.500		-	DE INEP
8	Network Upgrade	Upgrading of network infrastructure to minimize losses due to old infrastructure	% reduction in losses			IYM	Technical Services				10.0			DE INEP

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

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

**Table 4.A6 Roads construction**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding	
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017		
1	Wesley Street upgrading	Ensure accessibility of the ward	Km of road surfaced	0	Sept 2013	Ward 6	Technical Services		complete 4.050						IYM/MIG (Funds committed)
2	Cetyiwe Street	To resurface Cetyiwe street for smooth flow of traffic	Km of road surfaced	Not in good condition	Sept 2013	Ward 8	Technical Services		complete 2.480						IYM/MIG (Funds committed)
3	Miles street	Ensure Upgrading and surfacing	Kms upgraded and surfaced	0	Sept 2013	Ward 7	Technical Services		complete 3.990						IYM/MIG (Funds committed)

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
4	Manana stret	Ensure Upgrading and surfacing	Kms upgraded and surfaced	0	June 2014	Ward 2	Technical Services							
5	Gala street	Ensure Upgrading and surfacing	Kms upgraded and surfaced	0	June 2014	Ward 1	Technical Services							IYM/MIG
6	Mplolweni access route	To ensure that public transport can access the area	Kms upgraded and surfaced	none		Ward 1	Technical Services							IYM/MIG

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding	
								Figures in :- R millions							
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017		
4	Roads Construction PVE	Procure own PVE for roads construction and maintenance	PVE procured as identified	none	Identified PVE by July 2013	IYM	Finance Technical Service	4.0		15.873					I.Y.M
5	Roads maintenance gravel Urban (132.79)	To have a 5 year maintenance plan	Documented plan	IYM Urban area	Complete by 2015	IYM	Technical Service								I.Y.M (Funds not committed)
6	Roads maintenance Tar Urban (131.182)	To have a 5 year maintenance plan	Documented plan	IYM Urban area	Complete by 2016	IYM	Technical Service					11.874			I.Y.M / MIG (Funds not committed)
7	Lusaka Paving	To provide an access route through Lusaka	Km of road paved and kerbed	0	Tender adjudication	Lusaka	Technical Service	3.0							CHDM

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

**Priority: B1/A Sports Facilities**

**Strategic Objective:**

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

**Table 4B1 Sports facilities**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1.	<i>Phiti stadium</i>	<i>To ensure a stadium with basic facilities for sport</i>	<i>% scope of project completed</i>	<i>0</i>	<i>100% Completed by June 2014</i>	<i>Youth</i>			1.5	1.5		-	-	<i>MIG</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
2.	Maintenance of sport facilities	Ensure that all facilities are properly maintained	% customer satisfaction	No survey conducted	70% customer satisfaction overall	IYM	Community Service	ongoing	ongoing	ongoing				IYM maintenance budget
3	Sikulu sport facility	To upgrade the sport field to have all necessary facilities	% of scope completed	No facilities	100% By 2015	Ward 2	Technical Service Community Service			1.5				IYM/MIG

**Priority: B2/Cemetery**

**Strategic Objective:**

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

**Table 4B2 Cemetery**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1.	<i>Cradock Central Cemetery</i>	<i>Provide more grave sites for the community</i>	<i>Number of new grave sites</i>	<i>none</i>	<i>4000 by May 2013</i>	<i>Cradock</i>	<i>Technical Service</i>							<i>IYM MIG</i>
2	<i>Maintenance of all cemeteries</i>	<i>To ensure that facilities are clean and sites accessible</i>	<i>% customer satisfaction</i>	<i>No survey conducted</i>	<i>60% customer satisfaction overall</i>	<i>IYM</i>	<i>Community Service</i>	<i>ongoing</i>	<i>ongoing</i>	<i>ongoing</i>				<i>IYM</i>
3.	<i>Toilet facilities on site</i>	<i>Ensure that there are toilet facilities in Kwanonzame cemetery</i>	<i>Availability of facilities</i>	<i>None</i>	<i>Available by June 2014</i>	<i>Kwanonzame</i>	<i>Community Service</i>							<i>IYM/MIG</i>



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

**Strategic Objective:**

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

**Table 4B3 HIV/AIDS**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1	HIV/AIDS workplace Strategy	Development of Workplace strategy to curb any form of discrimination and to educate workforce	Documented strategy	none	October 2013	IYM workers	Community Services		-	-	-	-	-	Operating budget IYM ECDOH CHDM
2	Awareness Programme	To increase level of awareness in youth	Number of awareness sessions held	none	At least 4 per annum	Youth IYM	Community Services							Operational budget-IYM ECDOH CHDM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
3	Good Samaritan Hospice	To provide integrated community based care programs to people infected and affected by HIV/AIDS	Programs and services provided	ongoing	ongoing	HIV/AIDS infected and affected people CDK	Social Development		0.269					Social Development
4	Good Shepherd Hospice	To provide integrated community based care programs to people infected and affected by HIV/AIDS	Programs and services provided	ongoing	ongoing	HIV/AIDS infected and affected people MBG	Social Development		0.269					Social Development
5	Noncedo Home Community Based Care	To provide integrated community based care programs to people infected and affected by HIV/AIDS	Programs and services provided	ongoing	ongoing	HIV/AIDS infected and affected people CDK	Social Development		0.269					Social Development

6	<b>OVC Program</b>	<i>To take stock and give support to orphans and vulnerable children</i>	<i>Number of OVC's reached per ward</i>	<i>Regular stock taking</i>	<i>All by June 2014</i>	<i>Orphans and vulnerable children in IYM</i>	<i>Community Service</i>							<i>Operational Budget IYM ECDOH CHDM</i>
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**Priority: B4/Disaster Management**

**Strategic Objective:**

To have capacity to deal with all prevalent forms of disaster in the municipal area by 2015

**Table 4B4 Disaster management**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame					Source of Funding	
								Figures in :- R millions						
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1	Disaster Management Plan	Revise Disaster Management Plan	Revised Disaster Management Plan adopted by council	Service provider appointed by CHDM	August 2013	IYM	Community Service							IYM CHDM
2	Equip the Disaster Management Centre	To have an equipped and capable centre	Availability of basic disaster equipment	none	Basic disaster Equipment by June 2014	IYM	Community Service				0.2	0.3	0.28	CHDM DPLG IYM
3	Disaster Management Forum	To have a functional Disaster Management Forum in place	An established forum	none	August 2013	IYM	Community Service							IYM

<b>Priority: B5/Waste Management</b>	<b>Strategic Objective:</b> An environment with clean well kept natural open spaces, parks and maintained built environment
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**Table 4B5 Waste management**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding	
								Figures in :- R millions							
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017		
1	<i>Integrated Waste Management Plan</i>	<i>Develop an Integrated Waste Management Plan for the municipality</i>	<i>An approved Integrated Waste Management Plan</i>	<i>none</i>	<i>June 2014</i>	<i>IYM</i>				1.0					CHDM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding	
								Figures in :- R millions							
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017		
2	<i>Ikamvalethu Recycling Project</i>	<i>To build the capacity of this project to ensure that it is self sustainable</i>	<i>Support given to the project</i>	<i>Space to operate provided</i>	<i>ongoing</i>	<i>Unemployed</i>	<i>Social Development</i>		0.750						<i>Social Development</i>
3	<i>Urban Greening</i>	<i>To promote a clean environmentally Friendly communities</i>	<i>Number of parks created and maintained</i>		<i>At least 1 in each ward by September 2013</i>	<i>IYM</i>	<i>Community Services</i>	-							<i>IYM TREES FOR AFRICA DEAT</i>
4	<i>Solid Waste Disposal sites</i>	<i>An established compliant Disposal site</i>	<i>Disposal sites that are licensed</i>	<i>none</i>	<i>August 2013</i>	<i>IYM</i>	<i>Community Services</i>								<i>IYM CHDM</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding
								Figures in :- R millions						
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
5	MBG Disposal site	Closure and rehabilitation of the disposal site	rehabilitated disposal site		June 2015	MBG	Community Services					3.0		
6	EPWP environmental project	Creating jobs through EPWP and ensuring that the environment is clean	Number of jobs created	0	200 jobs by June 2014	IYM	Community Services							EPWP IYM CHDM

**Priority: B6/Traffic Control**

**Strategic Objective:**

Rendering a traffic service that is conducted diligently and which is visible and adding value to crime prevention at all times

**Table 4B6**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding	
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017		
1	Speed Bumps	Put in place traffic calming measures in high risk areas	Number of speed bumps in identified areas	0	(as per identified areas for 2013/14)	IYM	Community Services Technical Service		Operational budget					-	IYM
2	Road Signage	To have visible signs to Control traffic flow	Number of signs replaced	To be identified	All signs not visible replaced	IYM	Community Services		Operational budget						IYM
3	Traffic Law Enforcement	To increase capacity for for traffic law enforcement	Number of traffic officers employed	3	2 by Sept 2013	IYM	Community Services								IYM
4	Pounding facilities	To reduce dangers /accidents caused by stray animals	Operational pounding facilities	1 in MBG	Both units by September 2013	IYM	Community Services								D.O.T



**PROJECT PROGRAMME C: LOCAL ECONOMIC DEVELOPMENT**

<b>Priority: C1/Building the Local Economy</b>	<b>Strategic Objective:</b> Create an environment conducive for tapping the economic potential of the area.
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**Table 4C1 Building local economy**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1	Promote & Develop SMME's	Increase in number and enhance capacity for SMME's	Number of new SMME's established and operational	0 for 2013/14	5 by June 2014	IYM Youth disabled women	LED							LED SETA CHDM DLGHTA DT
2	Masimanyane Bakery Project Trust (CDK)	Develop a Revitalisation strategy for project	Documented strategy	ongoing	ongoing	Lingelihle Youth	LED ECMAC							CHDM DPLG SOCIAL DEV

