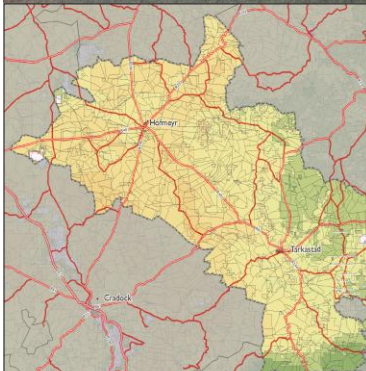




2013

Integrated Development Plan



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GLOSSARY OF TERMS

ABET	Adult Based Education and Training
ABSA	Amalgamated Banks of South Africa
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative for South Africa
CASP	Comprehensive Agriculture Support Programme
CBO	Community Based Organization
CPF	Community Policing Forum
CSIR	Council for Scientific and Industrial Research
DBSA	Development Bank of South Africa
DEAT	Department of Tourism, Environment and Economic Affairs
DFA	Development Facilitation Act No 67 of 1995
DRDLA	Department of Rural Development & Land Affairs
DLG& TA	Department of Local Government & Traditional Affairs
DHS	Department of Human Settlements
DME	Department of Mineral and Energy
DoA	Department of Agriculture & Agrarian Transformation
DoE	Department of Education
DoH	Department of Health
DoSD	Department of Social Development
DoT	Department of Transport
DPLG	Department of Cooperative Government & Traditional Affairs
DPWRT	Department of Public Works, Roads and Transport
DSRAC	Department of Sport, Recreation, Arts & Culture
DWA	Department of Water Affairs
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
ES	Equitable Share (grant)
FBS	Free Basic Services
ECDC	Eastern Cape Development Corporation
ECPGDS	Eastern Cape Provincial Growth & Development Strategy
EXCO	Executive Committee
GP	Gross Geographic Product
GIS	Geographical Information System
GTZ	German Technical Cooperation
GVA	Gross Value Added
HDI	Human Development Index
HIV	Human Immune Deficiency Virus
HR	Human Resource
IDC	Independent Development Corporation
IDP	Integrated Development Plan
IDT	Independent Development Trust
IT	Information Technology
ITP	Integrated Transportation Plan
IWMP	Integrated Waste Management Plan
LDO	Land Development Objectives
LED	Local Economic Development
MEC	Member of the Executive Committee
MIG	Municipal Infrastructure Grant
MFMA	Municipal Finance Management Act
MSIG	Municipal Support & Institutional Grant
MSyA	Municipal Systems Act, 2000
MStA	Municipal Structures Act, 1998
NDC	National Development Corporation

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

EXECUTIVE SUMMARY

This document represent the IDP review 2013/2014 for the Tsolwana Municipality. It has been produced in partial fulfilment of the requirements of the LG Municipal Systems Act.

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

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

PREPARATION PHASE

1 INTRODUCTION

In 2012 the Tsolwana council developed and adopted its 5 year IDP through which it aims to guide the development of its areas during its term of office. In line with the requirements of the Local Government Municipal Systems Act (MSA) 32 of 2000 which prescribes for the review of municipal integrated development plan (IDP) this document presents a 2013/2014 review of our 5 year IDP.

2 THE REVIEW FOCUS AREAS

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

2.1 Response to comments raised during MEC assessment

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

Our IDP was rated medium and a set of recommendations for improvements were given. The IDP steering committee met and discussed the recommendations (together with the outcomes of our own performance review) with a view to finding ways of meeting the shortfalls highlighted. This document provides changes to our 5 year plan in key areas that were pointed in the MEC assessment report of 2012. **It must be noted that the key issues raised in previous year assessments were considered. For example the structure of the document follows the assessment tool and commentary has been made on issues which were said to be lacking in each areas or sub title that the assessment highlighted.**

2.2 Response to issues raised by AG relating to IDP, Budget & PMS linkages

Auditor General has raised concern over shortfalls in certain aspects of our planning process. In particular, key concerns were raised relating to the alignment of PMS, Budget and IDP.

Again this document makes changes on the structure and alignment relating to IDP versus SDBIP versus PMS versus Budget. In particular this document consolidates the structure of our KPAs and makes sure that our development objectives, key performance indicators and targets meet the SMART criteria while also maintaining a consistent link between our SDBIP, PMS and Budget information.

2.3 Response to changes in statistical information

In 2012 Statistics South Africa issued a final report of the national count done in 2010 and the new information pointed to some changes in our demographic makeup. This document also makes changes to our baseline planning data and situation analysis section dealing with demographic analysis by incorporating the 2012 StatsSA reported figures.

3 LOCALITY CONTEXT

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

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

The figure below shows the locality of Tsolwana LM within the Chris Hani District municipal context. Tsolwana covers an area of approximately 6000Km² in extent with a density of about 6 People/Km². The extent of the local area of jurisdiction translates to about 17% of the district as a whole.



Figure 1: Tsolwana locality Plan

As shown in the figure above, Tsolwana Municipality has two main urban centres, namely Tarkastad and Hofmeyr. It is neatly nested between the municipalities Inxuba Yethemba to the south and Inkwanca to the north and Lukhanji to the east. The balance of our areas are mainly farms and 11 rural villages such as the Thornhill, Ntabethemba, Tendersgate, Mitford, Rocklands, Baccles Farm, Phakamisa and others.

4 THE REVIEW PROCESS PLAN

The process for the formulation of 2013/2014 IDP review was developed and adopted by council in August 2012. It outlines the mechanisms and procedures that will be followed in the formulation of this IDP review. In terms of the process plan the following institutional arrangements were adopted.

4.1 IDP Steering Committee & Representative Forum

4.1.1 IDP Steering Committee

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

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

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

4.1.2 IDP Representative Forum

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

- Secretariat of IDP steering committee
- Ward Committees
- Youth groups
- Rate payers
- Agricultural Union
- NGO's and CBOs
- Government Departments
- IDP Steering Committee
- Community development workers
- Sector departments
- Traditional leaders

The task of the representative forum shall be to:

- Represent the interest of various constituencies in the IDP planning process

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

4.1.3 Roles and responsibilities of stakeholders

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

ACTORS	ROLES AND RESPONSIBILITIES
1. Council	<ul style="list-style-type: none"> ▪ Consider and adopt reviewed IDP ▪ Encourage public participation ▪ Keep public informed about the contents of the IDP ▪ Adopt final Integrated Development Plan and Budget
2. IDP Manager	<ul style="list-style-type: none"> ▪ Ensure that the Process Plan is drafted and adopted by the Municipal Council; ▪ Manage the local municipal IDP by ensuring that all daily planning activities are performed within an efficient and effective consideration of available time; financial and human resources; ▪ Encourage an inclusive participatory planning process and compliance with action programme ▪ Facilitate the horizontal and vertical alignment of the various internal and external departmental programmes ▪ Ensure that the planning process outcomes are properly documented ▪ Manage service providers engaged in the municipal IDP process ▪ Chair the IDP Steering Committee ▪ Nominate persons in charge of different roles. ▪ Responds to comments on the draft reviewed IDP from the public. ▪ Adjusts the IDP in accordance with the comments of the MEC for local Government. ▪ The Municipal IDP Manager will coordinate with various

ACTORS	ROLES AND RESPONSIBILITIES
	<p>government departments and other HODs to ensure that all the projects, strategies and objectives of the local municipality are shared and distributed amongst government departments so that they might incorporate them in their planning process and vice versa</p>
<p>3. Heads of Departments & Senior Management</p>	<ul style="list-style-type: none"> ▪ Provide technical and advisory support to the IDP Manager ▪ Perform daily planning activities including the preparation and facilitation of events; documentation of outputs and making recommendation to the IDP Manager and the Municipal Council ▪ Interact with the relevant cluster regarding the prioritization of their individual departments projects and programmes for the following years ▪ Provide clear terms of reference to service providers
<p>4. District Municipality</p>	<ul style="list-style-type: none"> ▪ Provide support and guidance on IDP Review process ▪ Assist municipalities to achieve the target dates ▪ Interact with service providers to ensure that a quality product is provided ▪ Assist with workshops ▪ Project Management and Implementation Support Services ▪ Ensure that clusters achieve integrated planning ▪ Ensure that an uniform reporting mechanism is devised
<p>5. Sector Departments</p>	<ul style="list-style-type: none"> • Ensure the participation of Senior personnel in the IDP review process • Horizontal alignment of programmes and strategic plans within the clusters • Provide technical support and information to the planning process • Contribute relevant information to support the review process within the clusters • Incorporate district and local municipal projects into departments planning within the clusters
<p>6. National & provincial governments</p>	<ul style="list-style-type: none"> • Monitor and evaluate the preparation and implementation process • Provide training and capacity building support to the local municipality – Cogta guide for credible IDPs • Coordinate support programmes so that overlapping does not occur • Provide technical guidance and monitor compliance with provincial policy and legal framework • Provide financial support to the IDP planning and implementation process

4.1.4 Community Participation strategy

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

PARTICIPATION MECHANISMS

- Use of IDP Representative Forum & Steering Committee to verify data & consider additional information and changes to our IDP
- Use of IDP Representative Forum & Steering Committee to ensure that community priorities are adequately reflected in the IDP.
- Use of ward committees to strengthen link between with communities consistent information about the IDP process
- Mayoral Imbizos providing feedback on content of the IDP and other related service delivery programmes
- Publish Annual reports on municipal progress
- Newspaper advertisements to inform communities of the process and invite their participation on key sessions and events of IDP
- Pamphlets/summaries on IDP's
- Making the IDP draft copies available for public comment between 01 April and 23 April 2013
- Making the IDP document accessible to all members of the public and other interested parties during the comments and implementation stages of this process

a) Appropriate Language Usage

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

b) Appropriate Venues, transport and refreshments

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

Representative forum meetings will be held scheduled cautiously to cater for varying needs of participants including those who may be expected to travel far to and from the venue.

Refreshments and accommodation logistics may be organized at the cost of the municipality where such meetings are expected to last for longer hours or days. All of this is done to ensure uncompromised quality of public participation in our processes of planning and budgeting.

4.1.5 Process Activity Plan

WORK BREAKDOWN TASKS		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Preparation phase	Process Plan for council adoption												
	Review of performance												
	IDP steering & Rep Forum												
Situation Analysis	Community Needs assessment												
	Profiles (Demographic, Economic, Service delivery, Financial viability, Municipal Institutional Development & Transformation, Good governance & Public participation, Spatial development)												
	Sector departmental engagement												
	Ward Based Plans												
	IDP steering & Rep Forum												
Strategies phase	Review of development priorities												
	Review of development objectives												
	Review of strategies												
	Review development indicators and targets												
	IDP steering & Rep Forum												

4.1.6 Mechanisms and Procedures for Alignment

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

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

4.2 Binding legislation

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

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
GENERAL MANAGEMENT	
Constitution of the Republic of South Africa 1996	To introduce a new constitution for the Republic of South Africa and to provide for matters incidental thereto
Local Government: Municipal Systems Act, 2000	<p>To give effect to “developmental local government”</p> <p>To set principles, mechanisms and processes to promote social and economic upliftment of communities and to ensure access to affordable services for all</p> <p>To set a framework for planning, performance management, resource mobilization and organizational change and community participation</p>
Local Government: Municipal Structures Act, 1998 as amended	<p>To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipality, the division of functions and powers between municipalities and appropriate electoral systems</p> <p>To regulate internal systems, structures and office-</p>

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	bearers
Consumer Affairs (Unfair Business Practices) Act, 1996	To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers
Local Government Cross-boundary Municipalities Act, 2000	To authorize the establishment of cross-boundary municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith
Local Government: Municipal Demarcation Act, 1998	To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities
Municipal Electoral Act, 2000	To regulate municipal elections To amend certain laws and to provide for matters connected therewith
Organized Local Government Act, 1997	To provide for the recognition of national and provincial organizations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces etc,
Promotion of Local Government Affairs Act, 1983	To provide for the co-ordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be co-ordinate
Local Government Transition Act, 1993	To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councilors
Occupational Health and Safety Act, 1993	To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place
Promotion of Access to Information Act, 2000	To control and regulate the right of all persons to access to information
Promotion of Fair Administrative Justice Act, 2000	To give effect to the right to administrative action that is lawful, reasonable, and procedurally fair in terms of the Constitution of the Republic of South Africa 1996
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	To give effect to section 9 read with item 23(1) of Schedule 6 to the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment To promote equality and to eliminate unfair discrimination and to prevent and prohibit hate speech and to provide for matters connected therewith
FINANCE	
Appropriation of Revenue Act, 2000	To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for the 2000/2001 financial year and for matters connected therewith
Businesses Act, 1991	To repeal certain laws regarding the licensing of businesses To provide for the licensing and operation of certain

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	businesses, shop hours and related matters
Debt Collectors Act, 1998	To provide for controlled debt collecting
Income Tax Act, 1962	To provide for the payment of taxes on incomes of persons and taxes on donations
Insolvency Act, 1936	To consolidate and amend the law relating to insolvent persons and their estates
Local Authorities Capital Development Fund Ordinance, 1978 READ WITH Local Government Affairs Second Amendment Act, 1993	To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto
Municipal Accountants' Act, 1988	To provide for the establishment of a board for Municipal Accountants and for the registration of Municipal Accountants and the control of their profession
Municipal Consolidated Loans Fund Ordinance, 1952 READ WITH Local Government Affairs Second Amendment Act, 1993	To provide for the establishment and management of a Consolidated Loans Fund as approved by the Premier
Local Government Municipal Finance Management Act, 2003	To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiently and effectively, to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith
Pension Benefits for Councilors of Local Authorities Act, 1987	To provide for pension benefits for councilors
Public Finance Management Act, 1999	To regulate financial management in the national and provincial governments and, inter alia, provincial public entities
Prescribed Rate Of Interest Act, 1975	To prescribe and regulate the levying of interest from debtors
Reporting by Public Entities Act, 1992	To provide for the reporting to Parliament by public entities
Value-added Tax Act, 1991	To provide for the taxation in respect of the supply of goods and services
Local Government Transition Act, 1993	To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councilors
Local Government: Property Rates Bill 2000	To regulate general property valuation
ADMINISTRATION / CORPORATE AND LEGAL SERVICES	
Electoral Act, 1998	To manage and regulate elections on national, provincial and local government level
Expropriation Act, 1975	To provide for the expropriation of land and other property for public and certain other purposes and matters connected thereto
Housing Arrangements Act, 1993	To provide for the establishment of a National and Regional Housing Board(s) and the abolition of certain

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	existing boards.
Rental Housing Act, 1999	To define the responsibility of Government in respect of rental housing
Residential Landlord and Tenant Act, 1997	To provide for the regulation of landlord-tenant relations in order to promote stability in the residential rental sector in the province.
TOWN PLANNING AND SPATIAL DEVELOPMENT	
Provision of Certain Land for Settlement, 1993	To provide for the designation of certain land and to regulate the subdivision of such land and settlement of persons thereon.
Advertising on Roads & Ribbon Development Act, 1940	To control advertising on national and regional roads
Ordinance 113 and LUPO (land use planning ordinance)	To control the land use rights within the former black areas
Development Facilitation Act, 1995	To provide for Integrated Development Plans, reflecting current planning and to institutionalize development tribunals for evaluating applications
Physical Planning Act, 1991	To provide guidelines for the drafting of urban development Plans
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
Subdivision of Agricultural Land Act, 1970	To control the subdivision of farm land and agricultural holdings
Land Use Management Bill, 2002	To establish a uniform land use management system.
Planning Professions Act, 2002	To provide for the training and registration of professional Planners
ENVIRONMENT	
Environmental Conservation Act, 1982	To provide for environmental impact assessments and exemptions, noise control areas etc
Environment Conservation Act, 1989	To provide for the effective protection and controlled utilization of the environment and for matters incidental thereto
National Environmental Management Act, 1998	To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide for matters connected therewith
ENGINEERING / TECHNICAL SERVICES	
Advertising on Roads & Ribbon Development Act, 1940	To control advertising on national and regional roads
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
National Building Regulations and Building Standards Act, 1977	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards
National Water Act, 1998	To provide for fundamental reform of the laws relating to water resources
Water Services Act, 1997	To provide for the rights of access to basic water supply

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	and sanitation, national standards and norms for tariffs and services development plans
SAFETY AND SECURITY	
Criminal Procedure Act, 1977	To consolidate and regulate procedure and evidence in criminal proceedings
Disaster Management Act, 2002	To provide for an integrated, co-ordinated and common approach to disaster management by all spheres of government and related matters
Fire Brigade Services Act, 1987	To provide for the rendering of fire brigade services and certain conditions to the rendering of the service
Gatherings and Demonstration Act, 1993	To control public gatherings and procession of marches
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
National Land Transport Bill, 1999	
National Land Transport Interim Arrangements Act, 1998	To make arrangements relevant to transport planning and public road transport services
Urban Transport Act, 1977, as amended 1992	To promote the planning and provision of adequate urban transport facilities
National Road Traffic Act, 1996	To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers, including fitness requirements and incidental matters
Road Traffic Management Corporation Act, 1999	To provide in the public interest for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions
Regulation of Gatherings Act, 1993	To control public gatherings and procession of marches
South African Police Service Act, 1995	To provide, inter alia, for a municipal (city) police
HEALTH AND WELFARE	
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
Health Act, 1977	To provide for the promotion of the health of the inhabitants of the Republic, for the rendering of health services, to define the duties, powers and responsibilities of certain authorities which render such services and for the co-ordination of the services
National Policy For Health Act, 1990	To provide for control measures to promote the health of the inhabitants of the republic and for matters connected thereto
HUMAN RESOURCES	
Employment Equity Act, 1998	To promote the constitutional right of equality and the exercise of true democracy To eliminate unfair discrimination in employment To redress the effect of unfair discrimination in the work place to achieve a workforce representative of the population
Basic Conditions of Employment Act, 1997	To give effect to the right to fair labour practice To provide for the regulation of basic conditions of employment

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

4.3 The 2030 National Development Plan

The new National Planning Commission located in the Office of the Presidency has produced a National Development plan highlighting key development challenges and more importantly practical strategies and vision for addressing our development challenge. The National Development Plan was also adopted by the Mangaung conference of the ruling party (ANC) which committed to utilizing the plan in influencing the direction of government planning and spending over the next coming years.

Vision 2030 provides a fundamental and overarching framework for our short term local government plans (5 year IDPs). This document has also considered the proposals made in our Vision 2030 and seeks to align with the intended development trajectory.

4.4 National Spatial Development Framework

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

- ▶ **Principle 1:** Rapid, sustainable and inclusive economic growth is the foremost priority for the country. It is a pre-requisite for the achievement of other policy objectives;
- ▶ **Principle 2:** Government must meet constitutional obligations to provide basic services to all citizens everywhere in the country. But beyond this, *spending on fixed investment should be focused mainly on areas of existing strong economic growth or future potential;*

- ▶ **Principle 3:** In areas that do not demonstrate future economic potential, efforts to address development challenges must *'focus on people, not place'*. This means *investing in social support, human resource development and labour market intelligence, instead of unsustainable infrastructure*. These social investments will empower people with knowledge and choice so that they can move to areas with greater opportunities if they wish to; and
- ▶ **Principle 4:** To address the spatial distortions of apartheid, settlement development should be steered into a configuration of nodes linked to main growth centers through creative exploitation of activity corridors and movement patterns.

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

4.5 Regional Industrial Development Strategy

The RIDS Strategic Intent is outlined as follows:

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

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

4.6 The Eastern Cape Provincial Growth and Development Strategy

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

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

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

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

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

4.7 District Municipal IDP Framework

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

We are part of the district IDP representative forum and therefore are informed and able to influence its development.

THE SITUATION ANALYSIS

5 DEMOGRAPHIC PROFILE

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

5.1 Population

According to 2012 National report of Statistics South Africa our population grew from about 32 537 in 2001 to an estimated total of 33 282 by 2011. Similarly our household population also grew from 7830 in 2001 to about 9494 by end 2011.

The average household size has slightly declined over the same period from an estimated 4.1 in 2001 to just 3.5 by 2011. The national report does not offer much by way of causal reasons for this decline. Our observations and anecdotal information point to noticeable trends in outward migration especially by the economically active population age groups who live our areas in search of greener pastures in bigger cities.

There does not seem according to our own analysis to be a close correlation between this decline and deaths by causes of chronic illnesses including HIV/Aids. The trends in female headed households reflect a slight decline from about 49.4% in 2001 to just 48.7% by 2011.

The majority of our population remain largely peoples of African descent.

5.1.1 Population spatial distribution

Global Insight statistics shown in the figure below confirms that Tsolwana is a largely rural municipality with the majority (57%) of its households residing in rural settlements. At least about 27% live in urban and peri-urban settlements. Another 16% are farm dwellers. The figure below illustrates this point further.

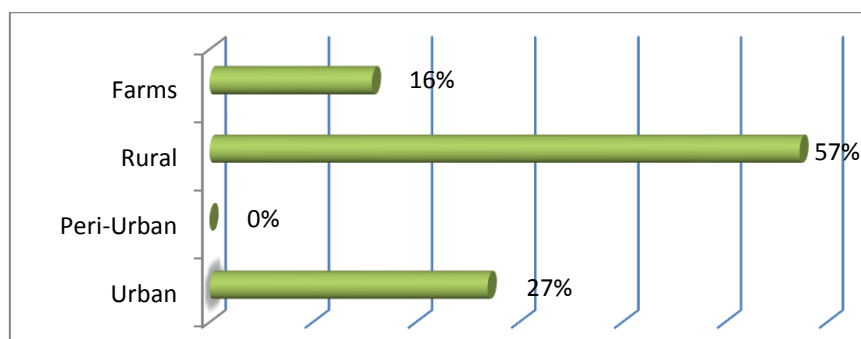


Figure 2: Household spatial distribution

StatsSA 2012 however shows a slight improvement in terms of people living in a formal dwelling from 77.6% in 2001 to 87.7% by 2011 while those either owning or currently paying a house increased drastically during the same period from 33.9% to 68.5%.

5.1.2 Population gender & age distribution

Tsolwana population gender make-up is similar to that experienced by the country with 48% males and 52% females. In Tsolwana for every 100 females there are 88.8 males. The fact that females constitute the majority of population suggests that targeted strategies should be implemented to ensure effective participation of women in the processes of municipal planning and implementation. The following table shows age distribution patterns within the Tsolwana population.

Age Structure					
<15		15-64		65+	
2001	2011	2001	2011	2001	2011
35.7	33.1	57.1	58.6	7.3	8.2

Source: Population Age distribution (StatsSA: 2012)

The figure above shows that Tsolwana has a very youthful population. The majority 58.6% of population are in the economically active population of ages 15 to 65 years.

6 INFRASTRUCTURE SERVICES PROFILE

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

6.1 Infrastructure status quo

Our analysis of service delivery gaps and challenges points to the following high level summary of issues which have been dealt with in detail in the sections that follows:

- Varied levels of service delivery in our wards
- Municipal services tend to concentrate in urban centres
- Unresolved problem of vandalization in especially areas like Mthyantya (RDP houses)
- Incomplete and poorly integrated infrastructure projects (Housing development not planned closely with provision for expansion of electricity grid & bulk water supplies)
- Poor access to government services – long travel distances to access basic services

- Poor funding and maintenance of critical infrastructure (roads, bridges, community facilities, agricultural facilities are not regularly maintained leading to their premature collapse and malfunctioning)
- Disaster Management and Ambulance services virtually nil in certain parts of our rural areas and this increases the risk of inhabitants suffering from fire disasters.
- Poorly coordinated Youth Development Programmes

6.2 Infrastructure asset & Investment plan

A project (IDP14) has been identified and funded for the development of a comprehensive Infrastructure Master Plan. The Master Plan will detail analysis of assets, their performance, state of functionality and lifespan. It will comprise of two major parts, viz;

- a) A comprehensive cost quantified municipal infrastructure 20 year infrastructure maintenance plan with proposals for funding and institutional arrangements
- b) A comprehensive 20 year infrastructure development and investment plan

The master plan will among other things assess and appraise the extent of backlogs per each infrastructure type, ward and also quantify costs of investments needed to reverse such.

To supplement this 20 year master plan the municipality currently operates and will continue to ensure alignment of its 3 year capital investment plans to the objectives of the master plan.

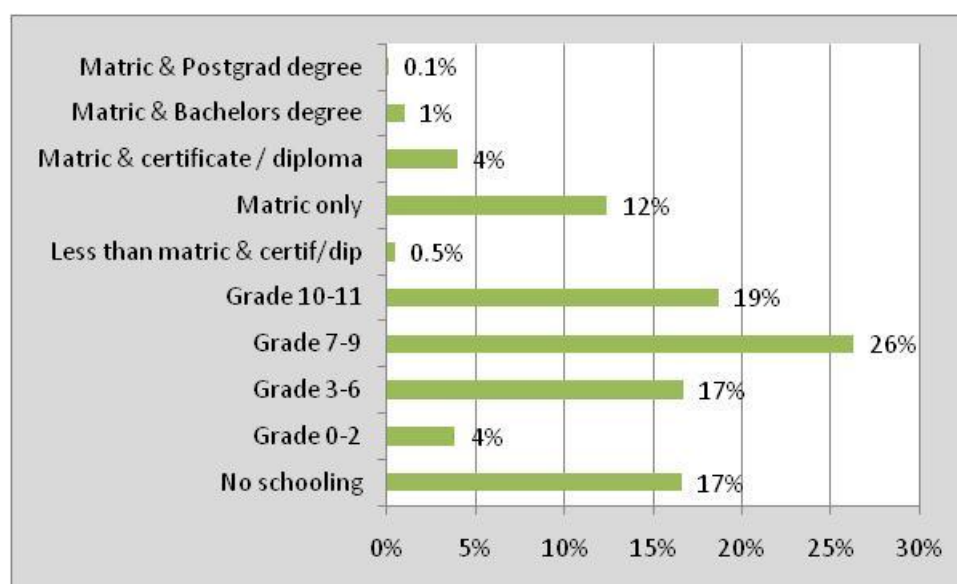
6.3 Education

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

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

6.4 Skills and literacy levels

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



However, the situation is slightly improving when considering that by 2011 StatsSA estimates for primary school enrolments in our areas is about 94.8%. This implies that most of the children who are supposed to have started schooling are currently enrolled for school.

