



Integrated Development Plan 2011-2016

Revised 2013-2014
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TABLE OF CONTENTS

EXECUTIVE SUMMARY	10
CHAPTER ONE: SPATIAL & DEMOGRAPHIC ANALYSIS.....	14
SPATIAL CHARACTERISTICS OF THE AREA.....	14
Table 1: Spatial Characteristics	14
ENVIRONMENTAL ASPECTS & CHALLENGES	16
PROTECTION OF NATURAL ASSETS.....	17
CLIMATE CHANGE STRATEGY	18
DEMOGRAPHIC/ POPULATION ANALYSIS	19
Table 2: Average Household Size.....	20
Table 3: Sex ratio 1996, 2001 and 2011.	21
Table 4: Ward Population breakdown by sex	21
Chart:1 Population pyramid	22
Table 5: Dependency ratios.....	23
Table 6: Female headed households.....	23
Table 7: Child headed households.....	23
Table 9: Race Groups by sex.....	24
Table 10: Population growth rates.....	24
Table 11: indicating projected population growth.....	25
Chart 2: HIV & AIDS Estimates	25
CHAPTER TWO: SOCIO – ECONOMIC AND LED ANALYSIS.....	29
1. ECONOMIC OVERVIEW	29
Chart 3: South African Economy	29
2. ECONOMIC INDICATORS	29
Table 12 : Summary of Local Economic Indicators, 2000-2010.....	30
Chart 4: Employment by Main Sector and area, 2010 Global insight 2010	32
Chart 5: GVA by Formal Sector and area, 2010.....	33
EMPLOYMENT	36
Table 13: Senqu Formal Employment and GVA Contribution (2010) and Growth (2000-2010)	36
COMPARATIVE AND COMPETITIVE ADVANTAGES	37

CHALLENGES	39
SKILLS AND EDUCATION LEVELS	42
Chart 6: Education levels	43
Table 14: No of persons aged 5-24 attending educational facilities	44
EMPLOYMENT RATES	44
Table 15: Official employment status Age 15-64	44
Table 16: Unemployment and youth unemployment rate	45
HOUSEHOLD INCOME AND POVERTY LEVELS	45
Table 17: Income categories	45
Table 18 :HDI	45
Table 19: Gini coefficient	46
STAKEHOLDER INVOLVEMENT	46
INVESTMENT ATTRACTION, SMALL TOWN REVITALISATION AND POLICY FRAMEWORK	47
EXPANDED PUBLIC WORKS & COMMUNITY WORKS PROGRAMME	47
LED PRIORITIES & SPATIAL REALITIES	49
Map 1: Spatial Priorities Source SDF 2013	49
ALIGNMENT BETWEEN THE NSDP, SDF, NGP & LED STRATEGY	49
Table 20: Alignment between the NSDP,SDF,NGP & LED Strategy	49
LED STRATEGY	50
Chart 7: Development Thrusts	51
LED IMPLEMENTATION PLAN & ALIGNMENT WITH NATIONAL & PROVINCIAL PLANS	53
Table 21: LED Implementation Plan	53
CURRENT LED UNIT STAFFING	60
CHAPTER THREE: BASIC SERVICE DELIVERY	62
SLA's AND OTHER INSTITUTIONAL ARRANGEMENTS	62
SPATIAL ANALYSIS AND RATIONALE	62
HUMAN SETTLEMENT	64
Table 22: Housing demand	64
Table 23: Formal and Informl dwellings	64
Table 24: Types of main dwelling	65
Table 25: Type of ownership	65

Table 26: Housing Projects.....	70
Table 27: Future Projects	71
HEALTH SERVICES.....	71
TELECOMMUNICATIONS	73
Table 28: H/H with a radio, TV, computer, cellphone, landline and internet	73
COMMUNITY FACILITIES	73
Table 29: Hall audit	74
SAFE & SECURE ENVIRONMENT.....	75
WASTE MANAGEMENT	76
Table 30: Refuse removal.....	76
WATER AND SANITATION	79
Table 31: RDP Water and Sanitation Services Backlog in JGDM	79
Table 32: Access to piped tap water	80
Table 33: Households by type of toilet facilities	80
Table 34: Progress to date	83
ROADS, TRANSPORT AND STORMWATER.....	84
Table 35: Roads in the Senqu area	84
PUBLIC TRANSPORT	86
STORM WATER MANAGEMENT	87
ELECTRICITY AND ENERGY	88
Table 36: Electricity Usage	89
Table 37: Progress to date	90
RENEWABLE ENERGY.....	91
ENVIRONMENTAL LEGISLATION/EIA's	91
DISASTER MANAGEMENT	91
ISD & CAPACITY TO DELIVER	92
CHAPTER FOUR: INSTITUTIONAL TRANSFORMATION	93
1. POLITICAL STRUCTURE	93
3. ADMINISTRATIVE STRUCTURE AND LOCATION	96
4. ORGANISATIONAL STRUCTURE	97
Table 38: Total cost to populate organogram	99

Table 39: Filled and Unfilled posts per organogram (Source Corporate Services 2013)	101
Table 40: New appointments for 2011/12 FY	101
Table 41: Contract Workers	102
Employment Equity	103
Table 42: Employment Equity staffing levels	103
Table 43: Employment Equity Goals.....	105
SKILLS RETENTION	108
HR STRATEGY & WSP	108
Table 44: Training 2012	110
INTERNAL CONTROL PROCEDURES	112
PROTEST ACTIONS	113
CHAPTER FIVE: GOOD GOVERNANCE & PUBLIC PARTICIPATION	114
1. IDP PROCESS PLAN.....	114
2. IDP ASSESSMENT & REVIEW	118
3. PUBLIC PARTICIPATION	120
4. SOCIAL COHESION.....	125
5. COMPLAINTS & FRAUD MANAGEMENT	126
6. AUDIT & OTHER COMMITTEES	127
Table 45: Audit Action Plan	129
7. SPECIAL GROUPS.....	131
CHAPTER SIX: WARD PRIORITIES AND PROJECTS	133
CHAPTER SEVEN: VISION & OBJECTIVES	141
VISION	141
MUNICIPAL PRIORITIES	143
MUNICIPAL STRATEGIC DEVELOPMENT OBJECTIVES	147
5 Year Comprehensive Infrastructure Plan.....	174
CHAPTER EIGHT: FINANCIAL PLAN 2011- 2015	186
CAPITAL & OPERATING BUDGET	186
ABILITY OF THE MUNICIPALITY TO SPEND	189
Table 46: Capital budget expenditure 2010-2012	189
Table 47: Percentage of salary budget (CIIr remuneration and employee costs) to operational budget	189

Table 48: Percentage repairs and maintenance on total budget	189
Table 49: Percentage of budgeted income realised for past 2 years per category .	189
Table 50: Debtors turnover rate	190
Table 51: Creditors turnover rate	190
Table 52: Expenditure 2011 & 2012	190
Table 53: Budget 2009-2015	192
Table 54 : Capital comparisons 2009-2015.....	193
OPERATING BUDGET	195
Table 55: Operating Budget.....	196
CAPITAL BUDGET & BORROWING	197
Table 56 :Capital Investment Programme	197
GRANTS RECEIVABLE	198
Table 57: Grants Receivable	199
Table 58: Grants expenditure	201
FINANCIAL STRATEGY	207
a) REVENUE RAISING STRATEGY	207
Table 59: Detail Investment Information.....	208
Table 60 – Investment particulars by maturity.....	208
b) ASSET MANAGEMENT STRATEGY	208
ASSET REGISTER	209
c) CAPITAL FINANCING STRATEGY	210
FINANCIAL MANAGEMENT POLICIES (See Annexure 1)	210
Policy reviewal and implementation	216
ACCOUNTING PRINCIPLES & POLICIES APPLIED IN ANNUAL FINANCIAL STATEMENTS	216
INFORMATION & COMMUNICATION TECHNOLOGY	245
Table 61: ICT software	245
THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)	245
VALUATION ROLL	246
INTERNAL CONTROLS	247
SUPPLY CHAIN MANAGEMENT	247
CHAPTER NINE: PERFORMANCE MANAGEMENT SYSTEM	249

1. MONITORING & EVALUATION SYSTEM & UNIT	249
2. MPAC	249
3. PMS IMPLEMENTATION AND ROLL OUT	250
4. ABRIDGED PERFORMANCE MANAGEMENT POLICY	250
ANNEXURE 1: MUNICIPAL SECTOR PLANS , POLICIES & BY LAWS	257
ANNEXURE 2: ABRIDGED ORGANOGRAM	262
ANNEXURE 3: STAKEHOLDER REGISTER	269
ANNEXURE 4: CUSTOMER CARE.....	273
ANNEXURE 5: COUNCIL RESOLUTION FOR IDP PROCESS PLAN	280
ANNEXURE 6: COUNCIL RESOLUTION FOR IDP ADOPTION	281
ANNEXURE 7: COUNCIL RESOLUTION ON HR STRATEGY	283
ANNEXURE 8: SDBIP	284
REFERENCES	309

ACRONYMS

CBP: Community Based Planning
CCR: Cross Cutting Results
CDW: Community Development Worker
CMC: Core Manager Competencies
COGTA: Department of Cooperative Governance and Traditional Affairs
CPTR: Current Public Transport Record
CS: Community Survey
CSIR: Centre for Social and Industrial Research
DBSA: Development Bank of Southern Africa
DHLG &TA: Department of Local Government & Traditional Affairs
DM: District Municipality
DORA: Division of Revenue Act
DTO: District Tourism Organisation
DWA: Department of Water Affairs
ECCATI: Training organisation
ECD: Early Childhood Development
ECDC: Eastern Cape Development Corporation
ECDoH: Eastern Cape Department of Health
ECDORT: Eastern Cape Department of Transport
ECSECC: Eastern Cape Socio Economic Consultative Council
ECTB: Eastern Cape Tourism Board
ECPB: Eastern Cape Parks Board
ECPSPD: Eastern Cape Provincial Spatial Development Plan
ECPGDP: Eastern Cape Provincial Growth Development Plan
EIA: Environmental Impact Assessment
EPWP: Expanded Public Works Programme
ESCOM: Electricity Commission

ESTA: Extension of Security of Tenure Act
EU: European Union
GDS: Growth and Development Summit
GFS: Government Finance Statistics
GGP: Gross Geographic Product
GIS: Geographic Information System
GPI: Growth Performance Index
GRAP: Generally Recognised Accounting Practice
GVA: Geographic Value Added
FET: Further Educational Training College
HCW: Health care worker
HDI: Historically Disadvantaged Individual
HOD's: Heads of Department
HPGR: High Population Growth Rate
HR: Human Resources
ICASA: Information & Communications
ICT: Information and Communication Technologies
IDP: Integrated Development Plan
IGR: Intergovernmental Relations
ISETT: Information Systems, Electronics and Telecommunications Technologies
ITP: Integrated Transport Plan
IWMP: Integrated Waste Management Plan
JGDM: Joe Gqabi District Municipality
KPA: Key Performance Area
KPI: Key Performance Indicator
LED: Local Economic Development
LM: Local Municipality
LPGR: Low Population Growth Rate
LRAD: Land Redistribution and Agricultural Development
LTO: Local Tourism Organisation
MDB: Municipal Demarcation Board
MEC: Member of the Executive Committee
M&E: Monitoring & Evaluation
MFMA: Municipal Finance & Management Act 53 of 2003
MHS: Municipal Health Services
MIG: Municipal Infrastructure Grant
MoU: Memorandum of Understanding
MM: Municipal Manager
MPCC: Multi-Purpose Centre
MSA: Municipal Systems Act 32 of 2000
MTREF: Medium Term Revenue Expenditure Framework
NAFCOC: National African Federation of Chambers of Commerce
eNatis: National vehicle licensing system
NEMA: National Environmental Management Act
NLTTA: National Land Transport Transition Act

NSDP: National Spatial Development Perspective
OTP: Office of the Premier
PDI: Previously Disadvantaged Individual
PGDP: Provincial Growth and Development Plan
PHC: Primary Healthcare
PMS: Performance Management System
PMTCT: Prevention of Mother to Child Transmission
PPP: Public Private Partnership
HDI: Human Development Index
RDP: Reconstruction and Development Plan
RSS: Rapid Services Survey (conducted by Fort Hare for the Office of the Premier in 2006)
RWS: Rural Water Schemes
S 57 Managers: Managers who report directly to the Municipal Manager
SANRA: South African National Roads Agency
SAPS: South African Police Services
SAWEN: South African Women's Entrepreneurship Network
SCM: Supply Chain Management
SDBIP: Service Delivery and Budget Implementation Plan
SDF: Spatial Development Framework
SEDA: Small Enterprises Development Agency
SETA: Sector Education and Training Authority
SLA: Service Level Agreement
SLM: Senqu Local Municipality
SMME: Small, Medium & Micro Enterprises
SPU: Special Programmes Unit
TEP: Tourism Education Programme
TB: Tuberculosis
THETA: Tourism & Hospitality Education & Training Authority
TI: Tress Index
UFH: University of Fort Hare
UPE: Universal Primary Education
VCT: Voluntary Counselling & Testing
VIP's: Ventilated Improved Pit Latrine
WSA: Water Services Authority
WSP: Work Place skills Plan
WSDP: Water Sector Development Plan
WTW: Waste Treatment Works

EXECUTIVE SUMMARY

PURPOSE OF THIS DOCUMENT

The basic purpose of Integrated Development Planning is to achieve faster and more appropriate delivery of services and provide a framework for economic and social development in a municipality. Integrated Development Planning creates a planning environment that allows for the integration and alignment of government's delivery priorities and objectives and is aimed at eliminating the development legacy of the past.

This document contains the development priorities of Council for its term of five years and forms a commitment between the municipality and its residents about how and where development will take place.

The document also seeks to incorporate, resolve and take cognisance of the findings of the Auditor General, Internal audit and the previous findings of the IDP Assessment 2011-12 as well as the Municipal turnaround strategy. In addition, the Municipality is looking at expanding its planning horizon and moving it from a 5 year to a 20 year timeline.

DEMOGRAPHIC STATISTICS

The 2011 census figures give Senqu Municipality a population of 134 150 compared to the 2001 Census estimate of 135,141 (Statssa, Census 2011). This indicates that the population is decreasing. The population decrease can be attributed to out migration as people move to seek jobs and schooling and increasing urbanisation which is linked to decreased family sizes and women giving birth at older ages. The Municipality however disputes the accuracy of these figures as due to the scattered and mountainous nature of the municipality, the rural population was not adequately accounted for in the census.

The majority of the population is still centred around the former Transkei homeland with Sterkspruit at the centre. The majority still reside in rural areas as opposed to urban area. This includes rural villages and farm households. The population density is estimated at 16.12 persons per km squared.

However household numbers are increasing from 33 904 (2001) to 38 046 (2011). This is due to the effects of urbanisation and participation in a world economy which means that the cost of large families and households are

prohibitive. This is shown in the statistics which show that the average household size has dropped from 4 in 2001 to 3.5 in 2011.

The corresponding need for infrastructure and social services has not declined due to the high number of indigent people. This means that there is a risk that the equitable share contribution will remain insufficient to provide basic services as set out in the Constitution.

SOCIO –ECONOMIC SUMMARY

Data from the 2011 Community Survey indicates that the average unemployment rate of the Senqu Municipality is 35.5 %. This only includes people that are actively searching for work. Based on the official definition, more than one third (30.34%) of the economic active group in Senqu is unemployment while the district average is 23.54%. Including those not actively seeking for work, unemployment in Senqu is as high as 65% compared to 54% and 48% for the district and Eastern Cape respectively. The dependency rate is 71.4% (Statssa, 2011)

Between 2000 and 2010 formal employment growth was negative at -2.27%, performing worse than the district (-1.23%) and province (-0.21%) respectively. The reason for negative formal employment growth can be attributed to:

- Poor performance of agriculture, trade and manufacturing sector;
- Over-dependency on the services sector;
- Recession and global environment.

However, also of concern is the quality of available jobs in Senqu. For example a majority of the informal and formal employment is in the Agriculture and Trade sector, if one excludes the services sector. These jobs are not high paying and therefore do not necessarily provide a good quality of life.

Despite experiencing positive economic growth between 2000 and 2010, Senqu's economy has been unable to create meaningful benefits for the poor. The poverty rate is 62.93% - much higher than the provincial average of 53.61%. Dependency on social grants is highest in Senqu (37.42%) compared to the district (34.46%), provincial (31.54%) and national (22.68%). Also, the state of household savings reveals a high degree of indebtedness (-R464) for Senqu which further exacerbates the poverty challenge.

With about 50.25% of the households earning no income at all and 21.39% earning between R1 and R1600 per month, almost two thirds of Senqu households are indigent. Of these, more than one quarter of households

(6134) earn R400 or less per month. This is indicative of Senqu's low economic base, a factor that makes it less attractive to investors. This has negative repercussions for the economy and the municipality as more and more people cannot afford to pay for their livelihoods and services.

SERVICE DELIVERY PERSPECTIVE

70 % of households live in a formal dwelling and 68.5 % own their own dwelling.

The 2011 census reveals that Senqu has an unserved population of 7 209 households out of 38 046 with water which is under 20% (Statssa, 2011)

Whilst most of the population does receive water, sanitation provision which was lagging behind lags with 45 % being unserved has improved with just under 6000 households having no access as can be seen in the table below. However Senqu still has to eradicate 645 bucket toilets which are in wards 14, 16 and 19. Households with no toilets at Ward 7 has the highest number at 712, followed by 604 in ward 10 and 598 in ward 16. In ward 16, this is due to the fact that Zakhele in Rhodes has virtually no toilets.

Apart from the backlog, Senqu is experiencing problems with decaying and poorly designed water and sanitation systems that were not designed to cope with the additional demands placed upon them and which have come to the end of their lifespan.

The electrification and telecommunication network in Senqu is insufficient with poor quality experienced in many areas. The main problem with the electrification network in town is the high amount of leakage. Waste management remains a problem with insufficient staff and old vehicles which constantly break down. In addition the waste sites are poorly maintained and recycling initiatives are small due to the limited budget available.

Environmental management is poor due to limited staff and budget and many by laws are not enforced due to the factors already mentioned. Many town planning by laws are broken and illegal land invasion occurs on a regular basis.

Access roads and bridges in the rural area are generally of a poor standard due to lack of maintenance and staff. Rural people struggle to access services due to this especially during the rainy period when the roads become impassable and flooded. Access to clinics and schools remains a challenge as people still have to walk long distances and the quality of the service is limited.

MUNICIPAL PRIORITIES

- | | |
|--|--|
| 1. Roads - | Priority areas are places with no approach roads. In W 14, 16, 19 and 10 the emphasis should be on paving roads. Also a job creation opportunity |
| 2. Land – | Lack of land and tenure problems. The SDF indicates Sterkspruit as priority node. Look at the expansion of Sterkspruit and the development of Barkly as a priority issue |
| 3. Job creation – | Need to improve skills level of the population |
| 4. Recreational facilities – | Needed in every ward especially for youth |
| 5. LED – | Look at agro processing e.g wool washing. |
| 6. Communication and public participation- | Public participation must be increased. Network poles and transmitter poles for television are desperately needed in most areas. |

The following are priorities outside the Municipality's powers and functions but need addressing

- 1) Water
- 2) Sanitation
- 3) Electricity
- 4) Disaster management

CHAPTER ONE: SPATIAL & DEMOGRAPHIC ANALYSIS

SPATIAL CHARACTERISTICS OF THE AREA

Table 1: Spatial Characteristics

Area	7329km ² .
Neighbours	Maletswai (W), Emalahleni & Sakhisizwe (S), Elundini (E) and Kingdom of Lesotho (N).
Towns	Major: Sterkspruit, Lady Grey & Barkly East
Hamlets	Rossouw, Rhodes & Herschel
Villages	85
Topography	Mountainous. Slopes steeper than 1:8 as part of the southern Drakensberg range. The highest point in the Eastern Cape, Ben MacDhui at 3001m above sea level occurs in the municipality (JGDM Environmental Plan).
Catchment area	Orange river catchment.
Geology	Karoo Supergroup Basaltic lavas of Drakensberg Group Beaufort, Molteno, Elliot & Clarens Groups of sandstone & shale (JGDM Environmental Plan)
Climate	Temperature fluctuations of between 42°C and -16°C in summer. In winter the minimum temperature can vary between -7°C and -1°C. Annual average of 150 days of frost.

	<p>Rainfall varies from between 1000mm and 1400mm of rainfall a year to about 600mm in the lower lying areas (JGDM Environmental Plan)</p>
Soils	<p>Degraded areas due to communal grazing lands not being well maintained or protected under the previous dispensation. The primary cause is the overstocking of livestock and inappropriate grazing methods. (JGDM Environmental plan)</p>
Vegetation	<p>There are five vegetation types found in Senqu:</p> <ul style="list-style-type: none"> • Dry Sandy Highveld Grassland • Moist Cold Highveld Grassland • Afro Mountain Grassland • Alti Mountain Grassland. It is important for grazing and generally occurs in water catchment areas • Moist upland Grassland .This is important for maize farming and forestry.
Land use cover	<ul style="list-style-type: none"> • Total cultivated area of arable land of 47 319, 21 Ha. Dry land under commercial Production has 18 178, 39 Ha; • Commercial Irrigated Land of 3 866, 57 Ha • Semi Commercial (Commonages) has 25 274, 25 Ha (Information supplied by the Department of Agriculture). • Limited land available that can sustain intensive agricultural practices.