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
3	Wool & Mohair	Revitalization of project to achieve its goals	Nature of support provided		ongoing	Women MBG	LED CHDM							CHDM DEAT IYM
4	Sugar Beet Factory	Facilitate the realization of a Bio-fuels (Ethanol) Factory in IYM	Lobbying done with relevant stakeholders	ongoing	ongoing	Unemployed IYM	LED ARDA							IDC DE DRDAR LAND AFFAIRS
5	SMME Manufacturing opportunities	To support the establishment of SMME manufacturers	Number of SMME's in manufacturing established	none	4 by June 2014	SMME's	LED		0.250	0.200	0.050			IYM
6	Marketing & investment attraction campaign	Increase the number of investors in the region	Number of new investors coming into the area	Incentive scheme package	Incentive scheme to be implemented by 2014	Potential investors	LED FINANCE				0.500			IYM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
7	Business Forum	Strengthening the existing business forum	Nature of support provided	Minimal to none	Ongoing in 2013/14	Business	LED		0.200	0.200	0.100			
8	LED Forum	Establish and sustain the forum	Established and functional forum		October 2013	IYM	LED		0.050	0.025	0.025			
9	LED strategy	Review the LED strategy	Reviewed strategy	Existing strategy	June 2014	IYM	LED CHDM Urban Econ							
10	Partnerships	Coordinate establishment of partnerships	Number of functional partnerships established	none	At least 1 by June 2014	IYM	LED							IYM DEAT SEDA DEDEA TREASURY

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

**Strategic Objective:**

Pool all available and possible resources for addressing poverty

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

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding	
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017		
1	Taxi Rank and Hawkers facilities	Conduct public transport and hawking in a controlled environment	Formal taxi rank and infrastructure for hawkers in a designated area	informal	June 2014	Taxi Industry & Small entrepreneurs	LED TECH SERVICES	0.5466	7.653						IYM DEAT
2	Working for Water	Job creation through conserving ecological systems	Number of beneficiaries employed	ongoing	120	Michausdal and Lingelihle Youth and Women	SANPARKS		2.706					SANPARK	
	Working on Land								2.032						
3	Sivukile Youth	To provide support to ensure project becomes sustainable	Nature of support provided	ongoing	ongoing	Youth	DRDAR Social Development							Social Dev	

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
4.	Masivuke	To provide support to ensure project becomes sustainable	Nature of support provided	ongoing	ongoing	Disabled	Social Development							Social Dev
5.	Amafela ndawonye women's project	To provide support to ensure project becomes sustainable	Nature of support provided	ongoing	ongoing	Women	Social Development							Social Dev
6.	Iliso lomzi Women's project	To provide support to ensure project becomes sustainable	Nature of support provided	ongoing	ongoing	Women	Social Development							Social Dev
7.	Wings of Hope	To provide support to ensure project becomes sustainable	To provide support to ensure project becomes sustainable	ongoing	ongoing	Women	Social Development							Social Development

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
8.	<i>Brick Making</i>	<i>To create a conducive environment for brick makers</i>	<i>Brick fields have the necessary resources such as land and water</i>	<i>Land available</i>	<i>Water available by June 2013</i>	<i>Unemployed Brick-makers</i>	<i>LED Tech Service</i>		<i>0.100</i>	<i>0.250</i>	<i>0.200</i>	<i>0.200</i>		<i>LED- FUND DEAT</i>
9.	<i>RPM Dev</i>		<i>Irrigation of Lucerne</i>			<i>Ward 6</i>	<i>DRDAR</i>		<i>0.200</i>					<i>DRDAR CASP fund</i>
10.	<i>Family Resource Centre</i>	<i>To promote functional families and to prevent vulnerability</i>	<i>Programs and services provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Identified families in Cradock</i>	<i>Social Development</i>		<i>0.175</i>					<i>Department of Social Development</i>
11.	<i>Victim Support Centre</i>	<i>To support, care and empower victims of violence and crime</i>	<i>Programs and services provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Women and Children in Middelburg</i>	<i>Social Development</i>							

12.	Siyakhula	To enhance capacity to farm by previously disadvantaged communities	Nature of assistance provided	ongoing	ongoing	Emerging farmers	DRDAR							
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<b>Priority: C3/Tourism</b>	<b>Strategic Objective:</b> Harness the tourism potential of the area for the benefit of all communities
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**Table 4.C3 Tourism**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1	Promoting and Marketing the area	To ensure that the area is marketed to tourist	Implementation of marketing strategy	ongoing	IYM	tourists	LED			1.500				IYM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding	
								Figures in :- R millions							
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017		
2	Conference Centre	To have a facility that will add value to employment by hosting local and regional events	Operational and income generating centre	completed	Quarterly reports	Lingelihle	COEGA DEDEA DEAT	7.000							DEDEA DEAT
3	Cradock Spa	To prepare a bankable feasibility study	Documented study	Service provider appointed	September 2013	CDK	LED	0.800							CHDM IYM
4	Middelburg Caravan Park	Source funding for developing the Caravan Park so as to attract tourists	Progress / responses on plans submitted	None	Quarterly reports	MBG	LED								DEAT IYM



Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame						Source of Funding	
								Figures in :- R millions							
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017		
5	Middelburg Tourism Village	To develop a tourism village in the MBG unit	Original proposal revisited and submitted for funding	Original proposal	Submission of proposal feedback August 2013	MBG	LED								DEDEA IYM DEAT
6	Garden of Remembrance	To lobby for funding and complete Phase 2	Amount of funding	R0	R10m	Tourists	LED		10m						National Tourism Department
			% completion of project		100% by June 2014		Tourism Dept DEADET								
7	Garden of Remembrance	To develop a story line on the Cradock 4	% completion of project	Tender issued	100% by October 2013	Tourists	LED  KYLE BUSINESS		0.129						National Heritage Council
8	Tourism Sector plan	To review the and update the sector plan	Reviewed sector Plan	Outdated sector plan	June 2014	Tourists	LED								Own funds

<b>Priority: C4/Agriculture</b>	<b>Strategic Objective:</b> Maximize the Agricultural potential of the Area for the previously disadvantaged
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**Table 4C4 Agriculture**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1.	<i>Independent Farmers</i>	<i>To provide support to project as it relates to acquiring land</i>	<i>Nature of support provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Emerging farmers</i>	<i>LED DRDAR</i>							<i>IYM DRDAR</i>
2	<i>Emerging Farmers</i>	<i>To provide support and have controlled use of land</i>	<i>Nature of support provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>IYM</i>	<i>LED DRDAR</i>							<i>IYM DRDAR</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
3	<i>Infrastructure Support to Emerging Farmers</i>	<i>Improved quality of livestock and reduction in stock theft</i>	<i>Nature of support provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Emerging farmers</i>	<i>LED DRDAR</i>							<i>LED DRDAR</i>
4	<i>Michael Bunu Agricultural Project</i>	<i>Provide support to the initiatives of this project</i>	<i>Nature of support provided</i>	<i>ongoing</i>	<i>ongoing</i>	<i>Youth</i>	<i>LED DRDAR</i>		<i>0.175</i>	<i>0.075</i>	<i>launch</i>			

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
5	Vukani Ma Afrika Project.	Provide support to the initiatives of this project	Nature of support provided		ongoing	Adult, Youth & Women.			0.150	0.025	0.025			
6	Siwa Sivuka Youth Development.	Provide support to the initiatives of this project	Nature of support provided.		ongoing	Youth			0.100	0.050	0.50			

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
7	Partnership with local FET	Establish a partnership with local Agricultural FET College to Improve local technical and artisan skills	Interventions as a result of partnership	none	September 2013	Youth	LED							LED
8	Develop a local brand	Promote and market local products	Promotion and marketing strategy	none	August 2013	IYM farmers	LED							IYM

**PROJECTS PROGRAMME D :- FINANCE**

<b>Priority: D1.1/Revenue Enhancement and Debtors Management</b>	<b>Strategic Objective:</b> <ul style="list-style-type: none"> <li>• increase revenue of total current accounts levied to 85% by June 2014</li> <li>• to collect 5 % of arrears of non indigents by June2014</li> </ul>
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**Table 4D1.1**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1.	<i>Credit control Policy Review</i>	<i>Develop , revise and implement finance policies to facilitate revenue enhancement</i>	<i>Document of revised credit, debit and indigent policy</i>		<i>31 May 2013</i>	<i>IYM</i>	<i>FINANCE</i>	-	-	-	-	-	-	
2	<i>Indigent policy Development</i>													
3.	<i>free basic service policy development</i>		<i>Document of revised free basic service policy</i>		<i>31 May 2013</i>	<i>IYM</i>	<i>FINANCE</i>		<i>0.0015</i>					

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
4.	meter reading	To put in place systems which will enhance revenue collection	Number of additional meter readers appointed	none	3 by August 2013	IYM	FINANCE		0.010					IYM
5.	prepaid meter systems		Number of new meters installed	ongoing		IYM	FINANCE							IYM
6.	indigent admin support		Number of indigent clerks employed	1 Indigent	2 indigent clerks with 1 in each unit by Sept 2013	IYM	FINANCE		0.010					IYM (salary budget)
7.	customer care		established customer care centre	none	Dec 2013	IYM	FINANCE		0.0275					IYM
8.	Valuations		New Valuation Roll	Expired roll	June 2014	IYM	FINANCE							DLG&TA IYM

9	Revenue Enhancement	To monitor progress of the project	Income generated as a result of project	Revenue task team	Quarterly reports	IYM	FINANCE								IYM (operational budget) DPLG&TA
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<b>PRIORITY :D2.1/MANAGEMENT AND CONTROL</b>	<b>Objective: Ensure that Management and Control Systems required by legislation are in place by September 2013</b>
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Table 4D2.4

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding	
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017		
1.	internal reporting	To improve accountability by ensuring reporting in	Number of reports submitted		12 Monthly and 4 quarterly reports to committees and council	Council	FINANCE								