6.5 Distribution of education assets (facilities)

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

Table – Distribution of Primary Schools

Ward	No. of Primary Schools	Location
1	3	Thorn Hill, Zola & Phakamisa
2	2	Mitford & Rocklands
3	5	Tendergate, Spring Grove, Khayaletu, Thembaletu, Khwezi, Baccles Farm
4	3	Tarkastad Town (2) & Zola Township
5	3	Hofmeyr, Luxolweni & Twinville

Table – Distribution of Secondary and High Schools

Ward	No. of High Schools	Location
1	1	Thornhill
2	2	Mitford & Rocklands

3	2	Tendergate, Bacceles Farm
4	3	Tarkastad Town (High School), Tarkastad Town (Sec. School) & Zola Township
5	2	Hofmeyr Town & Luxolweni Township

6.6 Health

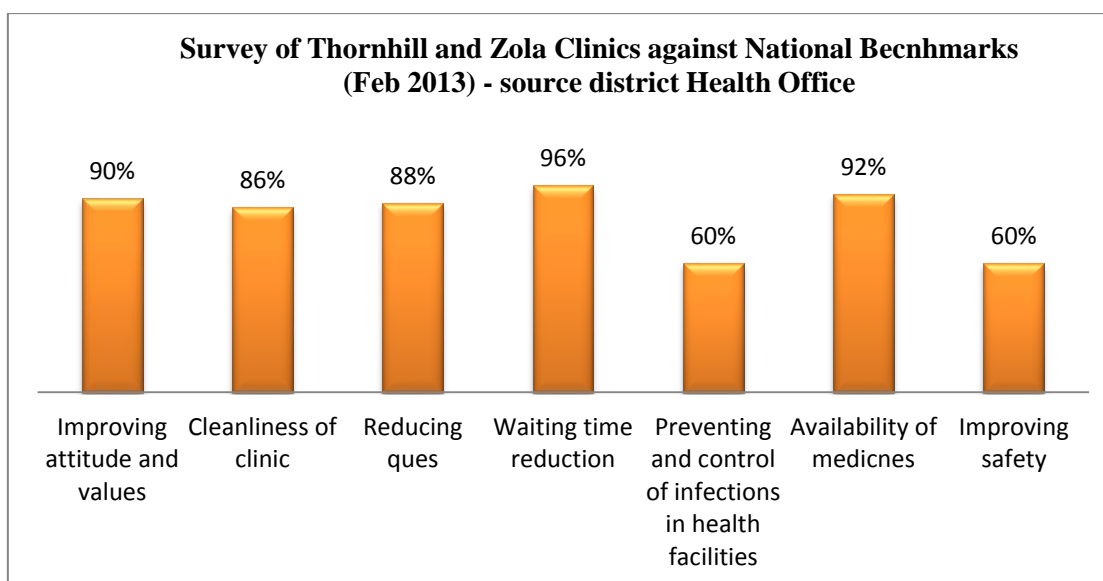
Primary health is a competence of the Provincial department of Health. Chris Hani DM is responsible for municipal health. There are mainly four parties that provide health facilities in the study area namely, Department of health, Chris Hani District Municipality, Tsolwana municipality and Private institutions.

6.6.1 Overview of service

Health service is steadily improving while there are still pockets of noticeable challenges and shortfalls in some areas. Our district health office conducts regular operational clinic surveys which are aimed at improving service quality and monitoring and reporting on a set of agreed benchmarks including among others:

- a) Quality of service as measured by attitudes of nurses and levels of professionalism displayed while attending to a patients
- b) Length of time spent on queues waiting for a service
- c) Availability of medication and doctors at our facilities
- d) Compliance with signed charters and BATHO Pele principles
- e) Effectiveness of programmes
- f) Cleanliness of facilities

The following figure gives an extract of the performance by Zola and Thorhill clinics on their recent performance report as measured using anonymous submissions by its users at boxes located in each clinic.



The following table highlights key issues identified as emergency interventions in the operations of our local clinics.

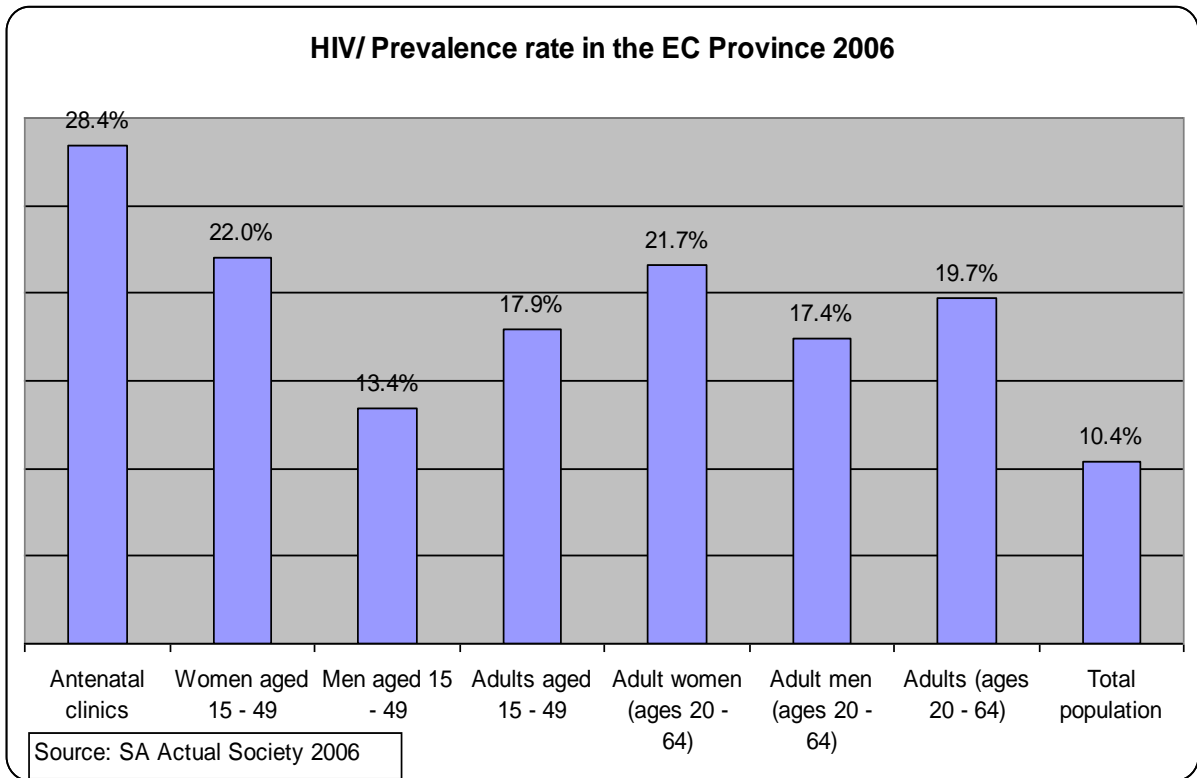
Issue / Programme	Intervention	Comments
Disaster	Municipality assisted by donating an old building to be used as a disaster management coordination station	For maintenance that is doors and windows for privacy will be done after April 2013
Governance i.e Health councilor and clinic committees	Invited quarterly according to meetings in LSA and poor attendance and schedule given.	To organize Quantum to collect them to the meeting, if there is transport constraint
Outreach services	Door to door per clinic outreach team to their wards	Still pilot to check impact of visiting homes but no transport
School health services		All schools to be visited
Circumcision	This quarter, 179 initiates TRD only 6 Male medical circumcision This project need support from parents according to condition of boys.	Only 1 death 6 admissions, 13 septic dressed in bushes, bush tracking by DMO'S 1 gangrene

6.6.2 HIV/Aids programmes and prevalence

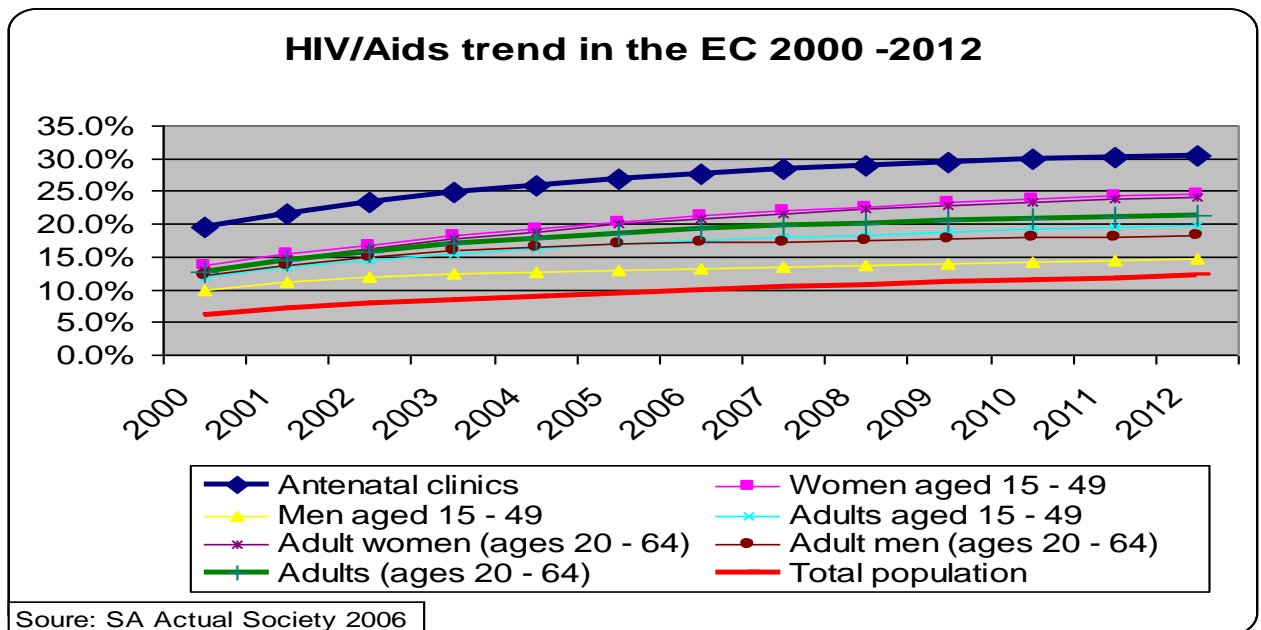
HIV/Aids is a public health concern that the municipality should to at least monitor and proactively contribute to the reduction of the impact and the spread of HIV/Aids among its communities. Tsolwana has a workplace HIV/Aids policy but the current policy is silent on HIV

prevalence and targets for reducing the spread of Aids. The current prevalence rate is estimated to be 9% for HIV and 1% for AIDS (Global Insight: 2008)

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



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



6.6.3 Health Infrastructure and backlogs

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

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

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

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

6.7 Safety and Security

Tsolwana does not have its own municipal police force therefore the responsibility for providing safety and security services in its areas rests with the South African Police Services Department (SAPS). Tsolwana participates in Local Community Policing Forums (CPF). There is no intention for the municipality to have its own separate safety plan outside of the one used by the SAPS since this is their competence in the first place.

Crime especially domestic violence and common assaults linked to substance abuse is prevalent in the area. An integrated social development strategy is needed to guide interventions aimed at reducing these occurrences.

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

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

6.8 Land reform and Human Settlements



6.8.1 Land administration

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

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

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

6.8.2 Land tenure

There are basically two dominant forms of land ownership patterns in our municipality, viz communal freehold. Freehold is further divided into two components of long term leases (up to

100 years) and outright ownership with a title deed. Communal land is largely concentrated in the greater Ntabethemba areas while freehold comprises mainly Tarkastad, Hofmeyr town and private commercial farms.

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

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

6.8.3 Land use

The current SDF incorporates a land use framework for guiding planning and management of land uses across the municipality. Please refer to the comprehensive SDF for further details.

6.8.4 Housing program and key projects

Our role in housing is only limited to facilitation and administration of beneficiary registrations and monitoring. We depend on the department of human settlements for funding of housing programmes. Its role is to develop sustainable human settlements for needy South African Citizens through the delivery of the following key programmes.

- IRDP – Internal services (Roads & storm water, full water borne sewer system, water reticulation and Top structures with VIP's in the rural areas.
- Emergency programme
- Destitute programme
- Rectification programme
- Social housing , CRU's and Middle Income housing
- Rural subsidy voucher system

In 2012/2013 the department is busy with the following projects.

Project	Status	Houses	Full Services	Partial Services		Rectified houses	Projected expenditure
				Roads & Storm water	VIP/Rainwater tanks		
Mitford	Project blocked			221	0		R 10, 31m
Rocklands/Baccles farm 688	Contractor on site		0	344	0		R 11,46m
Khwezi 512	Contractor on site		0	512	0		R 8,55m
Springgroove/The mbaletu	Contractor on site		0	535	0		R 5,08m

Project	Status	Houses	Full Services	Partial Services		Rectified houses	Projected expenditure
				Roads & Storm water	VIP/Rainwater tanks		
Tendergate/Khaya lethu	Project blocked		0	550	0		R 12,56m
Hofmeyer – twinsvile youth 500	Contractor on site		0	500	0		R 7,9m

PROJECT	NO. OF UNITS	STATUS	CONTRACT DETAILS	
Tarkastad	1671	Tender stage	Contractor	To be appointed
			Duration	7m
			Budget	R 10m
Hofmeyer Youth	500	Contractor on site	Contractor	SC Contractors
			Duration	8 months
			Budget	R 7.9m
Mitford	700	Contractor on site	Contractor	Ukamva Civils
Springgrove / Thembalethu	535	Contractor on site	Contractor	Cotterrels Civils
			Duration	8 months
			Budget	R 3.7m
Rocklands / Baccles Farm	688	Contractor on site	Contractor	OM Mashilo
			Duration	7 months
			Budget	R 7.5m
Tendergate / Khaya lethu	1101	Project blocked	Contractor	Ukamva Civils
			Duration	8 months
			Budget	R 8.6m
Khwezi	512	Contractor on site	Contractor	OM Mashilo
			Duration	7 months
			Budget	R 7.5m

The following housing projects are either in the design or planning stages.

PROJECT NAME	NO. OF UNITS	APPROVAL STATUS	PROGRESS	PROJECT APPROVED BUDGET
Barcelona	1000	Budget approved and service provider appointed	Well Resourced Developers Consortium are appointed and they have started with the work	R 3 864 000.00
Zola Village	700	Not yet appointed	Resolution for the budget still has to be approved.	R2 704 800.00
Thornhill Village	1500	Not yet appointed	Resolution for the budget still has to be approved.	R 5 796 000.00
Phakamisa Village	300	Not yet appointed	Resolution for the budget still has to be approved.	R 1 159 200.00
Mitford Village	350	Not yet appointed	Resolution for the budget still has to be approved.	R 1 352 400.00
Rocklands Village	200	Not yet appointed	Resolution for the budget still has to be approved.	R 830 080.00
Bacclesfarm Village	300	Not yet appointed	Resolution for the budget still has to be approved.	R 1 159 200.00
Tentergate Village	1000	Not yet appointed	Resolution for the budget still has to be approved.	R3 864 000.00
Khayaletu Village	100	Not yet appointed	Resolution for the budget still has to be approved.	R 430 000.00
Thembalethu Village	100	Not yet appointed	Resolution for the budget still has to be approved.	R 430 000.00
Springgroove Village	200	Not yet appointed	Resolution for the budget still has to be approved.	R 830 080.00
Kwezi Village	200	Not yet appointed	Resolution for the budget still has to be approved.	R 830 080.00
Tarkastad	41	Not yet appointed	Resolution for the budget still has to be approved.	R 231 840.00

Other planned projects in terms of the municipality's sector plan and rectification programme of the Human settlements department include:

- Construction of internal services for the new 61 units in Tarkastad
- Assessment of defective units and rectification on Thornhill involving 1400 units
- 150 units needing rectification around Tsolwana at a cost estimated to be 13,5 million
- Initiatives by NHBRC such as

Tarkastad	1000	Assessment of defective units	Procurement of service providers by NHBRC is underway
Tarkastad	671	Assessment of defective units	Procurement of service providers by NHBRC is underway
Hofmeyr Youth	500	Assessment of defective units	Procurement of service providers by NHBRC is underway

6.9 Water & Sanitation

6.9.1 Service Level Agreement with Chris Hani DM

Chris Hani District Municipality is the Water Services Authority & provider for all areas under the jurisdiction of Tsolwana Municipality. However in 2011 the DM underwent a section 78 process that culminated in a decision to not outsource any parts of this function in the Tsolwana municipality but rather expand its operations by deploying full time staff to reside within Tsolwana offices and assist with dispensing its functions there. This remains the status quo in 2013/2/14.

6.9.2 Water sources

Water supply to the settlements is in the form of water pumps, natural sources (boreholes), reservoirs and control metres. There are currently no water treatment works in the whole study area.

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

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

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

Source: Chris Hani District Municipality: Water Services Development Plan (2011)

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

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

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

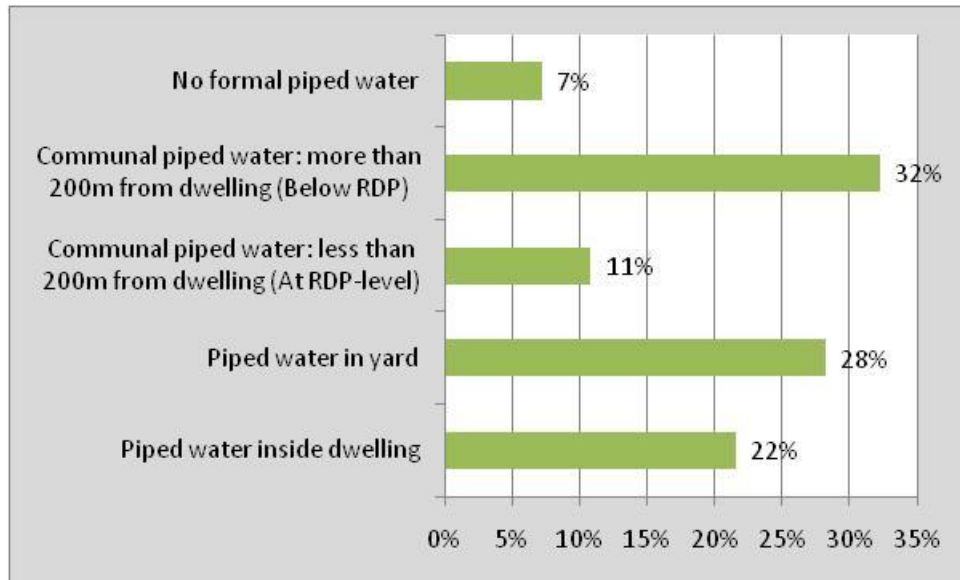
Dam Name	Supply Type (Domestic/Irrigation)	Supply Areas	Live Storage (Mm³)	Firm Yield (Mm³/a)	Owner
Tendergate Dam	Irrigation	Ntabathemba Irrigation Scheme	1.72	0.26	DWAF
Mitford Dam	Irrigation	Ntabathemba Irrigation Scheme	0.89	0.05	DWAF
Glen Brock Dam (Thornhill)	Irrigation	Ntabathemba Irrigation Scheme	0,41	0.12	DWAF
Thrift Dam	Irrigation	Ntabathemba Irrigation Scheme	2.6	0.58	DWAF
Commando Drift Dam	Irrigation	Commando Drift Irrigation Scheme	55.7	18.0	DWAF
Grassridge Dam	Balancing	None	49.6	N/A	DWAF

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

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

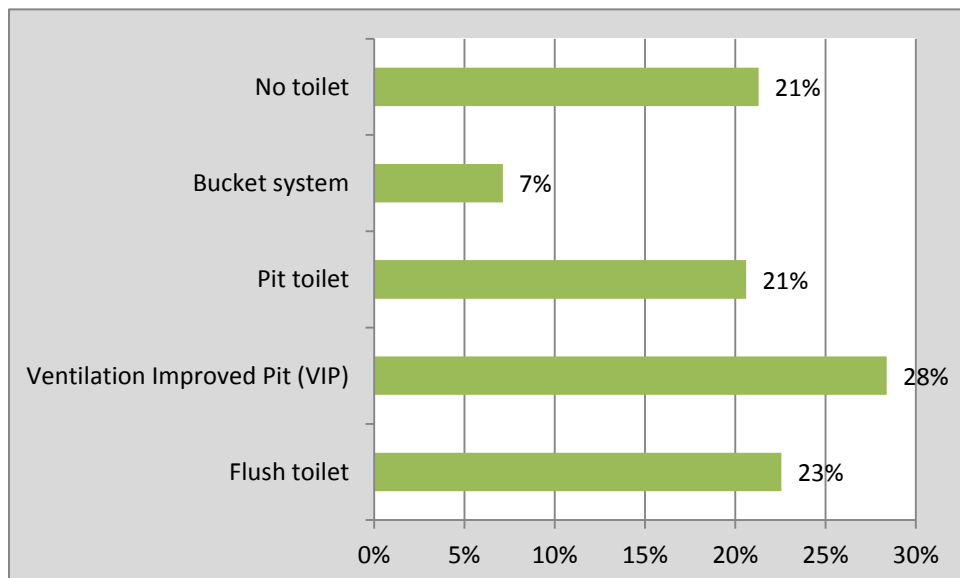
6.9.3 Household Access to water Supply

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



6.9.4 Sanitation

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



6.10 Waste management & Refuse Removal

Tsolwana municipality is responsible for providing refuse removal service to its areas of jurisdiction. In the rural areas there is no formal refuse disposal system. Waste management is

however, the responsibility of the district. The municipality is currently negotiating a service level agreement with the DM to develop and manage a landfill site in its jurisdictional area.

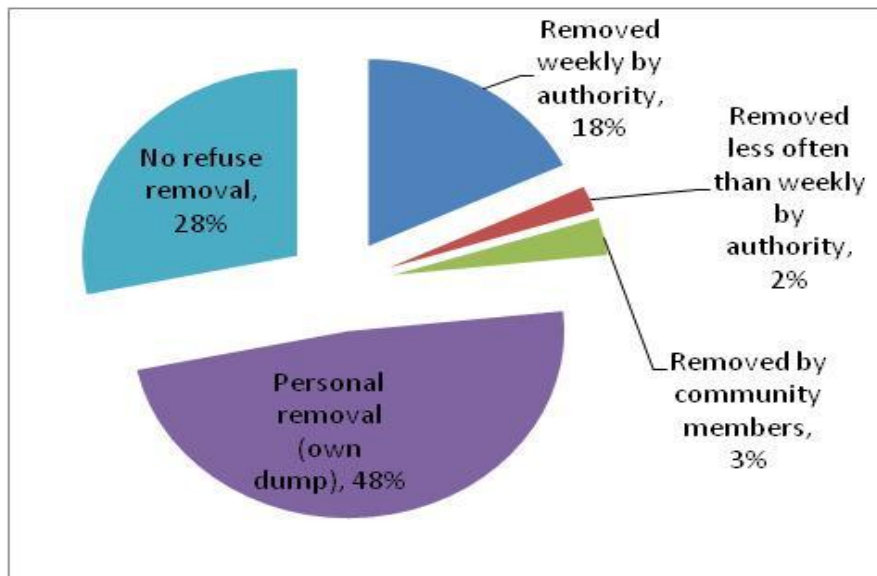
6.10.1 Solid waste management

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

Tsolwana promotes sustainable waste management through facilitation of public awareness programmes, sorting of license and permits for operating a legal waste dumping site in Tarkastad and supporting income generating projects such as waste recycling.

6.10.2 Service backlogs for refuse collection

In terms of service delivery, waste is only collected on a weekly basis by the municipality in Tarkastad and Hofmeyr and this only affects approximately 18% of the households. Another 2% receives less than a weekly removal service while 48% and 3% households utilize own means and community based forms of collection respectively.



Source: Global Insight: 2008

The backlog for refuse removal is estimated to be approximately 28% (2382) of the households are without refuse removal services. By 2011 only 26.6 % (StastSA 2012) of households were confirmed to be receiving weekly refuse removal.

6.11 Free Basic Services

Free basic service is a policy of our government which seeks to promote access to basic services by all despite levels of access to income. It is often funded through the equitable share allocation and facilitated via implementation of a clear indigent policy.

Tsolwana has a council adopted indigent policy which is administered and lead by the budget and treasury department. Currently the policy provides for subsidization of services such as electricity, water, sanitation and refuse. The costs of subsidizing water and sanitation are ringfenced and managed at Chris Hani District level.

Electricity is subsidized through transfers to Eskom who in turn reduces costs of sale of prepaid and conventional power to users in our areas. This policy is being reviewed in 2013/2014 in order to improve its targeting and verify beneficiaries.

6.12 Disaster Management

Disaster management is a competency of the district but we work closely to ensure systems and processes for responding to local disasters such as fire and other emergencies. We have a localised response plan which provides for setting up of policy and institutional arrangements for dealing with disasters and liaising with the district.

The municipality assists by facilitating public education and awareness campaigns for disaster and risk management and also contribute to the planning of response plans.

6.13 Land care

Tsolwana has some of the most erodable soils in the district, particularly in the former Ciskei area in Ntabethemba i.e. Kwezi, Themba lethu, Khaya lethu, Rocklands, Baccles Farm, Mitford and Thornhill, including areas such as Zola village, Phakamisa, Tendergate, Spring Groove and Tarkastad. We do not have direct competence and in-house skills to deal with such highly technical aspects of soil erosion management and land rehabilitation but we facilitate and constantly lobby the department of Agriculture through its programmes and extension officers to assist with technical skills and resources for addressing these challenges.

In terms of conservation and management of alien vegetation species we work closely and partner with the department of environmental affairs to implement programmes like working for water and removal of Lapesi projects.

6.14 Roads & Stormwater

The municipality is responsible for the construction, maintenance and upgrading of local access roads and stormwater infrastructure. Other roads are a responsibility of the District, Province and National department of Transport. The municipality will not develop a separate Master plan for roads but rather incorporate this function in the comprehensive infrastructure investment and maintenance plan. Similarly for storm water management function.

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

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

- R61 from Queenstown to Tarkastad
- R344 from Balfour to Tarkastad
- R390 and R391 from Hofmeyr to Ukhahlamba District Municipality
- R401 from Tarkastad through Hofmeyr to N10
- R 61 linking Tarkastad and Cradock
- Road linking Tarkastad to Sterkstroom
- Hofmeyr – Cradock road

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

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

Ward	Settlements	Approximate Distance (Km)	Comments
	Twinsville Townships)		to Cradock and the access road to Luxolweni are tarred.
Total		233.7	

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

6.15 Transportation

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

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

Analysis of transportation challenges show among others there are no formal crossing arrangements to cater for pedestrians. Signage in most areas and along key distributor roads is lacking. However, the municipality is in contact with Chris Hani to lobby for implementation of commitments in the District Integrated Transport Plan.