ENVIRONMENTAL ASPECTS & CHALLENGES

- Alien vegetation. The municipality struggles with crack willow which grows along the Kraai river and sucks up litres of water
- Firewood collection. Persons collect firewood indiscriminately breaking down trees. In addition the indiscriminate burning of grasslands creates air pollution and loss of biodiversity. It is impossible to determine the extent of air pollution as the municipality does not have **an air quality management plan** as it is not a licensing authority
- The location of dipping tanks. Many of these dipping tanks are located near streams which can poison water supplies
- Borrow pits which are not adequately rehabilitated
- Drainage culverts placing can either hinder or promote gulley erosion
- The waste water treatment works at Lady Grey are only 200 m from a farm dam which could contaminate the water supply. The waste treatment works in Sterkspruit are inadequate for the need and frequent sewerage spills occur into the Sterkspruit River. The Barkly East sewerage ponds are located adjacent to a wetland and contamination could kill many animals. The proximity of waste water treatment works at both Lady Grey and Barkly East to rivers poses a risk as they could be susceptible to potential flood damage
- Soil erosion which is the highest in the JGDM due to marginal soils being utilised for inappropriate agricultural practises.
- The registration and management of solid waste disposal sites
- Lack of recycling at waste sites
- Burning of waste and inadequate collection of waste leading to illegal dumping. Lack of capacity, both financial and human to act on environmental issues
- Lack of capacity to implement environmental by-laws
- Inappropriate land and hygiene practises leading to increased sedimentation and entrophication and pollution of fresh and groundwater sources.
- Increased invasion by alien and undesirable species like Slangbos and blue bush near Lady Grey. Limited

protection of environmental sensitive areas

- Poor and crumbling sanitation infrastructure (JGDM Environmental Management Plan 2011)

ENVIRONMENTAL OPPORTUNITIES

- Beautiful mountainous scenery for adventure and agricultural tourism
- Possibility of off grid and cleaner sources of electricity such as wind (JGDM Environmental Management Plan 2011).

PROTECTION OF NATURAL ASSETS

Whilst the municipality is blessed with some of the most beautiful alpine scenery which is one of the prime factors for its tourism industry, very little is done to protect the environment and it lies in the hand on individual land owners to conserve this fragile environment.

The municipality has a huge quantity of sandstone which is being mined and cut into bricks for building. A project in Hershel received funding from DEDEA for this purpose. A large quantity of sand is constantly mined for the making of bricks. The Municipality does not fund any projects which utilises these assets without a mining permit.

The District Municipality is running projects in the area to fence off and conserve springs. In general environmental protection of assets is stressed in the SDF and the Municipality adheres to this in the planning of new developments, the protection of environmental assets is poor due to lack of human and financial resources.

THE IMPACT OF CLIMATE CHANGE

In 1990 South Africa was responsible for about 1.2 % of the total warming effect which placed it within the top ten contributing countries in the world. The carbon dioxide equivalent emission rate per person in South Africa is about 10 T of Carbon dioxide and above the global average of 7 T per person per year. A recent study by the Countries Studies Project predicts that climate change will cause mean temperature increases in the range of between 1 to 3 degrees centigrade by the mid-21st century with the highest increases in the most arid parts of the country. A broad reduction of between 5 to 10 % decrease has been predicted for summer rainfall regions like Senqu. This is likely to be accompanied by an increased incidence of drought and floods with prolonged dry spells followed by intense storms. A marginal increase in early winter rainfall is predicted for the winter rainfall region. A rise in sea level is also

predicted of about 0.9 m by 2100 (DEAT website 2000-2005)

Whilst there might be some debate on the effect of climate change, it is clear that the health sector, maize production, plant and animal biodiversity, water resources and rangelands are areas most vulnerable to climate change.

The main effects for Senqu would be:

- Water scarcity may increase in some areas. It is estimated that even without climate change, South Africa will use up most of its surface water resources within the next few decades. Climate change may also alter the magnitude, timing and distribution of storms that produce flood events.
- Frequency of livestock disease outbreaks could be affected
- Maize production will decrease as the climate becomes hotter and drier resulting in the decrease of about 10 to 20 % over the next 50 years.
- Decrease in biomes by 38 to 55 % by 2050, decrease in species and an expansion of insect pests such as the brown locust (DEAT website 2011)

CLIMATE CHANGE STRATEGY

1. Temperature increase

An increase in temperature will have a greater impact on communal farmers as a recent study done by CEEPA indicates that farmers with larger areas of ground will be better able to withstand the effects of climate change. Senqu will therefore be focussing its efforts on training small scale farmers how to compensate for this increase by changing their farming methods and practises.

Senqu Municipality will look at the possibility of developing building bylaws for people regarding insulation of their houses such as double glazing and the alignment of the building to the sun. This will help in decreasing costs of heating and cooling. This still needs to be investigated to determine the economic feasibility of enforcing the regulations in an economically depressed region.

2. A fall in precipitation

A fall in precipitation of between 2 to 8 % by 2050 and 4 to 8 % by 2100 will affect dryland farms as well as small scale farmers, as it is estimated that crop net revenues will fall by 1.7 % to 5.3 % per hectare for the whole of South Africa. It also suggests that an annual increase of 1 degree centigrade will have a positive impact on annual crop net revenues for all farms except dryland. The increase in temperature will affect crop farm net revenues negatively in the summer farming season but positively in the winter season (CEEPA, 2006 Climate change and African agriculture).

Senqu Municipality will work with farmers to develop strategies that will increase the positive impacts while reducing the negative impacts for all types of farming.

In addition, the Municipality will look at increasing the amount of water storage in the area and implementing by laws which will legislate that all householders have tanks on their property to collect rainfall. There will also be an increase in the maintenance budget for roads, bridges and storm drainage.

DEMOGRAPHIC/ POPULATION ANALYSIS

POPULATION AND HOUSEHOLD FIGURES

The 2011 census figures give Senqu Municipality a population of 134 150 compared to the 2001 Census estimate of 135,141 (Statssa, Census 2011). This indicates that the population is decreasing. The population decrease can be attributed to out migration as people move to seek jobs and schooling and increasing urbanisation which is linked to decreased family sizes and women giving birth at older ages. The Municipality however disputes the accuracy of these figures as due to the scattered and mountainous nature of the municipality, the rural population was not adequately accounted for in the census.

However household numbers are increasing from 33 904 (2001) to 38 046 (2011). This is due to the effects of urbanisation and participation in a world economy which means that the cost of large families and households are prohibitive. This is shown in the statistics which show that the average household size has dropped from 4 in 2001 to 3.5 in 2011.

Table 2: Average Household Size

Municipality	Total population			No of H/holds			Average h/hold size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	324118	336413	337853	71162	84835	97775	4.6	4	3.5
Elundini	134077	135389	131656	29549	33209	37854	4.5	4.1	3.5
Senqu	129673	134326	131981	28056	33904	38046	4	4	3.5
Maletswai	31529	36087	41272	6990	9488	12105	4.5	3.8	3.4
Gariep	28840	30611	32944	8567	8234	9770	4.4	3.7	3.4
EC Total	6036337	6163009	6246143	1303287	1481640	1687385	4.6	4.2	3.7

Source: Statssa Census 2011

The dominant home language is Isi Xhosa, isiHlubi, seSotho, Afrikaans and English. A larger part of isiHlubi speakers can be found around the Sterkspruit area.

Rural vs. Urban Population

According to the 2001 Census 86% of households are rural in nature. Whilst it is difficult to determine this figure with any accuracy from the 2011 census, indications are that it is at least around 70 %.

This dynamic is shifting with the phenomenon of urban in migration occurring in Senqu Local Municipality. The majority of which is situated around the town of Sterkspruit (SDF 2012). This simply means that people are moving to live in villages which are expanding towards the urban centre of Sterkspruit. The concept of a rural countryside with scattered homesteads is disappearing to be replaced by many villages growing towards each other creating rural urbanisation.

There is an also an out migration of people both out of the rural areas to the urban areas and from JGDM to other districts. An inward migration from Lesotho to Mt Fletcher and Sterkspruit is also being experienced (Joe Gqabi WSDP 2010).

POPULATION BY RACE AND SEX

The male to female ratio has remained stable at 88. Males make up 46.8 % of the total population which means that females make up the majority of the population.

Table 3: Sex ratio 1996, 2001 and 2011.

Municipality	Male			Female			Sex ratios - no of males per 100 females		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	150341	159192	165443	177657	182557	184325	85	87	90
Elundini	60613	63090	65482	74275	74304	72658	82	85	90
Senqu	60936	63709	62804	70322	72025	71346	87	88	88
Maletswai	14751	1701	20735	17491	19806	23065	84	88	90
Gariep	14041	14892	16420	15569	16422	17256	90	91	95
EC Total	2840235	2906521	3089701	3307009	3372130	3472353	86	86	89

Source: Statssa Census 2011

In terms of wards – Ward 2 is the most populous ward followed by ward 10 which includes the town of Sterkspruit. Ward 2 also has the biggest gap between male and female populations.

Table 4: Ward Population breakdown by sex

Ward	Villages	Total Ward Population		
		Male	Female	Total
EC142 Senqu		62804	71346	134150
Ward 1	Mbobo, Bhikizana, Walaza, Ndofela	3156	3491	6646
Ward 2	Storomo, Ndingishe, Makalalakeng, Gcina, Qhimira	5462	6394	11856
Ward 3	Makalalakeng, Hohobeng, Ekra, Qhoboshane, Zwelitsha	2484	2895	5379
Ward 4	Mkunyazo, Boomplaas, Hilside, Mfinci, Penhoek, Maqolwaneni	2343	2683	5026
Ward 5	Bebeza, Makhumsha, Mabele, Dangershoek, Nomlengana	2290	2776	5066
Ward 6	Mpoki, Musong, Dulciesneck, Majuba, Ndungunya, Rietfontein, Bultfontein	2948	3690	6638
Ward 7	Macacuma, Thaba-Lesoba	3219	3937	7155
Ward 8	Mokhesi, New Rest, Tapoleng, Mogoabong	4575	5378	9953
Ward 9	Ngquba, Kromspruit, Lipota, Mlamli, Hinana, Mapolo	3145	3721	6866
Ward 10	Makheteng, Zwelitsha, Sterkspruit, Tienbank, Matlapaneng	4153	4900	9053
Ward 11	Herschel, Ndilinkonzo, Entsimekweni, Skhisazana, Ezintatyameni, Bluegums, Meyi	3576	4218	7794
Ward 12	Manxeba, Hlomendlini, Magadla, Jozanas Nek, Jozana's Hoek, Magwiji	2653	2967	5621
Ward 13	Coville, Zava, Naledi, Khiba, Nkopane, Mbonisweni, Mdlokovana	3152	3511	6663
Ward 14	Khwezi Naledi, Lady Grey town, Transwilger	3374	3740	7115
Ward 15	Rossouw, Clifford, New England, Phelendaba, Zingxengele, Mission, Rockcliff Clinic, Ntaba Mhlope, Sijhora	3384	3101	6485
Ward 16	Rhodes, Mosheshesford, Tantalion, Persiville, Nkululeko	2998	2780	5778
Ward 17	Sunduza, Bensonvale, Top Tapoleng, Masekeleng, Voyizana, Joveleni	3160	3622	6782
Ward 18	Esilindini, Bamboespruit	2827	3210	6037
Ward 19	Luama Hlanjwa, Barkly East Town, Fairview, Nozicikwana	3906	4332	8238

Source: Statssa 2011

GENDER, RACIAL AND AGE DISTRIBUTION

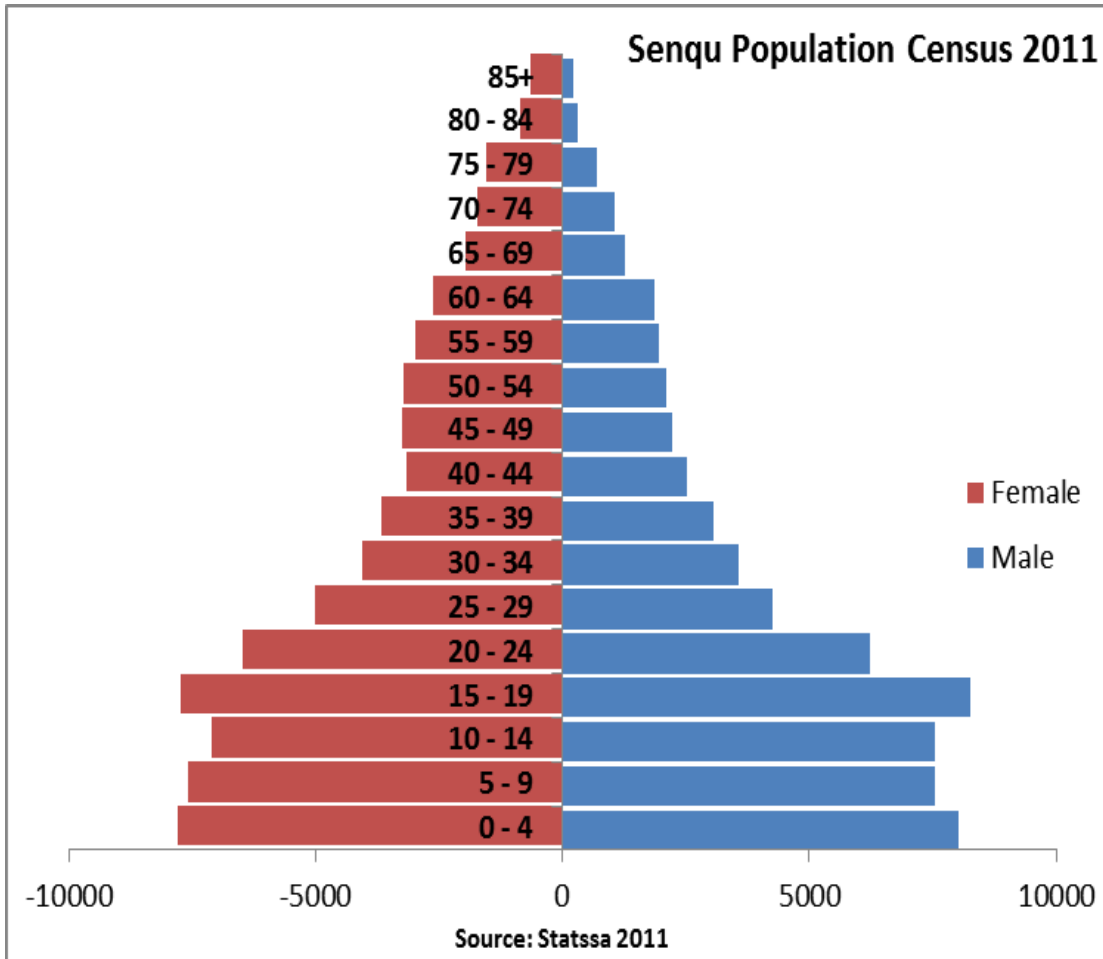


Chart: 1 Population pyramid

Approximately 34 % of the municipal population falls in the below 15 years age group. This is a drop of 4 % from 2001. 58.3 % of the population fall within the 20-65 age category which can be seen as the economically active sector of the population (Statssa census 2011). This suggests continuing population growth in the area with a need for educational facilities and a focus on education and skills training (SDF 2011). The age group 65 and above has grown slightly from 7.5 % (2001) to 7.7 % (2011). The percentage of the dependant population and elderly is just over 40 % which should indicate that the population is able to support itself. This is borne out by the fact that the dependency ratio has dropped from 83.5 % (2001) to 71.4 % in 2011.

Table 5: Dependency ratios

0-14			15-64			65+			Dependency ratios		
1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
55079	51591	45577	67083	73958	78245	8356	10185	10328	94	83.5	71.4

Source Statssa 2011

The amount of males per 100 females has decreased slightly from 88.5 in 2001 to 88 in 2011. This may be ascribed to migrant and commuter labour which has resulted in many households having a woman as the head of the household and the chief breadwinner living away from the home. These impacts on the type of development that may occur, especially with regards to manual labour-type employment (SDF 2011). The good news is however that female headed households have dropped from 52.2 % (2001) to 50.5 as can be seen in the table below (2011).

Table 6: Female headed households

Municipality	1996		2001		2011		% of Female headed households		
	Women headed H/H	Total H/H	Women headed H/H	Total H/H	Women headed H/H	Total H/H	1996	2001	2011
Joe Gqabi	38205	71084	43651	84835	47646	96645	53.7	51.5	49.3
Elundini	17675	29533	18610	33209	19418	37293	59.8	56	52.1
Senqu	15514	28018	17696	33904	19077	37754	55.4	52.2	50.5
Maletswai	2631	6978	4160	9488	5243	11909	37.7	43.8	44
Gariep	2385	6556	3185	8234	3909	9699	36.4	38.7	40.3
EC Total	646164	1301964	754023	1481640	825846	1664654	49.6	50.9	49.6

Source: Statssa 2011

It should be noted that child headed households have also dropped. However this statistic should be treated with caution as these households tend to shy away from officialdom.

Table 7: Child headed households

Municipality	1996			2001			2011		
	Children headed H/H	Total H/H	% child headed H/H	Children headed H/H	Total H/H	% child headed H/H	Children headed H/H	Total H/H	% child headed H/H
Joe Gqabi	2214	71162	3.1	1759	84835	2.1	1176	97775	1.2
Elundini	1103	29549	3.7	781	33209	2.4	540	37854	1.4
Senqu	915	28056	3.3	804	33904	2.4	503	38046	1.3
Maletswai	95	6990	1.4	109	9488	1.1	78	12105	0.6
Gariep	101	6587	1.5	64	8234	0.8	55	9770	0.6
EC Total	29900	1303287	2.3	19210	1481640	1.3	16712	1687385	1

Source: Statssa 2011

In terms of race the Black African population are in the majority. In fact over 90 % of the population are Black African followed by Whites who are just slightly higher than the coloured population. This indicates that the municipality must ensure that the majority of its communication to the public is in the relevant African languages apart from English and Afrikaans.

Table 9: Race Groups by sex

	Male	Female	Grand Total
Black African	60925	69619	130544
Coloured	792	818	1609
Indian or Asian	199	62	261
White	756	776	1532
Other	133	71	204
Grand Total	62804	71346	134150

Source: Statssa 2011

POPULATION PROJECTIONS

Between out migration and HIV/Aids, there is a decrease in the population growth rate of the area. From 1996 to 2001 there was a positive growth rate of 0.67. This has decreased to -0.12 from 2001 to 2011 (Statssa, Census 2011)

Table 10: Population growth rates

Municipality	Total population			Pop growth rate 1996-2001	Pop growth rate 2001-11
	1996	2001	2011		
Joe Gqabi	327998	341750	349768	0.8	0.2
Elundini	131888	137394	138141	0.4	0.1
Senqu	131258	135734	134150	0.7	-0.1
Maletswai	32242	37307	43800	2.9	1.6
Gariep	29610	31314	33677	1.1	0.7
EC Total	6147244	6278651	6562053	0.4	0.4

Source: Statssa 2011

According to the DBSA (Provincial Population Projections, 2000) projected population growth rate for Senqu will vary depending on a High Population Growth Rate (HPGR) scenario that does not take the impact of HIV & Aids into account as opposed to a Low Population growth Rate (LPGR) that does take HIV & Aids into account. The table outlining the different scenarios is contained below.

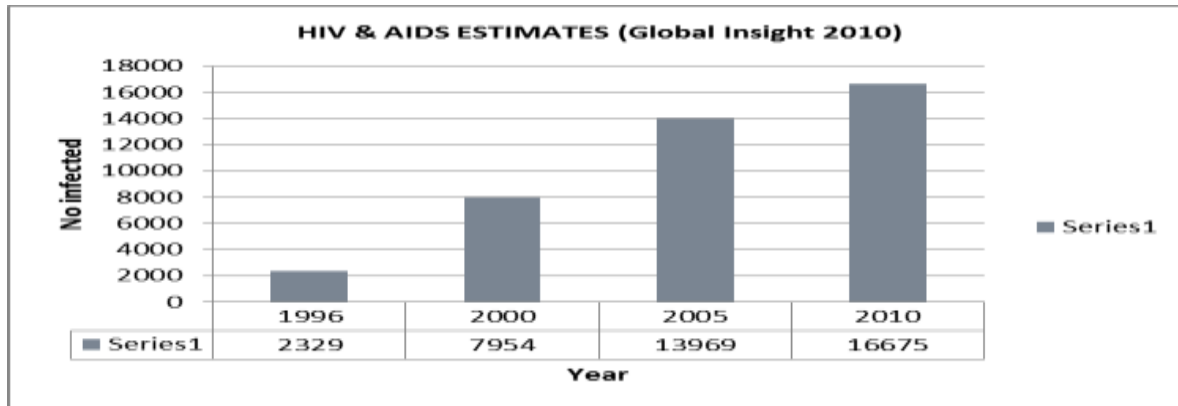
Table 11: indicating projected population growth

	Projected population	
HPGR @ 2,21 % 2001 to2006	137,307	141,615
LPGR @ 0,95% 2001 to2006	137,307	139,113
HPGR @ 2,02% 2006 to 2011	141,615	145,991
LPGR@0,31% 2006 to 2011	139,113	139,723

Source: (DBSA 2000)

HIV & AIDS INFECTION RATE ESTIMATES

Chart 2: HIV & AIDS Estimates



Source: Global Insight 2010

HIV & Aids infection rate has increased slightly but if you take it that 16 675 out of estimated population of approximately 145,991 are infected, then the measures taken to decrease the infection are having an effect. The total rate of infection for the DM as a whole is 18 % (JGDM HIV & AIDS Outreach 2012).