2.	external reporting	accordance with prescripts and standards	Number of reports submitted		12 Monthly, 4 quarterly and 1 annual report to province and national Treasury and AG where required	Province, National and AG	FINANCE							IYM
3	Asset register	To ensure assets are properly maintained and safeguarded	Document of complete asset register	incomplete	July 2013	Institution	FINANCE							

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
4	Supply Chain	To ensure a capacitated supply chain unit which delivers on its mandate	Number of full-time staff appointed	1	2 by December 2013	IYM	FINANCE							
5	Clean Audit	To ensure an Unqualified audit for the 2013/14 financial year	Audit opinion	disclaimer	Unqualified opinion 2013/14	IYM	ALL MANAGERS							
6	Budget and treasury office (BTO)	Established and functional BTO	Number of Fulltime BTO staff appointed	interns	2 by July 2013	IYM	FINANCE							

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

Enhance service delivery and administration by utilising IT to its maximum potential by 2014

**Table 4D3**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1.	Strategy	To have an IT strategy to guide IT operations	Adopted strategy Document	none	Sept 2013	IYM staff	FINANCE							FINANCE
2.	IT policies	To ensure that the IT environment is governed	Number of IT policies adopted	drafts	July 2013	IYM staff	FINANCE							
3.	IT Capacity building	To ensure that staff is capacitated to utilize IT to its maximum potential	Number of IT training sessions organised		At least 4 per annum	IYM staff	FINANCE TRAINING COMMITTEE							

## PROJECTS PROGRAMME E: - INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

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

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figures in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
1.	Work place Skills Plan	To ensure that there is an informed plan to guide training of staff	Document available and submitted in time	Submitted annually	annually	IYM Employees and councilors	Corporate Service							IYM
2.	Human Resource Plan	To ensure that the plan is implemented	Progress in implementation of the plan	Adopted Plan	Quarterly reports	Employees	Corporate service							IYM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
3.	<i>Policies and By-laws</i>	<i>To coordinate the gazetting of By-laws and policies so as to effect implementation</i>	<i>Number of By-laws and policies gazetted</i>	<i>None for financial year</i>	<i>June 2014 of all adopted before March 2014</i>	<i>Employees and institution in general</i>	<i>Corporate Service</i>							<i>IYM</i>
4.	<i>Employment Equity Plan</i>	<i>To have an employment equity plan with numerical goals in line with the Employment Equity Act</i>	<i>% Achievement of Goals</i>			<i>IYM</i>	<i>Corporate service</i>							<i>IYM</i>
5.	<i>Skills Development</i>	<i>To ensure that staff has the capacity in terms of skills to perform optimally</i>	<i>% of budgeted amount spent on skills development</i>	<i>Training not followed due to finance</i>	<i>80% by June 2014</i>	<i>IYM Employees and councilors</i>	<i>Corporate Service Training Committee</i>							<i>IYM</i>
6.	<i>Employee Induction</i>	<i>To ensure that incoming staff is inducted into the institution</i>	<i>Number of new staff members inducted</i>	<i>Not taking place currently</i>	<i>All new employees</i>	<i>New employees</i>	<i>Corporate service</i>							<i>IYM</i>
7.	<i>Cascading of PMS</i>	<i>To develop a framework to cascade the PMS to all levels of staff</i>	<i>Adopted framework</i>	<i>none</i>	<i>Dec 2013</i>	<i>All staff</i>	<i>Corporate service</i>		<i>0.150</i>					<i>IYM</i>

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
8	PMS Automation	To have an automated System to improve monitoring and reporting	Implementation of the system	none	March 2014		Corporate Service		0.200					MSIG
9	Change management	To have a program in place to deal with culture of doing things in line with Batho Pele principles	Number of change management sessions conducted	none	At least 4 per annum	employees	Corporate service		0.165	0.100				
10	Employee Relations	To strive to create an environment conducive for sound employee relations	Number of LLF meetings held		6 per annum	Institution	Corporate service							
			Adherence to disciplinary procedures		Always	Institution	Managers Corporate service							
			Number of days taken to address a grievance lodged	Not available	Within 5 days after being lodged	Institution	Managers							

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

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

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2016	
1	Review Delegation Framework	To develop a delegation system to maximize administrative and operational efficiency	Reviewed and adopted Framework	Current framework from previous council adopted	August 2013	Institution	Municipal Manager							IYM
2	Audit Committee	To have an audit committee that is capacitated and meets the legal requirements	Number of Meetings of audit committee	4	4 by June 2014	Committee members	Municipal Manager							
			Capacity building sessions attended	ongoing	ongoing		Municipal Manager							

			<i>Number of scheduled meetings</i>	<i>As per schedule</i>	<i>4 per annum</i>	<i>IYM</i>	<i>Municipal Manager</i>							
3.	<i>Internal Audit</i>	<i>To establish an internal audit unit that is capacitated</i>	<i>Number of full-time staff for unit</i>	<i>1 currently</i>	<i>3 by September 2013</i>	<i>IYM</i>	<i>Municipal Manager</i>							
			<i>Number of capacity building sessions attended</i>	<i>0</i>	<i>4 by June 2014</i>	<i>IYM</i>	<i>Municipal Manager</i>							



Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2016	
4.	Ward meetings	To ensure that communities participate in affairs of municipality in a structured manner	Number of ward meetings held	Not as per schedule	At least 6 per annum	Communities	Speaker  Corporate Service (logistics)							
5.	IDP forums	To ensure that communities participate in the development agenda of the municipality	Number of forums held	6 held	At least 6 per annum		IDP Manager							
6.	Budget Consultations	To ensure that communities participate in the development agenda of the municipality	Number of consultation meetings held	All wards	All wards visited during process	All wards	Finance							
7	IGR Structures	To forge intergovernmental Relations for cooperative governance at local level	Number of meetings held	Not functional	At least 4 per annum	All Sector Departments and Parastatals	Executive Mayor Municipal Manager (logistics)							

8	<i>Mayoral Outreaches</i>	<i>To provide a platform for listening and giving feed back to the community</i>	<i>Number of outreaches held in a year</i>	<i>Being held not frequently</i>	<i>At least 4 per annum</i>	<i>Communities</i>	<i>Executive Mayor</i>							
Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2016	
9	<i>Petitions Management</i>	<i>To develop a system of responding to petitions</i>	<i>Documented and adopted system</i>	<i>none</i>	<i>July 2013</i>	<i>Communities And Stakeholders</i>	<i>Municipal Manager</i>							
10	<i>Declaration of Interest</i>	<i>To ensure that all councillors and managers annually declare their interest to guard against conflict of interest</i>	<i>Number of Councillors and Managers who have signed</i>	<i>Signed in 2013</i>	<i>January 2014</i>	<i>Councillors and Managers</i>	<i>Municipal Manager</i>							
11	<i>Performance Agreements</i>	<i>To ensure that all managers sign performance agreements in line with their employment contracts</i>	<i>Agreements signed in required timeframe</i>	<i>July</i>	<i>31 July 2013</i>	<i>Managers</i>	<i>Municipal Manager</i>							

**Priority: G1/Special Programs****Strategic Objective:**

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

**Table 4.G1 Special programs**

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2016	
1	Youth Centre	To ensure that the youth centre plays its role in servicing the youth	Programs conducted in centre	none	ongoing	Youth	SPU		-	0.050	-	1.0m	0.500	NYDA CHDM
2	Youth Advisory Centre	To provide the necessary information to capacitate students and youth	projects implemented		As detailed in the plan	Youth	SPU							IYM

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/ location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2016	
3	Fair town Car Wash	To provide living opportunities to young people	Self sufficient car wash venture	none	July 2013	Youth CDK	SPU LED							UMSOBOMVU CHDM SOCIAL DEVELOPMENT
4	Youth in Agriculture	To provide training opportunities for young people in Agriculture	Number of apprentices and or individuals trained.	none	Youth		SPU LED			0.080	0.100	0.050	0.070	CHDM LABOUR LAND BANK

Project No.	Project	Objective	Indicators	Baseline	Target	Target group/location	Responsible Department/ Implementing Agent	Budget/Time Frame Figurers in :- R millions						Source of Funding
								Year 2012/13	Year 2013/14	Year 2014/15	Year 2015/16	Year 2016/17	Beyond 2017	
4	Masiphuhlisane Computer centre	To empower members of the community with IT skills	Submitted Funding proposal for the project	none	March 2013	Youth women disabled HIV/AIDS	SPU							LOTTO UMSOBOMVU

5	Social Cohesion Program	Youth Day	To implement a program which fosters social cohesion	% increase as total of participants in activities from different groups	none	3% annually		Racial groups of IYM							IYM (operational budget)
		Women's Day		% increase as total of participants in activities from different groups	none	3% annually		Racial groups of IYM						IYM (operational budget)	
		Madiba Day		% increase as total of participants in activities from different groups	none	5% annually		Racial groups of IYM						IYM (operational budget)	
		Mayor's Cup		% increase as total of participants in activities from different groups	none	3% annually		Racial groups of IYM						IYM (operational budget)	
		Heritage Day celebrations		% increase as total of participants in activities from different groups	none	5% annually		Racial groups of IYM						IYM (operational budget)	

# CHAPTER FIVE



# INTERGRATION

## 5.1 Integration

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

This chapter of the IDP addresses sector programmes and sector plans

### 5.1.1 Sector Programmes

Sector programmes included in the Integrated Development Plan:

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

### 5.1.2 Sector Plan

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

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

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



## 5.2. SECTOR PROGRAMMES

### 5.2.1

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

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

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

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

### 5.2.2

#### **SPATIAL DEVELOPMENT FRAMEWORK**

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

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

##### 5.2.2.2 LEGAL AND POLICY REQUIREMENTS

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

- National and Provincial Spatial Policy Framework
- Local Government: Municipal Structures Act
- Local Government: Municipal Systems Act
- Development Facilitation Act (DFA)
- Urban Development Strategy of the Government of National Unity
- Urban Development Strategy of the East Cape Province

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

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

### **5.2.2.3 SPATIAL DEVELOPMENT PRINCIPLES**

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

#### **5.2.2.3.1 Sustainability**

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

#### **5.2.2.3.2 Efficiency**

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

#### **5.2.2.3.3 Integration**

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

#### **5.2.2.3.4 Densification**

- Development of a more compact city to combat urban sprawl.