6.16 Community Facilities (Public Amenities)

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

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

Ward	No. of Community Halls	Location
1	1	Thornhill
2	2	Mitford & Rocklands
3	1	Tendergate,
4	3	Tarkastad Town, Ivanlew Township & Zola Township
5	2	Hofmeyr Town & Luxolweni Township

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

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

6.17 Cemeteries

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

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

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

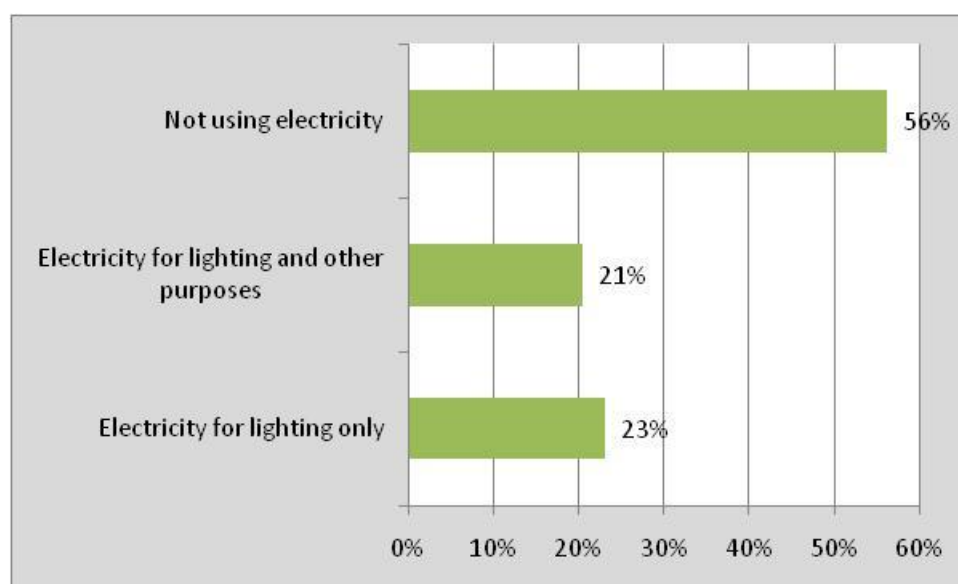
6.18 Ponds and Fencing

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

6.19 Electricity and energy supply sources

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

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



Engagement with Eskom revealed that they had planned electrification expenditure investment of more than 315 million in Tsolwana alone during their 2010/11 financial year. However, this did not happen and has created a risk of over promising by our IDP. The municipality is in the process of lobbying Eskom provide more accurate forecasting and better budgeting information to improve the situation.

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

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

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

<i>Village name</i>	<i>Code</i>	<i>Connections</i>	<i>Link line</i>
1. Zola		148	0.2
2. Phakamisa		48	0
3. Hartebeesfontein / Thornhill	C1CX1	32	1
4. Mirtford Extension	C1CX2	32	0
5. Rocklands Extension	C4X1	15	0.1
6. Beccles Extension	C5BX1	36	0.2
7. Lindela Extension	C6X1	16	0
8. Tentergate 1 Extension	C7X1	26	0.2
9. Tentergate 2 Extension	8X1	3	0.1
Total		356	1.8

According to Eskom planers this information only serves as a guide as to the likely scenario in terms of electrification if DME keeps the current levels of funding. It is not cast on stone and may change depending on circumstances. The main challenge that worries us at the municipality is that we are being fed forecasting figures that are not the objective reality of the SEOs spending plans.

Electrification of the Hofmeyr Ph 2 Housing is split over 3 years because of funding limitations envisaged during 2011/12 and 2012/13 financial years. Should the funding situation improve, then the plan for Hofmeyr Ph 2 Housing Development project will be adjusted accordingly.

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

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

7 ENVIRONMENTAL MANAGEMENT PROFILE

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

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

- local agenda 21 initiatives,

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

The key development issues are:

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

- Urban public open space (parks & recreation) can provide an important recreational area for the general public and a refuge for wildlife, but the use of public open space may be limited by crime and the negative effect of visible pollution.

7.1.1 Natural environment

The natural environment provides the basis for the regional economy, especially the primary production, recreation and tourism. It is therefore essential that the integrity of the natural environment be not compromised if planning is to promote the welfare of the municipality's population.

TOPOGRAPHY

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

GEOLOGY & SOILS

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

CLIMATE

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

RAINFALL

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

TEMPERATURES

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

from 22.4°C to 23.2°C and the minimum is up to 10.2°C. Ward 3 has an average maximum temperature of 22.3°C and an average minimum of up to 8.9°C.

PREVAILING WINDS

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

EVAPORATION

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

VEGETATION

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

SOUTH EASTERN MOUNTAIN GRASSLANDS

Sweet grassland dominated by grasses such as *Themeda triandra*, *Pennisetum sphacelatum* and *Ehrharta calycina*. Dicotyledonous forbs are well represented and include: *Diascia capsularis*, *Sutera macrosiphon*, *Dianthus caespitosus*, *Othonna auriculifolia* and *Euphorbia epicyparissias*. This vegetation is good for cattle and sheep grazing. About 46% of the total South African extent of this vegetation type occurs in the CHDM. The existing pressure on this vegetation type is that it is suitable for winter grazing but susceptible to conversion to sourveld, karoo and Grassy Fynbos due to overgrazing.

EASTERN MIXED NAMA-KAROO

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

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

MOIST UPLAND GRASSLAND

This vegetation type is dense, sour grassland with *Themeda triandra*, *Heteropogon contortus*, *Tristachya leucothrix*, *Eragrostis curvula* and *Elionurus muticus* as some of the dominant species. The tall-growing *Hyparrhenia hirta* and *Sporobolus pyramidalis* are often prominent in the area. Hardy forbs also occur as do some trees and shrubs on sheltered sites, rocky hills and

ridges. In fire-protected areas the incidence of other species increases, including forest pioneers such as *Rapanea melanophloeos* and some Fynbos species.

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

SUB-ARID THORN BUSHVELD

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

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

7.1.2 Water resources

RIVERS

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

DAMS

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

WETLANDS

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

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

7.1.3 Major Environmental challenges

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

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

The general causes of the above issues include the following:

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

NATURAL DISASTERS

Frequent occurrence of severe storms and tornados

- Storm damage to properties (houses)

Uncontrolled veld fire which destroy grazing and grass used by communities for roof thatching

8 ECONOMIC DEVELOPMENT PROFILE

8.1 Defining our role in LED

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

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

- a) **Municipality as a catalyst developer:** where the strategic role is that of a catalyst to economic development rather than participant collaborator. This role would entail engaging directly with the markets and the economy through for example, buying land and developing it in order to earn an income from the development that can be further used to develop infrastructure and provide services. The key differentiator of this role will be that the council must now make available budget and resources to initiate economic development and take full responsibility for job creation.

- b) **Municipality as a coordinator:** where the strategic role is to co-ordinate and facilitates rather than initiate. In this role the municipality would limit its role essentially to planning, co-ordination, collaboration and leveraging of resources by other role players in order to realize infrastructure development, job creation and economic growth.

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

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

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

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

creative a conducive and attractive environment for other market role players to fund needed capital for economic projects

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

8.2 Principles informing our LED mandate

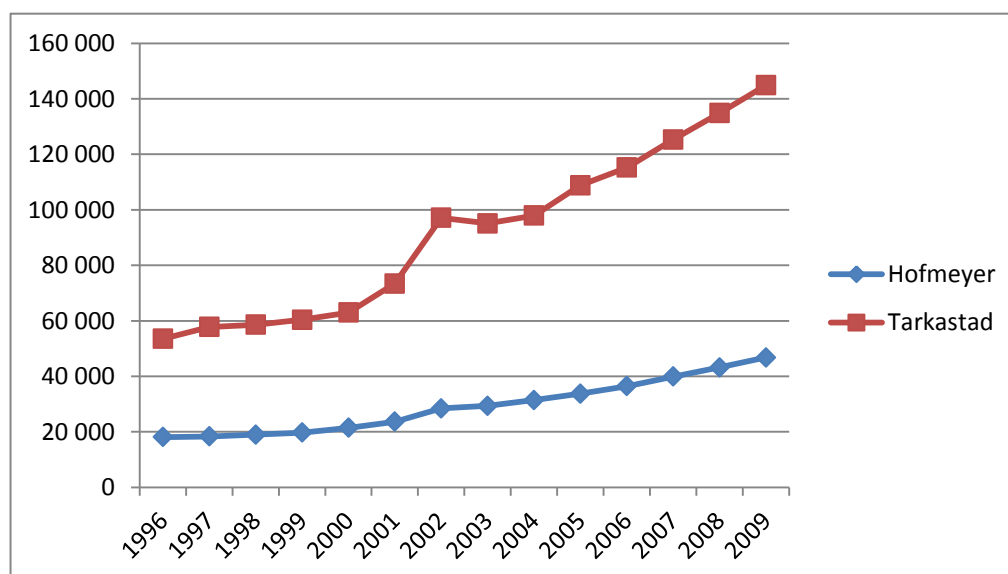
We commit ourselves to observing and conducting our LED responsibilities in a manner that promotes and adhere to the following principles:

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

8.3 Overview of the local economy

8.3.1 Economy size

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



Source: ECSSECC

8.3.2 Extent of diversity in our economy

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

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

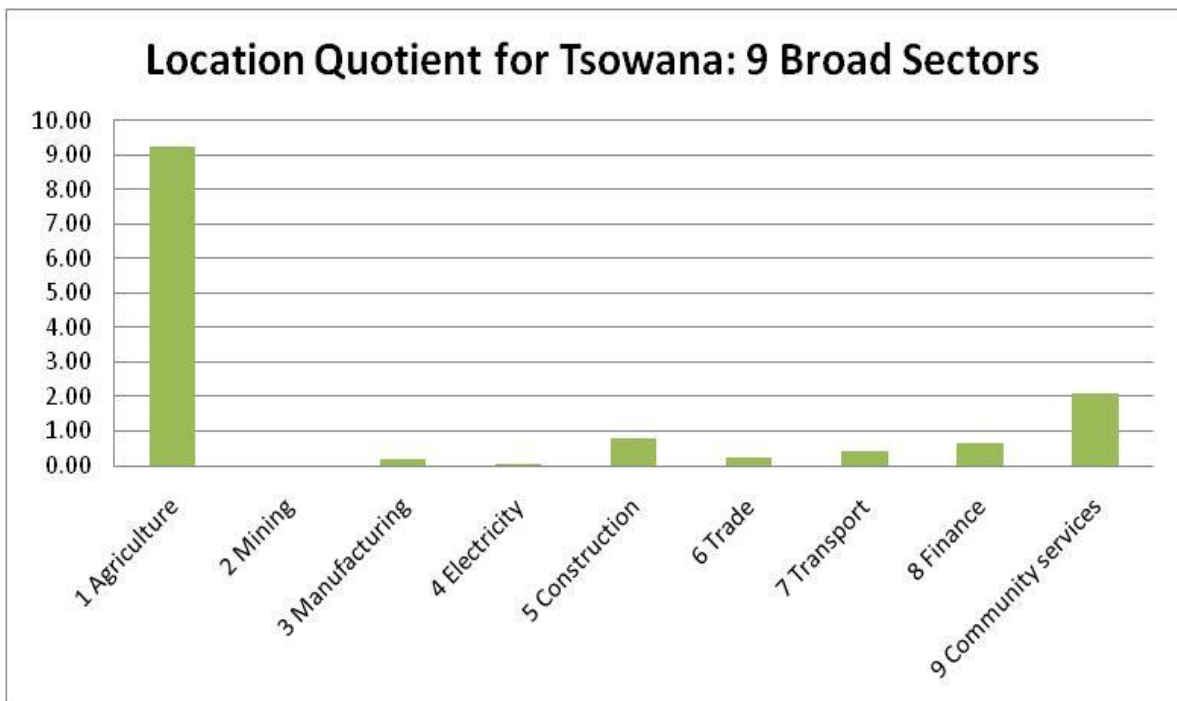
Based on the above figure it can be deduced that Tsolwana has a highly concentrated economy with Agriculture and community services being highly dominant contributors. This situation is unsustainable and needs to be reversed by increasing investments that will unleash the locked potential in other important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

8.3.3 Competitiveness in our economy

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

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

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



8.3.4 Responsiveness to poverty & unemployment

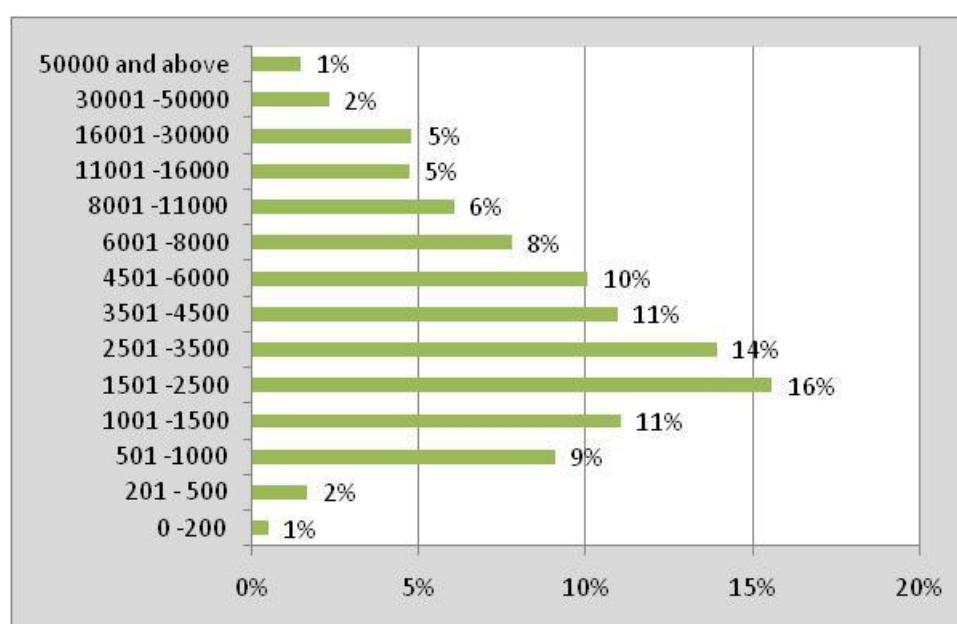
Income inequality

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

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

Household income distribution

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



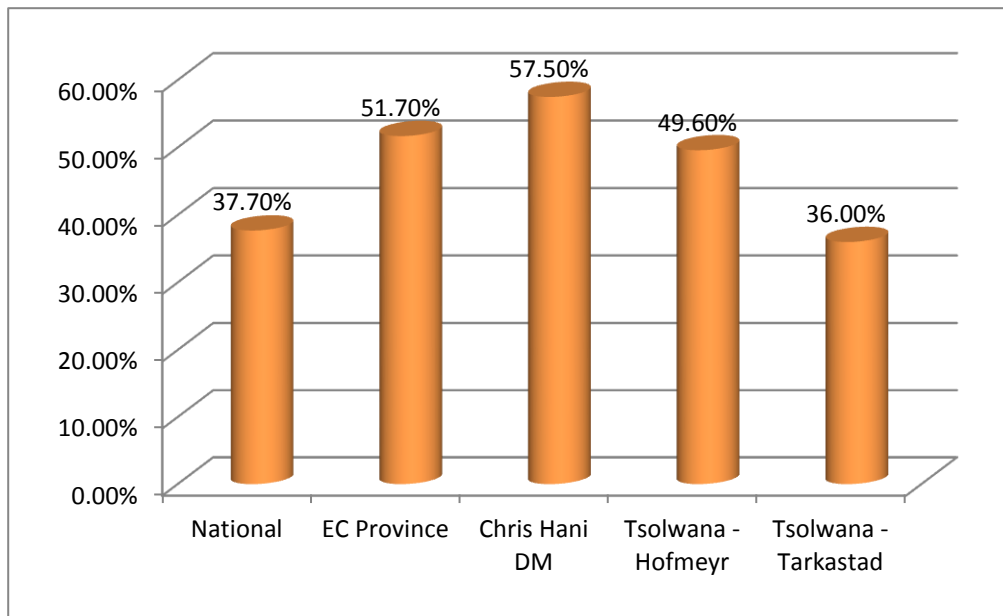
Unemployment

Unemployment is a major development challenge in Tsolwana. According to research done by Global Insight, unemployment in Tsolwana is estimated to be higher than that of the country but

lower than that of the district and EC Province respectively. It is estimated to be about 40% (using the official definition).

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

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



Formal Employment by sectors

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

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

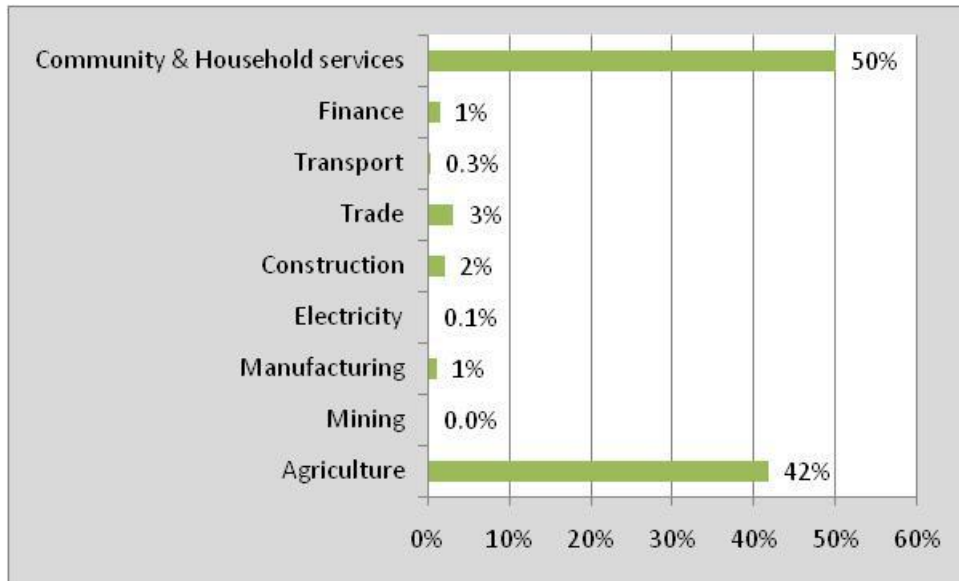
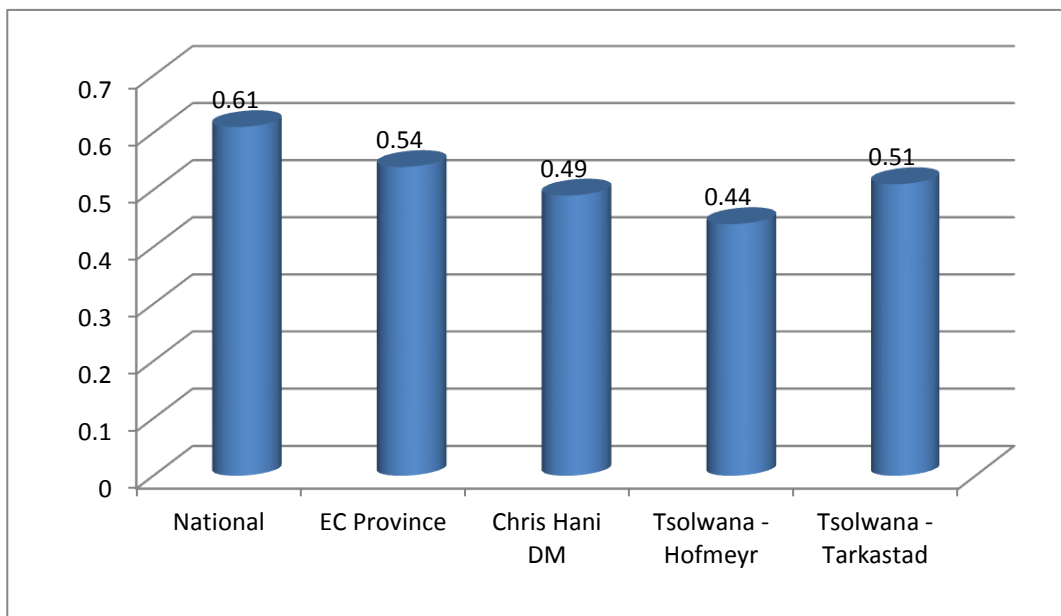


Figure 3: Formal employment by sectors

Human Development Index

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

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



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

Projects planned for implementation by Social Development include:

- Lukhanyo women's coop(poultry),
- Sakhisizwe women's coop (food security),
- Mzamohle women's coop (poultry),
- Masiphathisane women's coop- (food security),
- Masikhule women's coop (poultry & food security).

8.3.5 SWOT of the local economy

Agriculture

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Existence of infrastructure such as Agric Schemes • Availability of pockets arable land • Pockets of high quality soils for crop production • Access to availability technical support by Agriculture • Existence of support institutions like Assgisa, Land Bank and Uvimba to resource agricultural programmes • Favourable environment for livestock and game farming • Access to input support by government – Tractors, Seeds, Bulls etc. 	<ul style="list-style-type: none"> • Lack integration in planning and implementation programmes • Agriculture not seen as fashionable employment sector by especially young people • Lack of entrepreneurship & value chain production – Agro-processing (potential for wool and meat production not fully realized) • Poorly developed service infrastructure and non-existent services (road network, water supply and electricity connection) • Lack of funds to pursue strategic large projects • Prevalent soil erosion, land invasions and veld fires adding to declining quantities for arable land

Tourism

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

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
	<ul style="list-style-type: none"> • Poor management skills • Lack of by laws • Lack of a coherent tourism plan • Lack of access to development funding

Manufacturing

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Availability of affordable land for establishment of production space • Abundance of labour inputs • Availability of raw material inputs • Access to support from government • Prioritization by EC PGDS • Proven untapped potential demand in trade, agriculture and tourism 	<ul style="list-style-type: none"> • Poor culture of entrepreneurship • Poorly development support networks (broadband signal and coverage in and around towns of Hofmeyr and Tarkastad is very weak leading to problems of internet connectivity) <input type="checkbox"/> Unreliable electricity supply to drive intense mechanized production lines <input type="checkbox"/> Poorly developed value chain production processes and systems • Insufficient supply of artisans, technicians and skills trades in key strategic areas like engineering, management and science by the local economy

Retail, Trade & Wholesale

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

SMME

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Potential for growth and contribution to unemployment • Market demand • Availability of support from various sources within and outside government – ECDC, SEDA, SETAs, Training Institutions, Bus Forums etc 	<ul style="list-style-type: none"> • Limited support for training and finding <ul style="list-style-type: none"> ▪ Lack of business support – generally the lack of business support to existing businesses and this hampers their growth potential. There is a need to offer integrated business support in a sustainable way including: <ul style="list-style-type: none"> ○ Infrastructural support investment on such things as access roads, electricity, refuse, water & sanitation ○ Improving efficiency and turn-around times in the processing of development applications • Environmental degeneration potential • Poorly organized businesses and processes to create conducive environment for growth and development • High degree of survivalist rather than growth oriented entrepreneurs – high failure rate of ventures

9 GOOD GOVERNANCE

9.1 Overview of good governance issues

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

- Responding to MEC assessment and assessment action plan
- Automation and cascading of PMS to lower levels
- Training and provision of administrative support to ward councillors and CDWs to improve effective public participation
- Improving cooperative governance through revitalizing the IGF and especially aimed at improving cooperation between the municipality and sector departments in the planning and delivery of development programmes
- Setting-up of dedicated customer care relations desks in all three centres in order to increase payment levels and communication with our major stakeholders

- Mobilization and lobbying of resources and partners for the establishment of Thusong Centre in Tarkastad
- Promotion of public participation through setting up a dedicated desk and reaching out to traditional leaders and other strategic partners.
- Improvement of institutional arrangements aimed at implementing the supply chain management policy and increasing accountability in our procurement processes
- Fighting corruption
- Development of a monitoring and evaluation framework for ensuring, reporting and tracking implementation of council resolution
- Improvement of intergovernmental relations and effectiveness through training and continuous engagement via IGF

Further, the municipality has started to ensure functioning of its performance audit committee and will also utilise this committee to ensure auditing of its end-year performance report in July 2013.

9.2 Public Participation, Customer Care and Special Programmes

The council promotes local democracy and community involvement in its affairs by facilitating capacity building and establishing operational mechanisms for ensuring public participation in planning, project implementation and general council affairs.

In addition, we have a dedicated unit dealing with ISD or promotion of special programmes reporting directly to a section 57 manager. This office works closely with our political offices and office and serves as interface between our organization and partner stakeholders in the realization of programme objectives.

As part of our efforts to improve access to council and municipal offices, we have implemented a process of decentralising our operational administrative services by utilizing municipal building in areas like Thornhill and Hofmeyr to extend certain key services such that people in those vicinities may not have to travel to Tarkastad to access municipal administrative support.

9.3 Ward committees

Tsolwana has managed to establish ward committees in all its five wards and these are constantly capacitated through a series of interventions including accredited training workshops, participation in council events and IDP representative forum and others.

9.3.1 Ward based plans

In 2012 we were supported by the district municipality to develop ward based plans for all our wards. These plans have been adopted by council and were used and considered in formulating the review situation analysis. Each plan provides for a detailed analysis of its ward's development challenge and concludes with a clear action plan with timeframes for implementation by the ward committee assisted by other stakeholders.

9.4 Intergovernmental Relations

Tsolwana chairs an IGR and IDP forum which meets regularly to discuss and evaluate progress on the implementation of plans that are committed in the IDP and departmental annual plans.

Unfortunately we are currently experiencing challenges with the IGR which include but not limited to:

- Lack of seriousness by certain sector departments to this platform as shown by their consistent non-attendance of meetings or sending of junior officials to seat-in

- Increasing problem of dishonouring commitments made in the IDP wherein for example a department would budget for a project and later remove that project in its priorities without reporting or offering any reasons to the forum or the municipality
- Poor coordination of plans leading to duplication of projects especially those aimed at poverty alleviation and agricultural development
- Lack of participation of Traditional leaders

9.5 Audit matters

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

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

In 2012 PWC produced a report aimed at assisting with analysing and providing support towards addressing of the queries that were raised in our Audit report. AG gave us a qualified audit opinion and highlighted issues that were of concern. In response we have met as management and developed a comprehensive AG response action plan which is jointly led by the MM and CFO.

9.6 Special Programmes

We have a dedicated SPU which is responsible for facilitating our interventions in social cohesion and support targeted at affirming special groups and mainstream them for improved participation.

The unit run key programmes that are dealing with youth, women, children, elderly, disabled and HIV Aids programmes. It is hosted and reports to the office of the municipal manager.