POPULATION DENSITY

The population density for Senqu Municipality is estimated at 16.12 persons per km squared (SDF 2011). The major population density is around Sterkspruit with much of the total population living in the Sterkspruit sub-region (SDF 2011). This is due to the fact that this area is the former Transkei Homeland where Black Africans were forced to live under Apartheid. The less denser population areas are essentially commercial farmland. From a strategic perspective therefore it may be developmentally wise to focus higher level investment in housing, social and services infrastructure in this area as this is where there will most likely be optimum usage of resources, benefitting the greatest number of people. The majority of the Senqu population reside in rural areas. This includes rural villages and farm households.

MIGRATION PLAN

Senqu municipality has no migration plan in place as funding still has to be sourced for this. This does have to be addressed as the municipality borders on the Kingdom of Lesotho and has many illegal aliens who reside within the municipal area. The municipality is looking at partnerships with government departments on how to address this issue as it is both a problem in that resources are drained and no taxes paid but also an opportunity in terms of trade and skills being imported into the region.

Another in-migration which is occurring is that of Bangladeshi and Chinese nationals who run and operate many of the small shops in rural areas. This does create problems when they rent or run shops out of RDP houses. The money generated by them does not return to the economy as in general they either buy in bulk from Lesotho or in Bloemfontein. The Departments of Trade and Industry, Home Affairs and SARS need to assist the municipality in ensuring that the region benefits from these economic activities. It needs to be noted that these shop keepers are a boon to local communities as they provide a service which the community would otherwise be forced to travel long distances to access.

POPULATION CONCERNS

The municipality has a very high youthful population which indicates a high need for employment. There is also a greater need for secondary and tertiary education in the region. However the only tertiary opportunities are offered outside the region. The traditional employment opportunities in agriculture and the commercial sector for low skilled workers do not appeal to the better educated and more global orientated youth of today. This is why the municipality in its LED strategy is aiming to develop entrepreneurs in various service sectors in order to cater for this gap. However greater assistance is required from the Department of education and Higher Education to provide the necessary skills and institutions to build the entrepreneurial mind set.

The other population concern is that of the influx of Lesotho citizens. The border is porous and there has always been traditional movement between the two countries unhindered by border posts. As a result there is a greater demand for educational, health and housing. Thus all of these departments come under pressure to provide services for persons who have been born in South Africa and lived here but without any documentation. In a sense these people are not foreigners but are in fact South Africans. Their illegal status causes many social problems for them and their families and the Department of Social Development is often faced with abandoned children without papers.

INCORPORATION OF POPULATION ISSUES INTO PLANNING

The municipality needs to undertake a study on how the main population issues of unemployment and HIV and AIDS are impacting on service delivery issues. The rise in child headed households caused by the factors mentioned previously have an impact on the appropriateness on the type of services rendered like RDP house standards. However in general the municipal sector plans reflect the main population concern of a youth mainly female headed household concern

MILLENNIUM DEVELOPMENT GOALS

GOAL 1: ERADICATE EXTREME POVERTY & HUNGER

- Target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day
 - Target 1 B: Achieve full and productive employment and decent work for all including women and young people
 - Target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from hunger . Although poverty is diminished due to the emergence of the various government grants; not all households are accessing the grants and employment is not increasing. The municipality is trying to improve employment opportunities in rural areas by labour intensive infrastructure projects and creating partnerships with potential investors.
-

GOAL 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION

- Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling. Senqu meets this goal however more effort needs to be focused on ensuring that learners continue with education beyond primary school.
-

GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWERMENT

- Target 3.A: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015. For girls in some regions, education remains elusive and poverty remains a major barrier to education, especially among older girls. In addition the problem of teenage pregnancy adds to the problem
-

GOAL 4: REDUCE CHILD MORTALITY

- Target 4.A: Reduce by two thirds, between 1990 and 2015, the under-five mortality rate. Child deaths are falling, but not quickly enough to reach the target. Revitalizing efforts against pneumonia and diarrhoea, while bolstering nutrition could save millions of children
-

GOAL 5: IMPROVE MATERNAL HEALTH

- Target 5.A: Reduce by three quarters the maternal mortality ratio. This is being met due to the primary health programme run by the Department of Health.
 - Target 5.B: Achieve universal access to reproductive health . More women are receiving antenatal care.
-

GOAL 6: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASE

- Target 6.A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS. The spread of HIV appears to have stabilized in most regions, and more people are surviving longer.
 - Target 6.B: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it. The use of anti-retrovirals and access to them at all clinics has helped towards meeting this goal.
 - Target 6.C: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases. Malaria is not a problem in the region but the knowledge and treatment of TB remain a challenge.
-

• GOAL 7: ENSURE ENVIRONMENTAL SUSTAINABILITY

- Target 7.A: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources
 - Target 7.B: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss. The municipality is attempting to achieve the above 2 targets but due to limited resources and lack of personnel it faces great difficulty.
 - Target 7.C:
Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation. The municipality is on track to meet this target although this is the function of the Joe Gqabi District Municipality.
 - Target 7.D: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers. The municipality is achieving this through the building of several 100 houses in conjunction with the Department of Human Settlement.
-

GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT. This is an international goal and can only be done by National government.

CONCLUSION

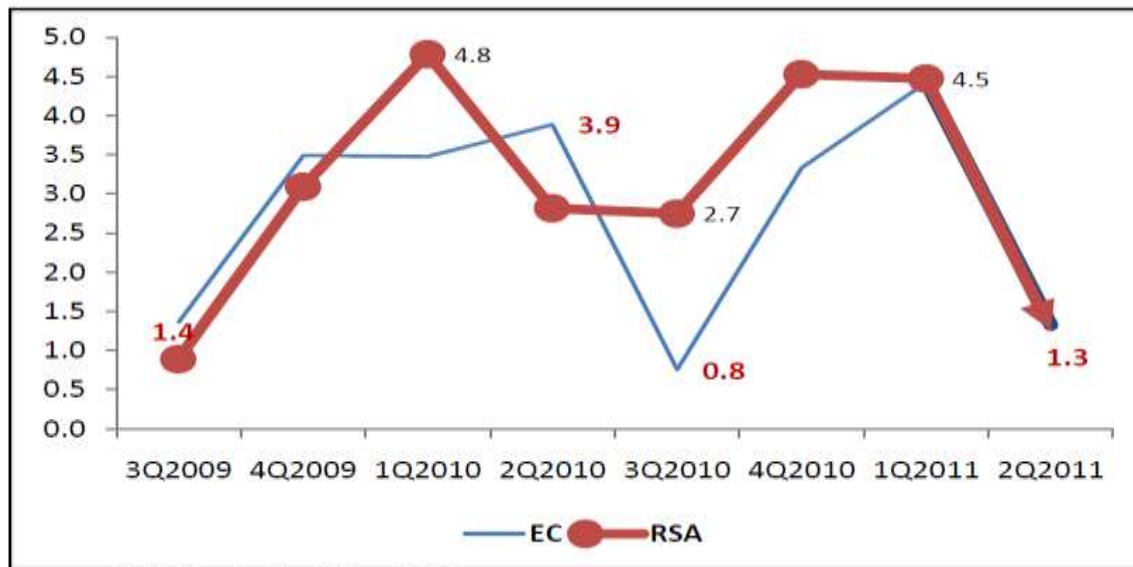
The implications of the population studies of Senqu indicate that we have a youthful population with low skills levels and high unemployment. The majority of the population live in rural villages and rely on social grants. There is high migration to the more urban areas inside and outside the municipality for employment and educational opportunities. The high out migration to areas outside the municipality has an annual season with persons returning on the Easter and Christmas holidays. Persons also tend to return to the traditional areas when they are faced with illnesses that require high caring from relatives.

CHAPTER TWO: SOCIO – ECONOMIC AND LED ANALYSIS

1. ECONOMIC OVERVIEW

South Africa's post economic domestic economy as seen in the Figure below has a M shape which indicates that the economy is unable to sustain growth (ECSECC, Aug 2011).

Chart 3: South African Economy



Source: Statistics South Africa, 2011

The Eastern Cape's economy is also affected by the same ills with the seasonally adjusted real GDP at market prices slowed by an annualised rate of 1.3 % but year on year it has had the lowest growth in the country at only 2.4 %. This decline was mainly driven by poor performance in agriculture, mining and manufacturing activities which reflected negative growth (ECSECC Aug 2011). In contrast to the decline in the primary and secondary sectors, the tertiary sector experienced a noticeable expansion (ECSECC, Aug 2011).

2. ECONOMIC INDICATORS

The Senqu **local economy** generates around one quarter (25.7%) of total District GVA, representing the second largest contribution after Elundini (39.0%) and being closely comparable to Maletswai share (24.3%) of the JGDM economy. From 2000 to 2010, the local economy has grown at an average rate of 3.0%pa, while the District and

provincial economies has averaged 5.6%pa and 3.2%pa, respectively, over the same period. In respect of total **formal employment** in the District, Senqu makes a relatively higher contribution (27.9%), again ranking second to Elundini (36.7%) and above the contributions of Maletswai (22.2%) and Gariep (13.2%).

Table 12 : Summary of Local Economic Indicators, 2000-2010

GVA at basic prices (R'm) (Constant 2005 prices)	District Share of EC (% 2010)	Senqu Share of DM (% 2010)	Senqu Share (% 2010)	Shift in Share of DM (2000-10)	Growth (%pa) (2000-10)	GPI (2000-10)	LQ (2010)
TOTAL	3.61	25.74	100.00	-7.16	3.03	78.24	1.00
Primary: Total	7.94	30.27	5.74	-1.23	-3.17	96.09	1.18
Agriculture, forestry & fishing	8.09	29.56	5.46	-1.52	-3.24	95.11	1.15
Mining & quarrying	4.66	55.65	0.29	11.02	-1.87	124.69	2.16
Secondary: Total	2.68	20.50	11.98	-9.30	5.47	68.79	0.80
Manufacturing: Total	2.22	20.95	8.17	6.74	6.55	75.66	0.81
Food, beverages, tobacco	4.29	12.30	2.02	-4.06	5.48	75.19	0.48
Textiles, clothing, leather goods	1.62	26.38	0.39	-7.96	5.59	76.83	1.02
Wood, paper, publishing, printing	4.82	7.57	0.41	-14.72	3.03	33.94	0.29
Petroleum products, chemicals, rubber, plastic	1.73	44.35	2.10	-20.79	8.72	68.09	1.72
Other non-metal mineral products	5.79	25.85	1.28	-4.28	5.58	85.80	1.00
Metals, metal products, machinery & equipment	1.35	11.62	0.31	-6.85	7.87	62.92	0.45
Electrical machinery & apparatus	0.79	47.95	0.32	7.04	8.72	117.21	1.86
Radio, TV, instruments, watches, clocks	2.76	100.00	0.46	0.00	8.58	100.00	3.88
Transport equipment	0.38	27.72	0.40	4.85	7.86	121.21	1.08
Furniture & other manufacturing	0.53	68.16	0.47	-15.21	5.09	81.75	2.65
Utilities: Total	5.09	13.11	0.79	-30.76	-6.32	31.14	0.51
Electricity	3.14	5.07	0.14	-14.23	-9.10	26.27	0.20
Water	10.22	19.62	0.66	-46.24	-5.60	29.79	0.76
Construction	4.40	22.52	3.01	-4.59	9.87	83.06	0.87
Tertiary: Total	3.73	26.45	82.28	-7.07	3.34	78.92	1.03
Trade: Total	3.14	19.88	9.01	-12.04	-4.03	61.99	0.77
Wholesale and retail trade	3.17	19.95	8.57	-12.28	-4.04	61.90	0.78
Catering and accommodation services	2.77	18.48	0.44	-10.48	-3.81	63.82	0.72

Transport: Total	2.89	20.45	5.62	-4.67	4.60	72.50	0.79
<i>Transport and storage</i>	3.27	26.40	4.26	-5.78	3.82	82.04	1.03
<i>Communication</i>	2.48	11.95	1.35	-6.17	7.57	65.94	0.46
Finance: Total	4.42	24.97	27.86	1.47	12.72	84.23	0.97
<i>Finance and insurance</i>	5.69	27.05	21.09	-5.81	14.01	82.31	1.05
<i>Business services</i>	2.92	20.14	6.78	-4.48	9.51	81.80	0.78
Services: Total	3.70	31.42	39.79	-3.30	1.69	87.07	1.22
Community, social & personal services	3.76	30.91	13.57	-4.95	2.51	86.19	1.20
General government	3.67	31.70	26.22	-4.50	1.30	87.58	1.23

Source: Global Insight 2010

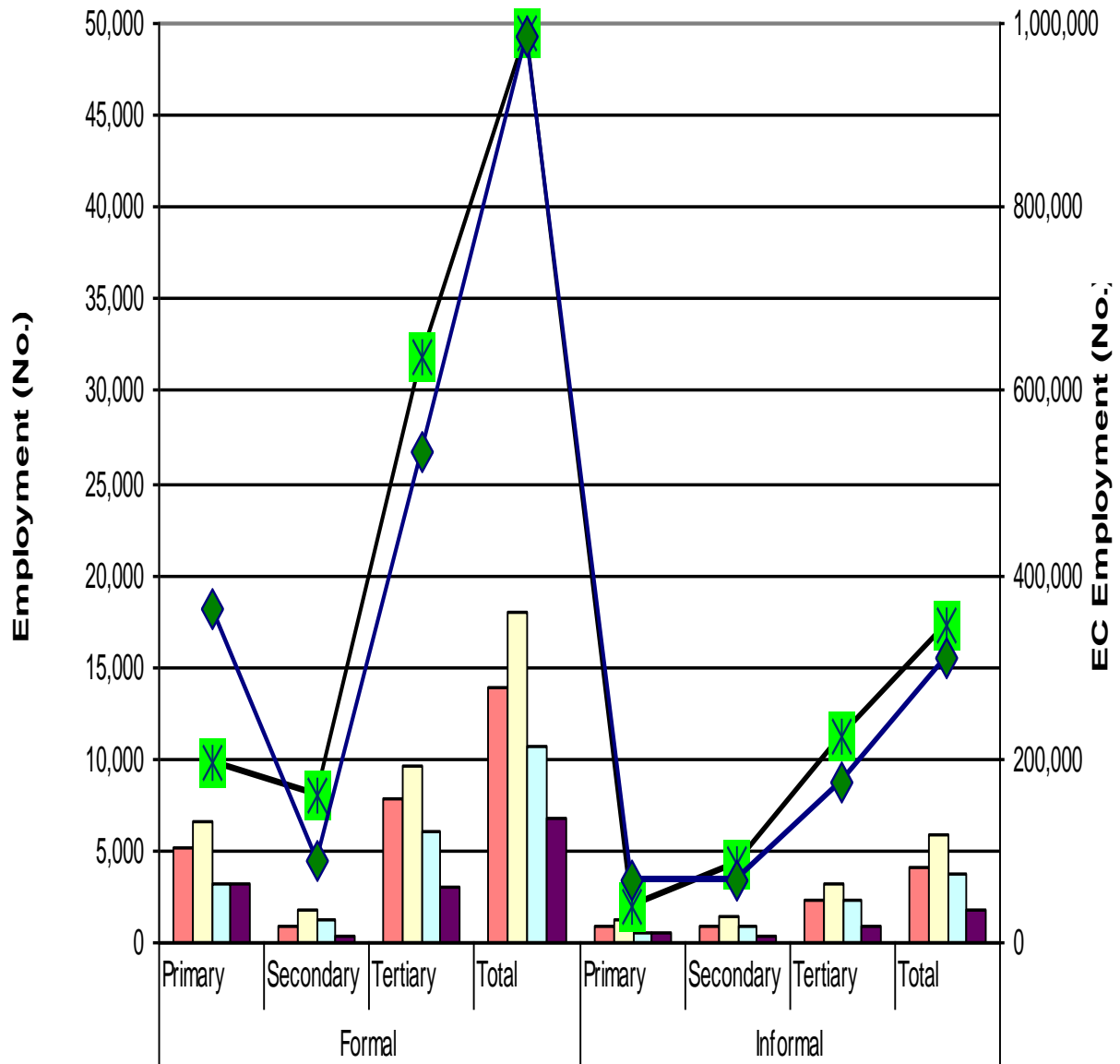
Economic Growth, Structure and Sectors

The **tertiary sector** contributes the greatest share of GVA (82.3%) and formal employment (68.8%) to the Senqu local economy. As reflected in the above table, the Senqu economy claims a comparative advantage in the primary sector, with a location quotient (LQ) of 1.18, where both Agriculture (LQ: 1.15) and particularly Mining (LQ: 2.16) are claimed as advantages.

The local economy further claims a **comparative advantage** in the tertiary sector, with a modest location quotient of 1.03, principally owing to the relative strength of the Community (LQ:1.20) and General Government (LQ:1.23) Services. While no comparative advantage in the secondary (LQ: 0.80) sector emerges, several **Manufacturing sub-sectors are claimed as advantages**, notably the Radio and instrumentation (LQ: 3.88) and Furniture and other manufacturing (LQ: 2.65) industries, with less pronounced advantages (LQs) also claimed for the following manufacturing sub-sectors: Electrical machinery and apparatus (1.86); Petro-chemical products (1.72); Transport equipment (1.08); and Textiles, clothing and leather goods (1.02).

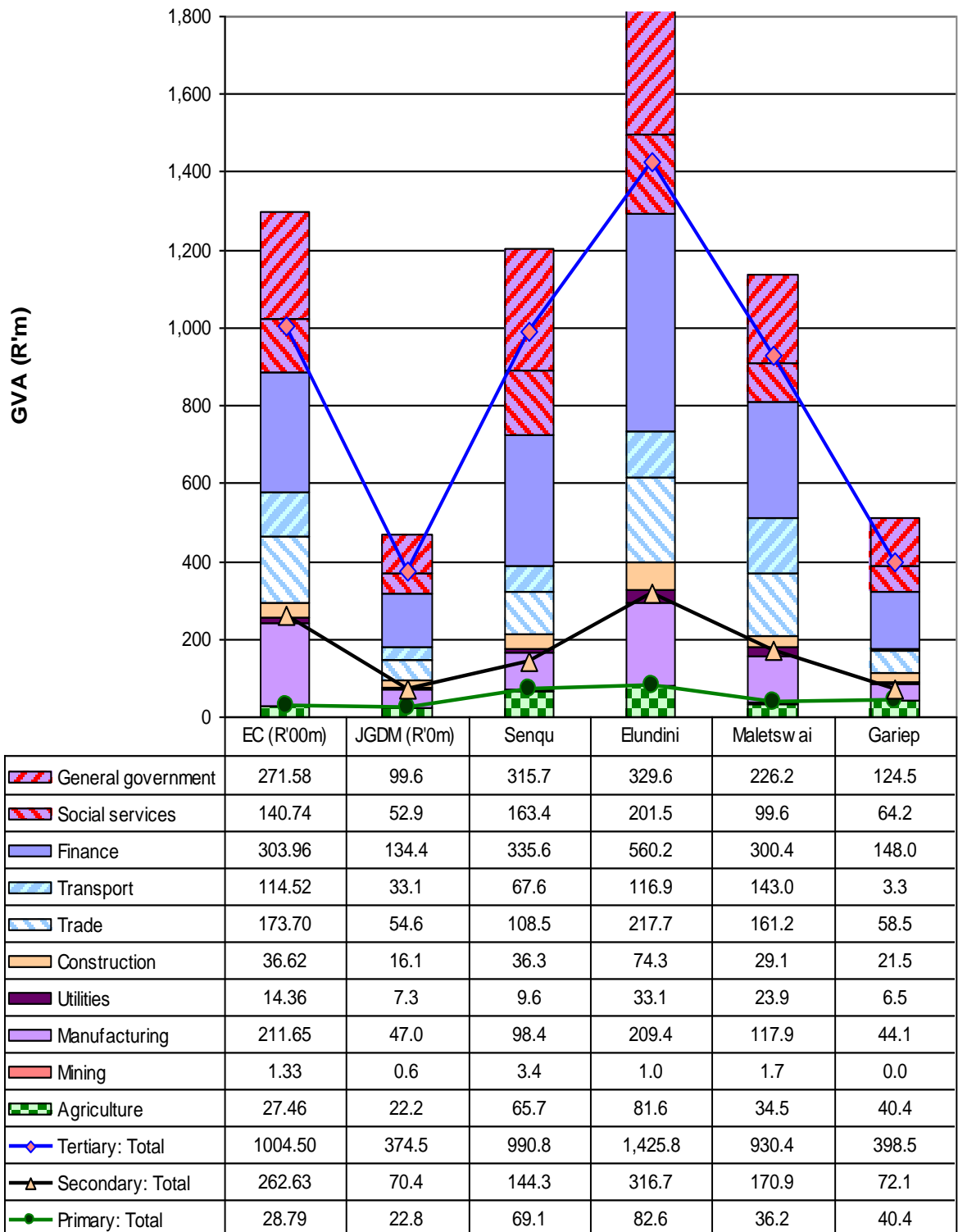
Community services and General government (Services) accounts for the bulk (39.8%) of local GVA and for 37.4% of all local formal employment. The dominance of Services contributes to the concentration of the local economy (Tress Index: 63.48), as well as of the District economy which has a tress index of 58.28. Given that diversification is essential for a robust and resilient economy, the promotion of economic development across a range of sectors, away from the current concentration on Services, will mitigate against negative seasonal or sectoral impacts.