- Maximum utilisation of residential land through higher densities.
- Utilisation of vacant land in existing residential, commercial, industrial and special development areas.

#### **5.2.2.3.5 Land reform**

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

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

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

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

**The Spatial Development Framework and Local Spatial Development Plan are available as separate documents with the SDF due for review and funding to that effect has been approved by Rural Development.**

## 5.2.3

## DISASTER MANAGEMENT (EMERGENCY AND FIRE SERVICES)

The existing plan is currently being reviewed and is in a DRAFT FORMAT.

### Introduction

#### a) Background

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

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

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

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

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

The Act defines a disaster as follows:-

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

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

#### b) Components of the Municipal Disaster Management Plan

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

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

A Disaster Management Plan for a municipal area must:

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

### **c) Implementation of Plan**

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

#### **5.2.3.2 Purpose of the Plan**

Taking into account the very intricate, multi-sectoral and multi-disciplinary nature of the disaster management process, as well as international benchmarks it will be very difficult to complete and finalise the plan within the time frame allocation to the Integrated Development Plan process. This coupled to the fact that the Disaster Management Act is only due for enactment after the date set for approval of the Integrated Development Plans has led to the idea of only establishing a framework for this purpose.

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

- Set out the structure or Institutional arrangements within the disaster management context;
- Define roles and responsibilities of key personnel;
- Show communication lines;
- Set out the strategy for administrative and financial arrangements;

- Define priority aims and objectives which the municipality intends to achieve over a specific period;
- Establish a framework that is integrated and consistent with the Chris Hani Disaster Management Framework;
- Outline the framework and procedures for the various facets of the Disaster Management Continuum;
- Facilitate the co-ordination of programmes and actions of the various departments and agencies involved in the above-mentioned continuum.

With the review of Disaster Management Plan the necessary specific by-laws will be factored in for enforcement.

The municipality currently on its own initiative operates a fire service with current staff who are on call for fire duties and are paid standby allowance. The chief protection services officer also operates as a chief fire officer. As with all other tariffs fire services tariffs are annually reviewed and set.

#### 5.2.4

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

#### 5.2.4.1

GENDER EQUITY PR

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

#### 5.2.4.2 **LEGAL FRAMEWORK**

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

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

#### 5.2.4.3 **GUIDING PRINCIPLES**

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

- Poverty Alleviation
  - Provision of basic needs such as potable water, electricity, sanitation, roads and variety of social facilities.
  - Create opportunities for all to sustain themselves through productive activities.

- Establish a social security system to protect the poor and disadvantaged groups.
  - Empower the poor and encouraging participation of marginalised groups
- Gender Equity
    - Address existing gender inequalities as they affect access to jobs, land, housing etc.
    - Focus efforts and resources on improving the quality of life especially of those members and groups that are most often marginalised or excluded such as women
    - Build capacity of women
    - Understand the diverse needs of women and addressing these needs of women and addressing these needs in planning and delivery processes.

## 5.2.5

### 5.2.5.1

## INTEGRATED ENVIRONMENTAL PROGRAMME

MME

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

### 5.2.5.2

## ENVIRONMENTAL ANALYSIS

#### 5.2.5.2.1

### CLIMATE

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

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

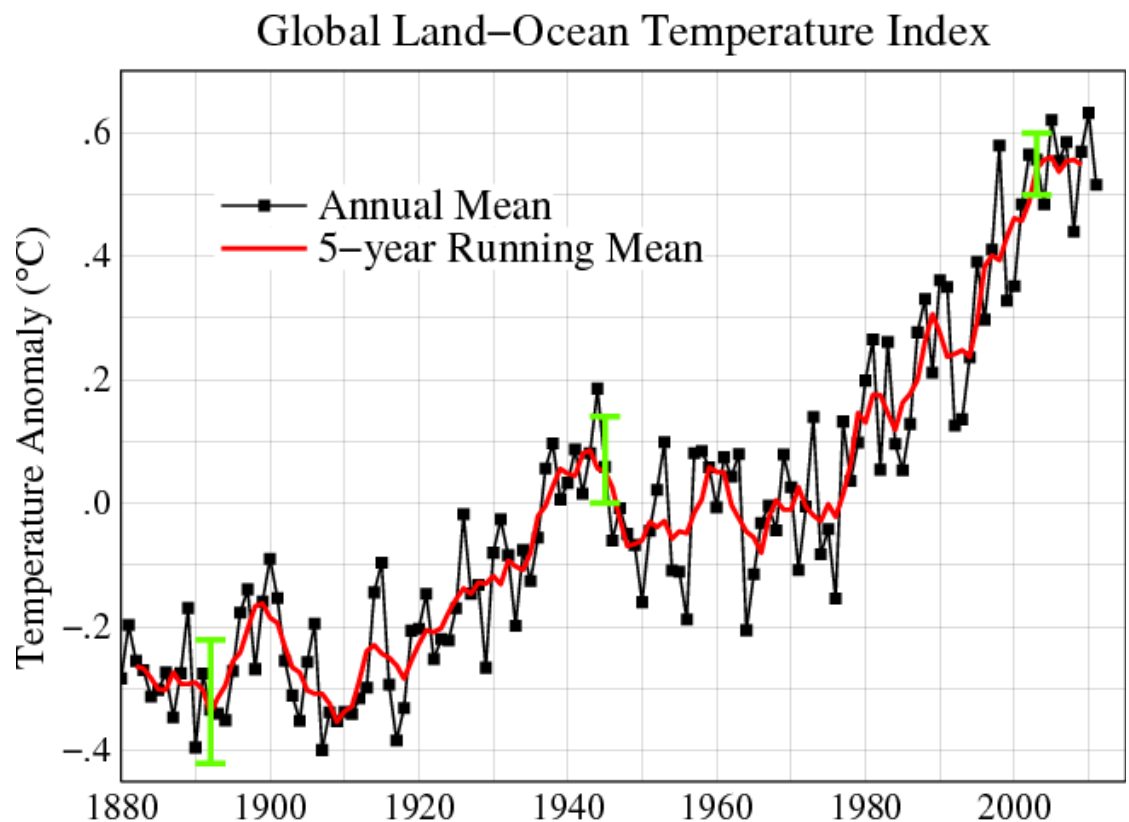
Most of the municipal area is covered with shrub land and low fynbos. The veld type is typical Karoo vegetation which is ideal for stock farming. Inxuba Yethemba falls within the Great Fish River drainage system and its many tributaries. Cradock receives its water from the Gariep dam through a transfer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

other hand solely depends on its ground water. The present drought has thus a detrimental effect on water sources in Middelburg.

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

#### 5.2.5.2.2 CLIMATE CHANGE

For the last 50 years or so, rumblings about Global Warming have become louder and more urgent; as a result the past decade has seen a more concerted effort in researching the effects of Global Warming and the signs that have been associated with an increase in the earth's temperature and melting of the ice caps. Some researchers maintain that Global Warming has been with us since the end of the last Ice Age, some 18,000 – 21,000 years ago. The increase in sea levels apparently peaked about 6,000 years ago, but has continued their gradual rise, albeit at a much slower pace; research puts the sea-level rise at about 120 metres since the end of the Ice Age. Atolls and small islands are already beginning to disappear, and according to reports, oceans are becoming warmer, killing off some sensitive species of marine life.

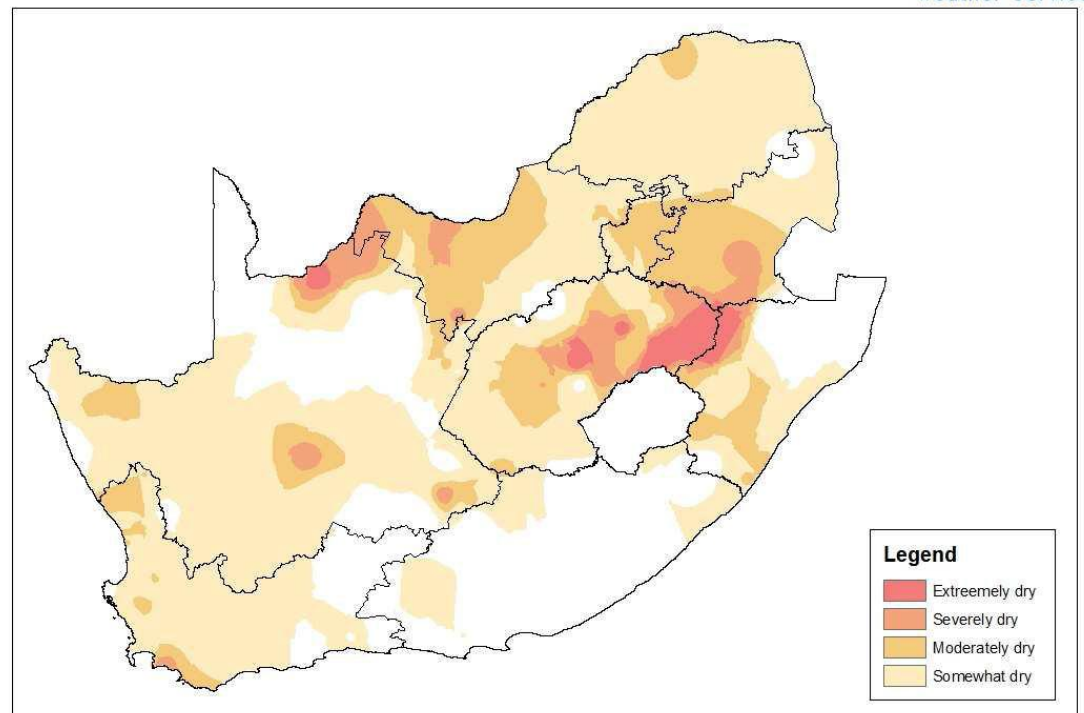




While each year shows up- and downward trends, the overall trend has been a gradual upward one, as can be seen from the graph above, depicting temperature anomalies from 1880 to 2011. Notwithstanding the data released by NASA, indicating an upward rise of less than 0.8°C since 1880, some scientists are of the opinion that there will be a further rise of between 1.1 and 6.4°C in this century, depending on whether we are able to curb the increase in greenhouse gases, or not.