10 INSTITUTIONAL DEVELOPMENT & TRANSFORMATION

10.1 Organizational mandate

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

Part B of Schedule 4	Part B of Schedule 5
<p>1. Air pollution</p> <p>2. Building regulations</p>	<p>16. Beaches and amusement facilities</p> <p>17. Billboards and display advertisement in public places</p>

Part B of Schedule 4	Part B of Schedule 5
3. Child care facilities 4. Electricity and gas reticulation 5. Fire-fighting services 6. Local tourism 7. Municipal airport 8. Municipal planning 9. Municipal health services 10. Municipal public transport 11. Pontoons, fairies, settees, piers and harbours excluding the regulations of international and national shipping 12. Municipal public works only in respect of the needs of the municipalities 13. Storm water management system 14. Trading regulations 15. Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system)	18. Cemeteries, funeral parlors and crematoria 19. Cleansing 20. Control of public nuisance 21. Control of undertakings that sell liquor to the public 22. Facilities for the accommodation care and burial of animals 23. Fencing and fences 24. Licensing and controlling of undertakings that sell food to the public 25. Local amenities 26. Local sport facilities 27. Markets 28. Municipal abattoirs 29. Municipal parks and recreation 30. Municipal roads 31. Noise pollution 32. Pounds 33. Public places 34. Refuse removals, refuse dumps and solid waste disposals 35. Street trading 36. Street lighting 37. Traffic and parking

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

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

Functions of Tsolwana Municipality	Authorizati on / (Power)	Definition
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Beaches and Amusement facilities	Yes	The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and /

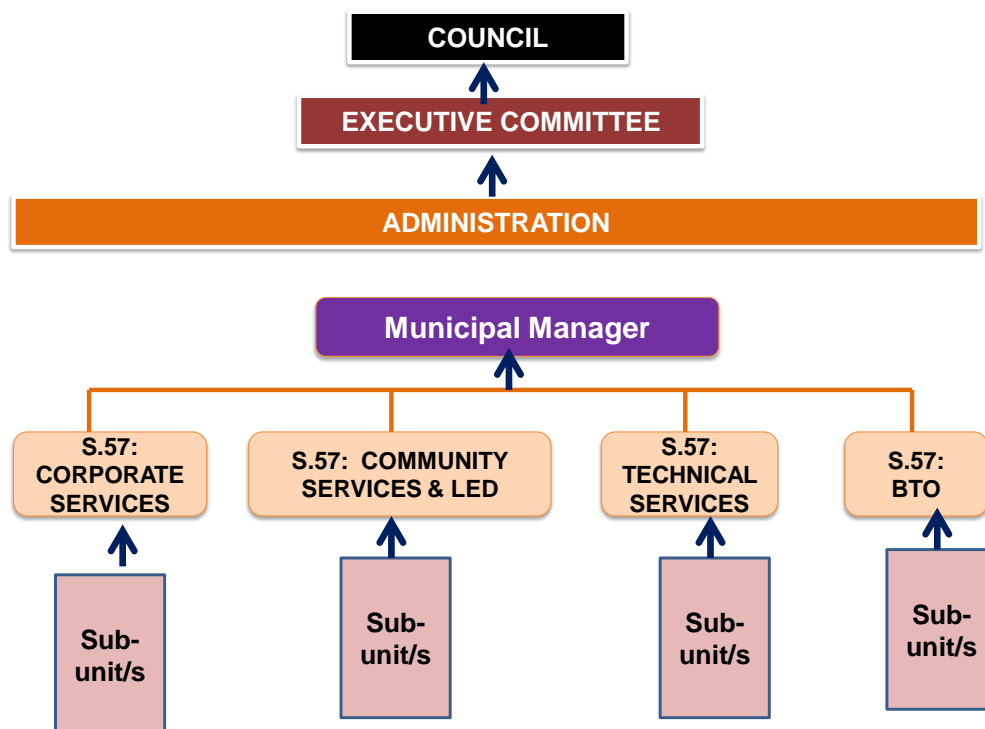
Functions of Tsolwana Municipality	Authorizati on / (Power)	Definition
public places		or encourages the use of goods and services found in:–streets–roads–thoroughfares–sanitary passages–squares or open spaces and or –private property
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and Control of operations and enforcement of contraventions of building regulations if not already provided for in national and provincial legislation.
Cemeteries, funeral parlours and crematoria	Yes, including DM function	The establishment conduct and control of facilities for the purpose of disposing of human and animal remains.
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses , and includes an inspection service to monitor liquor outlets for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation
Electricity reticulation	Yes (limited to urban centres)	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements and/or compliance with any environmental health standards and regulations
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads
Fire Fighting	Yes	In relation to District Municipality “Fire fighting” means: Planning, co-ordination and regulation of fire services; specialised fire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures; training of fire officers. In relation to Local Municipality “Fire fighting” means: Any function not included in the definition applicable to a district municipality, including fighting and extinguishing

Functions of Tsolwana Municipality	<u>Authorizati on / (Power)</u>	Definition
		of all fires; the rescue and protection of any person, animal or property in emergency situations not covered by other legislation or powers and functions
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption on or to be taken away from the premise at which such refreshments or meals are supplied. Implement policy and regulations;
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Local tourism	Yes	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and without affecting the competencies of national/provincial government pertaining to “nature conservation”, “museums”, “libraries” and “provincial cultural matters”.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment conduct and/or control of facilities for the slaughtering of livestock.
Municipal airport	Yes, including DM function	A demarcated area on land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and services associated with an airport, and the regulation and control of the facility, but excludes airports falling within the competence of national and provincial governments
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes: Air pollution, Child care facilities, Control of public nuisances •Control of undertakings that sell liquor to the public, Facilities for the accommodation, care and burial of animals •Licensing and control of undertakings that sell food to the public •Licensing of dogs •Markets •Municipal

Functions of Tsolwana Municipality	<u>Authorizati on / (Power)</u>	Definition
		abattoirs, Noise pollution, Pounds •Care for the Aged
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal Planning	Yes	The compilation and implementation of an integrated development plan in terms of the Systems Act.
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of: Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area, Scheduled services for the carriage of passengers, owned and operated by the municipality, on specific routes
Municipal roads	Yes	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, or belonging to the road, and also, for purposes of a local municipality, includes a street in build-up areas.
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in future.
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its bylaws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use
Refuse removal, refuse dumps and solid waste disposal	Yes, including DM function	the removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality
Sanitation	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply points, metering, tariffs setting and debt collection so as to ensure reliable supply of a sufficient quantity and quality of water to households, including informal households, to support life and personal hygiene and establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of services necessary for safe and

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

10.2 High level Organizational Structure



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

There is a revised organogram (2012) which identifies critical vacant positions to be filled in order to develop and improve current HR capacity levels. An organogram reflecting detailed organizational structure is annexed in this document. This organogram has been adopted by council in 2012 and will be implemented as of July 2012. A number of critical vacant positions in the organogram have been identified and budgeted to be filled within 2012/2013 financial year.

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

10.3 Institutional challenges

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

- **Limited service delivery capacity:** the municipality intends to prioritise the establishment and staffing of PMU in order to fast track its development of capacity for programme & contract management with a view to accelerating infrastructure roll-out plans. Through this institutional vehicle, we also aim to build secondary layer of financial management capacity which will support the management and accurate reporting on capital expenditure.
- **Skills shortage:** the municipality currently lacks critical skills in the areas of engineering, finance and environment. Further, it is a huge challenge that the critical

department of technical services is temporarily without a head. An interim arrangement has been agreed whereby the manager community services will also lead the technical services. Due to these problems, our CAPEX rollout lags behind. A comprehensive recruitment strategy is planned so as to give guidance on appropriate interventions for curbing the challenge of skills shortage.

- **Over reliance on grants:** due to limited local revenue base there is very limited scope of raising own revenue outside of national and provincial grants. This is made worse by the recurring problem of un-improving payment levels for services coupled with high number of households in the low income (indigent) categories who are often unable to afford services and reliant on subsidization.
- **Monitoring and Evaluation:** lack of a functional framework for monitoring and evaluation in the municipality tends to undermine capacity to do oversight. For example, it is difficult to understand the extent to which council resolutions are being implemented and more so the extent to which IDP goals are realised. However, a revised PMS has been developed and adopted to improve this situation in the coming financial year.
- **Office space:** there municipal offices are overcrowded. There is an urgent need to expand offices or find suitable alternative space for offices.
- **Low Rate of Payment:** adding to the problems of low revenue base is the serious challenge of poor payment levels by households that are served.
- **Lack of HR capacity:** the municipality has serious HR capacity constraints in critical areas of treasury, engineering, town planning and project management

11 FINANCIAL VIABILITY

11.1 Overview of municipal financial viability

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

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

11.2 Indigent policy

The municipality has the following plans and it will continue with their implementation:
Indigent policy – this require regular updating and verification exercise. It requires annual verification and re-registration of the beneficiaries to ensure effective targeting. The policy adopted by the council covers the following aspects:

Tsolwana Indigent Policy

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11.3 Supply Chain Management policy

Supply Chain Management - A policy exists and is functional. It is regularly monitored and applied in our procurement activities. In 2011/12 finance staff and SCM officers will be trained further on its application.

The following gives a summary of the table of contents covered in our SCM policy. A complete document is available for perusal at the office of the CFO.

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11.4 Tariffs for 2013/2014

The following table gives tariffs for 2013 / 2014 which have been agreed based on the following conditions:

- All tariffs exclude VAT except Rates

- Prime Interest rate + 1% at the time of billing will apply on accounts in arrears
- All tariffs exclude VAT except Rates
- All water and sanitation tariff and charges are determine and approved by Chris Hani District Municipality's council for implementation.

	SERVICE	TARIFF(ex cl VAT)	Note s	TARIFF INCREAS E	NEW TARIFF(ex cl VAT)
		2012/2013		%	2013/2014
	<u>ELECTRICITY</u>				
1,1	SALES				
	<u>Commercial Tariffs</u>				
	<u>Business</u>				
	Basic [Town & Townships]	125,82	p.m.	1,070	134,63
	Units [Business Town/Townships]	107,14	c/kw h	1,070	114,64
	Bakery				
	Bakery (Basic)	119,15	p.m.	1,070	127,49
	Bakery (501 plus)	96,77	c/kw h	1,070	103,54
	<u>Residential</u>				
	Basic				
	Units [Domestic] no basic	103,40	c/kw h	1,070	110,64
	Indigent tariff	90,62		1,070	96,96
	<u>Other</u>				
	Basic				
	Churches [Town/Townships] no basic	103,40	c/kw h	1,070	110,64
	<u>Large Industrial</u>				
	Basic	240,43	p.m.	1,070	257,26
	KVA charges	124,69		1,070	133,42
	Units	36,88	c/kw h	1,070	39,47
1,2	AVAILABILITY CHARGES				
	<u>Business</u>				
	Business [Town & Townships]	62,34	p.m	1,070	66,71
	<u>Residential</u>				
	Domestic [Town & Townships]	34,29	p.m	1,070	36,69

	SERVICE	TARIFF(ex cl VAT)	Notes	TARIFF INCREASE	NEW TARIFF(ex cl VAT)
1,3	CONNECTION AND DISCONNECTION CHARGES				
	New connection and disconnection	125,17		1,100	137,69
	Reconnection after termination due to non-payment and/or tempering	223,12		1,100	245,43
	Second Reconnection after termination due to non-payment	400,17		1,100	440,19
	Third Reconnection after termination due to non-payment	666,95		1,100	733,65
1,4	Other				
	Call out fees [if not council's fault] office hrs	108,33		1,100	119,17
	Call out fees : after hours/weekends	165,48		1,100	182,03
	Street lights : Townships	6,38	per site p.m.	1,070	6,83
	Unauthorised consumption - tampering - theft or damage to supply:				
	First offence plus Reconnection fee	1 030,23		1,213	1 250,00
	Second offence plus reconnection fee	1 786,52		2,519	4 500,00
	Third offence plus reconnection fee	3 573,05		1,399	5 000,00
	Fourth offence plus reconnection fee (Criminal charge - Permanently disconnect)	0,00			6 000,00
	Testing of meter (Not Refundable)	0,00			100,00
1,5	Deposits				
	Electricity:				
	Townships [domestic]	138,90		1,070	140,39
	Town [domestic]	486,10		1,070	491,30
	Businesses	946,90		1,070	957,03
	WATER				
2,1	SALES				
	Business				
	Basic [Town & Townships]	0,00	p.m.		See CHDM schedule
	KL [Business Town/Townships]	4,03	R/kl		See CHDM

	SERVICE	TARIFF(ex cl VAT)	Notes	TARIFF INCREASE	NEW TARIFF(ex cl VAT)
					schedule
	<u>Residential</u>				
	Basic	0,00			
	KL [Business Town/Townships]	4,03	R/kl		See CHDM schedule
	Per Gallon	1,61			See CHDM schedule
	Unmetered water (Flat rate)	33,20			86,46
	<u>Other</u>				
	Irrigation Water	29,23		1,070	31,28
	Churches [Town/Townships] no basic	2,08	R/kl	1,070	See CHDM schedule
	Drought and non-adherence during water restrictions (Business and residential)				
2,2	<i>AVAILABILITY CHARGES</i>				
	<u>Business</u>				
	Business [Town & Townships]	36,14	p.m	1,070	38,67
	<u>Residential</u>				
	Domestic - Town	21,23	p.m	1,070	22,72
	Domestic - Townships	21,23			
2,3	<i>CONNECTION AND DISCONNECTION CHARGES</i>				
	New Services	88,80		1,100	97,68
	Reconnection after termination due to non-payment	223,12		1,100	245,43
	Second Reconnection after termination due to non-payment	400,17		1,100	440,19
	Third Reconnection after termination due to non-payment	666,95		1,100	733,65
	NB: No yard connections in area of Ntabathemba villages				
2,4	<i>Other</i>				
	Call out fees [if not council's fault] office hrs	0,00		0,000	100,00
	Call out fees : after hours/weekends	0,00		0,000	250,00
	Unauthorised consumption - tampering - theft or damage to supply:				

	SERVICE	TARIFF(ex cl VAT)	Notes	TARIFF INCREASE	NEW TARIFF(ex cl VAT)
	First offence plus Reconnection fee	0,00			750,00
	Second offence plus reconnection fee	0,00			1 500,00
	Third offence plus reconnection fee	0,00			2 500,00
	Fourth offence plus reconnection fee (Criminal charge)	0,00			4 000,00
		0,00			100,00
2,5	Deposits				
	Water:				
	Town and Townships (conv. meter)	83,30		1,070	84,19
	Businesses	83,30		1,070	84,19
	NB: If your electricity or water supply is disconnected due to non-payment more than three				
	times in a financial year, the deposit will then be increased by 100 percent (%).				
	<u>REFUSE REMOVAL</u>				
3,1	SALES				
	<u>Business and Residential</u>				
	Refuse removal	43,23		1,600	69,17
3,2	Availability charges				
	Business and Residential	43,23		0,000	0,00
	<u>SEWERAGE CHARGES</u>				
4,1	SALES				
	<u>Business and Residential</u>				
	Night-soil removals (Buckets)	58,44		1,070	62,53
	Slopwater (Septic tank)	105,77		1,070	113,17
	Sewerage (Connected to sewerage system) - Domestic pa	703,82			See CHDM Schedule
	Sewerage (Connected to sewerage system) - Business pa	1 029,11			See CHDM Schedule

	SERVICE	TARIFF(ex cl VAT)	Notes	TARIFF INCREASE	NEW TARIFF(ex cl VAT)
4,2	<i>Special agreements (pa)</i>				
	Hotels	5 920,25			See CHDM Schedule
	School hostel	3 773,96			See CHDM Schedule
	Tarka Health Society	22 446,69			See CHDM Schedule
	Tarka Sports club	7 541,87			See CHDM Schedule
	Tarka Home	18 635,40			See CHDM Schedule
	MOTHS	152,37			See CHDM Schedule
	Slopwater, Road Camp (Septic Tank)	230,98			See CHDM Schedule
4,3	<i>Availability charges</i>				
	Business and Residential	36,17		1,070	38,70
4,4	<i>Connection charges</i>				
	Business and Residential (tariff or actual cost which ever greater)	780,10		1,070	834,71
4,5	<i>Other</i>				
	Blocked Drains (tariff or actual cost which ever is greater)	87,96		1,070	94,12
	Sewerage outside town (excluding km travelled at R4 p/km)	82,70		1,070	88,49
	<u>RATES</u>				
	Residential Properties	0,57		1,070	0,61
	Commercial/Business Properties	1,14		1,070	1,22
	Public Service Infrastructure	0,00		1,070	0,00
	Public Benefit Organisations	0,14		1,070	0,14
	Industrial Properties	1,14		1,070	1,22
	Agricultural Properties used for Agricultural Purposes	0,14		1,070	0,15
	Agricultural Properties used for Eco-Tourism, Conservation, Trading in or Hunting of Game	0,29		1,070	0,31
	Agricultural Properties not used for Any purpose/Purpose unknown to Municipality	0,57		1,070	0,61
	State Owned Properties	0,14		1,070	0,15

	SERVICE	TARIFF(ex cl VAT)	Note s	TARIFF INCREAS E	NEW TARIFF(ex cl VAT)
	Municipal Properties	0,00		1,070	0,00
	Vacant Properties	1,14		1,070	1,22
	<u>CONTRACTING</u>				
	Labour Charge per general ass (Min 1 hour)	203,30		1,070	217,53
	<u>CEMETERY FEES</u>				
	Grave Plots: Town	170,30		1,070	182,22
	Grave Plots: Township	25,60		1,070	27,39
	Internment: Standard	276,90		1,070	296,28
	Internment: Weekends/Public holidays	314,80		1,070	336,84
	Extra deep	335,50		1,070	358,99
	Wall of Remembrance	575,80		1,070	616,11
	Reopening and filling of grave and transfer to new grave	523,60		1,070	560,25
	<u>TOWN HALL RENTALS</u>				
	ZOLA/IVANLEW				
8,1	Parties, weddings, disco's commercial concerts, commercial displays/sales, commercial film shows, public auctions, private parties, orchestras, political meetings	161,10		1,070	172,38
8,2	Dances, Sporting related organizations, culture organizations, charitable organisations, educational organizations, Hospital & Old Age Home	120,80		1,070	129,26
8,3	Congresses, lectures, school functions, Church functions, cultural functions, Government functions.	80,50		1,070	86,14

	SERVICE	TARIFF(ex cl VAT)	Notes	TARIFF INCREASE	NEW TARIFF(ex cl VAT)
8,4	Public meetings, welfare organizations, games, sports meetings and functions, Blood transfusion Service, displays (non-profit)	88,60		1,070	94,80
8,5	Church services, Women's Leagues and other similar organizations, Civic organizations	88,60		1,070	94,80
8,6	Kitchen	88,60		1,070	94,80
8,7	Crockery	88,60		1,070	94,80
	TARKASTAD/HOFMEYR				
8,8	Parties, weddings, disco's commercial concerts, commercial displays/sales, commercial film shows, public auctions, private parties, orchestras, political meetings	161,10		5,445	877,19
8,9	Dances, Sporting related organizations, culture organizations, charitable organisations, educational organizations, Hospital & Old Age Home	120,80		1,070	129,26
8.10	Congresses, lectures, school functions, Church functions, cultural functions, Government functions.	80,50		1,070	86,14
8.11	Public meetings, welfare organizations, games, sports meetings and functions, Blood transfusion Service, displays (non-profit)	88,60		1,070	94,80
8.12	Church services, Women's Leagues and other similar organizations, Civic organizations	88,60		1,070	94,80
8.13	Kitchen	88,60		1,070	94,80
8.14	Crockery	88,60		1,070	94,80
	<u>TOWN HALL DEPOSITS</u>				

	SERVICE	TARIFF(ex cl VAT)	Note s	TARIFF INCREAS E	NEW TARIFF(ex cl VAT)
	Deposits - 8.1 and 8.2 above	161,10			1 000,00
	Deposits - 8.3 - 8.5 above	0,00			100,00
	Kitchen and Crockery	100,00			150,00
	<u>PHOTOSTAT COPIES</u>				
	Black and white per page (No copy right items)	1,00			1,50
	<u>TEST OF ELCTRICITY METERS</u>				
	Testing meter if not faulty	249,37		1,070	266,83
	<u>LIBRARY FEES</u>				
	Per member outside jurisdiction	45,90		1,070	49,11
	<u>GRAZING GEES</u>				
	Per LSU per month	52,80		1,070	56,50
	Per SSU per month	17,60		1,070	18,83
	<u>HIRE OF MEGAPHONE</u>				
	Hire of Megaphone (supply own batteries) per hour	16,30		1,070	17,44
	Deposit	58,60		1,070	62,70
	<u>RENTAL</u>				
	Brickfield - Per SLA				
	Clinic - Per SLA				
	<u>FIRE BRIGADE</u>				
	Call-out fees (fire fighting engine and trailer mounted fire fighting unit)	531,50		1,070	568,71
	Call out fees assist vehicle	112,70		1,070	120,59

	SERVICE	TARIFF(excl VAT)	Notes	TARIFF INCREASE	NEW TARIFF(excl VAT)
	Traveling cost (first 25km fire engine) plus rate per km	112,70		1,070	120,59
	Traveling cost (first 25 km Assist vehicle) plus rate per km	67,60		1,070	72,33
	Operating cost per hour (fire engine) plus rate per km	64,40		1,070	68,91
	Operating cost per hour (fire fighting unit)	64,40		1,070	68,91
	Personnel cost per hour (6 fire-fighters)	386,50		1,070	413,56
	Refilling per fire-extinguisher	283,40		1,070	303,24
	Above tariffs are based on one hour and the last two will be adjusted according to total personnel and extinguishers.				
	<u>PLANT AND EQUIPMENT</u>				
	Operator per hour	193,60		1,070	207,15
	TLB per hour	332,80		1,070	356,10
	Outside Tarkastad per km charged	4,20			4,50
	<u>TOWN PLANNING</u>				
	Re-zoning (plus cost of advert)	665,50		1,070	712,09
	Sub-Division (plus cost of advert)	665,50		1,070	712,09
	Consolidation (plus cost of advert)	665,50		1,070	712,09
	<u>MISCELLANEOUS SERVICES</u>				
	Sale of Ash	81,10		1,070	86,78
	Sale of firewood	29,80		1,070	31,89
	Sale of Chips	393,80		1,070	421,37
	Sale of Gravel	297,50		1,070	318,33
	Sale of Garden Soil	243,40		1,070	260,44
	Sale of Refuse bags	1,30		1,070	1,39
	Lease of tables	4,50		1,070	4,82
	Lease of chairs	2,40		1,070	2,57
	Removal of Rubble	384,70		1,070	411,63
	Removal of building material	391,10		1,070	418,48
	<u>OTHER</u>				

	SERVICE	TARIFF(ex cl VAT)	Notes	TARIFF INCREASE	NEW TARIFF(ex cl VAT)
	Building plan fees:				
	<50 m2	120,80		1,070	129,26
	50 - 100 m2	241,60		1,070	258,51
	100 - 150m2	289,90		1,070	310,19
	>150m2	338,20		1,070	361,87
	Issuing of certificate	120,80		1,070	129,26

The following table gives tariffs for 2013 / 2014 as agreed by Chris Hani District Municipality who are the responsible authority and provider for water and sanitation services in our areas.

Description	Ref	Provide description of tariff structure where appropriate	2013/14 Medium Term Revenue & Expenditure Framework		
			Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Water tariffs					
		0 - 6 kl	14,41	15,27	16,19
		7 - 15 kl	18,01	19,09	20,24
		16 - 25 kl	22,52	23,87	25,30
		26 - 40 kl	28,14	29,83	31,62
		41 - 500 kl	42,22	44,75	47,44
		>500 kl	84,43	89,50	94,87
Waste water tariffs					
		per 1 kl water consumption	12,07	12,79	13,56

11.5 Status of other financial plans

- **Risk Management** – there is currently no risk management plan. A project has been budgeted for the development and implementation of this plan linked to the work of the internal audit function. This may however, be compromised by our current arrangement in which the DM assist with internal auditing and no person physically seats at our offices to undertake routine operational risk assessment and mitigation implementation.

- Revenue Enhancement Strategy – there is no strategy and it is planned that this will be developed and implemented by end 2013/14 to assist with managing and promoting increased levels of payment by our customers.
- Tariff policy – A new valuation roll was completed in line with requirements of the Property Rates act and is being implemented. The only amendments will be to update our rates policy with the outcome of the roll by segmenting our properties into indigent and non-indigent as well as government categories then charge accordingly.
- Budget 2013/14 budget formulated according to new treasury guidelines will be tabled to council for adoption together with this draft IDP review. It has been aligned to the IDP by ensuring that the project costing of the IDP aligns to the available funding parcels in our budget.

11.6 Critical human resource needs

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

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

11.7 Summary of main challenges

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

- Need to build sound systems to ensure financial viability. Focus areas being
 - Clean Audit outcome
 - Billing
 - Procurement
 - Asset management (recording of fixed and new assets into our register)
 - Risk management
 - Internal audit
- Need support to improve capacity to fully meet MFMA requirements (eg: GRAP AFS + New Treasury format for budgeting etc)
- Need to improve revenue + payment levels

12 SPATIAL DEVELOPMENT FRAMEWORK

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

The next revision will among other things attempt to define a clear Land Use management framework, provide policy directive on the hierarchy of service points and settlements, identify key development corridors & strengthen links with EC – Provincial SDF and National Spatial Dev Plan.

12.1 What is the purpose of the SDF?

The purpose of formulating a Spatial Development Framework is to provide the municipality and other development agencies with a tool to assist them in making development decisions,

which ensures that land in municipality is used and managed appropriately and that sustainable development decisions and practices are implemented.

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

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

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

12.2 Spatial Development Framework requirements

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

a) Guiding Policies and principles

- Establish clear spatial development objectives for the municipality and principles to be followed in the management of spatial development.
- Identify adopted strategies and policies that will aim at achieving the spatial development objectives.

b) Key spatial development features (trends and dynamics)

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

c) Set out basic guidelines for land use management.

- Develop a land use management plan

12.3 Formulating a spatial development framework

12.3.1 Guiding Policies & Principles

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

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

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

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

12.3.2 Provincial Spatial Development Plan (PSDP)

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

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

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

- Focus investment and upgrade existing rural settlements, villages and towns on a phased basis according to available resources and development priorities;
- Target strategic investment at nodal points and reinforce development nodes and development areas though building on strengths and bulk infrastructure; and

- Focus on economic upliftment and employment creation through LED, Agriculture, SMME's and industrial programmes.