Chart 4: Employment by Main Sector and area, 2010 Global insight 2010



Senqu	5,126	939	7,847	13,913	939	862	2,379	4,181
Elundini	6,564	1,791	9,619	17,974	1,285	1,411	3,136	5,831
Maletswai	3,283	1,324	6,096	10,703	593	837	2,249	3,679
Gariep	3,204	391	3,106	6,701	558	331	950	1,839
EC	194,148	159,215	636,894	990,257	37,654	85,338	223,052	346,044
JGDM	18,177	4,446	26,668	49,291	3,375	3,441	8,714	15,530

Chart 5: GVA by Formal Sector and area, 2010



Considering **treas indices** for Senqu, from 1995 (63.60), through 2000 (63.41) and 2005 (61.47), the local economy was becoming less concentrated (more diversified), but has since reversed that trend to become more concentrated (63.48) in 2010. This reversal arguably owes to the continued dominance of Services coupled with the increased prominence of a second sector, namely Finance (27.9%). The only other sectors to have increased their share of GVA contribution to the local economy, from 2005 to 2010, are Manufacturing, from 7.1% to 8.2%, and Construction, from 2.2% to 3.0%. **The Finance sector** has grown, since 2000, to displace both Community services (13.6%) and General Government (26.2%) as the largest sectoral contributor (27.9%) to Senqu GVA in 2010, although Services (considering both Community and Government sectors together) does retain its overall dominance in the local economy. The profile of formal employment differs from that of GVA, where Services is marginally dominant in Senqu (37.4%) and Maletswai (30.8%), followed closely by Agriculture at 36.3% and 30.4% respectively. By contrast, Agriculture dominates formal employment in Elundini (36.3%) and particularly Gariep (47.6%), followed by Services at 30.6% and 29.7% respectively.

Finance, like Services, is not strictly a driving sector in that no new productive value is generated, although both can play significant roles, as services, in facilitating (or limiting) an enabling environment conducive to local economic development. Beyond these dominant service-related sectors, potential local economic drivers emerge as Mining and quarrying together with the Manufacturing sub-sectors of Electrical machinery and Transport equipment. The latter industries emerge as leading (GPI >100) comparative advantages (LQ >1; positive shift in share) and further claim higher than average growth rates, with the notable exception of Mining (-1.9%pa). (Refer to **Error! Reference source not found.**) Agriculture, while being claimed as a comparative advantage (LQ: 1.15), emerges as a lagging sector (GPI: 95.11) and reflects negative growth (-3.2%pa) as well as relative loss in share (-1.5%) of the District economy.

While **Mining** emerges as a relatively significant economic sector in terms of performance, no corroborating information regarding mining, quarrying or related activities, such as sand-winning, is found in the Senqu IDP (2011). Mining generates a comparatively small contribution to both GVA (0.3%) and formal employment (0.5%) in Senqu, but does emerge as a leading (GPI: 124.69) comparative advantage (LQ: 2.16; 11.0% shift in share) in the District.

The other primary sector of **Agriculture**, in spite of a lagging performance (GPI: 95.11) and negative shift in share (-1.52%), makes a relatively significant contribution to local GVA (5.5%) compared to the District (4.8%) and particularly the Province (2.1%). Moreover, Agriculture's contribution to formal employment in Senqu (36.3%) and in the JGDM (36.6%), contrasted with 19.3% provincially, represents more than one third of local formal

employment. Further, Senqu is characterised by a strong presence of subsistence agriculture, which does not contribute directly to the formal economy but does enhance local food security and survivalist economics at household level, and further presents opportunities for skills development and growth in small-scale agricultural development.

The Senqu IDP (2011) notes that commercial farming is mainly in small stock (sheep and limited numbers of goats) together with some cattle farming. Limitations to commercial agricultural development, beyond the predominance of subsistence agriculture, lie in the limited extent of arable land in Senqu – one of the most degraded areas in South Africa – although intensive production of selected fruit with related processing and packaging opportunities, as well as marginal production of dry beans and grain sorghum, have been identified for Senqu. (JGDM 2010; UKDM 2009)

The District LED Strategy (UKDM November 2009) identifies **route tourism** as a significant opportunity for the District as a whole, where Senqu is presently the most developed tourism destination and where eco and adventure tourism offer the greatest potential for further development. Furthermore, Tourism was identified as a leading product for the Senqu local economy in 2004 (ECO 2006), with scenic beauty, hiking and wildlife attractions, and trout fishing, together with South Africa's only ski resort at Tiffendell. Along the tourism value chain there is potential for developing SMMEs, particularly in respect of small scale accommodation facilities and tourism products and services, including crafts and entertainment and guiding. A further local economic opportunity relates to local procurement in respect of services, products and supplies such as furniture, bottled water and services such as repairs and maintenance.

The Senqu IDP (2011) **identifies Agriculture and Tourism** as the major economic drivers of the local economy. Conventional and traditional agricultural practices may offer limited returns, recognising the local environmental limitations; However, alternative intensive practices, notably hydroponic production, can be exploited, particularly where enabled by good water quality. Where such is realisable, further advantages required for exploiting growth in intensive agricultural production include marketing together with reliable and affordable transport, as well as quality food hygiene packaging and processing processes that conform to national, and ideally international, standards.

Tourism does emerge as a key potential economic sector, and economic driver, particularly with the inclusion of the country's only ski resort, Tiffendell. The Senqu IDP (2011) notes that mountain tourism is the most active tourism node, albeit seasonal in nature with strong winter adventure tourism and with Tiffendell ski resort being the "key pin" with linkages to the Rhodes, Barkly East, Maclear, Ugie and Lady Grey areas. Tourism is not a distinct economic sector but a consumption-based service industry that encompasses many different economic activities. As a general rule, tourism figures are included within the tertiary sector, particularly Trade (Wholesale and retail trade, and Catering and accommodation) which generates 9.0% GVA (8.6% trade; 0.4% catering) and

9.7% formal employment (8.8% trade; 0.9% catering) in 2010. However, the Trade sector has declined over the past 10 years in respect of GVA (-4.0%pa) and formal employment (-2.5%pa). Informal sector 'employment' in Trade has also declined (-0.5%pa) although this decrease applies to the catering sub-sector (-10.4%pa), whereas the trade sub-sector has grown (0.1%pa) and now accounts for around one third (33.5%) of all informal 'employment'.

EMPLOYMENT

The structure of the local economy in respect of formal employment has undergone some shifts from 2000 to 2010. Services remains dominant and Utilities and Mining remain as the least prominent employers. Agriculture has shifted from being the largest employer (46.9%) in 2000 to being second-largest (36.3%) in 2010. The most significant growth is seen for the Finance sector, increasing from 2.9% to 7.5% formal employment over the last decade (7.5%pa). Positive growth is further recorded for the Mining (6.7%pa) and Manufacturing (5.9%pa) sectors. However, employment in Mining remains marginal, increasing from only 40 to 76 workers, from 2000 to 2010. Manufacturing employment increases from 267 to 471 workers over the same period. Further, all manufacturing sub-sectors have seen positive rates of growth in formal employment, which is also seen for the sector's GVA contribution in 2010.

Formal employment and GVA contributions, by sector, are reflected in the tabulated figures with greater detail for the local economy, by sector, summarised below.

Table 13: Senqu Formal Employment and GVA Contribution (2010) and Growth (2000-2010)

Sector	GVA (Current Prices) Contribution			Formal Employment Contribution		
	R'm	(%)	%pa (2000-10)	No.	(%)	%pa (2000-10)
Primary: Total	69.1	5.74	-3.17	5,126	36.85	-4.64
Agriculture	65.7	5.46	-3.24	5,051	36.30	-4.74
Mining	3.4	0.29	-1.87	76	0.54	6.66
Secondary: Total	144.3	11.98	5.47	939	6.75	0.72
Manufacturing	98.4	8.17	6.55	471	3.39	5.85
Utilities	9.6	0.79	-6.32	34	0.25	-7.00
Construction	36.3	3.01	9.87	434	3.12	-2.10
Tertiary: Total	990.8	82.28	3.34	7,847	56.40	-0.66
Trade	108.5	9.01	-4.03	1,347	9.68	-2.47
Transport	67.6	5.62	4.60	255	1.84	-0.65
Finance	335.6	27.86	12.72	1,042	7.49	7.45
Community Services	163.4	13.57	2.51	2,455	17.64	-1.85
General Government	315.7	26.22	1.30	2,748	19.75	-0.59
TOTAL	1,204.2	100.00	3.03	13,913	100.00	-2.27

Source: Global Insight 2010

Informal sector data is notoriously unreliable and, by its very nature, not conducive to quantification. Drawing on available estimates, informal sector 'employment' in Senqu is concentrated in the tertiary sector (56.9%), centred on Trade (34.7% - 33.5% trade; 1.2% catering), followed by Agriculture (22.5%), Construction (15.6%), then Community, social and personal services (15.0%). Growth in informal sector 'employment', at -0.5%pa, is similarly negative albeit less considerable than that in the formal sector (-2.3%pa), from 2000 to 2010. The top performing sectors in terms of local informal employment growth are Finance (16.0%pa), Manufacturing (8.6%pa), Transport (7.9%pa) then Construction (6.5%pa).

Small Business Sector

According to the Joe Gqabi SMME Survey (3Sixty, 2010), the Senqu small business community is characterised by the following trends:

- 72% are in trade/ tourism sector following by agriculture (16.7%)
- Only 22.2% are VAT registered
- Only 22.2% are Income Tax registered
- More than 50% sole traders followed by Coops 22.2%
- About 83.3% employed less than 5 people
- Only 33.3% had a valid business plan
- Only 38.9% had received a pre-start up training
- About 50% required advice, training and business plan support
- 55.6% do not know where to get business support and advice
- 72.2% are not members of an association
- Only 16.7% participate in DM procurement database
- 77.8% believe procurement access is not easy
- Only 50% of Senqu SMMEs are registered in Senqu supplier database

This indicates a sector that is highly vulnerable, informal and in need of a stronger support system if any meaningful growth is to be realised.

COMPARATIVE AND COMPETITIVE ADVANTAGES

- **Basic Services and Infrastructure**

The local municipality performs above District average in respect of access to all **basic services** but refuse removal, where only 13.45% households in Senqu enjoy regular municipal refuse collection services. The majority

of Senqu households enjoy access to the RDP minimum levels of basic services in respect of housing (95.16%), energy (66.28%) and sanitation (56.13%). In Senqu's favour is the considerable allocation of local government equitable share, at R79.2m in 2011/12, which equates to around R627 per capita.

- **LED Support System**

The Senqu Municipality has a dedicated LED Unit located within its planning department. The Unit is responsible for coordination and facilitation of LED processes in Senqu as well as advise Council on LED matters. Over the 2008/9 period the LED Unit had an approved budget of R6.39 million and adjusted budget of R8.37 million – mainly funded through external donor and government contributions. The LED Unit is not fully-staffed and its capacity needs to be severely increased.

Senqu is one of the key partners of the Joe Gqabi Economic Development Agency (JoGEDA) which is tasked to drive special economic development projects on behalf of the district municipality and the four local municipalities in Joe Gqabi. With respect to Senqu, the Agency has prioritised commercial property development and plastic manufacturing as its immediate flagship projects. Its other partners are the local tourism organization (Senqu Tourism Association) and the Small Enterprise Development Agency (SEDA) which provides support services to tourism enterprises and other small businesses in the area. The capacity and programmes of both organizations need up-scaling through the provision of additional human and financial resources to read across the municipal area. Other partners include the JGDM, ECDC, DLGTA, DEDEA and the Department of Agriculture.

- **EPWP, CWP & Enterprise development**

EPWP & CWP programmes are operated very effectively in the municipality. Enterprise development is however struggling as SMME's and Co-operatives struggle to become financially viable. The municipality continues however to support these initiatives through its percentages in its supply chain management policy.

- **Tourism**

- **Scenic beauty, hiking and wildlife attractions and trout fishing.**

- South Africa's **only ski resort at Tiffendell**. Tiffendell Ski Resort is the only ski resort in South Africa and is uniquely positioned to capture the local skiing market. Opportunities exist to promote Tiffendell as a venue for international events such as the World Snowing Boarding Championships.

- Reopening of the **historic railway line** between Aliwal North and Barkly East passing through Lady Grey is also a unique development options that will attract tourists;

- **Agriculture**

Wool production

Agriculture is one of the major economic drivers of the local economy and considered one of the New Growth path's job drivers. In 2010/11, 46 099 196 kilograms of greasy wool was produced in South Africa. Out of this the Eastern Cape produced 14 300 585 kilograms. The Barkly East magisterial district produced 897 677 kilograms and the Lady Grey district 197 727. The entire Transkei produced 3 467 686 kilograms. In 2011/12, 44 807 741 kilograms were produced out of which the Eastern Cape produced 13 950 406 kilograms. Barkly East 876 812, Lady Grey 178, 107 and the Transkei 3,357,008 (Cape Wool production figures 2010-2012). This makes Senqu one of the largest producers of wool in the Eastern Cape. Its climate and topography makes it well suited to expand this type of farming.

Bottling of fresh spring water is a potential niche. Senqu has pure, clear water that is already being bottled on a small scale. Potential may exist for further expansion.

Strategic location and proximity to Lesotho provides development opportunities near the Telle Bridge border post as well as for the revitalisation and upgrade of Sterkspruit. These provide major tourism development opportunities for both Senqu and Lesotho.

CHALLENGES

• Geographic Challenge

The majority (86%) of the Senqu population lives in predominantly rural areas consisting of rural villages and farm households. The average population density is 3.24 households per square kilometre, lower than the district and provincial population density of 3.27 and 3.89 households per square kilometre, respectively. The population density is 17.23 persons per square kilometre - indicating that people are scarcely located, making it extremely costly and difficult to provide the prerequisite services and conditions to address unemployment and poverty.

• Dependency Challenge

For every formally employed person there are 8.08 people that depend on the same income resources in Senqu. However, despite a large potentially economic active population (57% or 72 003 people), the economy is unable to provide the required economic and employment opportunities for all these people. In the current form and conditions, the local economy can only provide employment and economic opportunities for only a quarter (25.13%) of the potentially EAP. This calls for the drastic improvement of the socio-economic conditions to ensure that more opportunities.

• Poverty Challenge

Despite experiencing positive economic growth between 2000 and 2010, Senqu's economy has been unable to create meaningful benefits for the poor. The poverty rate is 62.93% - much higher than the provincial average of 53.61%. Dependency on social grants is highest in Senqu (37.42%) compared to the district (34.46%), provincial (31.54%) and national (22.68%). Also, the state of household savings reveals a high degree of indebtedness (-R464) for Senqu which further exacerbates the poverty challenge.

Although the Municipality has and continues to support a number of poverty alleviation projects, in many instances these have not yielded much results, largely owing to poor methodologies, lack of appropriate support and institutional capacities. In many instances the impact of these poverty alleviation projects remains unknown.

• **Employment Challenge**

Based on the official definition, more than one third (30.34%) of the economic active group in Senqu is unemployed while the district average is 23.54%. Including those not actively seeking for work, unemployment in Senqu is as high as 65% compared to 54% and 48% for the district and Eastern Cape respectively.

Between 2000 and 2010 formal employment growth was negative at -2.27%, performing worse than the district (-1.23%) and province (-0.21%) respectively. The reason for negative formal employment growth can be attributed to:

- Poor performance of agriculture, trade and manufacturing sector;
- Over-dependency on the services sector;
- Recession and global environment.

However, also of concern is the quality of available jobs in Senqu. For example a majority of the informal and formal employment is in the Agriculture and Trade sector, if one excludes the services sector. These jobs are not high paying and therefore do not necessarily provide a good quality of life.

• **Income Challenge**

With about 50.25% of the households earning no income at all and 21.39% earning between R1 and R1600 per month, almost two thirds of Senqu households are indigent. Of these, more than one quarter of households (6134) earn R400 or less per month. This is indicative of Senqu's low economic base, a factor that makes it less attractive to investors. This has negative repercussions for the economy and the municipality as more and more people cannot afford to pay for their livelihoods and services.

• **Literacy Challenge**

Only 58.66% of the adult population can read and write compared to the provincial 66.7% and national average of 73.62%. A tenth (10.81%) of the adult population have a matric while almost 15% have no formal education. Considering that the majority of people are living in poverty, the relatively low literacy levels make it difficult to find better livelihood options.

• Skills Challenge

Majority of adult population (32.21%) are unskilled. There is a major shortage of technical skills (currently only 0.19%). However, Senqu has a relatively high proportion of professionally skilled persons (23.46%) compared to the district (15.49%) and province (13.53%). The lack of appropriate skills affects the performance of the economy, as much as it affects the delivery of basic services.

• Infrastructure and Land Challenge

While Senqu performs above district average in respect to all basic services with the exception of refuse removal where only 13.45% households are provided with the municipal refuse collection services, infrastructure backlogs remain an area of constraint that must be addressed to unlock better growth and new investments into the area. For example:-

- Extension of electrification to certain rural areas and plucking of high leakages caused by poor maintenance and aging infrastructure;
- Surfacing the 562Km gravel road backlog and improving maintenance on existing access roads and bridges;
- Improvement of waste management (backlog of 31 155 households) to address infrastructural shortages and environmental issues;
- Housing provision (backlog of 30 000 RDP houses);
- Land tenure issues, claims, rights and invasions

The effect of migration into urban areas such as Sterkspruit is also putting major strain on existing infrastructure in these areas. A more integrated approach addressing social, economic and infrastructural issues is critical.

• Land

The Senqu Municipality has communal land in the former Transkei homeland situated around Herschel and Sterkspruit, bordering on Lesotho. The land tenure in this area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities with the Department of Agriculture distributing PTOs. The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland (Senqu SDF 2009).

The majority of the municipal land is unimproved grassland (75.6%), with only 6.6% of the area used for cultivation purposes. Approximately 13% of the surface area is classified as degraded: that is, it has previously been subjected to poor land use and management practices (e.g. overgrazing or inappropriate cultivation methods). Only 1.1% of the surface area is developed as built areas, including the urban areas of Sterkspruit, Lady Grey and Barkly East, as well as the rural settlements. Senqu has major challenges relating to land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas

of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel people are invading land and building informal settlements in order to move closer to urban amenities or receive housing with freehold tenure especially farm workers. There is also the land redistribution challenge that Senqu must meet. For example, to be able to meet the 30% redistribution target by 2014, 166 000 ha will need to be redistributed at 33 000 per annum at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010).

• **Growth Challenge**

Between 2000 and 2010 average growth was 3.03%. Despite outstripping the average population growth (-0.89%) for the same period, this growth has not been sufficient to cause any significant dent on unemployment and poverty. It is also far below the national target of 4% to 7% required to necessary positive employment growth. The reason for limited growth can be attributed to:

- Over-dependency of the economy on the services sector which accounts for one quarter of the total GVA and formal employment;
- Significant spending outside the Senqu area (leaking bucket phenomenon);
- Poor performance of agriculture, trade and manufacturing sectors;
- Low income levels that are not attractive for investors;
- Lack of innovative value add approach to the economy;
- Effects of recession and globalization.

• **Institutional Challenge**

Senqu lacks appropriate institutional capacities, networks and systems to support LED and improve stakeholder participation in LED processes. Critical institutions such as LED Fora are not functional for many years now. The capacity of the LED Unit is also limited in terms of LED experience, tools, systems and exposure. There is also need to improve the mainstreaming and institutionalization of the LED mandate across the municipality. The participation of the business sector in LED processes, especially the more established industry leaders in Senqu has always been minimal. Coupled to this is the lack of an appropriate enterprise development system. The understanding and application of LED by the municipal leadership, not excluding community and business leaders, also needs to be greatly improved if this LED strategy is to result in any significant changes.

SKILLS AND EDUCATION LEVELS

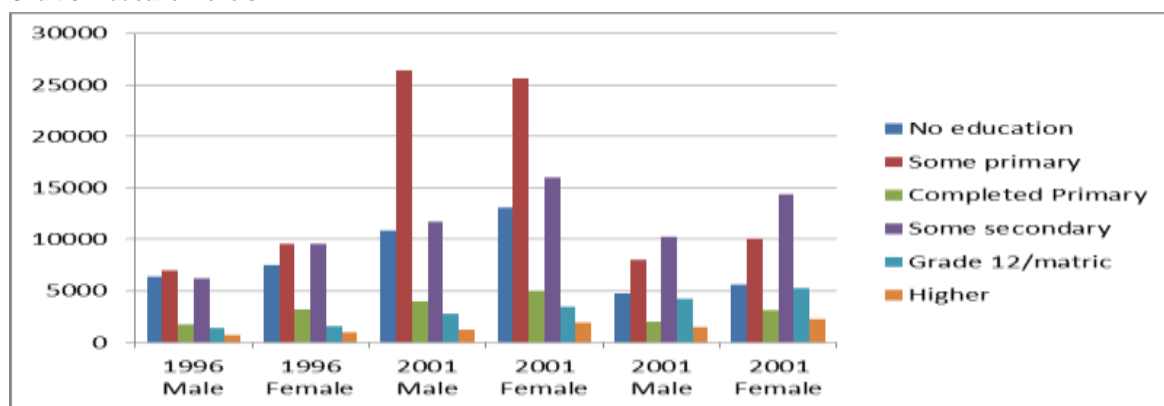
In general skills levels are low, with the majority of residents reliant on government/community services for employment or primary economic activities such as agriculture. 40 111 beneficiaries receive grants with a value of R 32 480 001 paid out monthly. It must be remembered that 41 854 people actually receive grants but as they are children only their parents are counted as beneficiaries (SASSA 2013).