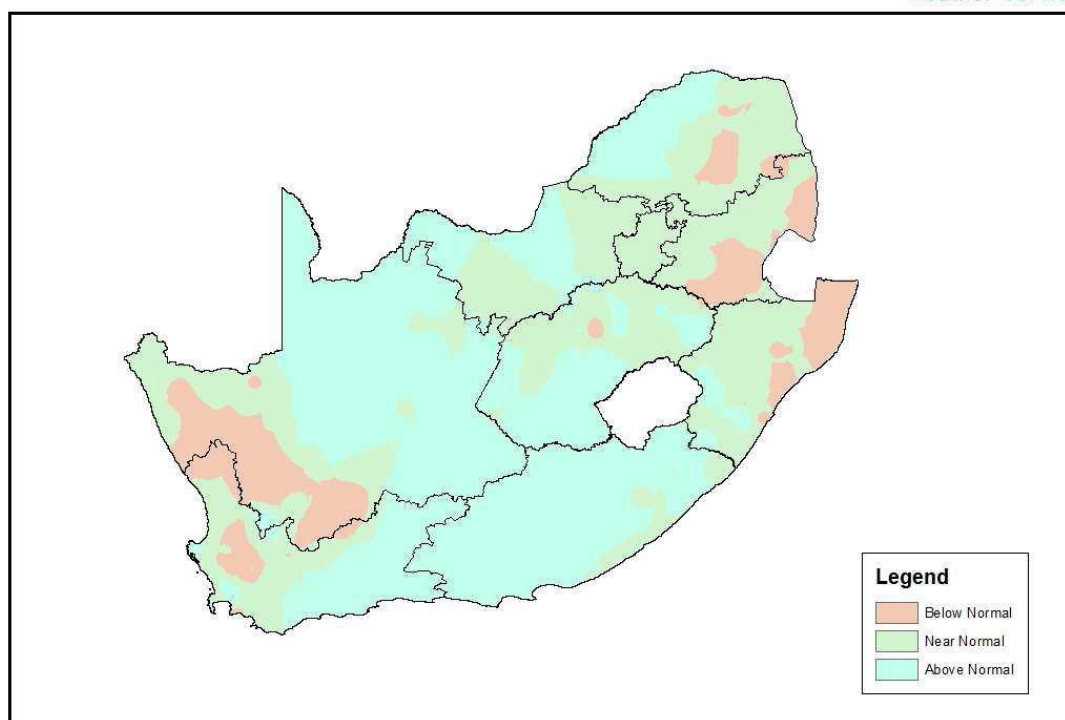
Because scientific research has found that different parts of the world are experiencing different impacts ascribed to Global Warming, and not necessarily warmer conditions or droughts, the term has more appropriately been adjusted to that of Climate Change. Another important feature in the bigger scheme of things, often overlooked, is the natural cycles and occurrences in our weather patterns, such as El Niño (the hot one) and La Niña (the cool one), and the impacts they have on weather conditions over months or even years throughout the world! So how precisely is Climate Change affecting the Karoo? Have there really been drastic weather changes, a shift in seasons and increased or decreased rainfall, to the extent that a clear trend has been established? The following maps sourced from the weather services indicate these trends.

### Standardised Precipitation Index for August 2011 to July 2012



The northern parts of Inxuba Yethemba municipality are in somewhat dry conditions.

## Assessment of Rainfall for July 2012



The whole of Inxuba Yethemba experiences above normal rainfall

### 5.2.5.2 LEGAL FRAMEWORK/GUIDELINES

The following legislation and policies apply to environmental conservation:

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

### 5.2.5.3 MITIGATING STRATEGIES

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

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

- Minimising loss of bio-diversity
- responsible utilisation of cultural heritage sites

The municipality has a fully functional Parks and Gardens with a Superintendent in charge and has a responsibility for all the environmental concerns of the municipality.

The mountain Zebra National Park has two important environmental Projects such as Working for Water and Working for Land with objective of Job creation through conserving ecological systems. The municipality's projects are on table 4B5 on Waste Management.

Abhor day's celebrations take place on an annual basis to educate the communities about the importance of conserving the environment. EPWP workers play a crucial role on cleaning the environment and in particular dump sites coupled with campaigns on anti-littering.

## 5.2.6

<b>INTEGRATED LOCAL ECONOMIC DEVELOPMENT PROGRAMME</b>
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**5.2.6.1 PURPOSE OF THE INTEGRATED LOCAL ECONOMIC DEVELOPMENT PROGRAMME.**

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

**5.2.6.2 LEGAL FRAMEWORK AND POLICIES**

The following legal documents and policies are applicable:

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

**5.2.6.3 STRATEGIC GUIDELINES**

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

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

## 5.2.7

## INTEGRATED HIV/AIDS PROGRAMME

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

### 5.2.7.1 PURPOSE OF HIV/AIDS PROGRAMME

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

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

## 5.2.7.2

### HIV/AIDS POLICY

#### Policy Guidelines

These policy guidelines aim to:

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

#### Council's Commitment

Council is committed to:

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

#### Service Rendering

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

- Package of health service rendering as amended by National Government from time to time
- Public awareness campaigns
- Condom supplies
- HIV/AIDS counseling
- Youth programmes

- Assess workplace policy (code of practice)
- Community outreach
- Sectoral partnership

Local Service Area is responsible for funding the following:

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

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

#### **Background**

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

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

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

## Scope

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

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

## Steps in Developing of a Code of Good Practice

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

## 5.2.8

<b>FINANCIAL AND CAPITAL INVESTMENT PLAN</b>
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## 5.2.8.1 Operating Revenue Framework

For Inxuba Yethemba Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 90 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the municipality.



The following table is a summary of the 2012/13 MTREF (classified by main revenue source):

**Table 5.1 Summary of revenue classified by main revenue source**

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Revenue By Source</b>										
Property rates	2	14 511	15 988	17 637	13 750	13 750	13 750	21 884	23 197	15 450
Property rates - penalties & collection charges					800	800		848	899	953
Service charges - electricity revenue	2	43 521	48 114	58 113	68 750	73 360	73 360	79 229	85 567	92 412
Service charges - water revenue	2	-	-	27 081	15 812	20 758	20 758	22 004	23 324	24 723
Service charges - sanitation revenue	2	-	-	16 020	5 838	5 838	5 838	6 188	6 559	6 953
Service charges - refuse revenue	2	10 560	11 497	11 681	7 152	8 053	8 053	13 831	14 660	15 540
Service charges - other		21	159	163	195	192	192	226	239	254
Rental of facilities and equipment		1 351	1 527	1 612	1 545	1 535	1 535	1 654	1 785	1 927
Interest earned - external investments		135	152	222	76	76	76	80	85	90
Interest earned - outstanding debtors		504	4 923	6 383	5 300	6 500	6 500	6 890	7 303	7 742
Dividends received			0							
Fines		170	160	144	112	112	112	119	127	135
Licences and permits		2 234	2 148	2 631	2 571	2 571	2 571	3 126	3 313	3 512
Agency services		10 606	1 719		18 696	14 696	14 696	15 578	16 513	17 504
Transfers recognised - operational		52 764	45 415	32 907	44 358	49 058	49 058	46 658	47 224	47 972
Other revenue	2	832	545	714	2 496	2 510	2 510	2 600	2 757	2 923
Gains on disposal of PPE		164	1 440	277						
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>137 373</b>	<b>133 787</b>	<b>175 586</b>	<b>186 652</b>	<b>201 060</b>	<b>201 060</b>	<b>220 914</b>	<b>233 553</b>	<b>247 228</b>

**Table 5.2 Percentage growth in revenue by main revenue source**

Description	Ref	Current Year 2013/14		2013/14 Medium Term Revenue & Expenditure Framework					
		Adjusted Budget	%	Budget Year 2013/14	%	Budget Year +1 2014/15	%	Budget Year +2 2015/16	%
<b>Revenue By Source</b>									
Property rates	2	15 000	7%	21 884	10%	23 197	7%	24 589	10%
Service charges - electricity revenue	2	73 360	36%	79 229	36%	85 567	37%	92 412	37%
Service charges - water revenue	2	20 758	10%	22 004	10%	23 324	10%	24 723	10%
Service charges - sanitation revenue	2	5 838	3%	6 188	3%	6 559	3%	6 953	3%
Service charges - refuse revenue	2	8 053	4%	13 831	6%	14 660	6%	15 540	6%
Service charges - other		195	0%	226	0%	239	0%	254	0%
Rental of facilities and equipment		1 535	1%	1 654	1%	1 785	1%	1 927	1%
Interest earned - external investments		76	0%	80	0%	85	0%	90	0%
Interest earned - outstanding debtors		7 300	4%	7 738	4%	8 202	4%	8 695	4%
Fines		112	0%	119	0%	127	0%	135	0%
Licences and permits		2 571	1%	3 126	1%	3 313	1%	3 512	1%
Agency services		14 696	7%	15 578	7%	16 513	7%	17 504	7%
Transfers recognised - operational		49 058	24%	46 658	21%	47 224	20%	47 972	19%
Other revenue	2	2 510	1%	2 600	1%	2 757	1%	2 923	1%
Gains on disposal of PPE									
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>201 677</b>	<b>100%</b>	<b>220 915</b>	<b>100%</b>	<b>233 552</b>	<b>100%</b>	<b>247 229</b>	<b>100%</b>

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the municipality. Rates and service charge revenues comprise just under two thirds of the total revenue mix. In the 2012/13 financial year, revenue from rates and services charges totalled R123.2 million or 61 per cent. This increases to R143.3 million, R153.5 million and R164.5 million in the respective financial years of the MTREF. A notable trend is the stability in the percentage revenue generated from rates and services charges which increases to 64.9 per cent in 2013/14 (due to more revenue from Rates revenue base which was under reported) and a further slight increase to 66.5 per cent in 2015/16. This growth can be mainly attributed to the increased share that the sale of electricity contributes to the total revenue mix, which in turn is due to rapid increases in the Eskom tariffs for bulk electricity. The above table excludes revenue foregone arising from discounts and rebates associated with the tariff policies of the Municipality.