Furthermore the PSDP plan proposes the following principles and strategies:

- Ensure the protection of natural systems and resources
- Promote tourism and areas of recreation
- Adopt an hierarchy of settlements policy approach for targeting investment
- Build on maintaining and developing an efficient and accessible transportation network
- Align development decisions and investment with other Spatial Development Initiatives (SDI's)
- Build on industrial and mining opportunities (according to competitiveness and resources)
- Conserve water resources
- Foster small scale and commercial agriculture as a cornerstone of rural development.
- Investment should target areas where the economic opportunities and returns are greatest.
- Social expenditure on basic infrastructure for basic needs should be specified as spin-offs from economic development investment, wherever possible.
- Development investment should create an enabling environment for private sector investment.
- Inter-Departmental investment linkages should be identified in order to maximize benefits and achieve a coordinated effort.

i. PSDP: Spatial Development Policies and Principles

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

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

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

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

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

Level 3: Targeted Focus Areas – This would involve the provision of funding to strategically target development zones which have development potential. These will represent nodes or areas of opportunity, where a special focus of effort and investment will attract interest from the private sector to invest; either in joint ventures with Government or independently, in order to develop economic growth opportunities and potential which already exists. This investment includes higher order services and infrastructure (which includes non-essential needs) such as sports stadiums, tertiary and specialized education facilities as well as investment that are likely to generate significant socio-economic development spin-offs.

ii. Key Spatial Development Features

The development perspective is informed by the following:

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

Settlement patterns and land tenure

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

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

Land Use Audit

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

Tarkastad and Hofmeyr Land Use Audit

TARKASTAD AND HOFMEYER LAND USE REQUIREMENTS AND THRESHOLD POPULATION

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

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

Settlement	Units
Beccles Village	348
Hofmeyer	1813
Khayaletu	185
Kwezi Village	473
Mitford	926
Phakamisa	221
Rocklands	566
Spring Grove	394

Settlement	Units
Tarkastad	2967
Tentergate	1103
Thembaletu	95
Thornhill	1416
Zola Village	353
Total	10860

Key issues relating to Municipality spatial development are listed below:

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

12.4 Spatial Development Framework Proposals

12.4.1 Nodal development

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

Tarkastad & Hofmeyr are primary development nodes. These areas are seen as key administrative centres with a relatively well developed urban infrastructure on which to catalyse development. They are also well positioned because of their central locality with regards to movement patterns with Hofmeyr in the north connecting the municipality outward through distributor arteries like R390, r391 and R401 while Tarkastad in the South connects us through

R344 & R61. These affect largely the ward 4 and 5. In these nodes the municipality seeks to ensure the following:

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

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

12.4.2 Densification

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

(See densification map)

12.4.3 Special zones and corridors

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

13 WARD BASED PLANNING

Ward based plans for all 5 wards were concluded in December 2012 and are appended to this IDP report.

14 DEVELOPMENT PRIORITIES: 2013/14

Following the in-depth consultations at representative forum and ward planning levels, the municipality's final priorities for 2013/14 were agreed as follows:

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

PLANNING THE FUTURE

15 VISION

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

15.1 Mission

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

15.2 Value

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

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

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

Key Priority Area (KPA)	Dev. Objective i.t.o. systems act, s26 & 41	Key Strategies	Sub-result areas
Service Delivery	To facilitate provision of reliable water supply and sustainable sanitation services in all our areas by 2017	By ensuring facilitation of programmes led by CHDM (WSA) and other agencies as well as acting as a service provider for the urban centres on behalf of CHDM	Water and Sanitation
	To ensure provision, continuous maintenance and coordination of road, stormwater and bridges infrastructure programmes in all wards by 2017	By utilizing our MIG & Equitable Share allocation to partly fund provision, continuous maintenance of access roads, stormwater and coordination of stakeholder funding to construct and repair bridges, roads and stormwater infrastructure in all wards.	Roads and Stormwater & Bridges
	To facilitate integrated planning and sustainable delivery of	By utilizing our Equitable share to subsidize poor household access to	Electricity

Key Priority Area (KPA)	Dev. Objective i.t.o. systems act, s26 & 41	Key Strategies	Sub-result areas
	reliable electricity services to our households, social facilities and businesses by June 2017	basic electricity and MIG to install communal lights in strategic areas and supplement that by coordinating contributions to electricity supply and infrastructure development using budgets of agencies such as Eskom, DME and others. Further we intend to achieve our objective by planning together for large infrastructure programmes such as rural electrification.	
	To construct and maintain community facilities in areas of need and also facilitate delivery of planned EPWP in all our areas by 2017	By utilizing our MIG for construction and ES for maintenance of community facilities in areas of need and also facilitate delivery of planned EPWP in all our areas. Further, by coordinating available resources from contribution stakeholders through SLAs and project level collaborations.	Community & Sports Facilities + EPWP
	To facilitate provision of reliable and effective library & museum services in our areas	By facilitating and coordinating efforts of DSRAC and other contributing NGOs aimed at providing reliable and effective library & museum services in our areas	Libraries & Museums
	To maintain facilities and provide sustainable cemetery & pounding services in all our wards by 2017	By utilizing our Equitable share grant to partly cater for maintenance of cemetery & pounding facilities and services and further coordinate inputs by our stakeholders	Cemeteries & Pounds
	To facilitate and coordinate provision and maintenance of disaster management & emergency services in our areas by 2017	By entering into SLAs with relevant authorities to improve services and participate in planning and implementation programmes by lead departments and agencies.	Disaster Management & Emergency Services
	To facilitate support and improvement of health infrastructure and services in all our facilities by 2017.	By participating in joint service delivery and planning programmes led by relevant departments through entering into SLAs and partaking in project teams	Health
	To support delivery of effective education services and skills development programmes across our areas by 2017	By participating in stakeholder engagement processes and service delivery institutional structures led by relevant department of education and other agencies	Education
	To provide reliable refuse collection and facilitate implementation of sustainable waste management solutions by 2017	By utilizing our available resources such as MIG and Equitable share to provide reliable refuse collection and facilitate implementation of sustainable waste management	Refuse Collection and waste management

Key Priority Area (KPA)	Dev. Objective i.t.o. systems act, s26 & 41	Key Strategies	Sub-result areas
		programmes working closely with relevant stakeholders	
	To facilitate provision of housing and facilitate land use planning and spatial development proposals by 2017	By administering land use development applications including those focusing on housing subsidy support and facilitating delivery of approved housing projects by the Human Settlement Department using our Housing sector plan & SDF as a guiding framework for housing & land use development.	Housing & Land Use
	To contribute to the reduction and prevention of crime and improved compliance with Traffic, Safety and Road regulation by 2017	By working closely with relevant authorities in the safety and security sector to promote reduction and prevention of crime and improved compliance with Traffic, Safety and Road regulation.	Crime Prevention, Traffic, Safety and Security
Local Economic Development	To promote economic development, job creation and growth as well as promote local tourism, conservation and environmental sustainability by 2017.	By mobilizing and coordinating resources budgeted & targeted for our areas for the implementation of LED projects and other initiatives by stakeholder agencies using agreed LED Strategy as a guiding framework	Local Economic Development, Environment & Conservation management
Financial Viability	To build capacity of BTO to undertake its core functions effectively and improve compliance with financial regulations and to ensure that we achieve a clean audit outcome by 2016	By continuously building internal financial management capacity and compliance culture with internal controls. By implementing a decisive programme of action to eliminate non-compliance issues raised by our audit reports	Financial Management
	To properly budget, manage expenditure and revenue streams year by year (2012 -2017)	By improving capacity to budget and manage expenditure and revenue streams through continuous exposure to training and mentoring of our staff	Budget, Revenue & Expenditure Management
	To improve capacity for management of supply chain and procurement processes and to ensure consistency by 2017	By putting in place an effective SCM policy and institutional processed for its implementation as well as exposing our SCM staff to regular training and development.	Supply Chain Management

Key Priority Area (KPA)	Dev. Objective i.t.o. systems act, s26 & 41	Key Strategies	Sub-result areas
	To provide for information, communication and technology management and utilisation to advance our work and achieve stability by 2017	By setting up appropriate platforms for our ICT and compliance with our licenses and binding contracts	ICT
Good Governance & Public Participation	To ensure functional internal audit services by 2014	By setting in place institutional arrangements and governance processes for effective accountability and internal audit services	Internal Audit
	To provide accountable administrative leadership and champion search for office space by 2017	By putting in place administrative processes and tools for effective municipal governance and administration annually (2012 -2017).	Municipal Planning, PMS & Oversight
	To build capacity to manage large contracts, service delivery programmes and improve efficiency of PMU by 2014	By incrementally building capacity to manage large contracts, service delivery programmes and improve efficiency of PMU	Project Management Unit
Institutional Development and Transformation	To ensure effective organizational design and human resource development by end 2013 /2014	By ensuring effective organizational design and implementation of human resource solutions through implementation of agreed organogram and HR development plans	Organizational development
	To provide for safe keeping and archiving of municipal information and documents by June 2014	By putting in place proper tools and systems for the safe keeping and archiving of municipal information and documents	RECORDS & ARCHIVES
	To administrate human resources and ensure effective management of our transformation by 2017	By putting in place proper tools and plans for effective HR administration and management	Human Resource development & Transformation
	To facilitate mainstreaming of vulnerable groups in society within our municipal area (2012 -2017)	By putting together a clear programme of action and coordinating resources for its implementation	Special Programmes Unit
	To ensure local democracy and effective public participation in municipal affairs by 2017	By putting in place clear plans and processes for public participation, communication and intergovernmental relations	Public Participation & Admin Support to council

DEVELOPMENT PROJECTS

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
Service Delivery	To facilitate provision of reliable water supply and sustainable sanitation services in all our areas by 2017	By ensuring facilitation of programmes led by CHDM (WSA) and other agencies as well as acting as a service provider for the urban centres on behalf of CHDM	Water and Sanitation	IDP01	Facilitate & report on household access to basic services (water & sanitation)	1;2;3;4&5	% of households receiving basic service by 30 June 2014		OPEX	R 0	R 0	R 0	HoD Technical Services
				IDP02	Facilitate Cluster 1 Sanitation (Ward 1;2 & 3) implementation	2&3	No of new VIPs installed by June 2014		CHDM	R 8 500 000	R 9 000 000	R 0	HoD Technical Services
				IDP03	Facilitate Tarkastad Bucket Eradication	4	No of bucket units actually converted by June 2014		CHDM	R 500 000	R 0	R 0	HoD Technical Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP04	Rehabilitation of Hofmeyr sewer ponds	5	Hofmeyr sewer ponds rehabilitation completed by June 2014		CHDM	R 2 000 000	R 1 500 000	R 0	HoD Technical Services
				IDP05	Facilitate implementation of the Rockland's Water Project	2	Number of stakeholder facilitation meetings held per annum		CHDM	R 300 000	R 1 000 000	R 0	HoD Technical Services
				IDP06	Repair Hofmeyr Pump station	5	Hofmeyr pump station repairs completed by March 2014		CHDM	R 2 200 000	R 3 000 000	R 375 000	HoD Technical Services
				IDP07	Upgrade of pump electric panels (Beccles Farm, Khwezi, Phakamisa, Thembaletu, Spring Groove & Mitford)	1,2&3	% progress achieved in repairing existing pumps per quarter		OPEX	200 000	R 50 000	R 50 000	HoD Technical Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
continuous maintenance and coordination of road, stormwater and bridges infrastructure programmes	continuous maintenance of access roads, stormwater and coordination of stakeholder funding to construct and repair	Roads and Stormwater & Bridges	IDP08	Repair and equipping of new boreholes in Thornhill, Kwinana and Mitford	1;2 &3	% progress achieved in repairing boreholes (Thornhill, Kwinana & Mitford) per quarter		OPEX	400 000.00	R 0	R 0	HoD Technical Services	
			IDP09	Promote community awareness campaigns for water demand management	1,2,3, 4&5	% of wards who successfully held awareness events by June 2014		OPEX	R 0	R 0	R 0	HoD Technical Services	
			IDP10	Facilitate implementation of DoRT SLA	1;2;3; 4&5	Number of stakeholder facilitation meetings held per quarter		DoRT	R 5 000 000	R 0	R 0	HoD Technical Services	
			IDP11	Construct Bacclesfarm bridge	3	bridge completed by June 2014		MIG	R 6 000 000	R 0	R 0	HoD Technical Services	

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
To facilitate integrated planning and sustainable delivery of reliable electricity services to our households, social facilities and businesses by June 2017 supplement that by coordinating contributions to electricity supply and infrastructure development using budgets of agencies such as Eskom, DME and others. Further we intend to			Electricity	IDP12	Rehabilitate internal roads in ward 1 and 2 by 2013/14. (Year 2 budget for ward 1 only)	1&2	No of KMs of road network rehabilitated by June 2014		MIG	R 6 800 000	R 4 600 000		HoD Technical Services
				IDP13	Develop an infrastructure development and maintenance master plan	1;2;3; 4&5	Infrastructure Master Plan developed by June 2014		OPEX	R 700 000	R 0	R 0	HoD Technical Services
				IDP14	Facilitate household access to basic electricity connection	1;2;3; 4&5	% of households receiving basic electricity service by 30 June 2014		Eskom, TLM	R 0	R 0	R 0	HoD Technical Services
				IDP15	Lobby for implementation of committed rural household connection to 146	3	Number of stakeholder facilitation meetings held per quarter		Eskom	R 0	R 0	R 0	HoD Technical Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
					beneficiaries in Kwezi								
				IDP16	Carryout feasibility study for solar energy use in street lighting & pilot in ward 1;2&3	1;2;3;4;5	Solar energy feasibility study report produced by June 2014		MIG	R 0	R 450 000	R 0	HoD Technical Services
				IDP17	Facilitate connection of Farm Dwellers - 6 beneficiaries		Number of stakeholder facilitation meetings held per quarter		Eskom	R 26 400	R 0	R 0	HoD Technical Services
				IDP18	Implement DME license & SLA	4	Number of households connected by June 2014		DME	R 3 000 000	R 5 000 000	R 0	HoD Technical Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
To construct and maintain community facilities in areas of need and also facilitate delivery of planned EPWP in all our areas by 2017 of community facilities in areas of need and also facilitate delivery of planned EPWP in all our areas. Further, by coordinating available resources from contribution	Community & Sports Facilities + EPWP	IDP19	Lobby for funding to implement solar systems for geysers	1,2,3, 4&5	Business plan drafted and lodged with potential funders by Dec 2013		OPEX	R 0	R 0	R 0	HoD Technical Services		
		IDP20	Promote and participate in electricity demand management initiatives	1,2,3, 4&5	Number of initiatives actually facilitated by June 2014		OPEX, Eskom & DME	R 0	R 0	R 0	HoD Technical Services		
		IDP21	Maintain existing halls, cemetery and sport facilities	1,2,3, 4&5	Number of facilities actually maintained by June 2014		OPEX	R 75 000	R 80 000	R 90 000	HoD Community Services		
		IDP22	Construction of Phakamisa Sports field	2	Handover of the facility by June 2014		MIG	R 3 000 000	R 0	R 0	HoD Technical Services		
		IDP23	Construction of Khayaalethu Community Hall	3	Handover of the facility by June 2014		MIG	R 0	R 2 700 000	R 0	HoD Community Services		

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP24	Facilitate delivery of EPWP	1,2,3, 4&5	Number of short term jobs actually created by June 2014		DoPW	R 0	R 0	R 0	HoD Community Services
	To facilitate provision of reliable and effective library & museum services in our areas	By facilitating and coordinating efforts of DSRAC and other contributing NGOs aimed at providing reliable and effective library & museum services in our areas	Libraries & Museums	IDP25	Electrification and supply of books and internet facilities in the Tendergate mobile library	1	Number of units (books) raised & Internet installed by June 2014		DoSA &C	R 0	R 0	R 0	HoD Community Services
				IDP26	Facilitate support of operations to all our libraries in the municipality	1;2;3; 4&5	Number of stakeholder facilitation meetings held per quarter		TLM, DoSA &C	R 0	R 0	R 0	HoD Community Services
	provide sustainable cemetery & pouncing	maintenace of cemetry & pouncing facilities and	Cemeteries & Pounds	IDP27	Maintain cemeteries	1,2,3, 4&5	Number of facilities actually maintained by June 2014		OPEX	R 50 000	R 75 000	R 100 000	HoD Community Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP28	Supporting of pauper burials	1,2,3, 4&5	Number of families actually supported by June 2014		OPEX	12000	R 15 000	R 20 000	HoD Community Services
				IDP29	Maintain pounds	4&5	Number of facilities actually supported by June 2014		OPEX	45000	R 45 000	R 50 000	HoD Community Services
				IDP30	lobby for the implementation of health service level agreement	4	Number of stakeholder facilitation meetings held per quarter		OPEX	R 0	R 0	R 0	HoD Community Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
	To facilitate support and improvement of health infrastructure and services in all our facilities by 2017.	By participating in joint service delivery and planning programmes led by relevant departments through entering into SLAs and partaking in project teams	Health	IDP31	Lobby department of Health to attract and deploy additional doctors, security personnel and upgrade infrastructure in our local hospitals and clinics	1;2;3;4&5	Number of stakeholder facilitation meetings held per quarter		TLM & DoH	R 0	R 0	R 0	HoD Community Services
	effective education services and skills development programmes across our stakeholder engagement processes and service delivery institutional structures led by relevant department of education		Education	IDP32	Lobby resources for the establishment of a local skills training centre in Tarkastad	4	Business plan for an Agricultural Skills Training Centre developed and lodged with funders by March 2014		DoE, CHD M, SETA, Agric	R 0	R 0	R 0	HoD Community Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
Waste collection and refuse management	facilitate implementation of sustainable waste collection and provide reliable refuse collection and facilitate implementation of sustainable waste		Refuse Collection and waste management	IDP33	Promote Learnerships for local youth and unemployed graduates	1,2,3,4&5	Number of local beneficiaries actually linked with Learnerships by June 2014		DoRT, DoL, TLM	R 0	R 0	R 0	HoD Community Services
				IDP34	Facilitate early childhood development initiatives	1,2,3,4&5	Number of facilities actually assisted by June 2014		TLM, DoSD	R 0	R 0	R 0	HoD Community Services
				IDP35	Cooperate with DoE on delivery of ABET programme	4&5	Number of stakeholder facilitation meetings held per quarter		DoE	R 70 000	R 17 500	R 17 500	HoD Community Services
				IDP36	Facilitate household access to basic refuse collection service	1;2;3;4&5	% of households receiving basic refuse and waste management service by June 2014		OPEX	R 0	R 0	R 0	HoD Community Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
To facilitate provision of housing and facilitate land use planning and spatial development proposals by 2017 <small>applications increasing most focusing on housing subsidy support and facilitating delivery of approved housing projects by the Human Settlement Department using our Housing sector plan & SDF as a</small>	Housing & Land Use	IDP37	Facilitate and coordinate public awareness campaigns for waste management	1;2;3;4&5	Number of awareness events actually held by June 2014		OPEX	R 0	R 0	R 0	HoD Community Services		
		IDP38	Facilitate finalization of landfill site permits	4&5	Application for permits lodged with DoEA by Dec 2013		OPEX	R 0			HoD Community Services		
		IDP39	Implement a local Housing Sector Plan	1,2,3,4&5	Business plan for implementing sector plan and job fund in place by Dec 2014		DoHS	R 35 000	R 0	R 0	HoD Community Services		
		IDP40	Facilitate bilateral engagement with DoHS to resolve housing project implementation	1,2,3,4&5	Number of stakeholder facilitation meetings held per quarter		DoA&LR, DoHS, DoLG &TA, TLM	R 0	R 0	R 0	HoD Community Services		

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
To contribute to the reduction and prevention of crime and improved compliance with Traffic, Safety and Road	authorities in the safety and security sector to promote reduction and prevention of crime and improved compliance with Traffic, Safety and Road	Crime Prevention, Traffic, Safety and Security			n challenges								
				IDP41	Facilitate implementation of SDF priority programmes	1,2,3,4&5	Number of stakeholder facilitation meetings held per quarter		DoA&LR, DoHS, DoLG &TA, TLM	R 0	R 0	R 0	HoD Community Services
				IDP42	Develop and implement a by-law to facilitate traffic enforcement	1,2,3,4&5	Traffic enforcement by-law developed by June 2014	OPEX	R 75 000	R 0	R 0	HoD Community Services	
				IDP43	Participate in the local policing forums	1,2,3,4&5	Number of stakeholder facilitation meetings held per quarter		OPEX	R 0	R 0	R 0	HoD Community Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP44	Establish a licensing & testing station in Tarkastad by July 2013	4	Licence and testing station launched by Dec 2014		OPEX & DoRT	R 7 972 192	R 50 000	R 50 000	HoD Community Services
Local Economic Development	To promote economic development, job creation and growth as well as promote local tourism, conservation and environmental sustainability by 2017. By mobilizing and coordinating resources budgeted & targeted for our areas for the implementation of LED projects and other initiatives by stakeholder agencies using agreed LED Strategy as a guiding framework	Local Economic Development, Environment & Conservation management	IDP45	Revise and lobby funding for implementation of LED strategy	1;2;3;4&5	Amount pledged and contributed in rands for LED implementation by June 2014		TLM, SEDA, DoLG, CHDM	R 450 000	R 500 000	R 500 000	HoD LED	
			IDP46	Facilitate job creation through municipal and other government capital projects	1;2;3;4&5	Number of jobs actually created by June 2014		OPEX	R 0	R 0	R 0	HoD LED	
			IDP47	Organize and support SMMEs and Cooperatives	1;2;3;4&7	Number of capacity building workshops organized by June 2014		TLM, CHDM, ECDC	R 150 000	R 37 500	R 37 500	HoD LED	

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP48	Facilitate implementation of the greening and beautification project in Tarkastad and Hofmeyr towns	4&5	Number of stakeholder facilitation meetings held per quarter		DoEA	R 7 000 000	R 625 000	R 625 000	HoD LED
				IDP49	Facilitate implementation of conservation & environmental management initiatives by DoEA	1,2,3, 4&5	Number of stakeholder facilitation meetings held per quarter		TLM, DoEA	R 0	R 0	R 0	HoD LED
				IDP50	Establish an LTO to implement tourism plan	1,2,3, 4&5	LTO established and launched by June 2014		OPEX	R 100 000	R 100 000	R 100 000	HoD LED

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP51	Develop a small town revitalization strategy	4&5	Small town revitalization strategy developed by Dec 2013		CHDM	R 120 000	R 0	R 0	HoD LED
Financial Viability	To build capacity of BTO to undertake its core functions effectively and improve compliance with financial regulations and to ensure that we achieve a clean audit outcome by 2016 By continuously building internal financial management capacity and compliance culture with internal controls. By implementing a decisive programme of action to eliminate non-compliance issues raised by our audit reports		Financial Management	IDP52	Produce regular monthly financial reports (s71 MFMA)	1,2,3, 4&5	12 reports produced by June 2014		OPEX	R 0	R 0	R 0	HoD BTO
				IDP53	Recruit and offer Internships in Finance Department	1,2,3, 4&5	5 internships contracts concluded by June 2014		FMG	R 0	R 0	R 0	HoD BTO
				IDP54	Produce regular Quarterly financial reports	1,2,3, 4&5	4 quarterly reports produced by June 2014		OPEX	R 0	R 0	R 0	HoD BTO
				IDP55	Produce s72 report	1,2,3, 4&5	S72 report tabled to council by Feb 2014		OPEX	R 0	R 0	R 0	HoD BTO

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
To properly budget, manage expenditure and revenue streams year by year (2012 -2017)	budget and manage expenditure and revenue streams through continuous exposure to training and mentoring of	Budget, Revenue & Expenditure Management	IDP56	Ensure auditing of annual financial statements (AFS) within 5 months of year end	1,2,3, 4&5	2012/13 AFS submitted for auditing by Oct 2013		OPEX	R 2 800 000	R 3 000 000	R 3 000 000	HoD BTO	
			IDP57	Produce audit action plan & monitor its implementation and compliance	1,2,3, 4&5	Audit action plan produced, monitored and reported upon quarterly		OPEX	R 0	R 0	R 0	HoD BTO	
			IDP58	Produce annual budget and table to council a draft by March and final budget by end May of each year	1,2,3, 4&5	Municipal budget 2013/14 tabled & adopted by council by July 2013		OPEX	R 0	R 0	R 0	HoD BTO	

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP59	Establish a debt control unit to improve revenue generation		Debt control unit established by Sep 2013		OPEX	R 0	R 0	R 0	HoD BTO
				IDP60	Facilitate development of a revenue enhancement and collection strategy	1,2,3,4&5	Revenue enhancement strategy developed by Sep 2013		OPEX	R 320 000	R 80 000	R 80 000	HoD BTO
				IDP61	Perform monthly payroll reconciliations	1,2,3,4&5	Monthly payroll reconciled by 10th day of each consecutive month		OPEX	R 0	R 0	R 0	HoD BTO
				IDP62	Perform monthly creditor reconciliations	1,2,3,4&5	Monthly creditor report reconciled by 10th day of each consecutive month		OPEX	R 0	R 0	R 0	HoD BTO

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
for management of supply chain and procurement processes and to ensure and institutional processed for its implementation as well as exposing our SCM staff to regular	Supply Chain Management	IDP63	Ensure monthly VAT reconciliations	1,2,3, 4&5	VAT reconciled by 25th day of each new quarter in 2013/14		OPEX	R 0	R 0	R 0	HoD BTO		
		IDP64	Conduct quarterly asset counts	1,2,3, 4&5	Asset counts completed by 10th day of each new quarter in 2013/15		OPEX	R 0	R 0	R 0	HoD BTO		
		IDP65	Review Indigent policy and monitor implementation	1,2,3, 4&5	Revised indigent policy tabled to council by Sep 2013 and implemented by June 2014		MSIG	R 200 000	R 150 000	R 160 000	HoD BTO		
		IDP66	Invite suppliers to regularly update registration details on supplier database	1,2,3, 4&5	Supplier database updated by June 2014		OPEX	R 0	R 0	R 0	HoD BTO		

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP67	Ensure monthly reconciliation of tender register	1,2,3,4&5	Tender register reconciled by 10th day of each month in 2013/14		OPEX	R 0	R 0	R 0	HoD BTO
				IDP68	Ensure monthly meeting of bid & adjudication committees	1,2,3,4&5	Binding calendar of SCM committee meetings completed and adopted for implementation by July 2013		OPEX	R 0	R 0	R 0	HoD BTO
				IDP69	Monitor and investigate SCM contraventions & then report to treasury	1,2,3,4&5	4 x Compliance reports with SCM produced as part of quarterly risk management & internal audit reports by June 2014		OPEX	R 0	R 0	R 0	HoD BTO

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
	To provide for information, communication and technology management and utilisation to advance our work and achieve stability by 2017	By setting up appropriate platforms for our ICT and compliance with our licenses and binding contracts	ICT	IDP70	Maintain existing licenses for municipal information systems (Finance, PMS + Other)	1,2,3, 4&5	All licenses and contracts fully serviced by June 2014		FMG	R 600 000	R 650 000	R 700 000	HoD BTO

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
Good Governance & Public Participation	To ensure functional internal audit services by 2014	By setting in place institutional arrangements and governance processes for effective accountability and internal audit services	Internal Audit	IDP71	Facilitate development of departmental risk registers		Workshop on risk management held and Departmental risk registers developed and submitted to MM by Aug 2013		FMG	R 60 000	R 15 000	R 15 000	HoD MM Office
				IDP72	Produce risk assessment and internal audit annual plan		Annual report produced by June 2014		OPEX	R 0	R 0	R 0	HoD MM Office
				IDP73	Support the audit committee to review and produce reports on quarterly performance of the municipality	1,2,3,4&5	4 quarterly performance reports produced by June 2014		OPEX	R 0	R 0	R 0	HoD MM Office