Skills and Professions

An indication of **skills and professions** is afforded by the 2007 Community Survey (StatsSA 2009). Considering only the survey population for which a profession is specified, the dominant occupational group across all areas is 'Elementary', applicable to almost one third of the Senqu (32.21%) and JGDM (31.78%) economies, as well as the Elundini (32.93%) and Maletswai (32.79%) economies. The Province (24.30%) and Gariep (23.76%) reflect proportions closer to one quarter for "elementary occupations". "Professionals" are the next most prominent occupation within Senqu (23.46%) as well as for Elundini (14.36%), the District (15.49%) and the Province (13.53%). By contrast, "Skilled agricultural and fishery workers" are well represented in Gariep, while "Service workers; shop and market sales workers" are next most prominent, after elementary occupations, for Maletswai (11.91%). Service and sales workers account for around one tenth (9.71%) of Senqu professions, followed closely by "Craft and related trades workers" (8.94%) then skilled agricultural workers (8.88%), while "Technicians and associate professionals" (0.19%) are the least represented in the local economy.

About 39% of Senqu Municipality workforce is made up of elementary or unskilled workers, the largest percentage in the District. Senqu Municipality has low levels of senior management and technical staff, 3% and 4% respectively. This corresponds with low levels of educational facilities in the area and indicates a need for skills development and education programmes. SLM has the second lowest levels of education behind Elundini Local Municipality in the District, with 58.85% of the population having only received a primary school education. SLM area has 153 schools of which 68 are Primary, 17 are Secondary, 63 are Combined and 5 are ECD. SLM has the lowest levels of education, with 47% of the population having only received a primary school education as can be seen in the chart below. There is only one tertiary education facility (FET College) in the Municipality.

Chart 6: Education levels



Source Statssa 2011

This chart indicates that the number of illiterate people is steadily declining and the Municipality is doing well in achieving the goal of universal primary school access. It is also good to note the increase in secondary and tertiary education.

Table 14: No of persons aged 5-24 attending educational facilities

No of persons aged 5-24 years attending educational facilities									
	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Attending	25766	26890	52656	27123	27336	54460	23262	21904	45166
Not attending	6110	7845	15954	7878	7546	15425	5509	6226	17735
Total	33875	34735	68610	35001	34883	69884	28771	28130	56900

Source: Statssa 2011

Attendance of educational facilities is also increasing as can be seen in the table above. An analysis of education by wards indicates that Ward 10 (Sterkspruit) has the highest number of people with tertiary education, followed by ward 8, 19 (Barkly East), 11 (Herschel) and 14 (Lady Grey). Ward 2 has the highest number of people with no education, followed by ward 19 (Barkly East), 16 (Rhodes) and ward 9.

EMPLOYMENT RATES

The tables below indicate that there has been a decrease in the unemployment rate to 35.5 %. However it should be remembered that the unemployment rate does not include the persons who have been looking for employment and are now discouraged. As a result the unemployment rate is actually higher. What is also a worrying factor is the high youth unemployment rate of 43.6 %.

Table 15: Official employment status Age 15-64

Official employment status by Sex for Person adjusted, EC142: Senqu, 15 – 64, Household			
	Male	Female	Total
Employed	9478	8774	18252
Unemployed	4478	5559	10037
Discouraged work-seeker	3029	4372	7401
Other not economically active	18455	23034	41488

Source: Statssa 2011

Table 16: Unemployment and youth unemployment rate

Municipality	Unemployment rate			Youth Unemployment	
	1996	2001	2011	2001	2011
Joe Gqabi	51.6	53.2	35.4		
Elundini	60.5	63.7	44.4		
Senqu	59.1	54.5	35.5	63.1	43.6
Maletswai	27.5	37.4	26.7		
Gariep	34.4	43.8	25.8		
EC Total	48.2	54.3	37.4		

Source: Statssa 2011

HOUSEHOLD INCOME AND POVERTY LEVELS

Much of the Senqu population earn no income of between R 1 and R 1600 per month. The data from the Census 2011 indicates that 15.98 % of the households in Senqu earn no income and that a further 7.17% earn between R1 and R 4800 per month as can be seen in the table below.

Table 17: Income categories

Income categories – Senqu Municipality

	Eastern Cape	EC142: Senqu
No income	264309	6081
R 1 - R 4800	98769	2729
R 4801 - R 9600	165799	4609
R 9601 - R 19 600	384579	10680
R 19 601 - R 38 200	343052	8010
R 38 201 - R 76 400	164896	2756
R 76 401 - R 153 800	113971	1615
R 153 801 - R 307 600	86222	1009
R 307 601 - R 614 400	46463	380
R 614 001 - R 1 228 800	12310	86
R 1 228 801 - R 2 457 600	3895	51
R 2 457 601 or more	3080	38

Source: Statssa 2011

This poor socio –economic situation is further exacerbated by the high dependency ratio. The HDI and Gini coefficient also indicate the poor socio-economic conditions which exist in Senqu.

Table 18 :HDI

Human Development Index (HDI) (Global insight 2010)				
	1996	2000	2005	2010
African	0.39	0.40	0.42	0.42
White	0.83	0.83	0.81	0.84
Coloured	0.45	0.43	0.46	0.49
Total	0.41	0.41	0.43	0.44

Source: Global Insight 2010

Table 19: Gini coefficient

Gini coefficient (Global insight 2010)				
	1996	2000	2005	2010
African	0.54	0.58	0.59	0.55
White	0.59	0.54	0.49	0.42
Total	0.57	0.59	0.61	0.57

Source: Global Insight 2010

STAKEHOLDER INVOLVEMENT

The Municipality has been revising the LED Forum and is launching the Economic Development Forum. The aim of the forum is to:

- Provide LED facilitation and support within the Senqu municipality
- Advise on development choices by understanding the local context enough to validate claims made about local potential
- Mobilise local stakeholders
- Facilitate local partnerships within and between local public and private organisations
- Develop an annual work plan to implement the LED strategy that is reported on quarterly
- Assist with and advise on local economic development initiatives
- Coordinate all local economic development initiatives within the municipality
- Provide information and create awareness about LED within the municipality
- Monitoring and evaluation of local economic development projects

The forum was meant to be launched on the 20th June 2013 but this was delayed due to civic protests in Sterkspruit which hampered and disrupted the movement of delegates.

The formulation of the LED strategy did involve all stakeholders and a LED day was held on the 26th March 2013 to bring all relevant stakeholders together for their views on LED in the municipality.

The municipality is also in the process of furthering its relationship with the Sterkspruit business Forum. Unfortunately other business chambers are defunct or unwilling to engage in discussions with the municipality due to protest action.

Other stakeholder forums include the LTO, small farmers association and agricultural forum. However these forums require more capacitation and engagement to keep the functioning effectively.

The municipality engages with sector departments through District Support team meetings on a quarterly basis and IDP Representative Forum meetings.

INVESTMENT ATTRACTION, SMALL TOWN REVITALISATION AND POLICY FRAMEWORK

The municipality is expending great effort to attract investors to the municipal areas by ensuring that towns are kept clean and that grass and trees are cut and pruned regularly. Senqu was the 3rd place winner in the cleanest town competition.

In addition the municipality is spending its neighbourhood development grant on beautifying the entrance to Lady Grey by planting trees and providing pathways linking the township to the CBD. The emphasis in Sterkspruit is on consolidation of neighbouring settlements into the existing town and resolving land tenure issues. The plan was to develop a precinct plan for Sterkspruit for the 2012/13 FY but due to civic action the plan was delayed.

Money has been set aside in the 2013/14 FY to develop a small town revitalisation plan for Barkly East. Funding to implement the plan will have to be sought. Applications have been made to DEA for community parks for both Barkly East and Lady Grey. The lack of available land prevented Sterkspruit from forming part of the application.

The policy framework regarding businesses will be revisited in the 2013/14 FY in order to determine areas of hindrance for business development. These include the bylaws on building control regulations, business and street trading, liquor trading, preparation of foods at registered private kitchens and taxi ranks and taxi ranking.

A trade and investment policy will be done in 2013/14 FY.

EXPANDED PUBLIC WORKS & COMMUNITY WORKS PROGRAMME

Senqu municipality has successfully implemented the EPWP programme. The objectives of the EPWP programme are as follows:

- To create job opportunities through reviewing the manner that municipalities implement existing projects/programmes
- To identify and propose programmes that will contribute to additional job creation opportunities
- To ensure that the proposed job creation programmes form part of the service delivery mandates of the municipality

These principles have been incorporated into the municipality's efforts to increase employment opportunities for its residents. Projects consist of basic road maintenance, paving of streets, picking up refuse, pothole repair and stormwater channel maintenance. Over 196 jobs were created in 2011. Future projects include maintenance of municipal property, cleaning in urban areas, stormwater management in townships and data collection. However management is currently in the process of revising the current EPWP and CWP programmes to ensure that sustainable work opportunities are created and that graduates from the programme acquire skills which increase their employment activities. The CWP programme has been increased to provide jobs for 2000 participants in 2 wards.

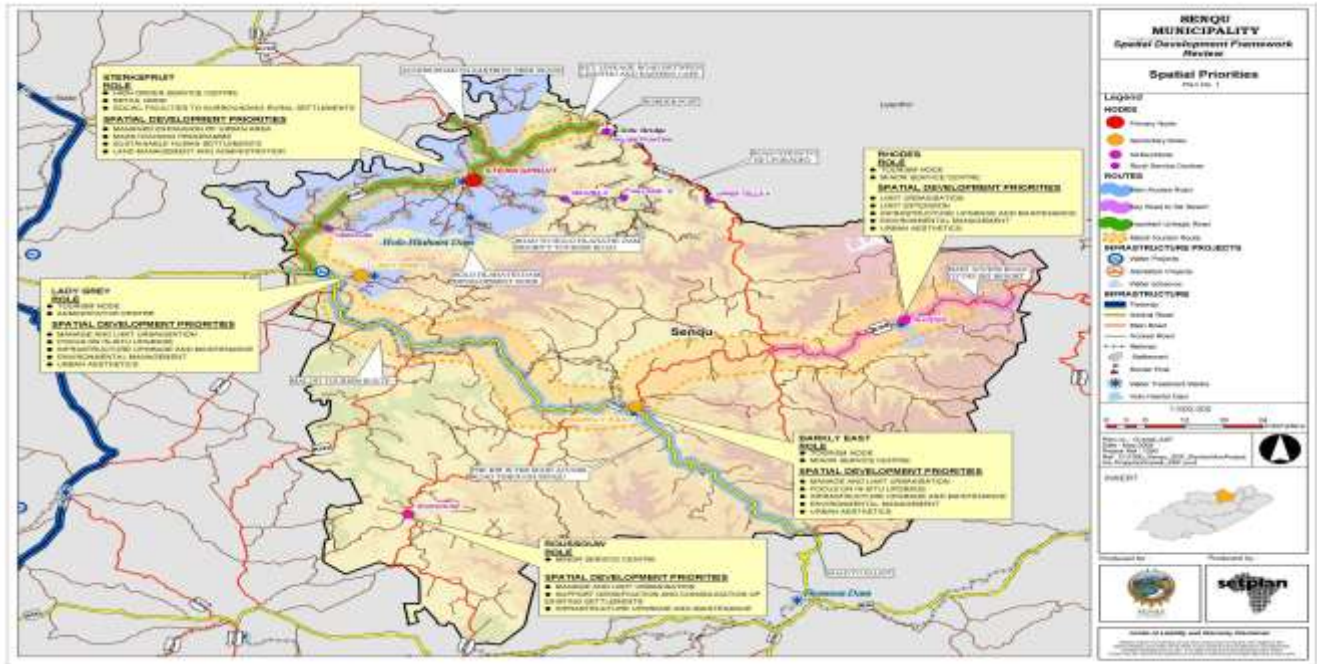
The EPWP policy was adopted by Council on the 25th October 2012. The policy outlines the institutional arrangements for implementing EPWP, roles and responsibilities, the employment opportunities, training and EPWP target, conditions of employment, target groups and reporting process. The Director of technical Services is responsible for implementing EPWP but the co-ordination will be done by the EPWP Steering Committee. The Committee will consist of all directors and all relevant sector heads. The responsibility of the Committee will be to:

- Coordinate the overall municipal wide coordination of EPWP and related issues
- Review the EPWP policy
- Setting departmental EPWP targets
- Enabling environment for the successful implementation of EPWP
- Reporting to the management meeting
- Monitoring and evaluation of the EPWP programme
- Setting of performance standards
- Compiling a EPWP management plan

A budget of R 3 500 000 was allocated towards a Job Creation project which proved to be successful. This consisted of various components but was registered as a single project that created 1049 temporary jobs. All internal and MIG projects were also registered with the EPWP and resulted in a total income of R 1 625 000 for the municipality under the labour rebate program of the EPWP.

LED PRIORITIES & SPATIAL REALITIES

The map below from the SF 2013 review indicates the relationship between the LED priorities and the spatial realities.



Map 1: Spatial Priorities Source SDF 2013

ALIGNMENT BETWEEN THE NSDP, SDF, NGP & LED STRATEGY

Table 20: Alignment between the NSDP, SDF, NGP & LED Strategy

NSDP Category	Applicability in Senqu Municipal Area	New Growth Path	LED Strategy
Innovation and experimentation.	<ul style="list-style-type: none"> Not applicable 	Jobs driver 3: Seizing the potential of new economies	
Production: High value, differentiated goods (not strongly dependent on labour costs).	<ul style="list-style-type: none"> Not applicable 	Jobs driver 3: Seizing the potential of new economies	
Production: Labour-intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation).	<ul style="list-style-type: none"> Formal agricultural sector in Senqu Need for investigating further the potential for intensive, irrigation-fed agriculture in under-developed rural 	Jobs driver 2: main economic sectors Jobs driver 3: Seizing the potential of new economies	Development Thrust 3: Sustainable Livelihoods Development Thrust 2: Enterprise Development

NSDP Category	Applicability in Senqu Municipal Area	New Growth Path	LED Strategy
	settlement areas <ul style="list-style-type: none"> ▪ Land most suited to crop production is found in the Sterkspruit area ▪ Stock farming is assessed as the agricultural activity with the highest potential, if correctly managed. 		
Public services and administration.	<ul style="list-style-type: none"> ▪ Barkly East and Lady Grey are centres for District and Local Government administration 	Job driver 4: investing in social, capital and public services	Development Thrust 3: Sustainable Livelihoods Development Thrust 4: Skills Development Development Thrust 5: Institutional Development
Retail and services.	<ul style="list-style-type: none"> ▪ Sterkspruit is a high order regional service centre, providing access to goods and services to a large catchment population. 	Job driver 1 infrastructure Jobs driver 5: spatial development	Development Thrust 1: Locality Development
Tourism.	<ul style="list-style-type: none"> ▪ There are areas with development potential as tourism sites of interest relating to the Drakensberg and the Maloti Tourism Route. 	Jobs driver 2: main economic sectors	Development Thrust 2: Enterprise Development

LED STRATEGY

The municipality has a LED strategy which was adopted in June 2013. The adoption was delayed by the protest action in Sterkspruit.

LED Strategy Objectives

This 5-year Senqu LED Strategy aims to achieve the following economic outcomes:

- Achieve and maintain a minimum annual growth rate of 5.5 % from 2016 and beyond;

- Reduce unemployment to 20% by 2017.
- Reduce current poverty rate to 52% by 2017.
- Improve black-ownership and participation in the mainstream economy, in particular within the priority sectors of tourism and agriculture.
- To build strong and sustainable LED capacity, institutions and resources.

High Level LED Performance Baseline (2012 – 2017)		
Indicator	2012 (Current)	2017 (Target)
GVA Growth	3.03% pa	5.5% pa (min)
Unemployment	30.34%	20%
Poverty	62.93%	52%

Figure : SLED Strategy 2012 Performance Baseline

LED Strategy Development Thrusts

The Senqu LED Strategy (2013) has 5 integrated LED development thrusts and priorities

Chart 7: Development Thrusts



Development Thrust 1: Locality Development

The Locality Development Programme will be premised on achieving the following outcomes:

- Making the municipal area more attractive to investors, tourists and individuals;
- Improving the physical and environmental appeal of the area

Development Thrust 2: Enterprise Development

The purpose of Enterprise Development Programme is to:

- Create a conducive environment for existing, new and start-up businesses;
- Improve profitability, competitiveness and sustainability of locally-based enterprises;
- Prioritise development of key growth and employment sectors eg Agriculture, Tourism and Green Economy.

Development Thrust 3: Sustainable Livelihoods

The purpose of the sustainable livelihoods programme is to:

- Provide the poorest of the poor with alternative livelihood options
- Support income generation activities for the poor
- Facilitate job creation projects that will benefit the poorest of the poor

Development Thrust 4: Skills Development

The purpose of the skills development priority is to:

- Build the necessary skills base for economic growth and development;
- Improve employability and active economic participation;
- Support key growth and employment sectors.

Development Thrust 5: Institutional Development

LED institutional development in Senqu is designed to:

- Improve municipal capacity to coordinate and facilitate LED processes;
- Establish appropriate mechanisms to implement this LED strategy;
- Mainstream LED across municipal functions and activities
- Foster sustainable partnerships with key and relevant stakeholders
- Improve monitoring and evaluation of LED projects and initiatives.

LED IMPLEMENTATION PLAN & ALIGNMENT WITH NATIONAL & PROVINCIAL PLANS

Table 21: LED Implementation Plan

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
<p>Improving infrastructure</p> <p>Social protection</p> <p>Building safer community</p> <p>Transforming society and uniting the country</p> <p>Reversing the spatial effects of apartheid</p> <p>An inclusive and integrated rural economy</p>	<p>Job driver 1 infrastructure</p> <p>Jobs driver 5: spatial development</p>	<p>Strategic Priority 1: Speeding up growth & transforming the economy to create decent work & sustainable livelihoods;</p> <p>Strategic Priority 3: Rural development, land & agrarian reform and food security;</p> <p>Strategic Priority 2: Massive programme to build social & economic infrastructure</p> <p>Strategic Priority 8: Building cohesive & sustainable communities</p>	Locality Development Programme	<p>The development of Sterkspruit is hampered by the lack of land and a long term developmental vision. The ANC Legotla took a decision to develop the town</p>	<p>The NDPG has been used to conduct a survey of land tenure in and around the town. A proposal to consolidate and plan the villages around Sterkspruit has been developed. A proposal to change the land tenure of the villages surrounding Sterkspruit has been sent to the Department of Rural Development and Land Affairs.</p> <p>The Community Services Department also undertake daily cleansing activities as well as grass cutting and pruning. The same activities occur in Lady Grey and tree planting has occurred</p>	<p>Sterkspruit redevelopment project. A 5 year development plan (precinct plan) is being developed through the NDPG and then a 15 year SDF.</p> <p>The 5 year SDF will be developed by June 2014</p>	R.Crozier
				<p>The economy of Barkly East is declining. The ANC Legotla took the decision to develop a small town revitalisation plan</p>	<p>Develop a small town revitalisation plan by March 2014.</p> <p>The Community Services Department also undertake daily cleansing activities as well as grass cutting and pruning</p>	<p>A land audit of all the land in Sterkspruit is required by June 2014 and negotiations with Tribal authorities to stop land invasions.</p>	R. Crozier
				<p>Roads are the first priority for the municipality as they provide access to all goods and</p>	<p>Have meetings with DPW & R around priority tourism roads, agricultural roads and roads to hospitals like:</p> <ul style="list-style-type: none"> • Khiba 	<p>The development of a waste management site by June 2014</p>	L.Gologolo
						<p>Barkly East development project R 260 000</p>	L.Makuala
						<p>Updating of the Roads Master Plan Implementation Programme by June 2014</p>	R.Crozier

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
				services	<ul style="list-style-type: none"> • Manxeba • Coville • Mlamli • Rhodes airstrip • Tiffindell roads 		
				The green economy is seen as one of the economies that can produce growth.	The municipality should negotiate with the DME and ESKOM and see how the municipality can become involved in the sector.	Renewable Energy Programme by 2016	R.Crozier
<p>An inclusive and integrated rural economy</p> <p>Reforming the public sector</p> <p>fighting corruption</p> <p>Transforming society and uniting the country</p>	<p>Jobs driver 2: main economic sectors</p> <p>Jobs driver 3: Seizing the potential of new economies</p>	<p>Strategic Priority 1: Speeding up growth & transforming the economy to create decent work & sustainable livelihoods;</p> <p>Strategic Priority 3: Rural development , land & agrarian reform and food security;</p> <p>Strategic Priority 2: Massive programme to build social & economic infrastructure .</p> <p>Strategic Priority 8: Building cohesive & sustainable communities</p>	Enterprise Development Programme	Barkly East and Sterkspruit produce very good quality wool. The Department of Rural Development and Agrarian Reform already has a breeding programme in place to improve the quality of the livestock but are now struggling to procure good quality rams	A proposal has been written and given to ECDC for funding. ECDC have told the LED Officer that they will fund the study.	Wool processing facility Feasibility study R 100 000 by March 2014	L.Makuala
				A feasibility study on peach and vegetable processing was done by the University of Fort Hare. The organic niche market should be targeted	The municipality will form partnerships with Agricultural forums, Department of Rural Development and Agrarian reform and the UFH by June 2014	Agro-Processing Incubator. This project will investigate the possibility of red meat production and peach processing project	L.Makuala
				The Department of Rural Development and Agrarian reform is looking at assisting farmers		Agriculture Development Programme. An annual programme will be developed by August 2013	L.Makuala

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
				to sell their product directly to abattoirs as well as looking at how to ensure that lands in the rural areas don't remain fallow. The municipality is looking at increasing its fodder production project.			
					JOGEDA is already in the process of developing a small business incubator. The municipality will look at forming a partnership with them to look at investigating small business development in stone cutting and possible diamond mining	Business Development Support Municipal JOGEDA partnership agreement by June 2014	JOGEDA P.Bushula
				The municipality has reviewed its supply chain management policy for 2013/14	The municipality will review its supply chain management policy in order to promote the procurement of goods and services from local based small businesses	Local Impact Procurement Programme (LIPP)	C.Venter
					The municipality will run various trainings for local contractors on how to engage in tender processes and improve their CIDB ratings	Contractor Training	SDF & R.Crozier
				The municipality has no policy in place.	The municipality will undertake a study of all its bylaws and policies to ensure that no impediment to trade for both formal and informal traders is in place by September 2013.	Trade and Investment Policy R 60 000 by June 2014	L.Makuala
					The municipality must also examine taxi ranks and look at issues affecting informal traders	Hawkers Association by June 2014	L.Makuala