Service charges – Electricity Revenue is the largest revenue source totalling 36 per cent or R73.4 million rand and increases to R92.41 million by 2015/16. The second largest source is Water Revenue totaling 10 per cent or R20.76 million rand and increases to R24.72 by 2015/16.

Property Rates is the third largest revenue source totaling 7 per cent or R15 million rand and increases to R24.59 million by 2015/16. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Operating grants and transfers totals R49 million in the 2012/13 financial year and remains relatively the same at R48 million by 2015/16.

Note that the year-on-year growth for the 2013/14 financial year is 10 per cent and then flattens out to 6 per cent in each of the two outer years. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

Table 2 Operating Transfers and Grant Receipts

Description R thousand	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>RECEIPTS:</b>	1, 2									
<b><u>Operating Transfers and Grants</u></b>										
<b>National Government:</b>		<b>28 508</b>	<b>36 248</b>	<b>38 060</b>	<b>42 335</b>	<b>43 358</b>	<b>43 358</b>	<b>42 335</b>	<b>43 190</b>	<b>43 756</b>
Local Government										
Equitable Share		26 658	34 248	35 770	39 545	40 558	40 558	40 356	40 656	41 139
Finance Management		1 250	1 250	1 500	1 500	1 500	1 500	1 550	1 600	1 650
Municipal Systems Improvement		600	750	750	800	800	800	890	934	967
Revenue Enhancement Grant					500	500	500			
<b>Provincial Government:</b>		-	-	-	-	-	-	-	-	-
Revenue Enhancement Grant										
<b>District Municipality:</b>	-	-	-	<b>18 696</b>	<b>14 696</b>	<b>14 696</b>	<b>15 578</b>	<b>16 512</b>	<b>17 503</b>	
Water Services				18 696	14 696	14 696	15 578	16 512	17 503	
<b>Other grant providers:</b> <i>[insert description]</i>	-	-	-	-	-	-	-	-	-	
<b>Total Operating Transfers and Grants</b>	5	<b>28 508</b>	<b>36 248</b>	<b>38 060</b>	<b>61 031</b>	<b>58 054</b>	<b>58 054</b>	<b>58 374</b>	<b>59 702</b>	<b>61 259</b>

### 5.2.8.2 Operating Expenditure Framework

The municipality's expenditure framework for the 2013/14 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of *no project plan no budget*. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2013/14 budget and MTREF (classified per main type of operating expenditure):

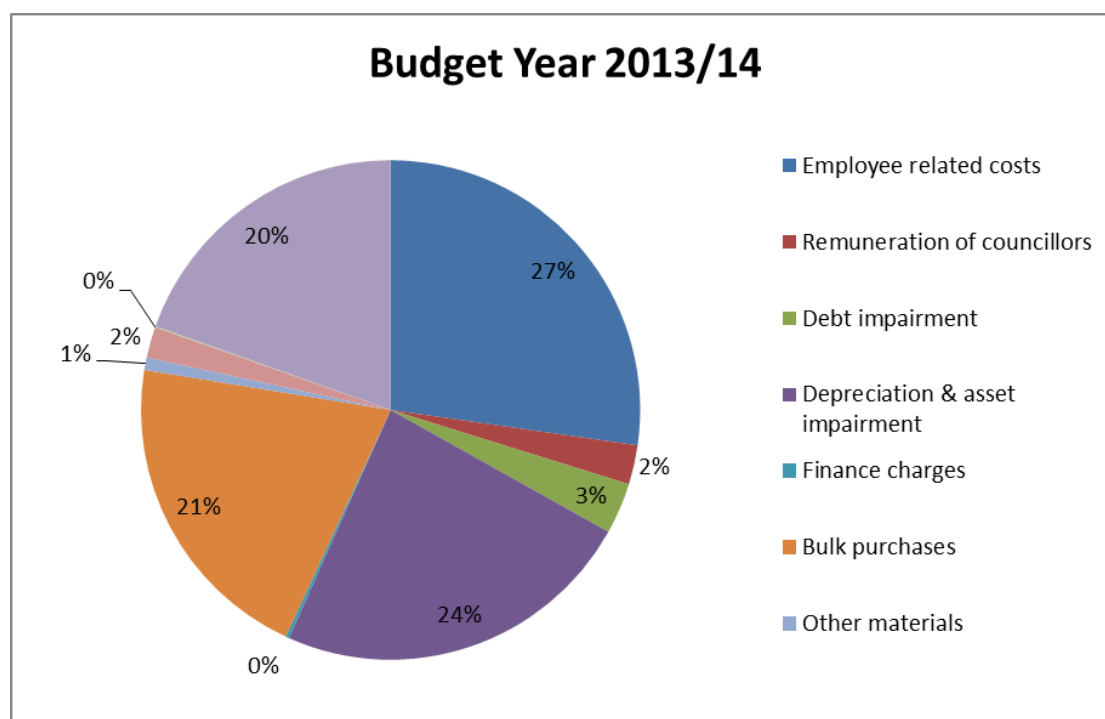
**Table 3 Summary of operating expenditure by standard classification item**

Description R thousand	Ref	2008/9	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Expenditure By Type</b>	-									
Employee related costs	2	45 831	47 375	53 047	60 163	63 930	63 930	66 757	71 034	75 240
Remuneration of councillors		4 265	4 907	5 464	5 895	5 895	5 895	6 220	6 537 10	6 857 12
Debt impairment	3			--	5 917	39 917	39 917	8 112	260	429
Depreciation & asset impairment	2	-	-	-	3 179	54 179	54 179	57 686	60 628	63 599
Finance charges		285	538	508	530	530	530	559	587	616
Bulk purchases	2	26 745	36 419	41 526	46 860	46 860	46 860	596	627	58 979
Other materials	8	434	536	675	1 308	1 974	1 974	1 969	2 070	2 171
Contracted services		1 998	2 222	2 155	11 718	13 768	13 768	4 903	5 185	3 423
Transfers and grants		109	149	(15)	202	202	202	169	177	186
Other expenditure	4, 5	39 025	39 935	40 652	53 293	46 722	46 722	47 879	50 372	52 879
Loss on disposal of PPE										
<b>Total Expenditure</b>		<b>118 803</b>	<b>132 080</b>	<b>144 011</b>	<b>189 064</b>	<b>274 477</b>	<b>274 477</b>	<b>244 850</b>	<b>261 477</b>	<b>276 377</b>

The budgeted allocation for employee related costs for the 2013/14 financial year totals R66,76 million, which equals 27.26 per cent of the total operating expenditure. Based on the inflation rate and the inflation target band of 3-6 percent, salary increases have been factored into this budget at a percentage increase of 6 per cent for the 2013/14 financial year. This has been done taking into account the fact that 2012/13 financial year was a final year of the collective agreement. An annual increase of 6 per cent has been included in the two outer years of the MTREF. As part of the municipality's cost reprioritization and cash management strategy vacancies have been significantly rationalized downwards. As part of the planning assumptions and interventions all vacancies were originally removed from the budget

and a report was compiled by the all the departments relating to the prioritization of critical vacancies within the Municipality. The outcome of this exercise was the inclusion of R1,2 million in the 2013/14 financial year relating to critical and strategically important vacancies.

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the municipality's budget.



The above figure gives a breakdown of the main expenditure categories for the 2013/14 financial year.

### 5.2.8.3 Repairs and Maintenance

Aligned to the priority being given to preserving and maintaining the municipality's current infrastructure, the 2013/14 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the municipality. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. Considering these cost drivers, the following table is a consolidation of all the expenditures associated with repairs and maintenance:

**Table 4 Operational repairs and maintenance**

Description R thousand	2008/9	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Repairs and maintenance by expenditure item.</b>									
-									
Employee Related Costs			14 937	17 039	17 168	17 145	18 192	19 374	20 536
Other Materials	3 624	4 559	3 352	10 098	10 074	10 074	10 486	11 021	11 561
Contracted Services									
<b>Total Repairs and Maintenance Expenditure</b>	<b>3 624</b>	<b>4 559</b>	<b>18 289</b>	<b>27 137</b>	<b>27 242</b>	<b>27 242</b>	<b>28 678</b>	<b>30 395</b>	<b>32 097</b>

During the compilation of the 2013/14 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the municipality's infrastructure and historic deferred maintenance. To this end, repairs and maintenance was substantially increased by 48.95 per cent in the 2012/13 financial year, from R18.29 million to R27.14 million. During the 2012/13 Adjustment Budget this allocation was adjusted slightly upwards to R27.24 million owing to more employee costs expected to be incurred by the municipality. Notwithstanding this increase, as part of the 2013/14 MTREF this strategic imperative remains a priority as can be seen by the budget appropriations over the MTREF. The total allocation for 2013/14 equates to R28.68 million a growth of 5.3 per cent in relation to the Adjustment Budget and continues to grow at 6.0 and 5.6 per cent over the MTREF. In relation to the total operating expenditure, repairs and maintenance comprises of 11.71, 11.62 and 11.61 per cent for the respective financial years of the MTREF.