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
To provide accountable administrative leadership and champion search for office space by 2017	By putting in place administrative processes and tools for effective municipal governance and administration annually (2012 -2017).		Municipal Planning, PMS & Oversight	IDP74	Review IDP, PMS framework and SDBIP	1,2,3, 4&5	Revised IDP, PMS, SDBIP reports by June 2014		OPEX	R 275 000	R 300 000	R 300 000	HoD MM Office
				IDP75	Ensure cascading of PMS to cover up to top 3 levels	1,2,3, 4&5	Scorecards developed and signed by all top 3 levels by Sep 2013		OPEX	R 0	R 0	R 0	HoD MM Office
				IDP76	Facilitate acquisition of office space - SOURCE FUNDS	1,2,3, 4&5	Construction initiated by Sep 2013		MIG	R 2 500 000	R 500 000	R 0	HoD MM Office
				IDP77	Undertake strategic operational planning	1,2,3, 4&5	Annual Stratplan report tabled to council by Sep 2014		OPEX	R 100 000	R 25 000	R 25 000	HoD MM Office
				IDP78	Facilitate seating of 4 IGR / IDP forum	1,2,3, 4&5	4 IGR / IDP forums held by June 2014		OPEX	R 0	R 0	R 0	HoD MM Office

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
					meetings								
	manage large contracts, service delivery programmes	capacity to manage large contracts, service delivery programmes	Project Management Unit	IDP79	Developing user manuals to aid project management and reporting	1,2,3, 4&5	PMU user manual developed by June 2014		OPEX	R 0	R 0	R 0	HoD Technical Services
Institutional Development and Transformation	To ensure effective organizational design and human resource development by end 2013 /2014	By ensuring effective organizational design and implementation of human resource solutions through implementation of agreed organogram and HR development plans	Organizational development	IDP80	Implement agreed organogram	1,2,3, 4&5	% of agreed and budgeted positions in the organogram actually filled by June 2014		OPEX	R 0	R 0	R 0	HoD Corporate Services
				IDP81	Implement existing municipal human development strategy	1,2,3, 4&5	% of proposals in the strategy actually completed by June 2014		OPEX	R 60 000	R 0	R 0	HoD Corporate Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP82	Develop an occupational health plan working closely with CHDM	1,2,3, 4&5	Occupational health plan developed by Mar 2014		OPEX	R 75 000	R 0	R 0	HoD Corporate Services
				IDP83	Review and implement municipal wellness plan incorporating HIV/ Aids Management Strategy	1,2,3, 4&5	Revised municipal wellness & HIV/ Aids management strategy in place by Sep 2014		CHDM	R 30 000	R 0	R 0	HoD Corporate Services
				IDP84	Conduct ward level awareness workshops on existing municipal by-laws and policies (Traffic and liquor selling outlets)	1,2,3, 4&5	% of wards workshopped on by-laws by June 2014		MSIG	R 75 000	R 0	R 0	HoD Corporate Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
	To provide for safe keeping and archiving of municipal information and documents by June 2014	By putting in place proper tools and systems for the safe keeping and archiving of municipal information and documents	RECORDS & ARCHIVES	IDP85	Install document management system	1,2,3, 4&5	Document management system installed by June 2014		OPEX	R 85 000	R 0	R 0	HoD Corporate Services
	human resources and ensure effective management of our transformation by	By putting in place proper tools and plans for effective HR administration and management	Human Resource development & Transformation	IDP86	Implement, monitor and report on agreed work place skills plan to relevant authorities	1,2,3, 4&5	% rebate achieved by implementing WSP - 2013/14		OPEX	R 0	R 0	R 0	HoD Corporate Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP87	Facilitate training of municipal employees and councillors	1,2,3, 4&5	number of councillors sent to accredited training in 2013/14		OPEX	R 150 000	R 50 000	R 0	HoD Corporate Services
			IDP88	number of officials sent to accredited training in 2013/15				OPEX	R 300 000	R 112 500	R 112 500	HoD Corporate Services	
			IDP89	Implement and produce annual report on Employment Equity Plan	1,2,3, 4&5	Annual EEP report produced by June 2014		OPEX	R 0	R 0	R 0	HoD Corporate Services	
			IDP90	Facilitate LLF meetings and oversee DC processes	1,2,3, 4&5	Number of LLF meetings held by June 2014		OPEX	R 0	R 0	R 0	HoD Corporate Services	

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
	To facilitate mainstreaming of vulnerable groups in society within our municipal area (2012 -2017)	By putting together a clear programme of action and coordinating resources for its implementation	Special Programmes Unit	IDP91	Implement Special programmes	1,2,3, 4&5	% of tasks in the agreed action plan completed by June 2014		OPEX	R 100 000	R 25 000	R 25 000	HoD MM Office
				IDP92	Coordinate participation of our municipality in national and international commemoration events	1,2,3, 4&5	Number of events coordinated and contributed to by TLM - June 2014		OPEX	R 0	R 0	R 0	HoD MM Office
	To ensure local democracy and effective public participation in municipal affairs by 2017	By putting in place clear plans and processes for public participation, communication and intergovernmental relations	Public Participation & Admin Support to council	IDP93	Provide effective secretarial support to council and its structures	1,2,3, 4&5	Turn-around time for making available documents prior to a council (and its committees) meeting - 2013/14		OPEX	R 0	R 0	R 0	HoD Corporate Services

Key Priority Area (KPA)	Dev. Objective	Key Strategies	Sub-result areas	Proj. No.	Project	Ward	Key Performance Indicator	Budget Vote	Funding Source	ANNUAL BUDGET			CUSTODIAN
										2013/2014	2014/2015	2015/2016	
				IDP94	Review of existing communication & public participation strategy	1,2,3,4&5	Revised Communication and public participation strategy in place by Mar 2014		OPEX	R 120 000	R 0	R 0	HoD Corporate Services
				IDP95	Establish a support unit (dedicated office) for ward committee administration	1,2,3,4&5	Dedicated ward committee office established with a desk and telephone line by Aug 2013		OPEX	R 0	R 0	R 0	HoD Corporate Services
				IDP96	Produce and circulate 2 quarterly newsletters from 2014/15 onwards	1,2,3,4&5	2 newsletters produced by June 2015		MSIG	R 0	R 150 000	R 170 000	HoD Corporate Services
				IDP97	Organize and facilitate quarterly radio talks by Mayor	1,2,3,4&5	4 quarterly Mayoral report back sessions on local radio held by June 2014		OPEX	R 5 000	R 5 500	R 60 000	HoD MM Office

ALIGNMENT & INTERGRATION OF SECTOR PLANS

16.1 Integration & alignment with National, Province and District plans

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

INTEGRATION AND ALIGNMENT STRATEGY FOR THIS IDP		
	PROGRAMMES & GUIDELINES	TSOLWANA RESPONSES
National	Legislation & Policies	Process Plan recognizes the list that informs our IDP approach
	National Spatial Development Perspective	Resolved to revise its SDF to incorporate objectives of NSDP
	Millennium Development Goals	Have set target for water & sanitation backlogs - which must be facilitated with Chris Hani DM
	National LED Framework	Will utilize the framework as guide in its current process of formulating LED Strategy
Province	EC- Growth & Development Strategy	Have identified key strategic localized projects in response to the EC Provincial 24 PRIORITIES
	Spatial Development Framework	Have adopted the hierarchy principle in determination of nodal areas
Sector Departments	5 Year plans	Have acknowledged all key projects that are budgeted and conformed for implementation in 2013/14 onwards within Tsolwana areas.
	Confirmation of information submitted in representative forum session for IDP accuracy	Formal letters of confirmation of commitments to be issued by Mayor as part of ;lobbying departments to act on their commitments – 2013/14 onwards
District	IDP Framework	Informs our Process Plan activity schedule
	Water services Development Plan	Informed by our target priorities for meeting millennium goals - lobby DM to implement
	Disaster Management Plan	Informs our localized fire fighting responses - work closely at operational level
	Waste Management Plan	Informs our localized refuse collection strategies - work closely at operational level
	LED Strategy	Key district commitments relating to the DM Economic summit to be reinforced

16.2 BRIEF SUMMARY OF SECTOR PLAN ASSESSMENT

16.2.1 LOCAL ECONOMIC DEVELOPMENT STRATEGY

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

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

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

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

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

TASK example	Catalyst Role	Coordinator Role
	Manage Development etc	a shopping centre

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

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

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

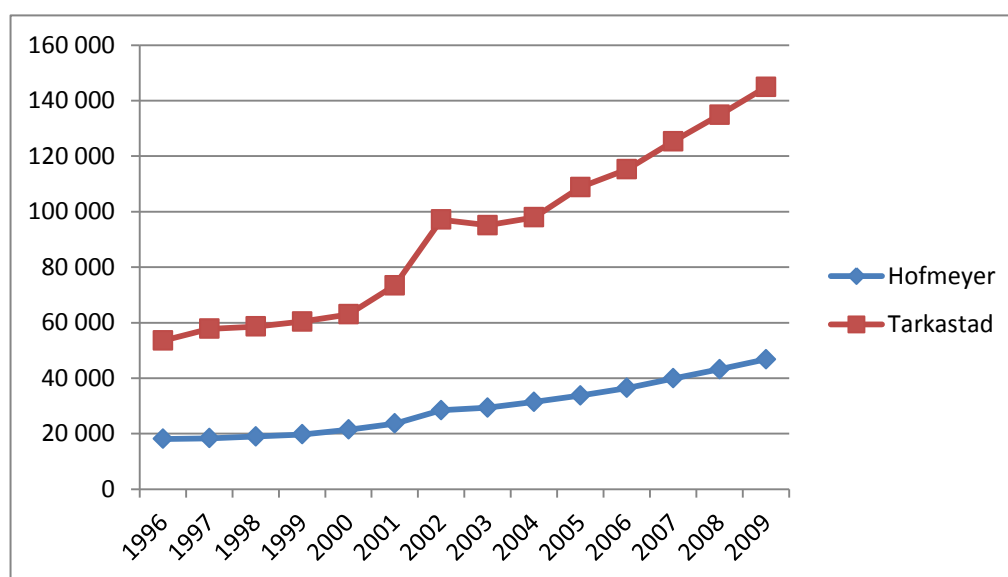
16.2.2 Principles informing our LED mandate

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

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

16.2.3 Economy size

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



Source: ECSSECC

16.2.4 Extent of diversity in our economy

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

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

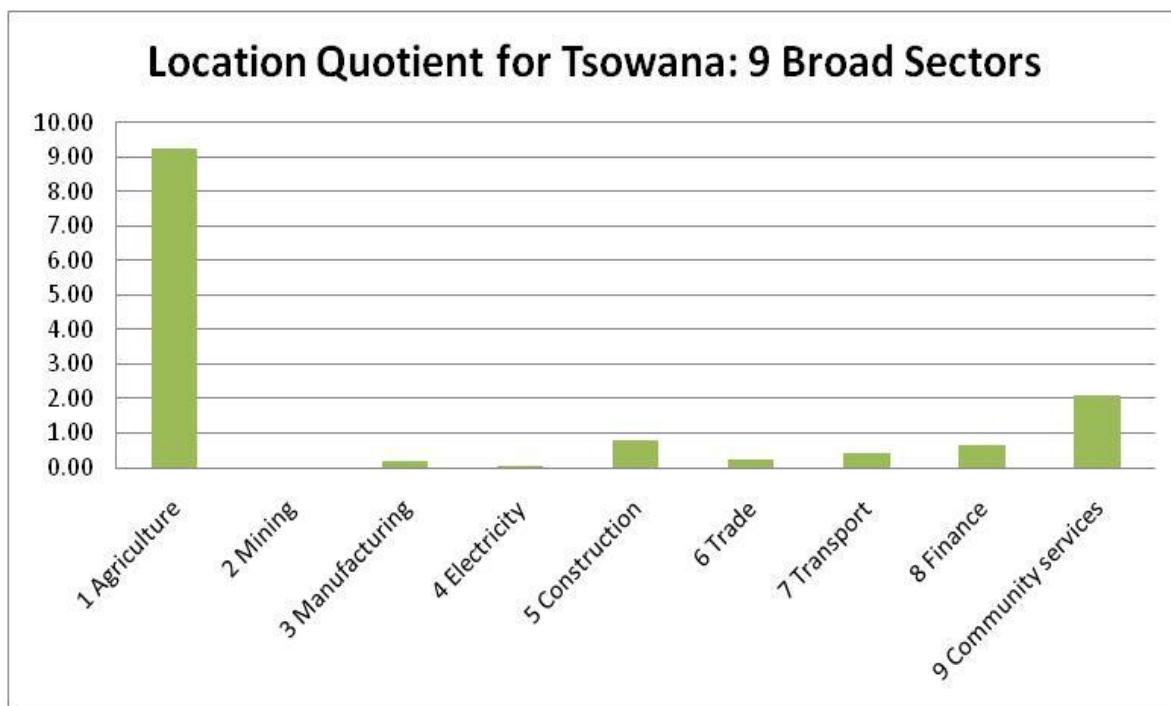
Based on the above figure it can be deduced that Tsolwana has a highly concentrated economy with Agriculture and community services being highly dominant contributors. This situation is unsustainable and needs to be reversed by increasing investments that will unleash the locked potential in other important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

16.2.5 Competitiveness in our economy

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

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

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



16.2.6 Agricultural Development

Agriculture is a critical sector with enormous potential in our area. TLM has fertile arable lands in ward 2 and 3 which can be used to improve food security. Plans are at advanced stage to have the CHDM funding the revitalization of schemes in these areas.

We also have an interface between Tourism and Agriculture which has been speculatively elicited by recent conversions of agricultural farms into game farms or encroachment of hospitality activities into former agricultural farms.

Since Agriculture is not a core competence of this municipality, we invite the department of Agrarian Transformation and other critical role players to partner with TLM in developing effective and realizable agricultural plans to sustain the sector's input into our GDP.

16.2.7 Responsiveness to poverty & unemployment

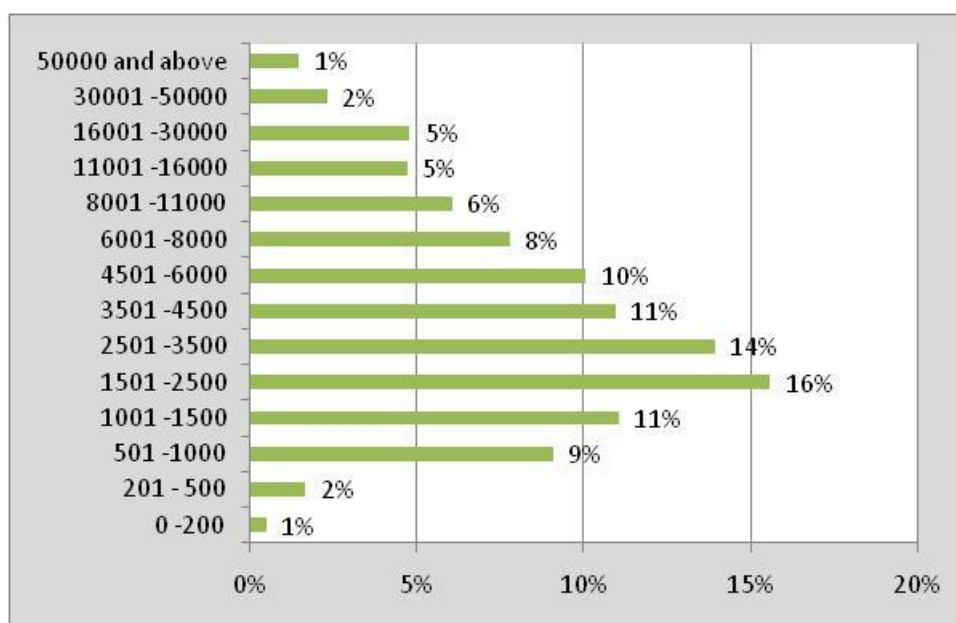
Income inequality

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

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

Household income distribution

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

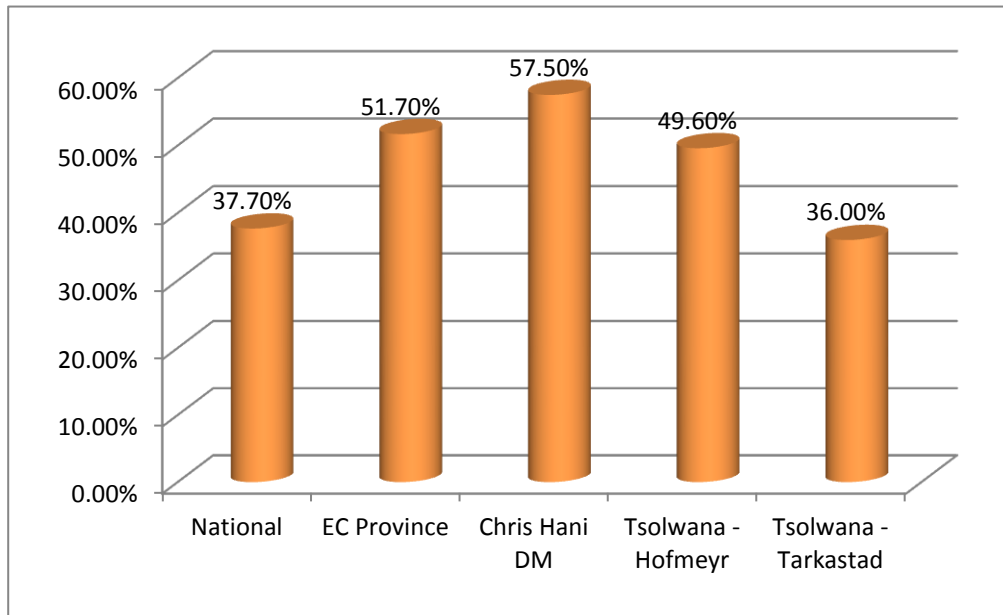


Unemployment

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

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

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



Formal Employment by sectors

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

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

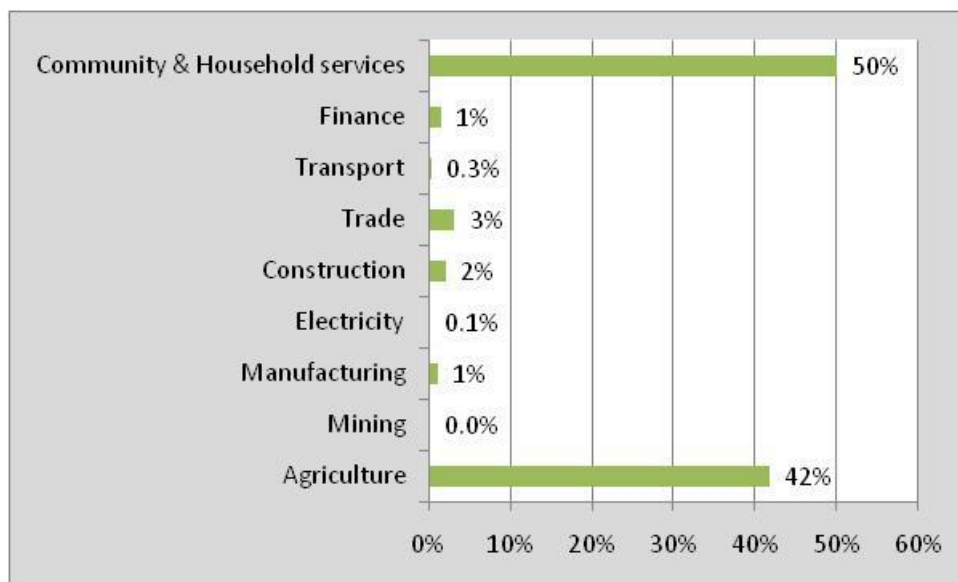
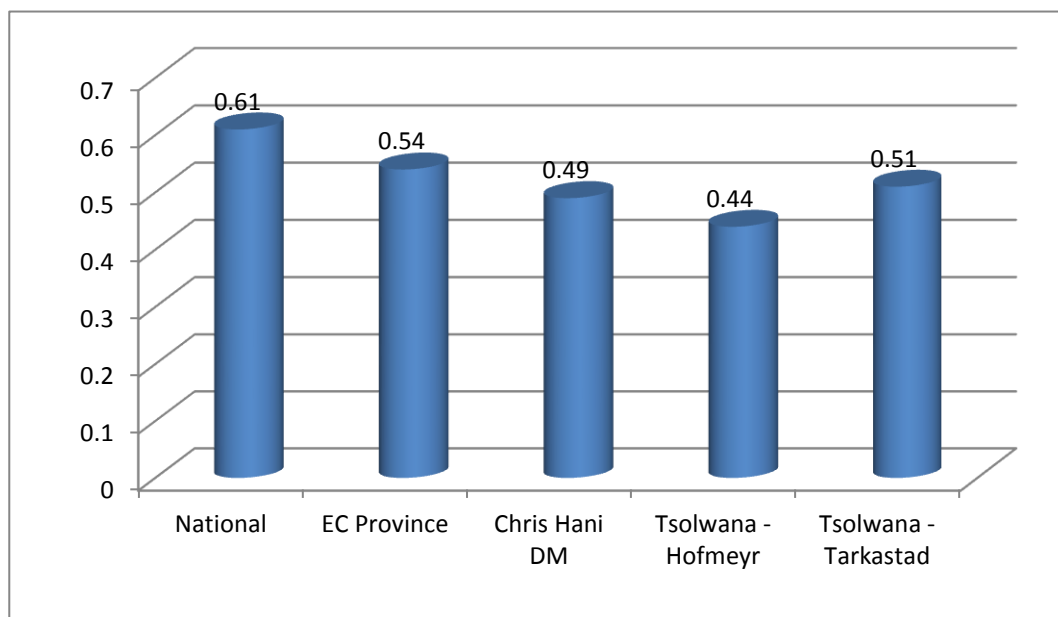


Figure 4: Formal employment by sectors

Human Development Index

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

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



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

16.2.8 SWOT of the local economy

AGRICULTURE

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Existence of infrastructure such as Agric Schemes • Availability of pockets arable land • Pockets of high quality soils for crop production • Access to availability technical support by Agriculture • Existence of support institutions like Assgisa, Land Bank and Uvimba to resource agricultural programmes • Favourable environment for livestock and game farming • Access to input support by government – Tractors, Seeds, Bulls etc. 	<ul style="list-style-type: none"> • Lack integration in planning and implementation programmes • Agriculture not seen as fashionable employment sector by especially young people • Lack of entrepreneurship & value chain production – Agro-processing (potential for wool and meat production not fully realized) • Poorly developed service infrastructure and non-existent services (road network, water supply and electricity connection) • Lack of funds to pursue strategic large projects • Prevalent soil erosion, land invasions and veld fires adding to declining quantities

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
	for arable land

TOURISM

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

MANUFACTURING

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Availability of affordable land for establishment of production space • Abundance of labour inputs • Availability of raw material inputs • Access to support from government • Prioritization by EC PGDS • Proven untapped potential demand in trade, agriculture and tourism 	<ul style="list-style-type: none"> • Poor culture of entrepreneurship • Poorly development support networks (broadband signal and coverage in and around towns of Hofmeyr and Tarkastad is very weak leading to problems of internet connectivity) <input type="checkbox"/> Unreliable electricity supply to drive intense mechanized production lines <input type="checkbox"/> Poorly developed value chain production processes and systems • Insufficient supply of artisans, technicians and skills trades in key strategic areas like engineering, management and science by the local economy

RETAIL, TRADE & WHOLESALE

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

SMME

STRENGTHS & OPPORTUNITIES	WEAKNESSES & THREATS
<ul style="list-style-type: none"> • Potential for growth and contribution to unemployment • Market demand • Availability of support from various sources within and outside government – ECDC, SEDA, SETAs, Training Institutions, Bus Forums etc 	<ul style="list-style-type: none"> • Limited support for training and finding ▪ Lack of business support – generally the lack of business support to existing businesses and this hampers their growth potential. There is a need to offer integrated business support in a sustainable way including: <ul style="list-style-type: none"> ○ Infrastructural support investment on such things as access roads, electricity, refuse, water & sanitation ○ Improving efficiency and turn-around times in the processing of development applications • Environmental degeneration potential • Poorly organized businesses and processes to create conducive environment for growth and development • High degree of survivalist rather than growth oriented entrepreneurs – high failure rate of ventures

16.3 SERVICE DELIVERY SECTOR PLANS

16.3.1 Integrated Waste Management Plan (IWMP)

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

Relevant by-laws are planned to be developed to facilitate our environmental interventions in the areas of conservation, waste and planning management.

Currently the municipality through partnerships with its stakeholders in this sector is supporting conservation, climate change and sustainable development initiatives including such projects as recycling, alien vegetation removal, solar energy harvesting and beautification.

16.3.2 Sustainable development and Climate Change

TLM subscribes to international protocol on climate change and NEMA provisions for sustainable development. Invitation is sort with key stakeholders in the sector to work closely with the municipality in developing reliable capacity and appropriate response programmes to ensure our compliance with the NEMA and climate change protocols.

At our level we have designed a simple tool to aid compliance by ensuring that all our IDP capital projects like roads and infrastructure delivery that require an EIA are subjected to such. This is carefully managed to minimise its delay implications to service delivery. We hope to improve our relationship with the DEA to realise this objective. This is work in progress.

16.3.3 Disaster Management

The role of TLM in disaster management is limited to coordination and facilitation of fire fighting and risk management planning for prevention of disasters. We have agreed to adopt and customise the CHDM disaster management plan to our context rather than having a full-on disaster management plan.

Our customised plan will integrate the SDF in so far as the mapping of disaster risks areas and critical points of concern. A dedicated fire fighting capacity is being development in partnership with CHDM and Provincial safety cluster departments. As party of this arrangement, relevant by-laws will be developed to facilitate implementation of the agreed programmes and strategies.

16.3.4 Infrastructure Master Plan

In 2013/2014 TLM has set aside resources for the development of a long term infrastructure Master plan. The aim of the plan is to guide and indicate quantified resource needs and plans for infrastructure development, maintenance and service backlogs reduction.

There is currently as 3 year capital plan which is largely informed by our MIG commitments and consolidation of other planned infrastructure programmes which are budgeted and planned over the next 3 years.

16.3.5 Land and Human Settlement

Section 6.8 of this document deals in detail with land administration, claims and settlement plans and programmes that are earmarked. We also have a housing sector plan which we are currently negotiating with the Department of Human settlement to have it revised and funded for implementation.

The planned revision must focus on updating land audit, housing demand supply issues and informal settlement policy proposals

16.3.6 HIV/Aids workplace plan

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

16.3.7 Special Programmes

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

16.4 GOOD GOVERNANCE & FINANCIAL VIABILITY SECTOR PLANS

16.4.1 Public Participation & Communication Strategy

TLM adopted its public participation strategy and communication strategy in 2012 and is busy implementing it.