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
					such as traffic control and the role of each department or stakeholder in informal trading.	Informal trading policy by 2015 Audit of businesses and their issues and solutions by June 2014	
					Many co-operatives fail in the area. This could be due to procurement processes of Businesses – turn around payment time – limited cash flow. A value chain analysis of all projects and the roles of all stakeholders are required.	Co-operative support programme by 2017. This programme will examine why co-operatives fail and what the municipality can do to assist them.	L.Makuala
				The municipality has an adopted Tourism master plan with an implementation plan	The municipality meets annually with the LTO to look at the priorities for that year which involve the funding of CTO's, marketing of destinations, school awareness campaigns and support for emerging tourism entrepreneurs. In addition the municipality must look at partnering with the national liberation route to look at creating a Tele liberation route by 2015	Annual Tourism Programme implementation plan by June 2013 Tele liberation route partnership by June 2015	N.Methola
Fighting corruption Building safer communities Transforming society and uniting the	Job driver 4: investing in social, capital and public services	Strategic Priority 6: Intensify the fight against crime and corruption. Strategic priority 8: Building cohesive and	Sustainable Livelihoods Programme	The municipality already has a job creation fund which promotes labour intensive activities	The municipality should form a broader forum with DPW and JGDM to launch an annual labour intensive programme which teaches skills The Senqu Municipality will partner the Eastern Cape Department of Roads and Public	Special Infrastructure Jobs Programme (SIJP). This project will focus on undertaking infrastructure projects in a labour intensive manner Household Contractors Programme Partnership	R.Crozier and all Senqu Directors R.Crozier

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
country Improving the quality of education, training and innovation quality health care for all social protection transition to a low carbon economy		sustainable communities			Works to expand the implementation of the Hlumisa Household Contractors Programme which promotes the use of household contractors drawn from poor rural households to maintain the provincial rural road network. This will ensure that more poor households are involved in road maintenance while also earning some form of livelihood.		
						Leaking Bucket Study. Research will be commissioned to identify, assess and quantify the economic leakage experienced by the Senqu Municipality as a result of external consumer spending lost to nearby economic nodes such as Aliwal North, Queenstown and Bloemfontein. It will also identify and make recommendations on potential opportunities for local communities and enterprises by June 2016	L.Makuala
						Sustainable Livelihoods Strategy (Poverty Alleviation Strategy). A strategic framework that will provide guidelines on appropriate models and approaches to address poverty in Senqu. This Framework will also provide recommendations on how to improve the sustainability of poverty alleviation and income	L.Makuala

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
						generation projects undertaken by the poor. This will include a thorough assessment of past and existing poverty alleviation projects undertaken in Senqu by June 2015	
<p>Improving the quality of education, training and innovation</p> <p>An inclusive and integrated rural economy</p> <p>Social protection</p> <p>Transforming society and uniting the country</p>	<p>Job driver 4: investing in social, capital and public services</p>	<p>Strategic Priority 6: Intensify the fight against crime and corruption.</p> <p>Strategic priority 8: Building cohesive and sustainable communities</p>	<p>Skills Development Programme</p>	<p>A skills audit has already been done by the SDF for the 2013/14 WPSP</p>	<p>A skills audit has already been done by the SDF for the 2013/14 WPSP</p>	<p>Priority Skills Development Plan by July 2013</p>	<p>P.Bushula</p>
				<p>Rural women, especially those who are both domestic workers and unemployed in farming areas will be provided with basic life and technical skills to enable them to improve their earning and employability capacity.</p>	<p>A partnership is needed between the Municipality, department of education and the agricultural sector to work on improving the skills of the youth and women agricultural workers. Training and Mentoring facilities. School career programmes inc. agriculture</p>	<p>Rural Women and youth Skills Development Programme by June 2016.</p>	<p>L.Makuala and SDF</p>
				<p>The ANC Legotla has stipulated that 22 learnerships should occur for 2013/14 in Senqu Municipality</p>	<p>Senqu Management has already got a Learnership strategy in place. A partnership needs to be developed with the agricultural sector and business to secure further learnerships by June 2015</p>	<p>Agriculture, Tourism and LED Learnerships</p>	<p>SDF</p>
<p>Reforming the public service</p> <p>Improving the quality of education,</p>		<p>Strategic Priority 2: Massive programme</p>	<p>Institutional Development Programme</p>		<p>The filling of positions will be completed by June 2017. A skills audit is already complete</p>	<p>LED Unit Capacity Building Programme</p>	<p>P.Bushula</p>
					<p>The Forum takes the place of the LED forum and local action</p>	<p>Economic Development</p>	<p>L.Makuala</p>

National Development Plan	New Growth Path	PGDP	THRUST	BASELINE	INTERVENTION ACTIVITIES	PROJECT	RESPONSIBILITY
training and innovation		to build social and economic infrastructure . Strategic Priority 4: Strengthen education skills and human resources base. Strategic Priority 8: Building cohesive, caring and sustainable communities			team and will meet quarterly. An annual meeting schedule will be developed by the June of each year	Forum	
					An annual awareness campaign will be developed by June each year	Local Economic Development Capacity Development Programmes R 80 000	L.Makuala

The Tourism Plan has 5 strategic pillars with their own interventions:

Pillar 1: infrastructure support Base	Upgrading of key tourist access roads (R58, r 392) Grading and maintenance of eight passes implementation of JGDM signage strategy Develop new and upgrade existing picnic sites and viewing points
Pillar 2: Product development and transformation	Develop a database of tourism related businesses Promote tourism networking through LTO and CTO's Establishment of a rock art interpretation centre and associated guided tours Feasibility study into small scale rail tourism Exploration of formalising cultural tourism products Provision of political support to the establishment of conservation area Expanded development and support to flower and bird routes Support and expand existing packaged tours Promote existing events and introduce new events in off season
Pillar 3: Marketing the destination	Creation of a Senqu Tourism website Develop an events calendar Conduct a marketing drive that targets key tourist segments
Pillar 4: Collaborative Institutional functioning	Build municipal tourism capacity through site visits Strengthening and capacitation of LTO and CTO's mentorship programme for emerging product owners Training and customer service programme for tourism employees Community tourism awareness programme Establish a visitor Information centre (VIC) and provide training to staff
Pillar 5: Monitoring and understanding the Tourism economy	Undertake regular tourism data collection via surveys Impact assessment for tourism projects Creation of an activities database

CURRENT LED UNIT STAFFING

Municipality has an LED Unit which is based in the Department of Integrated Planning and Economic development. The Unit has 1 LED Officer, 1 Tourism Officer, 1 Poverty Alleviation Officer and an unfilled Enterprise Development Officer post. In future the Unit will contain a LED Manager and an Agricultural Officer.

CONCLUSION

The LM's lack of annual growth has resulted in an unprecedented high unemployment in the Senqu area with high dependence on government grants. This coupled with access to basic household and community services which is below optimal creates tension amongst communities who compete for relatively scarce resources. Therefore it becomes absolutely crucial that the municipality creates conducive conditions for job creation and participation in agricultural activities by availing land for development.

Businesses are not growing as SMME's as they do not receive strategic support from government institutions. Areas for great concern are centred around food security and land reform. The tourism sector is underdeveloped and needs strategic intervention to revive and contribute to the local economy meaningfully. In this regard a

responsible tourism sector plan has to be developed which could provide direction to optimise the potential that exist in the area. Agriculture remains central to the development of the area. However it has to be done in conjunction with other programmes. Land administration and town planning seem to have been relegated to the background of the municipal priorities. This approach does impact negatively on the development trajectory of the municipality.

CHAPTER THREE: BASIC SERVICE DELIVERY

SLA's AND OTHER INSTITUTIONAL ARRANGEMENTS

Community Services has an SLA with DSRAC. In terms of the SLA Senqu runs the library service on behalf of DSRAC. This SLA is signed annually. Technical Services has an SLA regarding electricity sales with ESKOM whereby the municipality procures electricity from ESKOM and then sells it via its internal network to urban customers.

Regarding water and sanitation provision there is only a financial SLA between Senqu & JGDM whereby the municipality bills consumers and recovers the money from them.

Technical Services meet regularly with the JGDM Technical Services to ensure any new developments are in the IDP and that there is alignment at DM level so that they can budget for them.

SPATIAL ANALYSIS AND RATIONALE

Settlement Patterns and nodes

Senqu Local Municipality is predominantly rural with a large proportion of people residing in traditional villages and traditional homes.

The prevalence of extensive farming in the district historically resulted in the formation of service centres, i.e. Barkly East and Lady Grey along the main transport routes. These urban centres offer services and retail facilities to the surrounding rural hinterland. Sterkspruit is a rural service centre serving the surrounding rural area and also some residents from Lesotho. With urban settlement growth there is also a need to improve the central business districts of these areas so that they can enable growth (usually retail and manufacturing).

As Sterkspruit town has the highest level of economic activity it is classified in the SDF as a secondary urban node. In the JGDM SDF it is also recognised as an important node although not as large as its counterpart Aliwal North in Maletswai. About 83% of the municipality's population lives in the area and its surrounding villages. Sterkspruit,

therefore, plays a vital role in providing higher order services and retail facilities, not only to the resident population but also to the surrounding rural communities. Both the JGDM and Senqu SDF recommend that this centre be prioritised and attention given to improving infrastructure and services in the area as well as:

- Improved accessibility
- Land Use management and administration
- Managed expansion of urban areas
- Sustainable human settlement (with a range of housing options, infrastructure upgrade, social and economic amenities)
- Environmental Management

Barkly East and Lady Grey are regarded as Minor Urban Centres where the focus should be on:

- Managing and limiting urbanization
- Focus on in-situ upgrades
- Infrastructure upgrade and maintenance
- Environmental Management
- Urban Aesthetics

Rhodes is seen as a Tertiary Node where the spatial perspective focus should be on:

- Limiting urbanization
- Infrastructure upgrade and maintenance
- Urban Aesthetics

Rural Settlement Nodes: In order to have effective and efficient service delivery, it is important to define a hierarchy of rural settlements. Higher order rural settlements are settlements with higher population densities and accessible to other settlements. It is in these settlements that higher order services such as clinics, police stations, secondary schools, storage warehouses etc should be focused.

Higher Order Rural Settlement Node: Level 2 Nodes are nodes that will attract priority public sector investment in order to build capacity and develop these areas into service nodes

The following nodes have been identified as nodes in the Senqu area:

- Ndofela
- Qhoboshane/Telle
- Hillside

- Herschel

Lower Order Rural Settlement Node: Emphasis should be on the provision of basic infrastructure to unlock the latent development potential of these areas by creating linkages and facilitating access to and from these areas (SDF 2011).

The Senqu area is characterised by high residential densities in the rural settlements situated on the northern periphery and the low densities in the other dispersed rural clusters. The settlement pattern is a typical example of urban sprawl (HSP 2011).

HUMAN SETTLEMENT

The housing backlog in the Senqu municipality is determined as 10 761 with 1 752 in the urban area and 9009 in the rural area (Housing Sector Plan 2011). There are no military veterans on the Department's database for Senqu. The quantified housing demand based on information from the 2001 Census, 2007 Household survey and DWA Structure count , can be summarised as follows:

Table 22: Housing demand

Rural	Social & Rental	Informal Settlements	Child headed households
8340	381	1 641 (3200)	566

(Statssa, 2007)

The table above does represent a true picture of the informal settlements in the area. (HSP 2011). The number of child headed households from the 2007 probably overstates the amount but it is a good indication. The housing section of Technical services does maintain a housing demand schedule based on information received from Ward councillors.

As can be seen below 70 % of households live in a formal dwelling and 68.5 % own their own dwelling.

Table 23: Formal and Informal dwellings

% formal dwellings		% h/holds owned	
2001	2011	2001	2011
71	70.2	68.2	68.5

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Statssa, 2011

Table 24: Types of main dwelling

Municipality	Formal dwellings			Informal dwellings			Traditional dwellings		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	38962	50714	58957	4261	5940	4150	27224	28029	33987
Elundini	11066	13321	12502	461	568	349	17779	19268	24783
Senqu	17245	24053	26718	1441	1498	1920	9063	8323	9066
Maletswai	5122	6283	10361	1566	2972	1610	214	188	85
Gariep	5529	7058	9376	793	902	271	169	250	53
EC Total	620970	762575	1065849	145038	166423	130405	522647	549204	476314

StatsSA, 2011

Table 25: Type of ownership

Municipality	Owned and paid off		Owned but not paid off		Rented		Tenure status	
	2001	2011	2001	2011	2001	2011	2001	2011
Joe Gqabi	4245	54987	7181	4980	8364	11533	26875	18751
Elundini	17173	21604	1381	1828	2012	3413	12643	7587
Senqu	19917	24256	3205	1803	1932	2980	8850	6267
Maletswai	2306	4696	1247	685	2633	2779	3302	2954
Gariep	3020	4431	1349	654	1787	2361	2080	1942
EC Total	690880	855042	15560	151103	178540	252216	456614	328732

Source: Statssa, 2011

The municipality does not have a land GIS but this will hopefully change within the next 2 years (Town Planner budgeted for in new year. All services available on land (erven) are held by the Finance department. The social viability of settlements is determined by the Department as the municipality only acts as an agent. The only blocked project is the Herschel project but it is the process of being reduced.

Land Tenure and demand for land

Senqu Municipality has communal land in the former Transkei situated around Herschel and Sterkspruit, bordering on Lesotho. The land tenure in this area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities with the Department of Agriculture distributing PTO's.

The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland. 1712 ha are under communal tenure and 5000 under commercial farmland (JGDM ABP 2010). The major challenges experienced in the area are land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel people are invading land and building informal settlements in order to move closer to urban amenities or receive housing with freehold tenure especially farm workers.

The area based plan of the District 2010 states that land needs for arable land and grazing have decreased in rural areas to that of residential sites. Farm workers are looking for security of tenure and land tenure in communal areas needs to be clarified and certainty of land rights where they overlap and where women's rights need to be firmly established. In urban areas the need is for residential sites and services and informal settlements need upgrading and tenure security (JGDM ABP 2010). The SDF has identified land in all towns for future housing developments. A land audit has been undertaken by the housing Unit which is 90% credible.

Land Redistribution

Land in South Africa is being redistributed through PLAS (Proactive Land Acquisition Strategy). This means that the state proactively looks for suitable agricultural land, buys it and then leases it to identified beneficiaries for a few years until it is satisfied that they can run the land effectively. In order to meet the land redistribution target of 30 % by 2014 ; 166 000 ha will need to be redistributed at 33 000 per annum at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010). However the ABP clearly states that an emerging farmer will only succeed if the farm contains both mountain and low lying ground which means that the redistribution should be carefully considered in Senqu and then the figure would decrease as it includes all farmland.

The redistribution programme will also only succeed if the Department of Rural Development and Land Reform (DRD & LR) second 3 staff to the local municipality' to run the programme and form a local municipal land reform committee. In addition the Department must look at the variety of land needs and tenure and formulate appropriate responses,

The ABP advocates redistribution occurring along the R 58 and tenure reform around the R 392 where there are immense struggles created by overlapping land rights. This affects development in the area as much time is spent trying to ascertain who the land belongs to. An example of this is a housing project in Herschel where for 4 years the project has been delayed due to land rights disputes.

Land invasions and administration

Land invasions as previously mentioned are becoming increasingly prevalent especially in Sterkspruit and Herschel. The municipality is therefore in the process of improving its current land by laws and engaging legal persons to serve notice on all land invaders. Signs warning against land invasion have been erected. In addition the municipality has taken persons to court over land invasions and fenced off areas of potential invasions. Municipal outreaches and roadshows have constantly outlined the problems created by land invasions and constantly warn trespassers. The Municipality has also held many meetings with traditional leaders around land issues and is utilising the NDPG funding to consolidate settlements around Sterkspruit and ensure communities receive title deeds.

Migration

About 84 % of people in Senqu lived in the same dwelling for at least 5 years before the 2007 Survey. Almost 5 % had moved into their dwelling in the previous 5 years (HSP 2011). Most of those who had moved, moved from another location in the Eastern Cape province. About 627 people moved from Gauteng to Senqu and 205 moved from the North West Province. 175 of the people moving into Senqu came from outside of South Africa. As mentioned in the previous chapter the municipality has no migration plan in place and is in the process of engaging stakeholders to procure funding for this purpose.

Settlement Type

Almost 80 % live in tribal settlements and 6.2 % on farms. Just over 10 % live in urban settlements and 3.7 % in informal settlements (Statssa, 2001). 14.3 % live in urban areas and 85.7 % in non urban areas (Statssa, 2001).

Informal settlements

There are approximately 280 informal settlement structures in Barkly East, 20 in Rhodes and none in Rossouw. There are approximately 2 900 functionally urban rural settlement households on the outskirts of Sterkspruit (HSP 2011). The majority of houses in the area are of bricks with just over 2000 informal structures. Ward 16 has the highest number of informal structures of 332. This is a mainly rural ward set in a commercial farming area apart

from the township of Nkuleko in Barkly East. This is followed by Ward 19 with 261. Ward 19 consists of Barkly East then ward 14 with 163 in Lady Grey (Statssa, 2011).

Capacity to manage Housing Delivery

Operational policies and procedures are non-existent. A huge risk in this regard relates to the turnover of staff, where new staff do not have operational processes to follow. There is therefore no continuity in the level of service offered by staff. There are also no business information systems to support the efficiency required in the housing development value chain. Operational process manual needs to be developed in order to map out the various processes to cover strategic planning and performance management, housing development and management and beneficiary administration. Automated business information system is needed to enable the housing unit to become efficient and to hold credible information. The relevant modules of HSS can be acquired from the Province.

Land potential and constraints

It is envisaged that preliminary and detailed feasibility assessment of both land and infrastructure potential will in future form part of the project readiness assessment before capital funding is allocated. With further review and refinement of the HSP, information should be acquired to enable yield calculations on strategic land parcels.

The procedures for accessing communal land for future development are guided by the Interim Protection of Informal Land Rights Act. Once a community resolution has been obtained, it is the responsibility of the Department of rural Development and Land Reform to issue formal authorisation for the release/ transfer of land. These processes are both time consuming and costly with many examples of the process never reaching a conclusion. The normal willing buyer/willing seller or alternatively expropriation procedures (with compensation) apply when accessing privately owned land for settlement development or municipal commonage purposes.

Analysis of Housing need

Around 10 771 households in Senqu presently live within rural, rental or informal structures and earn below R 6400 per month per household. It is realistic to assume that this represents an indication of the number of households that are eligible (from an income perspective) for a housing grant in terms of available housing delivery instruments. Of the 10 771 households, 10 287 or 95 % earn below R 3 200 per month representing the number of households that qualify for the full subsidy amount available from the Department of Human Settlement. The overwhelming majority (60%) households reside in brick structures. Aside from the indication that

urbanisation is occurring, the towns also appear to be providing space for temporary residents as indicated by the apparently increasing number of rental accommodation uses in the form of rental rooms and flats. The presence of 381 households presently residing in informal flats and or rooms in backyards indicate that there is a clear demand for rental accommodation provision in the urban areas of the municipality. Although the demand is small, it still exists and options must be investigated between the private sector and municipality. The 1 272 households currently residing in informal settlements clearly indicate a demand for informal settlement upgrades or rental housing (in cases where occupants of shacks are using the shack as temporary accommodation as opposed to being homeless. From a dot count using 2009 DWA information, the number of informal structures counted in Barkly East is 280 and 20 in Rhodes. The rural settlements round Sterkspruit have shown significant densification due to influx into the urban areas with large number of informal structures being erected. It is estimated that 2900 structures require formalisation

Land requirements for future development

Existing rural settlements are not requiring more land. Social and rental housing should ideally be accommodated on underutilised land parcels central to the urban areas with good access to existing social and infrastructure facilities and services. Feasibility assessments will be required to determine the potential for in-situ formalisation of informal settlements. The alternatives for responding to the needs of child headed households needs to be considered before the need can be determined.

Challenges

- **Demand for land.** There is a huge demand for middle to lower income houses in Lady Grey, Barkly East and Sterkspruit yet no land is demarcated and available for future development in these areas. The available sites are not serviced. In addition much of the land for development falls outside municipal boundaries and under the jurisdiction of traditional authorities with communal land tenure. The municipality is busy negotiating with traditional authorities to include all the surrounding villages into Sterkspruit municipal boundaries as part of the Neighbourhood Development Grant.
- **Land invasions.** Land demarcated for future development especially in Sterkspruit is often invaded by persons from villages outside Sterkspruit seeking to be closer to town
- **Beneficiaries.** On completion of projects many houses can't be handed over due to beneficiaries either relocating or dying. Beneficiaries who die without leaving a will create problems as the municipality then has to decide which family member is entitled to the house. In addition some persons fraudulently receive RDP houses to which they are not entitled to.
- **Vandalism.** Many RDP houses are vandalised before the project is complete

- **Shoddy workmanship.** Contractors either do not have the skills to undertake the project or under quote which leads to projects taking many years to complete and then houses have to be rectified
- **No integration of settlements.** Housing developments are planned without future growth in mind like schools, clinics and churches
- **Errection of illegal shelters.** House owners continue to build squatter shacks in their back yards.
- **Illegal usage of RDP houses.** Many house owners illegally rent their houses out or sell them which results in the growth of many spaza shops.
- **No fencing provided for houses.** RDP houses do not cater for fencing with the result that roadside fences get stolen for this purpose.
- **Overlapping land rights** create delays in development which is the case in Herschel where a housing project has been delayed from building over 100 houses due to a 4 year land claim dispute.
- **Unfiled building plans.** Land owners just build according to their wants without consulting the municipality
- **Disaster Houses.** The municipality is not responsible for disaster but finds that many of the reported structures do not get fixed by the District.