The table below provides a breakdown of the repairs and maintenance in relation to asset class:

**Table 5 Repairs and maintenance per asset class**

Description R thousand	2008/9	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
<b>Repairs and maintenance expenditure by Asset Class/Sub-class</b>									
Infrastructure - Road transport	3 624	4 559	5 070	6 463	6 470	6 470	6 940	7 366	7 787
Infrastructure - Electricity	-	-	4 172	5 251	5 207	5 207	5 525	5 861	6 193
Infrastructure - Water	-	-	4 672	8 549	8 559	8 559	9 101	9 639	10 172
Infrastructure - Sanitation	-	-	2 885	4 150	4 092	4 092	4 358	4 622	4 883
Infrastructure - Other	-	-	1 490	2 724	2 914	2 914	2 754	2 907	3 062
<b>Total Repairs and Maintenance Expenditure</b>	<b>3 624</b>	<b>4 559</b>	<b>18 289</b>	<b>27 137</b>	<b>27 242</b>	<b>27 242</b>	<b>28 678</b>	<b>30 395</b>	<b>32 097</b>

For the 2013/14 financial year, 90.4 per cent or R25.9 million of total repairs and maintenance will be spent on infrastructure assets. Water Purification infrastructure has received a significant proportion of this allocation totaling 31.74 per cent (R9.1 million), followed by roads infrastructure at 24.2 per cent (R6.94 million), electricity

infrastructure at 19.3 per cent (R5.5 million) and sanitation at 15.2 per cent (R4.358 million). Community assets has been allocated R 0.510 million of total repairs and maintenance equating to 1.78 per cent.

### **CAPITAL PROGRAMME 2012/13 TO 2015/2016**

<b>Category</b>	<b>2011/12 R' 000s</b>	<b>2012/13 R' 000s</b>	<b>2013/14 R' 000s</b>	<b>2014/15 R' 000s</b>	<b>2015/16 R' 000s</b>
<b>Internal Funding</b>		5 791	1 000		
<b>External Funding</b>					
<b>Grant Funding</b>	22 261	15 828	13 953	24 760	36 084
<b>Other</b>					
<b>Total</b>	22 261	21 619	14 953	24 760	36 084

### **PROJECT PRIORITISATION**

Due to the impact of the current long term borrowing commitments on the operating budget it was decided to limit the capital projects linked to external funding.

The Budget Committee went through several stages of prioritising the capital budget to contain the budget within the available funding.

The capital budget reflects the following allocation for the various services and reflects the strategic priorities outlined in the IDP. For 2013/14 an amount of R14.95 million has been appropriated for the development of infrastructure which represents 100.0 per cent of the total capital budget. In the outer years this amount totals R24.76 million, 100.0 per cent and R36.1 million, 100.0 per cent respectively for each of the financial years. Cradock Hawkers facility receives the highest allocation of R7.5 million in 2013/14 which equates to 51 per cent followed by upgrading of Phiti Stadium at 42 per cent, R6.3 million and then electricity at 7 per cent, R1 million.

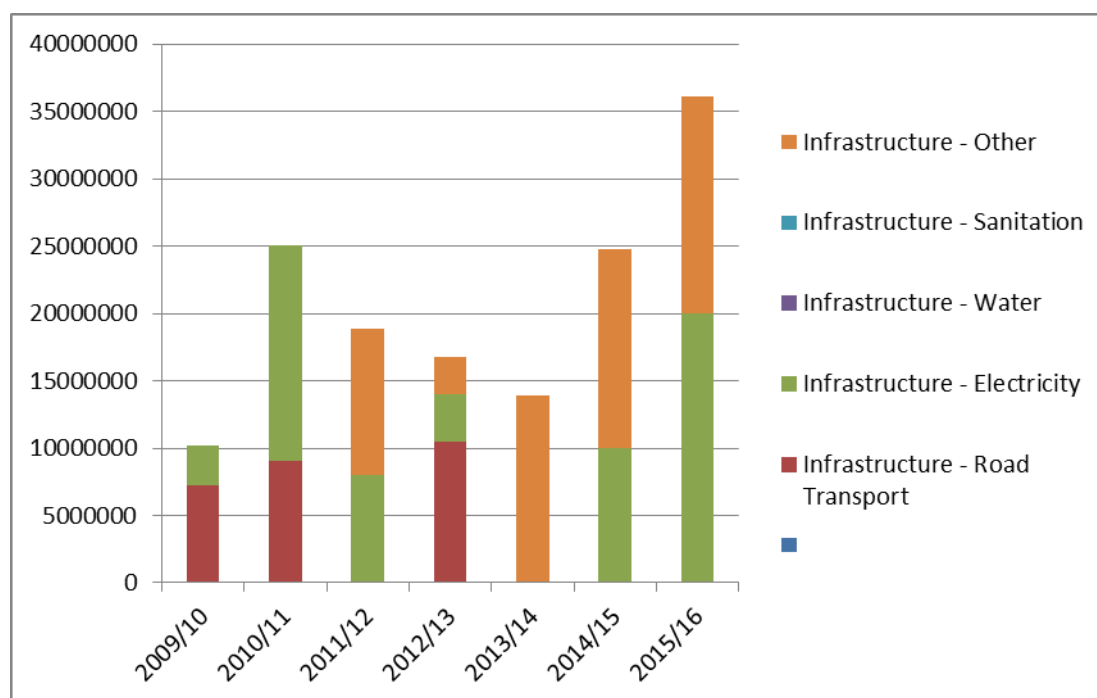
Total renew assets represent the full 100 per cent or R14.95 million of the total capital budget. Some of the salient projects to be undertaken over the medium-term includes, amongst others:

- Parks, recreational facilities and swimming pools – R8.5 million;
- Trading stalls for informal hawkers – R8.2 million;
- Refurbishment and renewal electrical network – R3 million;
- Installation of prepaid meters – R6.5 million;
- New electricity infrastructure – R20.5 million;

DESCRIPTION	2013/14	2014/15	2015/16
<b>ENVIRONMENTAL AFFAIRS</b>			
<b>SPORT MAINTENANCE AND UPGRADING</b>	6 299 600	2 148 050	
<b>TOTAL: ENVIRONMENTAL AFFAIRS</b>	<b>6 299 600</b>	<b>2 148 050</b>	
<b>PLANNING AND HOUSING</b>			
HAWKERS FACILITY	7 653 400		
<b>TOTAL: PLANNING AND HOUSING</b>	<b>7 653 400</b>		
<b>CIVIL AND TECHNICAL SERVICES</b>			
STREETS AND STORM WATER			16 084 000
<b>TOTAL: CIVIL AND TECHNICAL SERVICES</b>	<b>-</b>	<b>-</b>	<b>16 084 000</b>
<b>ELECTRO - TECHNICAL SERVICES</b>			
MICHAUSDAL BULK SUPPLY LINE	1 000 000		
INDUSTRIAL AREA BULK SUPPLY LINE		6 000 000	
BULK METERS FOR NETWORKS		2 000 000	
ROSMEAD ELECTRICITY SUPPLY		2 000 000	4 500 000
REPLACEMENT OF OUTDATED PREPAY METERS			5 000 000
ROSMEAD PRE PAID ELECTRICITY CONNECTIONS			1 500 000
INFRASTRUCTURE UPGRADE			9 000 000
<b>TOTAL: ELECTRO TECHNICAL SERVICES</b>	<b>1 000 000</b>	<b>10 000 000</b>	<b>20 000 000</b>
<b>TOTAL BUDGET</b>	<b>14 953 000</b>	<b>12 148 050</b>	<b>36 084 000</b>



The following graph provides a breakdown of the capital budget to be spent on infrastructure related projects over the MTREF.



### Future operational cost of new infrastructure

The future operational costs and revenues associated with the capital programme totals R2.495 million in 2013/14 and escalates to R3.8 million by 2015/16. This concomitant operational expenditure is expected to escalate to R 3 million by 2017/18. It needs to be noted that as part of the 2013/14 MTREF, this expenditure has been factored into the two outer years of the operational budget.

### Internal funding

The 2012/13 Capital Adjustments Budget requires a contribution of R 1 million from the cash reserves. This amount is envisaged to be realized from the vigorous application of the credit control and debt collection measures. The amount of R4 m had already been invested to ensure the acquisitions of Yellow Plant is realised. An amount of R 4,8 million is expected to be received from CHDM to fund the capital expenditure for Water Infrastructure and Landfill sites .

Furthermore the Budget Committee has decided to make a specific contribution from the Operating Budget to the CRR's for the 2013/14 year apart from the normal capital contributions and sale of property proceeds.

The Budget Committee also emphasised the fact that revenue enhancement measures have been instituted in this financial year to broaden the income base.

Furthermore the indigent qualification criteria will be enforced more rigorously to ensure that those who do not qualify are removed from the allocation list. This saving on the equitable share allocation will allow Council to make a contribution to the infrastructure required to deliver the free basic services.

The Budget Committee is investigating the current criteria that apply to indigent households and want to bring it in line with national norms and standards. The current indigent policy is far too generous and creates a situation where too many citizens of Inxuba Yethemba are making no monetary contribution toward the cost of delivering services to the community.

The abovementioned strategy will realise the following funding:

#### DESCRIPTION AMOUNT (R)

DESCRIPTION	AMOUNT ( R )
Vat claim from Conditional Grants	1 627 850
Revenue Enhancement	3 000 000
Contribution from Equitable Share	1 000 000
<b>TOTAL</b>	<b>5 627 850</b>

Although the budgeted income and expenditure are realistically anticipated budgets, the situation regarding the available internal funds will be monitored closely and expenditure on capital projects linked to the CRR will be managed according to the available cash.

To facilitate this process the Budget Committee has further prioritized the draft Capital Budget into priority 1 and priority 2 projects. Priority 1 projects are projects that are committed in terms of a contract that has been signed, is an ongoing project or a priority in terms of the core functions of the municipality. Although priority 2 projects are necessary to maintain the service delivery, they are not committed projects and do not necessarily have to commence in July 2013. These priority 2 projects will only be incurred once it is established that the anticipated revenue has materialised.