16.4.2 Intergovernmental Relations

In order to facilitate effective cooperative governance and intergovernmental relations among our stakeholders TLM has set up and is currently chairing an IGF.

The role of this structure is to facilitate a platform for sharing of ideas and resources for development as well as collaborating of processes to ensure smooth implementation of IDP and planned programmes by sector departments in our jurisdictional areas. It is constituted mainly of the municipality, Traditional Leaders, sector departments and other strategic role players like the rates association.

16.4.3 Institutional Plan (Organogram)

Following on the outcome of the municipality's STRATPLAN a consensus was reached as to the interpretation of the core functions that we must deliver as well as the supporting institutional design that will enable us to deliver our mandate sustainably.

The organogram as indicated in the preceding chapters was adopted in 2012 and will be implemented in 2013/2014. Critical vacant positions were budgeted and will be filled in accordance with agreed priority. The operational budget makes provision for the incremental funding of these positions in our organogram.

16.4.4 Human Resource Development Strategy

Using the SALGA guideline the municipality has agreed to develop its own human resource strategy which will repeal and revise its existing HR Retention plan moving forward. This strategy will cater for wider aspects of HR administration, Labour Relation / Forum, succession planning and continuous human capita development and capacitating. It will integrate and reinforce the work place skills plan.

16.4.5 Code of Conduct

Our council has a ruling code of ethics that governs and guide management of behaviour by our officials and councillors. All our members are expected by the HR policy to sign and abide by the ruling code.

The code is continuously being amended as and when need arise or a vertical instruction from SALGA, Cogta, National Treasury, Public Service Commission and Parliament instructs the council to do so. We shall continue to implement and subject all our members to its full compliance.

16.4.6 Workplace Skills Plan

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

16.4.7 Employment Equity Plan

The municipality has an employment equity plan but the current plan is not fully implemented and there are no regular reports on how the organisation is performing in terms of its targets. The current version of the EEP is outdated and needs to be revised during 2013/14 onwards.

16.4.8 Financial Plans

Section 11 of this document provides an overview of the municipality's financial viability.

16.4.9 Revenue Enhancement & debt collection strategy

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

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

16.4.10 Indigent policy

As part of the municipality's commitment to ensuring access to basic services by all its households, a subsidy policy has been developed to support poor households who are unable to afford services. The policy provide for subsidization of poor households to access basic services like water, sanitation, refuse and electricity. This policy must be updated in 2013/14.

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

16.5 Assessment matrix for sector plans integration

Assessment matrix for sector plans / policies 2013-2014		
DEPARTMENT	SECTOR PLAN / POLICY	STATUS OF SECTOR PLAN / POLICY
Finance	Revenue Enhancement & Credit control strategy	Budgeted to be developed and implemented in 2014
	Indigent policy	Need to be updated by verifying details of beneficiaries which will be done by June 2014
	Risk Management Plan	To be developed and finished in Dec 2013
	Budget 2013/2014	Adopted with this IDP
Corporate services	HR Procedures Manual	Exist and will be implemented on an on-going basis
	Organizational design plan	Adopted in Dec 2012 and currently being implemented
	Employment equity plan	Exist and will be revised in line with new focus training areas
	Workplace skills plan	Exist and will be revised in line with new targets linked to organogram implementation

Assessment matrix for sector plans / policies 2013-2014		
DEPARTMENT	SECTOR PLAN / POLICY	STATUS OF SECTOR PLAN / POLICY
Office of Manager	Performance Management plan	All section 57 managers to sign review PM contract by end July 2013
	Service Delivery Budget Implementation Plans	Developed as part of this IDP
Community services	LED Strategy	Exist and will be implemented in 13/14
	Environmental sector plan	To be developed when funds are secured from SEDA or DEA
	Tourism sector plan	Forms part of the LED strategy
	Housing sector plan	Will be concluded with support from DM and DoHS
	HIV/ Aids workplace strategy	Being implemented and will be monitored continuously
	Waste management sector plan	Not needed but will adapt the DM plan to our conditions
	Disaster management plan	Not needed but will adapt the DM plan to our conditions
Technical services	Infrastructure Master Plan	Will be developed and adopted by no later than June 2014
	Spatial Dev Framework	Exist and incorporated into this IDP for implementation

16.6 Budget 2013/14

In order to meet the financial demand of this plan, the municipality is budgeting to raise an estimated 47 million for its IDP projects in 2013/14. The detailed 2013 /2014 draft budget is appended to this IDP draft.

17 PERFORMANCE MANAGEMENT POLICY

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

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

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

17.1 Intended definition

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

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

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

17.2 Policy and legal framework for our PM

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

17.2.1 Policy context

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

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

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

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

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

- complies with all the requirements set out in the Municipal Systems Act;
- demonstrates how it is to operate and be managed from the planning stage up to the stages of performance and reporting;
- clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;

- clarifies the processes of implementing the system within the framework of the integrated development planning process;
- determines the frequency of reporting and the lines of accountability for performance;
- relates to the municipality's employee performance management processes;
- provides for the procedure by which the system is linked to the municipality's integrated development planning processes;

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

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

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

Where - "A" represents debt coverage
 "B" represents total operating revenue received
 "C" represents operating grants
 "D" represents debt service payments (i.e. interest plus redemption) due within the financial year;

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

Where - "A" represents outstanding service debtors to revenue
 "B" represents total outstanding service debtors
 "C" represents annual revenue actually received for services;

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

Where - "A" represents cost coverage
 "B" represents all available cash at a particular time
 "C" represents investments
 "D" represents monthly fixed operating expenditure.

In 2006 the Government Gazette No.29089 was issued to further gave clarity on the Local Government Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers. The circular sets out how the performance of Section 57 staff will be uniformly managed monitored and improved. The regulations address both the employment contract and performance agreement of municipal managers and managers directly accountable to municipal managers. It further provides a methodology for the performance

management system as well as criteria for performance bonus payments. The regulations also provide an approach for addressing under-performance, should this occur

17.2.2 Legal context

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

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

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

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

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

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

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

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

- develop a performance management system
- set targets, monitor and review performance based on indicators linked to their integrated development plan (IDP)
- publish an annual report on performance for the councilors, staff, the public and other spheres of government
- incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- conduct an internal audit on performance before tabling the report.
- have their annual performance report audited by the Auditor-General
- involve the community in setting indicators and targets and reviewing municipal performance

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

Coupled with the MSA: 2000, the MFMA: 2003 provide for the development of a mid-term budget and performance assessment of the municipality. The development of the mid-year

budget and performance assessment report should give an indication on the progress made by the municipality for the past six months. The MFMA requires that the accounting officer of the municipality take into account the performance of the municipality against the performance expectations set by senior managers and their departments.

17.3 PM Objectives

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

17.3.1 Increased accountability

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

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

17.3.2 Learning and improvement

While ensuring that accountability is maximised, the performance management system must also provide a mechanism for learning and improvement. It should allow for the municipality to know which approaches (development, leadership, management and operations) are having the desired impact, and enable the municipality to improve delivery. It should form the basis for monitoring, evaluating and improving the impact of implemented Integrated Development Plan.

17.3.3 Early warning signals

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

17.3.4 Effective decision-making

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

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

17.4 Founding principles

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

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

- ◇ **POLITICALLY DRIVEN** - Legislation clearly tasks the municipal council and mayor as the custodians of the performance management system. The Mayor **MUST lead** both the implementation and improvement of the system. Further, Legislation allows for the delegation of this responsibility or aspects of it to the municipal manager or other appropriate structures as the Mayor may deem fit.
- ◇ **UNIFORMITY** - System must apply uniformly to all affected
- ◇ **DEVELOPMENTAL** - Must be developmental in nature, not punitive. Therefore, must focus on outcomes or development impact achievements rather than placing emphasis on short term individual benefits like for example the reward of potential earnings in the form of bonuses
- ◇ **EQUITY OF RIGHT** -Must balance organisational needs and employee rights
- ◇ **SIMPLICITY** - The system should be simple user – friendly and should enable the municipality to operate within the existing capacity of its financial, human resources and information management system.
- ◇ **PERFORMANCE CONTRACTS** -Must provide for signing of performance contracts by section 57 managers and other direct reportees (contracted in terms of the Systems Act and 2006 Guidelines for municipal managers) to the municipal manager
- ◇ **PMS MODEL** -Must identify suitable model commensurate with existing organisational capacity, constraints & LG legal context.
- ◇ **EARLY WARNING** -Must promote use as an early warning system
- ◇ **INTEGRATION** - The performance management system should be integrated into other management processes in the municipality, such that it becomes a tool for more efficient and effective management rather than an additional reporting burden. It should be seen as a central tool to the on – going management functions
- ◇ **TRANSPARENCY** – Must provide for effective participation of affected parties in arriving at final targeted performance commitments (setting of targets to be discussed and agreed with those the people / units whose performance will be managed)
- ◇ **DEMOCRATIC** - Must provide for involvement of key stakeholders in the processes of PM planning, monitoring, review, reporting and auditing
- ◇ **OBJECTIVITY** - Performance management must be founded on objectivity and credibility in terms of both the processes of managing performance and the information on which it relies. Sources of data for measuring indicators should be scrutinized to enhance credibility of information and therefore objective decision making

17.5 Stakeholders

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

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

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

17.6 PM process

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

17.6.1 Step 01: Planning for PM

Planning for our performance management must happen within the context of IDP. The reason for this is because in the formulation of IDP, communities have ample space to influence and input ideas into municipal strategic planning via the representative forum.

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

- ◇ A set of consulted upon and agreed KPAs
- ◇ Broad development objectives and targets

- ◇ A set clear measurable performance objectives, indicators (KPIs) and Targets by which the IDP implementation must be measured
- ◇ A framework for implementing PM
- ◇ Using this parameter, the PMS/IDP manager must drive a process of facilitating:
 - Initiation of a process and institutional operational arrangements for PM to take place
 - Concluding of performance agreements with section 57 managers
 - Reviewing of organizational and individual performance scorecards (in accordance with framework / policy)
 - Reviewing of service delivery budget and implementation plans (SDBIPs)
 - The implementation of PMS (steps 02 -08 in the above diagram)

Performance Co-ordination

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

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

17.6.2 Step 02: Monitoring performance

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

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

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

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

17.6.3 Step 03: Reviewing performance

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

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

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

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

17.6.4 Departmental Reviews

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

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

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

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

Each Standing committee will be required to review the performance of their respective departments against their SDBIP Scorecards, on a monthly basis. The Standing Committee should review and appraise the performance of the service against committed targets and draw out key issues to communicate to the Council. Where targets are not being met, Standing

Committee should ensure that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient to address the reasons for poor performance. Changes in indicators and targets can only be approved by the relevant Standing Committee, on the recommendation of the Municipal Manager.

17.6.5 Management Team Reviews

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

The management team will need to reflect on whether targets are being achieved, what are the reasons for targets not being achieved where applicable and corrective action that may be necessary. Where targets need to be changed, the management team can propose these for Exco to endorse and for approval by the Council.

17.6.6 Audit Committee Reviews

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

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

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

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

17.6.7 Council Reviews

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

17.6.8 Public Reviews

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

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

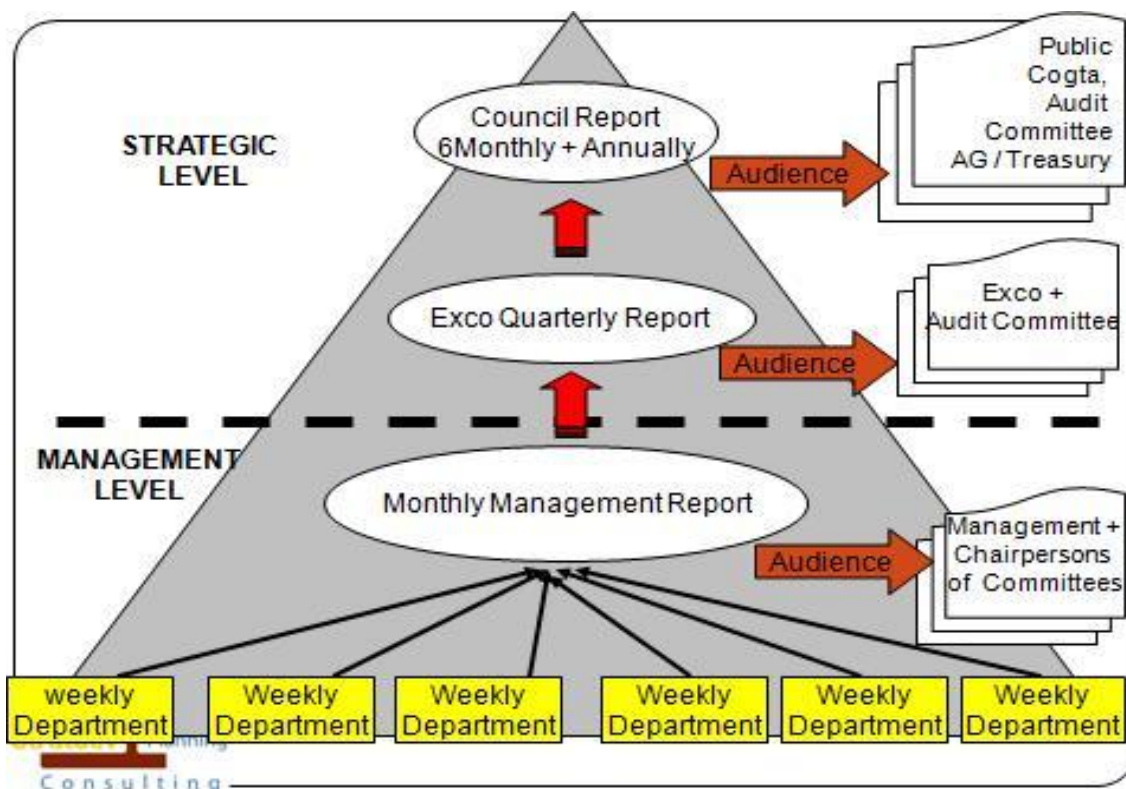
The public review must always be scheduled to happen no later than the 31 July of each year. This report should be a simple, easily readable and attractive document that summarises the performance of the municipalities in the local municipal area for the public consumption. Community inputs into the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

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

- Various forms of media including radio, newspapers and billboards can be used to convey the communities report. The public should be invited to submit comment via telephone, fax, email and public hearings to be held in a variety of locations.
- The public reviews should be concluded by a review by the IDP Representative Forum as part of IDP review processes
- Elections

17.7 Reporting

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



17.8 Auditing of performance reports

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

The Regulations specify that any auditing must include assessment of:

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

17.8.1 Audit Committee

The Municipal Council must ensure that the mandate of the audit committee includes the responsibility to audit performance reports at least twice annually. It is suggested that before the municipal performance report is tabled to the audit committee, it must be seen by the internal auditor for his/her advice. This will minimise possibilities for adverse outcome opinions on the report.

In composing the municipal audit committee Council must ensure that:

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

The operation of the audit committee must be governed by section 14 (2-3) of the regulations.

As per the regulations, the performance audit committee will:

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

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

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

17.9 Cascading PM below a section 57 manager

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

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

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

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

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

17.9.1 Implications for cascading to lower levels

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

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

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

- That you will be part of a system of accountability (PMS) proportional to your allocated job responsibility in a systematic and objective way
- That you will on the basis of excellent performance displayed be recognised for benefits in the council reward system including any one or a combination of the following:
 - A certificate of recognition issued by the mayor on an annual Executive municipal performance award ceremony
 - A price (non-monetary) determined by the municipal performance management committee and supported through this framework
 - A qualification for an agreed proportionate (calculated using an agreed formula) percentage increase above normal CPIX on your salary notch (which is a financial benefit)
 - Where consistent performance is displayed, the committee may in line with agreed framework consider a rare recognition qualifying a person to receive a

fully paid 3 year Diploma /Degree Bursary in accordance with council rules or terms and conditions

- A possible secondment to a council recognised partner organization for advanced coaching and internship learning SABATIC paid leave (linked to your job) of one full month

17.10 Responding to Organisational Performance

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

17.10.1 Good or Exceptional Performance

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

17.10.2 Poor Performance

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

Where consistent poor results are observed the following must happen:

- Poorly performing departments and individuals should provide analysis and reasons for poor performance;
- An investigation should be conducted by the performance management committee in the event that reasons offered are deemed inadequate or insufficient to explain or provide clearer understanding of the underlying problems for poor results. This will be undertaken whether the reasons are reported to be policy related; systemic, structural or attributed to the poor competency by concerned individuals.
- Support must be provided (explained in the signed personal development plans) to curb the trend of unacceptable results and thereafter, the council may decide to:
 - Demote a person
 - Redeploy a person
 - Deny salary adjustment (notch progression)
 - Subject a person to a rigorous learning process
 - Terminate employment relationship (after issuing relevant warning without liability for cost in the case of a non-section 57 employee)
 - Terminate employment relationship (without liability for cost of the remaining contract term in the case of a section 57 manager)
- A decision must be taken on the way forward at the best interest of the organization.

17.11 Employment Contract

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

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

- In the event that the employment contract does not refer to the applicability of other legislation, that omission will not affect the legal validity of the employment contract.

- The contract will in the event be subordinate to any legislation even in the case where parties themselves are aware of such legislation.

17.12 Validity of employment contract

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

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

17.13 Performance Agreements

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

The performance agreement must be entered into for each financial year (concluded within 30 days of the beginning of the financial year or 90 days from date of employment) .Not concluding a performance agreement within the stipulated time frames will amount to breach of employment contract. The party responsible for the breach must be given an opportunity to remedy the breach.

If the breach is not remedied within the agreed timeframes then there will be a basis for initiating procedures towards terminating the contract.

17.13.1 Signing retrospectively

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

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

17.14 Performance Scorecard linked to signed contract

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

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

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

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

- **Key Performance Areas (KPA):** - these relate to functional requirements of the job at hand. The KPAs have a contributing weight of 80% in the final assessment.

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

17.15 Personal Development Plan

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

17.16 Assessing Performance

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

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

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

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

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

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

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	Choice	Weight
<i>Core Managerial Competencies</i>		
Strategic Capability and leadership		
Programme and Project Management		
Financial Management	X	
Change Management		
Knowledge Management		
Service Delivery Innovation	X	

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	Choice	Weight
<i>Core Managerial Competencies</i>		
Problem Solving and Analysis	X	
People Management and Empower	X	
Client Orientation and Customer Focus	X	
Communication		
Honesty and Integrity		
<i>Core Occupational Competencies</i>		
Competence in Self Management		
Interpretation of and implementation within the legislative and policy frameworks	X	
Knowledge of developmental local government		
Knowledge of Performance Management		
Knowledge of global and South African specific political, social and economic Contexts	X	
Competencies in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field discipline		
Skills in Mediation and Governance		
Competencies as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
TOTAL PERCENTAGE		100%

17.17 Scoring model

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

LEVEL	TERMINOLOGY	DESCRIPTION IN REGULATION	PROPOSED DEFINITIONS OR PERFORMANCE AGAINST INDICATORS

LEVEL	TERMINOLOGY	DESCRIPTION IN REGULATION	PROPOSED DEFINITIONS OR PERFORMANCE AGAINST INDICATORS
5	Extremely Effective Performance	Performance far exceeds the standard expected of an employee at this level.	Individual has performed exceptionally well on these indicators and has very significantly surpassed expectations.
4	Very Effective performance	Performance is significantly higher than the standard expected in the job.	Individual has performed well and has gone slightly above expectations.
3	Effective Performance	Performance fully meets the standards expected in all areas of the job.	Individual has met the expectations associated with these indicators
2	Partially Effective Performance	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	Performance is below the standard required for the job in key areas
1	Unacceptable Ineffective Performance	Performance does not meet the standard expected for the job.	Individual has poorly performed on these indicators significantly below the standard required

17.18 Criteria for determining bonus

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

COMPONENT	Level of achievement based on a 5 point scale	qualifying % bonus out of possible 14% of gross annual remuneration
Score of 1% - 40%	1- 2	0%
Score of 41% -49%	2 - 2.9	0%
Score of 50%	3	0%
Score of 50% - 59%	3 - 3.3	1 - 4%

Score of 60% -69%	3.4 - 3.9	4% - 6%
Score of 70% -79%	4 - 4.2	7% - 9%
Score of 80% -89%	4.3 - 4.5	10% - 12%
Score of 90% -100%	4.5 - 5	12% - 14%

17.19 Example – using a numeric scoring model

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

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

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

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

17.20 Dispute Resolution

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

- In the case of the Municipal Manger, the MEC for local Government in the province within thirty (30) days of receipt of formal dispute from the employee, or any other person designated by the MEC; and

- In the case of managers directly reporting to the Municipal Manager, the Executive Mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

17.21 PMS model for Tsolwana local LM

17.21.1 What is a model?

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

17.21.2 Why the Municipal Scorecard Model?

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

17.21.3 Balance

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

17.21.4 Simplicity

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

17.21.5 Mapping of inter – relationships

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

17.21.6 Alignment to the IDP Processes

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

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

In addition, the Municipal Scorecard Model is:

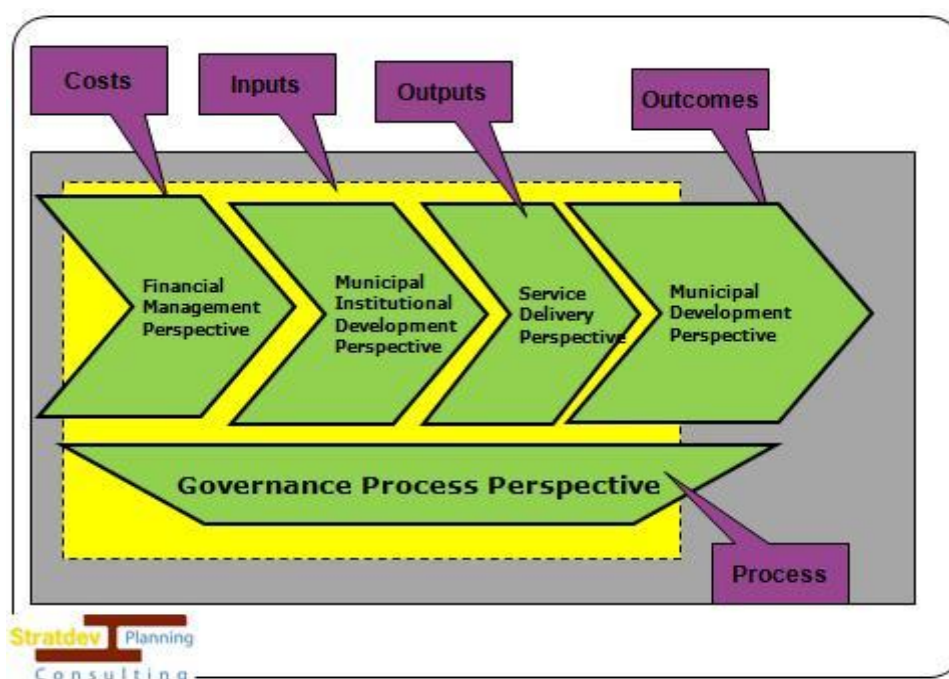
- Tightly aligned to the strategic planning and IDP processes of the municipality;
- Directly relevant to the notion of developmental local government;
- A balanced view of performance based on municipal inputs, outputs, outcomes and process;
- A simple portrayal of municipal performance, where inter – relationships can be mapped (municipal – wide, sectoral/departmental and unit/programme levels);

- Compliant with the requirements of the Municipal Systems Act (2002) and its subsequent regulations (2001 and 2006);
- Based on the five (5) Key Performance Areas for Local Government as determined in the Five Year Local Government Strategic Agenda and used in the Regulations and Vuna Awards for Performance Excellence.

17.22 The Key Characteristics of the Municipal Scorecard Model

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

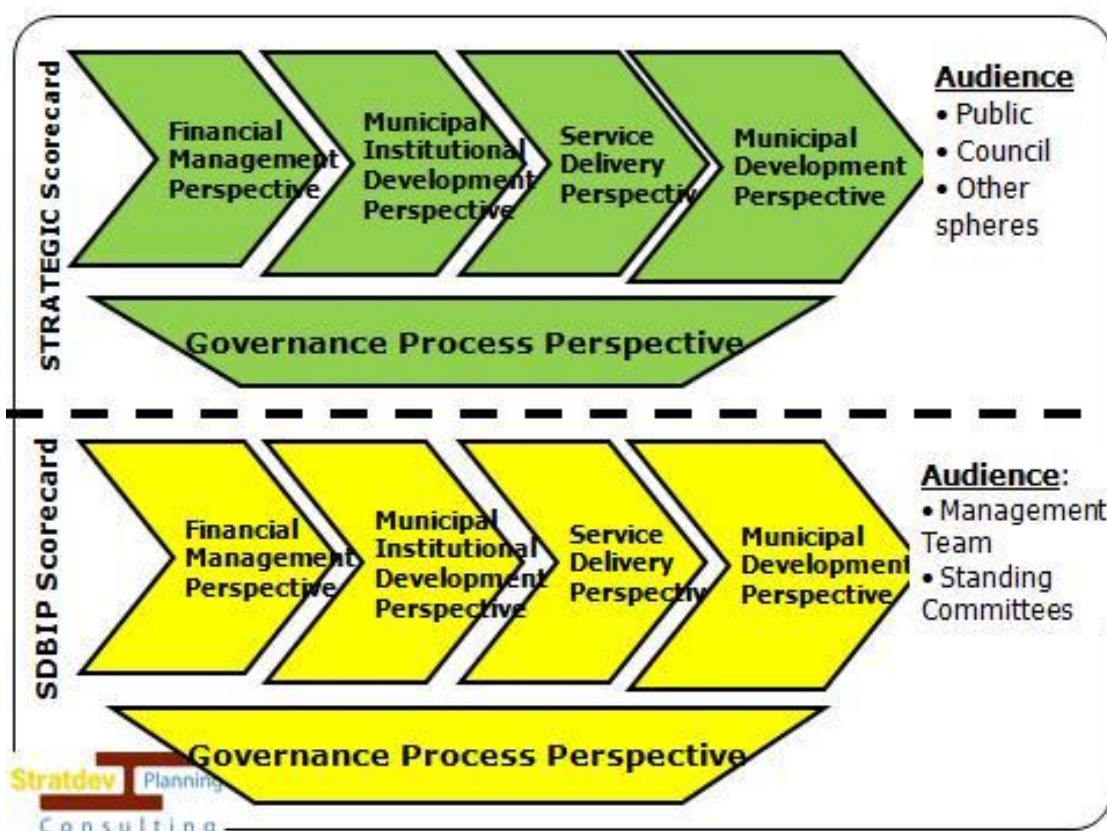
- The model uses the five (5) Key Performance Areas for Local Government as areas against which municipal performance must be measured and managed; and
- The model considers performance at three (3) levels i.e. Local Scorecard, Strategic Scorecard and SDBIP Scorecard in the context of a local municipality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



17.22.1 Analysis of the Municipal Scorecard Perspectives

NO	PERSPECTIVE	DEFINITION
1.	The Municipal Development	Assesses whether the desired development impact in the municipal area is being achieved Incorporates social, environmental and economic development aspects Constitutes the development of priorities for the municipal area and indicators that tell whether the desired development outcomes are being achieved This relates to the measurement of developmental outcomes in the municipal area
2.	The Service Delivery	Assesses performance with respect to the delivery of services and products This relates to the output of the municipality
3.	The Institutional	Assesses performance with respect to the management of municipal resources:

	Development	Human Resources Information Organizational Infrastructure Asset Management
4.	The Financial Management	Assesses performance with respect to financial management and viability, including: Financial viability indicators Operating income vs. Operating expenditure performance Financing infrastructure investment vs. capital expenditure performance Financial management performance
5	The Governance	Assesses performance with respect to engagements and relationships with its stakeholders in the process of governance. It includes, amongst others: Public participation, including the functionality and impact of ward committees Functionality and impact of municipal governance structures (council structures including the offices of the speaker, and portfolio committees/ clusters and Executive) Access to information Intergovernmental relations



17.23 The different levels of the scorecard

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

17.24 The Strategic Scorecard/ Organizational Scorecard

Organizational Performance Management is concerned with the overall performance of the Municipality in relation to giving effect to the Integrated Development Plan. The strategic scorecard will provide an account of performance for the local municipality towards

development in the municipal area. This scorecard reflects on the corporate level performance for the entire municipal organization. The development perspective of this scorecard will therefore be about providing a basis for the municipality to assess the extent of the impact of its strategies as an organization. The strategic scorecard indicators of this scorecard will be corporate output focused.