Interventions

By law enforcement. The municipality is in the process of restructuring some bylaws to prevent land invasions and the building of illegal structures without building permission.

Densification. Neighbourhood development grant. The municipality is working with service providers to densify Sterkspruit by amalgamating it with the surrounding villages and increasing the current municipal boundaries. This will take some time as the land belongs to traditional authorities.

Private partnerships whereby developers buy land parcels and survey and develop it for middle income buyers.

Projects

The Departments overall project list reflects the following projects for Senqu Municipality.

Table 26: Housing Projects

Description	Subsidies	Approval date
Herschel – Orangefontein	200	29 Sept 95
Barkly East	511	01 Aug 1997
Lady Grey PHP	1000	20 Feb 2001
Herschel- R/land Ph 2	7000	30 November 2001
Lady Grey Hillside	603	29 July 2004

Lady Grey Existing Houses	50	26 April 2007
Lady Grey Hillside	397	27 June 2008
Barkly East	802	13 July 2009
Rhodes rectification	25	13 July 2009
Lady Grey Edgar	194	28 August 2009
Lady Grey Edgar	194	28 August 2009
Lady Grey Edgar	194	28 August 2009
Barkly East	802	30 September 2010
Rhodes	250	15 July 2011

Table 27: Future Projects

WARD	FINANCIAL YEAR	NUMBER OF UNITS
16(RHODES)	2012/13	200
17(ROSSOUW)	2012/13	100
8	2013/14	1000
10	2013/14	1000
9	2014/15	1000
17	2014/15	1000
18	2015/16	1000

Source: Senqu Housing Sector Plan

HEALTH SERVICES

Current situation

Senqu Health Sub-District consists of 4 hospitals (Cloete Joubert in Barkly East, Lady Grey Hospital, Mlamli and Empilisweni in Sterkspruit), 20 fixed clinics, 1 Satellite clinic, 8 Mobile clinics, 5 health posts and 2 community based services in Sterkspruit and 1 in Barkly East serving all the farms at Senqu. A large number of people in Senqu remain without access to healthcare, as there are few mobile services in the areas of Sterkspruit due to the dilapidated state of our roads infrastructure. Rossouw area is currently served by the mobile clinic of the NGO-

Donald Woods Foundation which has a contract with Department of Health. The nurse trained to serve the area completed her studies but has not been employed due to lack of funds, is just waiting at home.

In Ward 2 the application for construction of a new clinic is in the priority list at head office because the clinic is too dilapidated for renovations. Dental services are available at Empilisweni Hospital. Applications have been submitted for construction of new clinics at Ndofela, Esilindini, Khiba villages and the renovation of clinics: Musong, Pelandaba, Herschel and Esilindini.

Challenges

- **Poor infrastructure** - roads, water, sanitation, electricity, communication, health Care buildings, health care equipment, nurse accommodation
- **Inadequate budget**
- **Inability to attract and retain** health professional staff. There is a high number of staff vacancies
- **Inadequate Mobile services**
- **No 24 hour PHC facilities**
- **Poor quality of service delivery** – long queues and demotivated, overworked and uncaring staff - drugs and essential clinic supplies not available
- **Inadequate emergency services**
- **Road signs to clinics:** Masibulele (Upper Telle), Musong, Pelandaba, Hillside, Ndofela, Bensonvale, Sunduza, Esilindini, Hlomendlini & Witterbergen.
- **Speed humps** next to Sterkspruit Town Clinic

Interventions

- **Committed** Professional staff
- **Good community participation** structures do exist
- **Good policies and procedures** around health care
- **Improvement in key health statistics** over the past 5 years
- **Introduction of VCT, PMTCT and ART services** is occurring across the municipality

TELECOMMUNICATIONS

Current situation

Although most communities have access to telecommunication either in the form of land lines or cell phones, there are still those communities that still cannot access these facilities because of their location that cannot receive the signals due to the fact that they are behind the mountains. From the table below it can be seen that the majority of residents utilise cell phones rather than fixed lines. Computer and internet usage is on the increase mainly due to the new smart cell phones which include internet and computer technology.

Interventions

The municipality has written to Sentech, all the cell phone companies and the SABC to ask for more radio, TV and cellphone towers to be built in these areas. The reception in Rhodes has been improved with the installation of a new tower.

Table 28: H/H with a radio, TV, computer, cellphone, landline and internet

Municipality	Radio		TV		Computer		Cellphone		Landline		Internet
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
Joe Gqabi	53004	58123	20735	52161	1472	6060	12525	77949	6034	4132	17594
Elundini	20642	21328	4229	14424	187	1301	3939	29466	886	745	5252
Senqu	20289	22158	7486	21351	392	1721	4743	31167	1277	931	6822
Maletswai	6421	8127	4705	9070	517	1825	2352	9810	1848	1181	3481
Gariep	5652	6510	4315	7316	376	1213	1491	7505	2023	1274	2039
EC Total	952523	1031168	577346	1066990	60065	200664	317980	138209	232800	165434	406738

Source : Statssa, 2011

COMMUNITY FACILITIES

SPORT AND RECREATION FACILITIES

Current situation

The Municipality has no proper sport and recreation facilities except those located in the main towns. Even those in towns need upgrading. Lady Grey, Sterkspruit and Barkly East have facilities that have been built but the ones in

Sterkspruit and Barkly East are being upgraded as they are beginning to be vandalized. With the high percentage of youth in the population make-up it is essential to provide sports and recreation facilities.

Interventions

The Municipality has put in floodlights in Lady Grey and is also engaged in a programme funded by the German government which promotes sportsfield development in rural areas. In addition the allocated 15 % of MIG funds will be utilised for building more rural sportsfields.

INDOOR COMMUNITY RECREATIONAL FACILITIES

Current situation

Under the old ward demarcation, there was an indoor community recreational facility built in each ward. However 3 new wards have been added and the boundaries have changed which means that these facilities are no longer centrally located. The municipality has prioritised these wards and the rebuilding of indoor community recreational facilities in Lady Grey and Sterkspruit. These facilities are important for social cohesion as they are used for community meetings, to house indoor sports like badminton as well as being utilised for arts and cultural events like dancing.

Communities would like more of these facilities and pay points to be built. There is a Thusong Centre, formerly known as MPCC, located in Sterkspruit that houses various government departments. In addition the facilities will now include a Councillors Office in order to improve governance.

Table 29: Hall audit

Ward	Indoor community recreational facility	Condition
1	Ndofela	Good
2	Storomo	Good
3	None	
4	Hillside	Good needs ceiling and electricity
5	Makumsha	Good needs ceiling and door fixed
6	Majuba	Good needs ceiling
7	Thaba Lesoba	Good needs ceiling
8	None	
9	None	
10	Bunga Hall Tienbank	The current facility is no longer adequate and requires rebuilding
11	Molweni Bantwana – Herschel	Require water and electricity

	Bluegums	Good needs electricity and ceiling
12	None	
13	Zava	Good but needs ceiling
14	Transwilger Lady Grey Kwezi Naledi	Transwilger needs upgrading and money has been set aside. Lady Grey hall is inadequate and requires rebuilding. Kwezi Naledi needs a ceiling
15	Rossouw Phelandaba	The hall in Rossouw needs repainting, furniture, proper toilets and water and electricity.
16	Nkululeko Rhodes	Nkululeko is in good condition and the new hall in Rhodes will be officially handed over in June 2013.
17	Voyizana Sunduza	Good but requires ceiling Needs repairing
18	None	
19	Barkly East town hall Fairview	Hall needs repainting, window panes replaced and ceiling fixed Bad needs repairing

Source: Senqu Community Services 2013

Interventions

Some of the facilities are not accessible to the communities as there is no clear-cut policy of utilization and accessibility. This is however being developed and implemented by the Department of Community Services. The department is also busy ascertaining where new facilities have to be built in the newly demarcated wards. The 15 % of MIG funding for sports facilities has been set aside to build more indoor recreational facilities.

LIBRARIES

Current Situation

There are libraries in Lady Grey, Barkly East and Sterkspruit and satellite libraries in Rhodes and Rossouw. The municipality runs this service as an agency function for the Department of Sports, Arts and Recreation. More funding is however required for this service to fulfil the demand of school and university learners.

SAFE & SECURE ENVIRONMENT

Current Situation

The Municipality is promoting the use and development of community police forums to solve crime in rural areas. The use of drugs is increasing in these areas according to community forums. The Integrated Community Safety forum has been revived. The municipality does however participate in the CPF's.

Interventions

The SAPS has been approached regarding the high levels of crime and they are looking into the possibility of increasing the number of satellite stations in the area.

WASTE MANAGEMENT

Current Situation

The Municipality has waste sites in Lady Grey, Barkly East, Sterkspruit, Rhodes and Rossouw. 2 licenced sites in Lady Grey and Barkly East and 3 unlicensed in Sterkspruit, Rossouw, and Rhodes. All sites are operational. However refuse removal is only operated in Barkly East, Sterkspruit, Rhodes and Lady Grey on a weekly basis. Only 11.2 % of households were served in 2007 and the percentage of unserved households increased from 17.2% in 2001 to 22.6 % in 2007 (Statssa, 2007). The situation has not improved much as shown in the 2011 statistics below. This is due to the lack of machinery and staff even though improvements have occurred in both. In fact statistics show that only 4807 households are serviced on a weekly basis.

Table 30: Refuse removal

Municipality	Local authority			Communal/own refuse			No rubbish disposal		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	14683	19750	28226	40458	49457	54991	14584	15628	13382
Elundini	2699	3664	5194	17337	21312	25044	8850	8232	7048
Senqu	2392	3817	4918	19778	24256	26985	5391	5831	5698
Maletswai	5147	6509	10194	1587	1832	1355	167	1148	454
Gariep	4444	5760	7919	1758	2057	1627	175	418	182
EC Total	473774	583307	733472	524656	648410	732060	283375	249923	190156

Source: Statssa: 2011

An analysis of collection in the wards reflects that the majority of the collection is in designated urban areas. In general waste is collected once a week from households and twice a week from businesses in Lady Grey, Barkly East and Rhodes. The households in Barkly East produce 4508 kg a day and 137 T a month as opposed to 9 T in Herschel, 9 t in Rhodes, 3 t in Rossouw and 101 T in Lady Grey. 2147 households are served in Barkly East, 149 in Herschel, 1591 in Lady Grey, 144 in Rhodes, 57 in Rossouw and 539 in Sterkspruit (IWMP 2013).

The municipality is struggling to meet all the legislation pertaining to the management of waste sites. Sterkspruit is an unlicensed site which has no access control, is unfenced with waste remaining uncovered and burnt. Lady Grey site is licenced and classified as GSB. There is no plant or equipment to properly cover and compact waste and waste is incinerated and disposed in a cell. The Barkly East site is classified as GSB. There is no plant or equipment to properly cover and compact waste and waste is incinerated and disposed in a cell but is fenced with no access control (IWMP, 2013). In Rhodes the site is unlicensed but Terreco Environmental CC have been appointed to undertake the licensing process. The waste is incinerated and disposed in a cell. In Rossouw the site is unlicensed but Terreco Environmental CC have been appointed to undertake the licensing process. Burning of waste occurs on site and it is situated next to the Wasbank River. Herschel has no landfill site and Terreco Environmental CC have been appointed to undertake the EIA process for the development of a landfill site (IWMP,2013) . Medical waste for the 4 hospitals and 14 clinics is collected by a company called Compass Waste organised by the Department of Health.

The Sterkspruit waste site is reaching the end of its life cycle and the municipality has identified a site in the nearby village of Silindini. However the site is on communal land and processes have to be undertaken to procure the land as municipal property. Umhlaba consultants are busy with the process and that of integrating the villages surrounding Sterkspruit into municipal boundaries.

Challenges

- **Permitted sites.** Lady Grey and Barkly East are currently the only permitted sites
- **Contravention of the Occupational Health and Safety Act.** This risk applies not only to the staff working on this sites but extends to the general public especially scavengers who frequent most of the sites. The Waste Manager is working on the problems of trying to find a solution for waste collection and management at Rossouw and Rhodes and make them together with Sterkspruit compliant with legislation.
- **Limited waste collection services.** Waste services (collection) only offered to urban residents.
- **Recycling and waste avoidance iniatives.** There are very few recycling iniatives in the municipality ,extracting less than 1 % of the potential recyclable material. No iniatives are underway for waste avoidance. However new projects for 2013/14 include the installation of weigh bridge in Barkly east solid waste site, facilitating the process of developing approved and licenced solid waste sites in Sterkspruit, Rossouw, Rhodes and Herschel, purchasing of mini refuse skips for Sterkspruit town and purchasing of refuse bins. In addition waste awareness campaign were conducted but discontinued because of lack of funds. The campaigns will resume during the new financial year
- The **Joe Gqabi District waste forum** co-ordinates all waste issues in the district.

- **Contravention of legislation.** The disposal of waste is a significant challenge and this is leading to a lack of compliance with legislation, water, air and aesthetic pollution. The landfill sites do not comply with DWA's minimum requirements. There is no weighbridge or electronic WIS at the landfill sites. There is no facility available to dispose of hazardous material. No technical intervention and limited planning for medium to long term planning with regard to facilities, equipment and human resources.
- **Plans and policies.** The municipality does not have a **leachate management plan** as waste is stored on site in a cage on a cement floor until it is incinerated and then burnt. **A trade effluent policy** is not necessary as Senqu has no manufacturing industries. The **integrated waste management plan** has been reviewed and adopted in 2013. Waste by laws for Senqu are insufficient. By-Laws have been gazetted but do not comply with NEMA and were submitted to Corporate Services for reviewal (Annexure 1)
- **Cost effectiveness and waste administration of current services** is poor mainly due to a history of lack of investment in the service in terms of equipment, staff, and planning. There is also a lack of knowledge regarding the remaining lifespan of the landfill sites. There is a lack of formal data in terms of the efficiency of collection. There are inadequate records maintained on the quantities and types of waste collected and disposed.
- **Illegal dumping.** Many shop owners particularly in Sterkspruit dump their waste on the sidewalk on day when waste is not collected. In order to counteract this municipality has promoted the usage of cages and collects waste more frequently in the centre of town. The municipality has also taken action against shop owners who persist in this action. However illegal dumping in open fields and borrow pits continues. In Barkly East and Lady Grey garden refuse and building rubble are the main contents of illegal dumping. There is no initiative currently underway to address illegal dumping.

Interventions

Increased equipment. A tip truck and TLB were bought in the 2011/12 FY to complement the existing operational TLB and tip truck.

A waste awareness campaign has been launched in the Municipality to make people aware of reducing, recycling and reusing waste to prevent unnecessary collection of waste. Particular emphasis is placed on the hazards of illegal dumping. However more funding is required to equip all waste sites adequately with equipment and personnel and to be able to successfully monitor the amount of waste entering the area. JGDM is assisting through workshops and clean up campaigns.

Integrated waste management plan and recycling. The plan proposes recycling options particularly in

Sterkspruit. The Waste Manager is in the process of trying to co-ordinate waste activities in such a manner that recycled waste can be collected from Rossouw and Rhodes and brought to a main site like Barkly East until collection becomes economically feasible. However this is proving to be difficult as recycling companies are put off by the distance they would have to travel to collect the waste. In spite of this recycling projects have been started in Barkly East, Sterkspruit and Lady Grey. The Lady Grey recycling deals primarily with bottles.

Funding. MIG Money has been set aside in the budget for the construction of new compliant waste management sites particularly in Sterkspruit and Barkly East. In addition the annual operations and maintenance budget is used for day to day activities.

WATER AND SANITATION

Current situation

Joe Gqabi DM is the WSA and WSP. Therefore no SLA has been signed between the municipality and District.

Senqu has the highest unserved population in the JGDM area. This is due to the fact that most of the population is centred in the former Transkei homeland which experienced a very low level of service before 1994

Table 31: RDP Water and Sanitation Services Backlog in JGDM

JGDM Total Population	Senqu Total population	Water			Sanitation	
		No water	Below RDP standard	Above RDP standards	Served	Unserved
308,363	118,174	15,586	21,330	81,258	65,034	53,140
	Percentage	13.2	18.0	68.8	55.0%	45.0
	JGDM	28,676	81,257	198,431	161,717	146,646
	Percentage	9.3	26.4	64.3	52.4	47.6

Source: (STATSSA 2007 and JGDM WSDP 2011)

The 2011 census reveals that Senqu has an unserved population of 7 209 households out of 38 046 which is under 20%.

Table 32: Access to piped tap water

Municipality	Piped water inside yard			Piped water on communal stand			No access		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	14464	22616	42057	19667	26204	31726	36521	36014	26310
Elundini	1792	3017	6855	4613	7892	13670	22893	22300	18677
Senqu	2650	7406	15897	12411	13832	15290	12794	12666	7209
Maletswai	5548	5997	10063	896	2706	2465	514	785	234
Gariep	4474	6197	9332	1747	1774	302	321	263	190
EC Total	465041	560233	857310	245551	376172	498339	583712	545235	391617

Source: Statssa, 2011

Whilst most of the population does receive water, sanitation provision which was lagging behind lags with 45 % being unserved has improved with just under 6000 households having no access as can be seen in the table below. However Senqu still has to eradicate 645 bucket toilets which are in wards 14, 16 and 19. Households with no toilets at Ward 7 has the highest number at 712, followed by 604 in ward 10 and 598 in ward 16. In ward 16 this is due to the fact that Zakhele in Rhodes has virtually no toilets.

Table 33: Households by type of toilet facilities

Municipality	Flush/chemical toilet			Pit latrine			Bucket toilet			No toilets		
	1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	7920	14589	30544	27502	27396	47224	6656	7819	1744	28436	35031	17119
Elundini	783	2768	5505	12096	11476	22702	1778	2137	271	14650	16829	8810
Senqu	919	3791	7183	14558	15386	23476	1519	2215	648	10713	12512	5996
Maletswai	4315	4902	10004	327	183	752	854	624	76	1662	3779	1461
Gariep	1903	3128	7852	521	351	294	2704	2843	749	1411	1911	852
EC Total	408138	527935	797898	419896	405737	595587	82699	84484	41872	383792	463484	225010

Source: Statssa 2011

Although the LM has more water available than the requirements, it is not spread in such a manner as to satisfy the need everywhere. The towns that have been experiencing water shortages are:

- Herschel
- Lady Grey
- Rossouw

The towns that have just enough water to satisfy the demand and might experience water shortages in the near future are:

- Sterkspruit RWS

The provision of water services is in the urban areas only, as a Water Services Provider appointed until 31 July 2012 by the Joe Gqabi District Municipality, who are the Water Services Authority.

The level of services provided in the WSP area is mostly of high quality with connections to the yard and into the house itself. Sterkspruit and Rhodes have the highest standard of water followed by Barkly East and then Lady Grey. Water is available 24 hrs/day in the area of jurisdiction but the rural areas experience many lengthily outages.

Challenges

- **Broken water pipes**, non-functioning pipes, water unavailability and poor pressure.
- **Backlog eradication** is the main challenge facing the JGDM, especially in the rural areas of Elundini and Senqu. An estimated R 149,603,738 for water and R 93,901,795 for sanitation is required for Senqu backlog eradication
- **Operation and maintenance of existing water services** schemes is also posing a major challenge to this municipality and as a result some schemes are dysfunctional at present. There is a high need for ongoing refurbishment and maintenance programme which will ensure sustainability of these schemes.
- **Permanent water Treatment Works in Barkly East** .Joe Gqabi District Municipality need to budget & implement
- **Lady Grey bulk water supply requires urgent attention.** This is in planning stage
- **Capacitating staff.** Staff training to be intensified and competent staff employed as incomplete reporting received.
- **No Superintendent in Barkly East.** Joe Gqabi District Municipality needs to allocate extra funding in order to fund the post as a matter of URGENCY
- **Water backlogs and illegal connections in the rural area.** The Joe Gqabi District Municipality needs to get additional funding in order to eliminate backlogs in the rural area and legalise illegal connections.
- **Rehabilitation of the Barkly East & Rhodes reticulation networks.** Joe Gqabi needs to obtain funding to re-capitalise these networks.
- **Supply Chain Management impractical.** The “Powers that be” need to re-look at this urgently and revise the regulations to be more suited to rural circumstances, where service providers are few and far away, resulting in funds that could benefit the local community leaving the already indigent area.
- **Installation of section & bulk metering..** Although the programme has already started, the Joe Gqabi District Municipality needs to URGENTLY install metering as soon as is possible in order to achieve accurate water balancing

- **Insufficient vehicles/Replacement.** The Joe Gqabi District Municipality needs to budget and supply sufficient quality vehicles in order to operate the service efficiently
- **Bulk supply to be established for Rossouw, serious water shortage.** The Joe Gqabi District Municipality needs to budget to investigate long term efficient bulk water supply.
- **Bulk supply to be rehabilitated for Rhodes.** Investigation needs to be done into the Bell River extraction point in that there is the possibility of raising the weir (for drought conditions, anti-silting measures and installation of centrifugal pump systems).
- **Lady Grey dam silt weir.** This weir needs to be cleared of silt in order to prevent more silt entering the dam, thereby reducing the Lady Grey Dam lifespan and is a brilliant job creation opportunity.
- **Installation of sufficient fire hydrants (all towns).** There is a need for appropriately situated Fire Hydrants in Sterkspruit, Lady Grey, Barkly East, Rhodes, Rossouw and Herschel in order to reduce potential disaster risk.
- **Pressure & storage problems in Lady Grey.** A reservoir (at least 1.5 MI) needs to be investigated and erected under the Water Treatment Works in order to ensure a sufficient water reserve for Lady Grey and to reduce pressure problems in the higher part of town.
- **No movement on the Orange River Macro Water Scheme project.** The Joe Gqabi District Municipality needs to allocate a political and administrative champion in order to facilitate funding for this project.
- **Pressure problems in Rhodes.** A ring main pipe needs to be constructed in Rhodes to increase pressure at higher points.
- **No capital funding for network extensions.** The Joe Gqabi District Municipality needs to allocate budgets to accommodate network extensions as this is retarding local development.
- **No capital funding for spares purchases.** Capital funding needs to be budgeted for at a local level in order to purchase spare pumps, motors, meters etc. The WSP needs to have input into the WSA budgets with regards resource requirements. This is currently not happening which escalates to budget and service delivery problems.
- **Fencing of dams and water source protection.** Control access to water sources by people and livestock needs to be formalized using fencing to achieve this in order to protect water supplies from contamination and safety. This will need to include signage and also has a potential for job creation.
- **Land problem in Sterkspruit with regard to reservoir construction encroachment.** The Water Services authority need to meet with the stakeholders and get a mutual way forward as soon as is possible. This may involve a land swap.
- **Insufficient communication between WSA and WSP.** This needs to be improved in order to address all water services matters and to avoid confusion, duplication and unnecessary frustrations. This should be that all information with regard to water matters needs to be forwarded to the WSP as it is not always possible to attend meetings, especially at short notice.