#### External funding

The Budget Committee has reduced its reliance on external funding to fund its capital budget.

The planned expenditure from external funding for the future has been put on hold in order to pay the existing loan of DBSA. The main motivation for refraining from taking up further external loans was the saving that was affected on the operating budget. The Budget Committee's strategy for the 2013/14 budget is to accumulate own resources before embarking on capital projects going forward.

The Budget Committee has however decided that the budgeted vehicles on the capital budget should be bought from the cash reserves accumulated and that the leasing of the vehicles be explored going forward and the finance lease payments will be funded from savings in the operating budget by not having to hire these vehicles.

Also the mayoral vehicle needs to be factored in as part of the vehicles that can be leased.

### **Service charges and miscellaneous tariffs:**

The following tariff increases are suggested:

Electricity	8 %
Water :	6%
Rates :	7%
Refuse :	6%
Sewerage :	6%
Other (miscellaneous):	6 %

### **Tariff changes suggested for 2013/14**

The rates department is in the process of determining a rates tariff for 2013/14 that will realize a 7% increase in the rates income.

The increase in electricity tariff is expected to be in line with what has been approved by NERSA at 8%.

Water and Sewerage tariff are determined by the Chris Hani District municipality as a Water Services Authority. The increase is expected at 6%

### **Inxuba Yethemba Municipality Tariffs versus the DMA Tariffs**

The Budget Committee is busy investigating the DMA tariffs. The Budget Committee recognize that where there is a different levels of service delivery the tariffs should differ. The Budget Committee is investigating what the impact would be if Inxuba Yethemba Municipality tariffs that are more favourable than the DMA tariffs are implemented from July 2013. The remainder of the tariffs will be investigated and the Budget Committee finalise a decision in April 2013. The abovementioned tariff increases have been applied in the draft budget to the DMA tariffs for 2013/14.

### **Capital Contributions**

The proposed increases in capital contributions are as follows:

Electricity	8%
Public Open Space	6%
Water	6%
Refuse	6%
Sewerage	6%

**Review of budget related policies**

Section 17 (3) (e) of the Municipal Finance Management Act, No 56 of 2003 prescribes that the Municipality must review the budget related policies annually.

The Budget Committee will have a workshop where the indigent policy, virement policy and cash management and investment policy would be considered. The Budget Committee has indicated that further work needs to be done on specifically the indigent policy and that this policy will be finalized in due course.

**Valuation Roll**

The municipality has on the 14<sup>th</sup> of June appointed DDP Valuers for the valuation roll for the next 4 years. Permission was granted for extension of the current roll. Supplementary valuations were done as and when necessary.

**Supply Chain**

The Operation Clean Audit team is currently assisting the municipality with updating the existing Supply Chain Policy and in the process advising on the appropriate compliant structure for a unit. The section is currently composed of Supply Chain Officer, buyer storeman, supply chain clerk and assistant storeman. The current turnover period is about 8 weeks. Due to the capacity challenges the municipality does not have centralized contract management save to say that each department is responsible for managing its own contracts

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

- Purpose of Institutional Programme

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

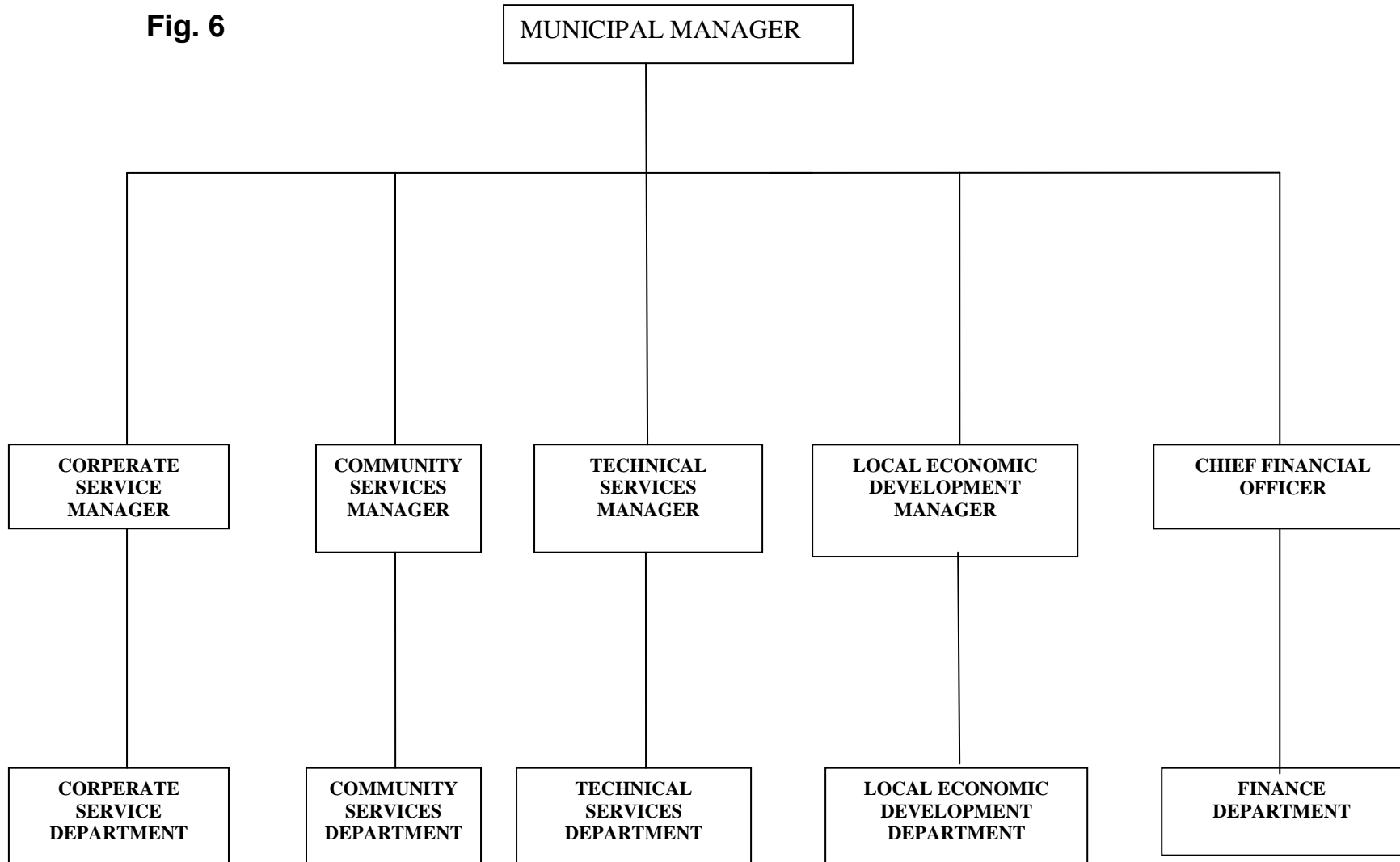
- Institutional analysis overview

Organogram

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

**INXUBA YETHEMBA MUNICIPALITY ORGANOGRAM**

**Fig. 6**



### 5.2.9.2 MONITORING AND PERFORMANCE MANAGEMENT SYSTEM

The municipality has adopted and implements a municipal performance management system which is currently under review and will be completed by September 2013. A copy of the draft is attached as annexures.

- Nature and Purpose of Performance Management

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

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

- Legislative and Policy Framework

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

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

- General Key Performance Indicators

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

### NATIONAL KEY PERFORMANCE INDICATORS

Table 5.6

Key Performance Area	Performance Objective	Key Performance Indicator	Target
<b>Basic Household Services</b>	To ensure that each household has access to the set of basic household services	% Households with access to the basic level of water, sanitation, electricity and solid waste removal	98% by June 2014
<b>Free Basic Services</b>	To ensure that registered Indigent households have access to free basic services	% Households earning less than R1100 per month with access to free basic services	100% by June 2014
<b>Local Economic Development</b>	To encourage economic development and job creation	Number of jobs created through the municipality's LED initiatives including capital projects	50 by June 2014
<b>Public Participation</b>	To ensure that municipalities involve citizens and communities in local governance	% Population of voting age who believe that they are given the necessary information and opportunities to influence the running of local government in their area	60% by June 2014
<b>Institutional Transformation – Employment Equity</b>	To ensure that municipality has an employment equity plan and that targets are met	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	



<b>Performance Area</b>	<b>Performance Objective</b>	<b>Performance Indicator</b>	<b>Target</b>
<b>Institutional Transformation – Capacity Building</b>	To ensure that municipalities are improving their capacity to deliver	% of the municipality's budget actually spent on implementing its workplace skills plan	1% by June 2014
<b>Institutional Transformation – Capacity to plan and implement Integrated Development Projects</b>	To ensure that municipalities allocate resources and implement Integrated Development Projects	% of a municipality's capital budget actually spent on capital projects identifies for a particular financial year in terms of the municipality's IDP.	100% by June 2014
<b>Institutional Transformation – Debt Management</b>	To ensure that debt is managed sustainability	Debt Coverage = (Total Operating Revenue received - Operating Grants)/Debt Service Payments (i.e. interest and redemption) due within the financial year)	
<b>Institutional Transformation – Revenue Management</b>	To ensure that outstanding debt is minimized	Outstanding Service Debtors to Revenue = (Total Outstanding service Debtors/Annual Revenue Actually Received for Services	
<b>Institutional Transformation – Cash Flow</b>	To ensure a sustainable cash flow	(All available cash at a particular time + investments)/ monthly fixed operating expenditure	

**THE COMPREHENSIVE KEY PERFORMANCE INDICATORS FOR THE INSTITUTION FOR 2013/14 FINANCIAL YEAR ARE CONTAINED IN THE MUNICIPAL SCORECARD ATTACHED**