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

17.25 The SDBIP Scorecards/ Departmental Scorecard

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

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

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

PERSPECTIVE	WEIGHTING (%)
Municipal Institutional Development and Transformation	
Service Delivery	

Local Economic Development	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Total	100%

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

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

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

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

It is of critical importance to ensure that the SDBIP Scorecard does not duplicate the current reporting, but rather be integrated as a core component of the municipality's vertical reporting system. It should simplify all regular reporting from departments to the municipal manager and portfolio clusters

17.26 Individual Performance Management

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

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

17.27 The implications of the adoption of the model

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

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

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

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

17.29 Evaluation and Improvement of the Performance Management System

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

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

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

18 Service Delivery Budget & Implementation Plan 2013- 2014

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
Water and Sanitation	IDP01	% of households receiving basic service by 30 June 2014	61%	62% of households with access	Municipal survey		OPEX	R 0	15%	30%	45%	62%	HoD Technical Services
	IDP02	No of new VIPs installed by June 2014	Unknown	100 VIPs by June 2014	Completion certificate		CHDM	R 8 500 000	25	50	75	100	HoD Technical Services
	IDP03	No of bucket units actually converted by June 2014	Unknown	80 units converted by June 2014	Completion certificate		CHDM	R 500 000	20	40	60	80	HoD Technical Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP04	Hofmeyr sewer ponds rehabilitation completed by June 2014	Existing ponds overloaded and a health risk	Hofmeyr sewer ponds rehabilitated as per Bus Plan	PMU Report		CHDM	R 2 000 000				Hofmeyr sewer ponds rehabilitated as per Bus Plan	HoD Technical Services
	IDP05	Number of stakeholder facilitation meetings held per annum	Project Approved for implementation	4 quarterly	Minutes of meetings		CHDM	R 300 000	1	2	3	4	HoD Technical Services
	IDP06	Hofmeyr pump station repairs completed by March 2014	pump station faulty	Pump station functional	PMU Report		CHDM	R 2 200 000				Pump station functional	HoD Technical Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP07	% progress achieved in repairing existing pumps per quarter	Majority of pumps on diesel and often faulty	100% of all listed borehole pumps repaired or fitted with new electric panels	Project Report		OPEX	200 000	25%	50%	75%	100%	HoD Technical Services
	IDP08	% progress achieved in repairing boreholes (Thornhill , Kwinana & Mitford) per quarter	Majority of pumps on diesel and often faulty	100% of all listed borehole pumps repaired or fitted with new electric panels	Project Report		OPEX	400 000.00	25%	50%	75%	100%	HoD Technical Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP09	% of wards who successfully held awareness events by June 2014	Nil	100%	PMU Report		OPEX	R 0	25%	50%	75%	100%	HoD Technical Services
Roads and Stormwater & Bridges	IDP10	Number of stakeholder facilitation meetings held per quarter	Nil	4	Minutes of meetings		DoRT	R 5 000 000	3	6	9	12	HoD Technical Services
	IDP11	bridge completed by June 2014	nil	Baccllesfarm bridge completed	Handover certificate		MIG	R 6 000 000	Planning stage	Construction underway	Construction 75%	Complete	HoD Technical Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP12	No of KMs of road network rehabilitated by June 2014	nil	7	PMU Report		MIG	R 6 800 000	2	3	5	7	HoD Technical Services
	IDP13	Infrastructure Master Plan developed by June 2014	nil	Master plan in place	Master plan copy		OPEX	R 700 000	Tender	Gap Analysis report	Draft Master plan	Master plan tabled to council by June 2014	HoD Technical Services
Electricity	IDP14	% of households receiving basic electricity service by 30 June 2014	88%	90%	Survey		Eskom, TLM	R 0	88%	88%	89%	90%	HoD Technical Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP15	Number of stakeholder facilitation meetings held per quarter	nil	3	Minutes of meetings		Eskom	R 0	3	6	9	12	HoD Technical Services
	IDP16	Solar energy feasibility study report produced by June 2014	Nil	Solar energy for street lights feasibility study report completed	Solar street light study Report		MIG	R 0		Preliminary findings report		Solar energy for street lights feasibility study report completed	HoD Technical Services
	IDP17	Number of stakeholder facilitation meetings held per quarter	Nil	6	Minutes of meetings		Eskom	R 26 400	3	6	9	12	HoD Technical Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP18	Number of households connected by June 2014	Nil	200	PMU Report		DME	R 3 000 000	3	6	9	12	HoD Technical Services
	IDP19	Business plan drafted and lodged with potential funders by Dec 2013	Nil	Business plan in place by Dec 2014	BP copy		OPEX	R 0		BP lodged with funders			HoD Technical Services
	IDP20	Number of initiatives actually facilitated by June 2014	nil	2	PMU Report		OPEX , Eskom & DME	R 0	0	1	0	2	HoD Technical Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
Community & Sports Facilities + EPWP	IDP21	Number of facilities actually maintained by June 2014	Nil	3	Report by HoD community Services		OPEX	R 75 000	0	1	2	3	HoD Community Services
	IDP22	Handover of the facility by June 2014	Approved project	Pakamisa Hall constructed	Handover certificate		MIG	R 0	designs stage	0	construction started	Pakamisa Hall constructed	HoD Community Services
	IDP23	Handover of the facility by June 2014	Approved project	Khayaletu Hall constructed	Handover certificate		MIG	R 0	designs stage	1	construction started	Khayaletu Hall constructed	HoD Community Services
	IDP24	Number of short term jobs actually created by June 2014	Nil	150	Project Report by HoD LED		DoPW	R 0	20	80	100	150	HoD Community Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
Libraries & Museums	IDP25	Number of units (books) raised & Internet installed by June 2014	Nil	300 books & Internet connection installed	Report by HoD community Services		DoSA &C	R 0		internet installed		300 books & Internet connection installed	HoD Community Services
	IDP26	Number of stakeholder facilitation meetings held per quarter	nil	3	Minutes of meetings		TLM, DoSA &C	R 0	3	6	9	12	HoD Community Services
Cemeteries & Pounds	IDP27	Number of facilities actually maintained by June 2014	Nil	2	Report by HoD community Services		OPEX	R 50 000	0	1	0	2	HoD Community Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP28	Number of families actually supported by June 2014	Nil	1	Report by HoD community Services		OPEX	12000	0	0	0	1	HoD Community Services
	IDP29	Number of facilities actually supported by June 2014	Nil	2	Report by HoD community Services		OPEX	45000	0	1	0	2	HoD Community Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
Disaster Management & Emergency Services	IDP30	Number of stakeholder facilitation meetings held per quarter	Nil	3	Minutes of meetings		OPEX	R 0	3	6	9	12	HoD Community Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
Health	IDP31	Number of stakeholder facilitation meetings held per quarter	Nil	3	Minutes of meetings		TLM & DoH	R 0	3	6	9	12	HoD Community Services
Education	IDP32	Business plan for an Agricultural Skills Training Centre developed and lodged with funders by March 2014	Nil	BP for Agric Skills Centre establishment developed and lodged with funders by March 2014	BP for skills centre set-up		DoE, CHD M, SETA, Agric	R 0			BP for Agric Skills Centre establishment developed and lodged with funders by March 2014		HoD Community Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP33	Number of local beneficiaries actually linked with Learnerships by June 2014	Nil	5 per ward by June 2014	Report by HoD corporate Services		DoRT, DoL, TLM	R 0	5	10	20	25	HoD Community Services
	IDP34	Number of facilities actually assisted by June 2014	Nil	2	Report by SPU		TLM, DoSD	R 0	0	0	0	2	HoD Community Services
	IDP35	Number of stakeholder facilitation meetings held per quarter	Nil	3	Minutes of meetings		DoE	R 70 000	3	6	9	12	HoD Community Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
Refuse Collection and waste management	IDP36	% of households receiving basic refuse and waste management service by June 2014	62%	70%	Survey		OPEX	R 0	62%	70%	70%	70%	HoD Community Services
	IDP37	Number of awareness events actually held by June 2014	Nil	2	Report by HoD community Services		OPEX	R 0	0	0	1	2	HoD Community Services
	IDP38	Application for permits lodged with DoEA by Dec 2013	EIA process underway	Application for permits lodged with DoEA by Dec 2013	Acknowledgement of submission letter by DoEA		OPEX	R 0		Application for permits lodged with DoEA by Dec 2013			

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN	
									Sep	Dec	Mar	Jun		
Housing & Land Use	IDP39	Business plan for implementing sector plan and job fund in place by Dec 2014	Nil	Business plan for implementing sector plan and job fund in place by Dec 2014	BP copy		DoHS	R 35 000		Business plan for implementing sector plan and job fund in place by Dec 2014				HoD Community Services
	IDP40	Number of stakeholder facilitation meetings held per quarter	Nil	3	Minutes of meetings		DoA&LR, DoHS, DoLG &TA, TLM	R 0	3	6	9	12	HoD Community Services	
	IDP41	Number of stakeholder facilitation meetings	Nil	3	Minutes of meetings		DoA&LR, DoHS, DoLG &TA, TLM	R 0	3	6	9	12	HoD Community Services	

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
		held per quarter											
Crime Prevention, Traffic, Safety and Security	IDP42	Traffic enforcement by-law developed by June 2014	No by law	Traffic enforcement by-law developed and adopted by council by June 2014	Council Resolution		OPEX	R 75 000		draft by-law	Consultation process underway	Traffic enforcement by-law developed and adopted by council by June 2014	HoD Community Services
	IDP43	Number of stakeholder facilitation meetings held per quarter	Nil	3	Minutes of meetings		OPEX	R 0	3	6	9	12	HoD Community Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP44	Licence and testing station launched by Dec 2014	Decision to launch taken	Licence and testing station launched by Dec 2014	Report by MM		OPEX & DoRT	R 7 972 192		Licence and testing station launched by Dec 2014			HoD Community Services
Local Economic Development, Environment & Conservation management	IDP45	Amount pledged and contributed in rands for LED implementation by June 2014	Nil	R 500 000	Commitment letters		TLM, SEDA, DoLG, CHDM	R 450 000		R 250 000		R 500 000	HoD LED
	IDP46	Number of jobs actually created by June 2014	Nil	50 jobs	Report by HoD LED		OPEX	R 0	0	10	40	50	HoD LED

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP47	Number of capacity building workshops organized by June 2014	Nil	2	Workshop reports		TLM, CHDM, ECDC	R 150 000	1	0	2	2	HoD LED
	IDP48	Number of stakeholder facilitation meetings held per quarter	Nil	3	Minutes of meetings		DoEA	R 7 000 000	3	6	9	12	HoD LED
	IDP49	Number of stakeholder facilitation meetings held per quarter	nil	3	Minutes of meetings		TLM, DoEA	R 0	3	6	9	12	HoD LED

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP50	LTO established and launched by June 2014	No LTO	LTO established and launched by June 2014	launch report by HoD LED		OPEX	R 100 000		Advert for board members	Interviews completed	LTO established and launched by June 2014	HoD LED
	IDP51	Small town revitalization strategy developed by Dec 2013	Nil	Small town revitalization strategy developed by Dec 2013	Strategy copy		CHDM	R 120 000		Small town revitalization strategy developed by Dec 2013			HoD LED
Financial Management	IDP52	12 reports produced by June 2014	Nil	12 reports produced by June 2014	Report by CFO		OPEX	R 0	3	6	9	12	HoD BTO
	IDP53	5 internships contracts concluded by June 2014	Nil	5 internships contracts concluded by June 2014	Report by CFO		FMG	R 0	0	1	0	2	HoD BTO

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP54	4 quarterly reports produced by June 2014	Nil	4 quarterly reports produced by June 2014	Report by CFO		OPEX	R 0	1	2	3	4	HoD BTO
	IDP55	S72 report tabled to council by Feb 2014	Nil	S72 report tabled to council by Feb 2014	Council Resolution		OPEX	R 0		Midterm report & Audited AFS	S72 report tabled to council by Feb 2014		HoD BTO
	IDP56	2012/13 AFS submitted for auditing by Oct 2013	Nil	2012/13 AFS submitted for auditing by Oct 2013	Report by CFO		OPEX	R 2 800 000		2012/13 AFS submitted for auditing by Oct 2013		0	HoD BTO
	IDP57	Audit action plan produced, monitored and reported upon	Nil	Audit action plan produced, monitored and reported upon quarterly	Audit Action Plan		OPEX	R 0	Audit action plan produced, monitored and reported upon	Monitoring and reporting	Monitoring and reporting	Monitoring and reporting	HoD BTO

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
		quarterly							quarterly				
Budget, Revenue & Expenditure Management	IDP58	Municipal budget 2013/14 tabled & adopted by council by July 2013	Nil	Municipal budget 2013/14 tabled & adopted by council by July 2013	Council Resolution		OPEX	R 0			Draft budget 2014/2015	Municipal budget 2014/15 tabled & adopted by council by June 2014	HoD BTO
	IDP59	Debt control unit established by Sep 2013	Nil	Debt control unit established by Sep 2013	Report by CFO		OPEX	R 0	Debt control unit established by Sep 2013				HoD BTO

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP60	Revenue enhancement strategy developed by Sep 2013	Nil	Revenue enhancement strategy developed by Sep 2013	Report by CFO		OPEX	R 320 000	Revenue enhancement strategy developed by Sep 2013				HoD BTO
	IDP61	Monthly payroll reconciled by 10th day of each consecutive month	Nil	Monthly payroll reconciled by 10th day of each consecutive month	Report by CFO		OPEX	R 0	Monthly payroll reconciled by 10th day of each consecutive month	Monthly payroll reconciled by 10th day of each consecutive month	Monthly payroll reconciled by 10th day of each consecutive month	Monthly payroll reconciled by 10th day of each consecutive month	HoD BTO
	IDP62	Monthly creditor report reconciled by 10th day of each consecutive month	Nil	Monthly creditor report reconciled by 10th day of each consecutive month	Report by CFO		OPEX	R 0	Monthly creditor report reconciled by 10th day of each consecutive month	Monthly creditor report reconciled by 10th day of each consecutive month	Monthly creditor report reconciled by 10th day of each consecutive month	Monthly creditor report reconciled by 10th day of each consecutive month	HoD BTO

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP63	VAT reconciled by 25th day of each new quarter in 2013/14	Nil	VAT reconciled by 10th day of each new quarter in 2013/14	Report by CFO		OPEX	R 0	VAT reconciled by 25th day of each new quarter in 2013/14	VAT reconciled by 25th day of each new quarter in 2013/15	VAT reconciled by 25th day of each new quarter in 2013/16	VAT reconciled by 25th day of each new quarter in 2013/17	HoD BTO
	IDP64	Asset counts completed by 10th day of each new quarter in 2013/15	Nil	Asset counts completed by 10th day of each new quarter in 2013/15	Report by CFO		OPEX	R 0	Asset counts completed by 10th day of each new quarter in 2013/14	Asset counts completed by 10th day of each new quarter in 2013/15	Asset counts completed by 10th day of each new quarter in 2013/16	Asset counts completed by 10th day of each new quarter in 2013/17	HoD BTO
	IDP65	Revised indigent policy tabled to council by Sep 2013 and implemented	Nil	Revised indigent policy tabled to council by Sep 2013 and implemented	Council Resolution		MSIG	R 200 000		Consultation process	Verification exercise	Revised indigent policy tabled to council by Sep 2013 and implemented	HoD BTO

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
		ted by June 2014		d by June 2014								nted by June 2014	
Supply Chain Management	IDP66	Supplier database updated by June 2014	Nil	Supplier database updated by June 2014	Report by CFO		OPEX	R 0				Supplier database updated by June 2014	HoD BTO
	IDP67	Tender register reconciled by 10th day of each month in 2013/14	Nil	Tender register reconciled by 10th day of each month in 2013/14	Report by CFO		OPEX	R 0	Tender register reconciled by 10th day of each month in 2013/14	Tender register reconciled by 10th day of each month in 2013/15	Tender register reconciled by 10th day of each month in 2013/16	Tender register reconciled by 10th day of each month in 2013/17	HoD BTO

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP68	Binding calendar of SCM committee meetings completed and adopted for implementation by July 2013	Nil	Binding calendar of SCM committee meetings completed and adopted for implementation by July 2013	Report by CFO		OPEX	R 0	Binding calendar of SCM committee meetings completed and adopted for implementation by July 2013				HoD BTO
	IDP69	4 x Compliance reports with SCM produced as part of quarterly risk management & internal audit reports by June 2014	Nil	4 x Compliance reports with SCM produced as part of quarterly risk management & internal audit reports by June 2014	Report by CFO		OPEX	R 0	SCM compliance report1	SCM compliance report2	SCM compliance report3	SCM compliance report4	HoD BTO

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
ICT	IDP70	All licenses and contracts fully serviced by June 2014	Nil	All licenses and contracts fully serviced by June 2014	Report by CFO		FMG	R 600 000				All licenses and contracts fully serviced by June 2014	HoD BTO
Internal Audit	IDP71	Workshop on risk management held and Departmental risk registers developed and submitted to MM by Aug 2013	Nil	Workshop on risk management held and Departmental risk registers developed and submitted to MM by Aug 2013	workshop report		FMG	R 60 000	Workshop on risk management held and Departmental risk registers developed and submitted to MM by Aug 2013				HoD MM Office
	IDP72	Annual report produced by June 2014	Nil	Annual risk assessment report produced by June 2014	Annual risk assessment report		OPEX	R 0	Quarterly risk report1	Quarterly risk report2	Quarterly risk report3	Annual risk assessment report produced by June	HoD MM Office

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
												2014	
	IDP73	4 quarterly performance reports produced by June 2014	Nil	4 quarterly performance reports produced by June 2014	review reports		OPEX	R 0	Quarterly performance report1	Quarterly performance report2	Quarterly performance report3	Quarterly performance report4	HoD MM Office
Municipal Planning, PMS & Oversight	IDP74	Revised IDP, PMS, SDBIP reports by June 2014	Nil	Revised IDP, PMS, SDBIP reports tabled to council by June 2014	Council Resolution		OPEX	R 275 000	Process plan tabled to council	Situation Analysis report	Draft IDP	Revised IDP, PMS, SDBIP reports tabled to council by June 2014	HoD MM Office

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP75	Scorecards developed and signed by all top 3 levels by Sep 2013	Nil	Scorecards developed and signed by all top 3 levels by Sep 2013	Report by MM		OPEX	R 0	Scorecards developed and signed by all top 3 levels by Sep 2013	Implementation	Implementation	Implementation	HoD MM Office
	IDP76	Construction initiated by Sep 2013	Nil	Construction initiated by Sep 2013	PMU Report		MIG	R 2 500 000	Construction initiated by Sep 2013	Construction underway	Construction underway	Construction underway	HoD MM Office
	IDP77	Annual Stratplan report tabled to council by Sep 2014	Nil	Annual Stratplan report tabled to council by Sep 2014	Council Resolution		OPEX	R 100 000	Annual Stratplan report tabled to council by Sep 2014				HoD MM Office
	IDP78	4 IGR / IDP forums held by June 2014	Nil	4 IGR / IDP forums held by June 2014	Report by MM		OPEX	R 0	IGR / IDP forum1	IGR / IDP forum2	IGR / IDP forum3	IGR / IDP forum4	HoD MM Office

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
Project Management Unit	IDP79	PMU user manual developed by June 2014	nil	PMU user manual developed by June 2014	PMU Report		OPEX	R 0			Draft Manual	PMU user manual developed by June 2014	HoD Technical Services
Organizational development	IDP80	% of agreed and budgeted positions in the organogram actually filled by June 2014	nil	100%	Report by HoD corporate Services		OPEX	R 0	25%	50%	75%	100%	HoD Corporate Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP81	% of proposals in the strategy actually completed by June 2014	Unknown	100%	Report by HoD corporate Services		OPEX	R 60 000	25%	50%	75%	100%	HoD Corporate Services
	IDP82	Occupational health plan developed by Mar 2014	Nil	Occupational health plan developed by Mar 2014	Copy of the plan		OPEX	R 75 000			Occupational health plan developed by Mar 2014		HoD Corporate Services
	IDP83	Revised municipal wellness & HIV/ Aids management strategy in place by Sep 2014	2010 Aids Plan	Revised municipal wellness & HIV/ Aids management strategy in place by Sep 2013	Wellness Strategy copy		CHDM	R 30 000	Revised municipal wellness & HIV/ Aids management strategy in place by Sep 2013	Implementation	Implementation	Implementation	HoD Corporate Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP84	% of wards workshoped on by-laws by June 2014	nil	100%	workshop report on by-laws		MSIG	R 75 000	25%	50%	75%	100%	HoD Corporate Services
RECORDS & ARCHIVES	IDP85	Document management system installed by June 2014	Manual system in place	Document management system installed by June 2014	Installation report		OPEX	R 85 000	0	procure the system	testing and piloting	Document management system installed by June 2014	HoD Corporate Services
Human Resource development & Transformation	IDP86	% rebate achieved by implementing WSP - 2013/14	Unknown	5%	Report by CFO		OPEX	R 0	0	0	0	5%	HoD Corporate Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP87	number of councillors sent to accredited training in 2013/14	Nil	10	Report by HoD corporate Services		OPEX	R 150 000	2	4	6	10	HoD Corporate Services
	IDP88	number of officials sent to accredited training in 2013/15	Nil	30	Report by HoD corporate Services		OPEX	R 300 000	10	15	20	30	HoD Corporate Services
	IDP89	Annual EEP report produced by June 2014	Nil	Annual EEP report produced by June 2014	Report by HoD corporate Services		OPEX	R 0	Monitoring	Monitoring	Monitoring	Annual EEP report produced by June 2014	HoD Corporate Services
	IDP90	Number of LLF meetings held by June 2014	adhoc	4	Minutes of meetings		OPEX	R 0	1	2	3	4	HoD Corporate Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
Special Programmes Unit	IDP91	% of tasks in the agreed action plan completed by June 2014	Nil	100%	Report by SPU		OPEX	R 100 000	Action plan in place by Aug 2014	Implementation	Implementation	Implementation	HoD MM Office
	IDP92	Number of events coordinated and contributed to by TLM - June 2014	adhoc	10 events per annum	Report by SPU		OPEX	R 0	1	5	8	10	HoD MM Office
Public Participation & Admin Support to council	IDP93	Turn-around time for making available documents prior to a council (and its committees) meeting	Adhoc	7 days for council and 3 days for committees	survey of councillors		OPEX	R 0	7 days for council and 3 days for committees	7 days for council and 3 days for committees	7 days for council and 3 days for committees	7 days for council and 3 days for committees	HoD Corporate Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
		-2013/14											
	IDP94	Revised Communication and public participation strategy in place by Mar 2014	Nil	Revised Communication and public participation strategy in place by Mar 2014	Strategy copy		OPEX	R 120 000		Draft Strategy	Revised Communication and public participation strategy in place by Mar 2014		HoD Corporate Services
	IDP95	Dedicated ward committee office established with a desk and telephone line by Aug 2013	Nil	Dedicated ward committee office established with a desk and telephone line by Aug 2013	Report by HoD corporate Services		OPEX	R 0	Dedicated ward committee office established with a desk and telephone line by Aug 2013				HoD Corporate Services

Sub-result areas	Proj. No.	Key Performance Indicator	KPI Baseline (at 01 July 2013)	Annual Target 30 June 2014	Means of verification	Budget Vote	Funding Source	ANNUAL BUDGET 2013 - 2014	Quarterly Target Milestones				CUSTODIAN
									Sep	Dec	Mar	Jun	
	IDP96	2 newsletters produced by June 2015	Nil	2 newsletters produced by June 2015	copies of newsletters		MSIG	R 0				Production / publication contract signed	HoD Corporate Services
	IDP97	4 quarterly Mayoral report back sessions on local radio held by June 2014	Adhoc	4 quarterly Mayoral report back sessions on local radio held by June 2014	Report by MM		OPEX	R 5 000	Quarterly Mayoral report back sessions1 on local radio	Quarterly Mayoral report back sessions 2 on local radio	Quarterly Mayoral report back sessions 3 on local radio	Quarterly Mayoral report back sessions4 on local radio	HoD MM Office

19 IDP APPROVAL

A draft IDP was adopted by the council in March 2013 and used to invite and facilitate comments from all our stakeholders. The invitation for comments on the IDP was raised via internal communication and verbal announcements followed up by an official advert on Daily Dispatch.

The comments period lasted for over 21 days during April and May 2013 and at the end of the comments period, all inputs and comments received were collated and considered. Comments were received from various stakeholders including the office of the MEC for local government in the Province.

Having considered all received comments, this document represents the final IDP review 2013/2014. A special council seating in May 2013 considered the final IDP review document and budget for 2013/2014 and resolved to accept and adopt them for implementation by all concerned.

The council is now convinced and satisfied that all necessary planning activities as envisaged in the IDP process plan were carried out accordingly. Council therefore **RESOLVED** to adopt this document as its IDP review 2013 -2014.

DECLARATION OF ADOPTION

COUNCIL RESOLUTION NUMBER FOR IDP ADOPTION:

SIGNATURES

.....
Mr. S Dayi
MUNICIPAL MANANGER

.....
DATE

.....
Cllr K Nqiqhi
MAYOR

.....
DATE

20 ANNEXURE 01: Municipal draft Budget 2013 -2014