Interventions

Borehole stand alone schemes. Water backlogs may be eradicated by means of the development of borehole stand alone schemes.

VIP's. Sanitation backlogs will be eradicated by means of implementing VIP's. Projects will be prioritised by focussing on villages with the highest sanitation concern first. It is anticipated that a regional construction approach will be followed to maximise the benefit of scale in terms of price, timeframes and quality (JGDM WSDP 2010).

Table 34: Progress to date

	Indicator Name	Total Number of household/ customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the Financial Year under review (actual numbers)	Numbers of Households/ customers reached during the Financial Year	Percentage of achievement during the year
1	Percentage of households with access to potable water	73%- 26 280 (Rural)	9720 H/Hs(Rural)	O – Done on request WSA(Rural)	8 651 (Urban) WSA (Rural)	100% (Urban) WSA (Rural)
2	Percentage of indigent households with access to free basic potable water	100% (urban) 73% (Rural)	0 9720 H/Hs(Rural)	All services H/Hs receive 6kl free	8 651 (Urban) WSA (Rural)	100% (Urban) WSA (Rural)
3	Percentage of clinics with access to potable water	100% (Urban) WSA (Rural)	0 WSA (Rural-Unknown)	All clinics within jurisdiction receive potable water	3 (Urban) WSA (Rural-Unknown)	100% (Urban) WSA (Rural-Unknown)
4	Percentage of schools with access to potable water	100%(Urban) WSA (Rural-Unknown)	0 (Urban) WSA (Rural-Unknown)	All schools within the area of jurisdiction have potable water	9 (Urban) WSA (Rural-Unknown)	100% (Urban) WSA (Rural-Unknown)
5	Percentage of households using buckets	Estimated at 6 % (informal areas)	2 013	WSA	2013 WSA Capital project	0%

Source: Senqu Technical Services 2013

ROADS, TRANSPORT AND STORMWATER

Table 35: Roads in the Senqu area

Local Municipality	National Roads	Surfaced Trunk Roads	Surfaced Main Roads	Unsurfaced Main Roads	Surfaced District Roads	Unsurfaced District Roads	Minor Roads	Municipal and Access Roads	LM Total Length (km)
Elundini	138.89	-	51.98	96.46	37.45	593.49	526.49	671.38	2,116.14
Gariep	185.40	46.40	123.69	176.40	27.63	1,070.18	1,065.95	798.67	3,494.33
Maletswai	213.14	-	-	173.53	-	595.95	625.87	599.50	2,207.98
Senqu	116.37	-	9.17	290.93	73.01	931.36	767.16	817.36	3,005.37
District Total	653.80	46.40	184.84	737.32	138.09	3,190.98	2,985.47	2,886.91	10,823.82

Source: Department of Public Works and Roads, 2013

The table above refers to the kilometres of roads in the entire Joe Gqabi District. From this it can be seen that Senqu has the longest amount of unsurfaced main roads and access roads. In fact Senqu has the second longest road length after Gariep.

Tarred roads

The provincial trunk road, the R58 is in a bad condition and will be moved to SANRAL. Rock falls are also common on the road after heavy rainfalls. This affects tourism as this is the main entrance into the municipality. As such it needs to be a provincial priority. The R 393 between Lady Grey and Sterkspuit is in good condition but roaming livestock due to stolen or poor fencing remain a hazard for drivers in spite of the newly introduced road rangers. Tele Bridge has recently been upgraded (JGDM ITP 2010).

Gravel/ Unsurfaced Roads

Most of provincially maintained gravel roads have deteriorated significantly to the level where they need extensive regravelling and low level bridges need repair or replacing. The end result is people being unable to access goods and services or having to pay high prices for transport of goods and persons due to poor or impassable roads.

The Municipality has prioritised certain roads for regravelling and priority upgrading.

Tourism roads

- R 396 from Barkly East to Rhodes as this is an important tourist destination
- Access roads to the 7 gravel passes of Lundeansneck, Jouberts, Otto du Plessis, Carlislehoek DR 03230, Volunteers (MN 20635), Bastervoetpad, and Naudesnek (R 396). These passes incorporate 3 of the highest passes in South Africa. In addition the roads lead to Tiffindell ski resort – the only ski resort in South Africa.
- DR 393 to Lundeans neck and Sterkspruit from Barkly East
- Upgrade of DR 03214, DR 03221, DR 3222
- Airstrip at Rhodes

Access roads to hospitals and villages

- Khiba T 526 road
- Coville T 510 road
- Mlamli T 606 road
- Manxeba T 511 road.

Access Roads

Access Roads are maintained by municipalities in terms of the Municipal Structures Act however this is not financially viable for Senqu Municipality. The municipality inherited a backlog of maintenance of existing access roads as well as many villages which don't have access roads. Due to the small tax base of the area and high unemployment' the municipality is heavily reliant on the MIG grant to fund repair, maintenance and building of access roads.

Senqu is responsible for all access and municipal roads in its area. The balance of the roads falls under the powers and functions of the Department of Roads and Public Works (DoRPW). The level of road services in rural areas is low, where most roads are gravel. The Municipality has engaged its municipal wards to identify priority access roads that need tarring. These however will still require a massive financial injection. Current gravel roads backlog in Senqu is 562km.

Streets

Streets within towns are the responsibility of the relevant local authority. Streets within townships in all the urban settlements are of very poor condition leading to localized flooding in bad weather, impassable roads and poor access.

Rail network

The railway line between Aliwal North and Barkly East is unused even though the tracks are still in place (JGDM ITP 2010). Attempts have been made to revive the track for steam train enthusiasts as it contains 2 out of the 3 railway reverses known in the world whereby the train reverses up a zigzag pattern to the top of a mountain.

Airfields

The only airfield which can be recognised as such lies in Barkly East but is not maintained by the municipality. There has been an investigation into a new airstrip to be located 10km south west of Rhodes near the R 396 funded by ECDORT for tourists to the Tiffindell ski resort but whether this will occur or not remains to be seen (JGDM ITP 2010).

Non-motorised transport

A significant number of persons in Senqu rely on either bicycles or walking to reach their destinations. As a result the municipality has paved most of the pavements in the main towns and some pedestrian walkways leading from the former townships into the town. Few pedestrian crossings and poorly lit streets and paths are some of the hazards faced by pedestrians.

PUBLIC TRANSPORT

The Herschel Taxi association has 164 registered members owning 293 vehicles with 158 operating licenses and runs on 20 local and national routes. Public transport operations in Barkly East and Lady Grey are small and relatively stable. In Sterkspruit no direct travel between villages is allowed and all trips must begin or end in the central rank at Sterkspruit. It is the busiest hub. The most utilised trips are to Thaba Lesoba, Voyizana, Qhoboshane, Jozanashoek and Umlami. National destinations are Aliwal North, Johannesburg, Welkom, Bloemfontein, Queenstown and Secunda.

Road worthiness and licensing

Senqu provides a road worthy and licencing service at the Traffic Testing Station in Barkly East and Sterkspruit.

STORM WATER MANAGEMENT

The municipality on an annual basis targets certain priority areas for the construction of storm water as per the **Roads and stormwater master plan**. The Technical Services department in conjunction with the Community Services Department implements the regular cleaning and maintenance of the existing stormwater infrastructure

Challenges

- **Chronic underfunding** and the constant deterioration of roads due to high rainfall conditions
- **Breakdown of** old out dated road machinery
- Not all villages, schools and clinics have **decent access roads**
- Not all streets in townships are **tarred or paved**
- Limited number of **pedestrian bridges**
- No **cycle lanes**
- **Limited lighting** of pedestrian walk ways
- **Poor** road markings
- **Limited road signage** especially in rural areas

- **Commuter facilities are primitive**. Bus shelters were built in 2000 in Barkly East and Lady Grey by DoT. The current taxi rank in Barkly East is informal with no amenities and needs upgrading to an area with shelters for waiting passengers. Lady Grey has no taxi facilities but does need a stop with a toilet.

- **Noncompliance of bakkie transporters**. These need to be made legal as these are the only vehicles which are viable on the bad rural road network (JGDM ITP 2010).

Interventions

- **A Roads and Stormwater Master Plan** was developed to categorise roads and determine which ones are priorities. In addition on an annual basis Ward Councillors indicate which roads and bridges require attention in their areas.
- **Paving** of township streets as part of an EPWP project and paving of sidewalks in all CBD's and the linkages between the townships as part of the pavement management system. This assists pedestrians who do not utilise vehicular transport.
- **Upgrading of 3km** of gravel road a month in all wards determined by the community and Ward Councillor.
- **New road machinery** and Operators.
- **Installation of street lights** in towns such as Herschel

- **Non-motorised transport.** The neighbourhood development grant will be used to assist with the building of more pedestrian bridges and walk ways. This will also allow for cycling paths. Funding is also set aside for the lighting of pedestrian walk ways.
- **Cleaning of storm water** drains on an annual basis in urban areas
- **Funding, operations and maintenance.** MIG funds are used to build new roads whilst own resources are used to repair and maintain roads and bridges.
- **JGDM Integrated transport Plan, 2010.** The LM utilises the DM's Integrated Transport Plan as it is not a transport authority and is not required to have a plan.
- **Roads Forum.** The municipality has launched the forum which deals with roads. The forum is run by the Technical services Department. Transport related issues are dealt with at the District Transport Forum

ELECTRICITY AND ENERGY

Current situation

Although most of the Senqu communities have access to electricity, there are some communities that still need to be electrified either in the form of electricity installation or in upgrading of their existing lines as most of the lines particularly in Sterkspruit and surrounding villages is very weak. These are mainly in new housing developments. Council is in the process of compiling an exact backlog list for ESKOM.

The Senqu Municipality has a licence agreement with the National Energy Regulator of South Africa. In terms of this agreement, Senqu is responsible for supplying electricity to Sterkspruit, Lady Grey and Barkly East. Rural areas (including Rhodes and Herschel) are supplied by ESKOM. Within the licensed area, the Senqu Annual Report (2011) notes that "the standard of service is mediocre". Major electricity backlogs are noted in rural areas where 11 498 households do not have access to basic electricity services. Other electricity supply challenges include high leakages attributed to aging infrastructure, poor metering and incorrect accounting. The speed of rural electrification by ESKOM is far too slow, especially in non-grid areas. However over 81.8 % of the municipality has been served (Statssa, 2011).

Table 36: Electricity Usage

Municipality	Lighting			Cooking			Heating		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	18907	36392	67433	6895	12626	55150	6287	9368	22186
Elundini	2332	3738	17533	625	1320	13216	598	934	4947
Senqu	8139	21041	30866	1725	4590	24499	1517	3593	9633
Maletswai	3688	5387	10190	2302	3373	9506	2142	2788	4615
Gariep	4748	6226	8844	2243	3343	7929	2030	2054	2991
EC Total	421952	740753	1265759	309362	419243	1047718	278832	353776	527265

Source Statssa 2011

For lighting the majority of residents use electricity with 31 038 using electricity and only 104 for solar. For cooking electricity use still is dominant with 24 640. However when it comes to heating paraffin is the main fuel with 16 839 (Statssa, 2011)

Electrical challenges

- **Limited funding for Maintenance and upgrading of infrastructure** in areas managed by the municipality
- **Limited voltage** in the rural areas does not support large scale economic growth
- The implementation of **free basic services** for electrical supply
- Getting communities to accept **non- grid electricity**
- Number of **schools, clinics** and other social facilities that don't have a regular supply of electricity (if any supply at all)
- **Affordability** of the service
- **Difficulty** in obtaining electricity cards as vendors are far from rural areas
- **Electricity losses - 3,783,161 Kwh (Down from 5.6Mwh in previous year) due to theft ,poor metering, poor networks and incorrect accounts**
 - ✓ A 3year plan is in implementation to reduce losses to around 10% (Including technical losses) June 2013. Ageing infrastructure is in process of being addressed as well, reliant on budget allocations.
 - ✓ Percentage losses:
Average 17.21%

Less Technical loss 10%

Total; loss 7.21%

- **Insufficient maintenance funding.** Council needs to increase the maintenance budget
- **Electricity backlogs in the rural areas (Eskom) - specifically non-grid areas) being addressed too slowly.** Eskom is licensed for these areas and therefore needs to apply for increased funding in order to eliminate the above.
- **Supply Chain Management impractical.** The “Powers that be” need to re-look at this urgently and revise the regulations to be more suited to rural circumstances, where service providers are few and far away, resulting in funds that could benefit the local community leaving the already indigent area
- **Insufficient funds to obtain full staff complement.** Council needs to allocate sufficient funding.
- **Lack of performance management system.** The municipality needs to ensure funding for the cascading of the Performance Management system to ALL levels of employees.
- **Asset control in terms of GRAP is proving problematic.** Staff vacancies need to be filled immediately
- **Resignation of the Electrical Superintendent in February 2012 and lack of a senior electrician is placing stress on the service.** Staff replacement needs to be streamlined and new staff budgeted for. To date the Electrical Superintendents post has not been filled and will have a negative impact on reducing electricity losses.

Interventions

- **Eskom** electrification plan
- **Department of Trade and Industry** assisting with the promotion of renewable sources of energy

Table 37: Progress to date

	Indicator Name	Total Number of household/ customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the Financial Year under review (actual numbers)	Numbers of Households/ customers reached during the Financial Year	Percentage of achievement during the year
1	Percentage of households with access to electricity services	Est 95% in urban Est 68% in rural	923 in urban (new housing projects) Estimated 11 500	0 367	400 new connections 385 (Rural)	100%
2.	Percentage of indigent households with access to basic electricity services	100% of applicants (Urban) 100% of applicants (Rural – 22.5%)	0 11 498(Rural)	847 (47% of total consumers- Urban)	847 (Urban) 11498 (Rural)	100%

3	Percentage of indigent households with access to free alternative energy sources	1% (Urban – Rossouw pilot Project (Paraffin & candles)	0	85	85	100%
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Source: Technical Services 2013

RENEWABLE ENERGY

In general however the municipality and ESKOM have to increase efforts to make the community more conscious and aware of the benefits of renewable energy. Solar is not popular due to the high theft of solar panels but wind turbines could be used provided that the turbines are designed to withstand the high wind speeds and hail encountered in the area.

ENVIRONMENTAL LEGISLATION/EIA's

The municipality strives to adhere to all environmental legislation and conducts EIA's where necessary and prescribed by law in order to ensure sustainable service delivery. EIA's are budgeted for in all project plans where necessary. For the forthcoming year EIA's are required for the solid waste sites & cemeteries and with the bridges.

DISASTER MANAGEMENT

The disaster management plan was adopted in March 2011 and will be amended and improved when funding becomes available and the District Municipal disaster risk assessment plans are complete. Emergency procurement measures are not identified in the plan as these are stipulated in the municipal supply chain management plan. Disaster Management by-laws have not been promulgated due to the lack of risk assessment plans. However the DM does have a developed Transport and fire fighting bylaw (2011) but this has not yet been adopted by the municipality as it does not stipulate tariffs or fines.

STATUS QUO

The District Municipality is in the process of creating vulnerability and risk assessment plans for the entire area in conjunction with the University of the Free State. These are not yet complete due to the funding constraints suffered by the DM in the 2011/12 FY. As a result Senqu municipality has relied on the SDF, EMP and communities which have identified areas of risk. The area of disaster management falls under the Community Services Director. The municipality does not have a functional Disaster Management Unit due to funding

constraints but relies on assistance from the DM. There is a Chief Fire Officer appointed by the DM which operates a fulltime fire service in the municipality due to lack of capacity by Senqu Municipality. An SLA between the DM and LM is out dated and needs revising and signing but the DM continues to run disaster management and fire services for the LM as part of their power and function to assist LM's.

ISD & CAPACITY TO DELIVER

The municipality has an ISD Unit with one Officer. The Unit is located within Technical Services. The work of the Officer is to ensure that project steering committees are functional for all projects undertaken by the municipality and that the Ward councillor and Community are kept informed of all project progress. In addition all community complaints are resolved by the Officer.

The Technical Services Unit houses the PMU which consists of a Manager, Technician and Administrator. The electrical section is run by a superintendent and the roads section by a Manager. The main problems in the electricity department are the sufficient resources to attract the necessary expertise. In order to prevent a loss of skills the department is training electricians in house. On the roads section the main problems apart from aging and deteriorating equipment like graders are the budget to maintain access roads as well as attract the necessary skills like grader operators/

CHAPTER FOUR: INSTITUTIONAL TRANSFORMATION

1. POLITICAL STRUCTURE

Senqu Municipality was established in terms of the Provincial Gazette Extraordinary, 28 February, Notice 22 of 2000 (with a number of subsequent amendments). Senqu Municipality is a Category B Municipality. Senqu Municipality was established to be a Collective Executive system type (MSA 117 of 1998)". Council consists of 37 Councillors of which 19 are Ward Councillors and 18 are Proportional Elective Councillors. In addition Traditional Authorities form part of the Council. Council is responsible for taking political decisions in relation to service delivery issues and playing an oversight role. Council meetings occur once per quarter. Special Council meetings are only convened whenever there is an urgent issue that needs to be discussed and an urgent decision needed to be taken.

Executive Committee Meetings

It is constituted by the Mayor of the municipality as the Chairperson, Political Heads of the Standing Committees of various departments in the municipality and the top management of the municipality. The Mayor as the Chairperson convenes the meetings of the Executive Committee every month.

Standing Committees

The purpose of the Standing Committees is to discuss and recommend certain actions be implemented by the Executive Committee or Council. Standing Committees are as follows:

- Corporate and Support Services Standing Committee
- Integrated Planning, Monitoring and Evaluation Standing Committee
- Technical Services Standing Committee
- Finance Standing Committee
- Community Services Standing Committee

These Standing Committees are chaired by the Portfolio Councillors who form part of the Executive Committee. The other members of the Standing Committees are Councillors elected by the Council representative of all political parties, Traditional Leaders and the administration of the department concerned. Standing committees meet on a monthly basis.

2. POWERS AND FUNCTIONS

Power & Function	Senqu's Capacity	Responsible Department
Air Pollution	The municipality has no financial resources to develop an air quality plan or engage specific staff for the function	Community Services
Building Regulation	The Municipality has engaged a building inspector but currently has limited resources to engage personnel and ensure implementation of by laws	Technical Services
Child care facilities	The Municipality is in the process of ensuring that current facilities meet minimum health and safety requirements	Community Services
Electricity and gas reticulation	The municipality only has the power to supply electricity within the urban areas. The rural areas are supplied by ESKOM	Technical Services
Fire fighting Services	The Municipality has the function but not the capacity to fulfil the service which is why the District Municipality provides fire fighting services on its behalf	Community Services
Local Tourism	The municipality promotes local tourism in the region and the activities of local tourism organisation	IPME
Municipal Airports	The Municipality has no designated airports anymore	
Municipal Planning	The Municipality has an IDP and SDF which is reviewed annually	IPME and Technical Services
Municipal Health Services	The Municipality only controls waste management as the District Municipality is responsible for food control, water quality, chemical safety, communicable disease control, vector control, environmental pollution control, disposal of the dead and control premises. This is because the District Municipality has the capacity as these areas form part of the Environmental Health Practitioners scope of work. The municipality may only license a food premise after the District provides a permit indicating that the premise meets the standards required	Community Services
Municipal Public Transport	The municipality does not have this function as it does not operate any public transport and the District Municipality has the power to regulate passenger transport services	Technical Services
Pontoons, ferries, jetties, piers and harbours	The municipality is not on the coast	
Stormwater management systems in built up areas	The municipality has the power and function	Community Services & Technical Services
Trading regulations	The municipality fulfils this function through various by laws	Community Services
Potable water and sanitation services	The Joe Gqabi District Municipality fulfils the role of both WSA and WSP	

Power & Function	Senqu's Capacity	Responsible Department
Beaches and amusement facilities	The municipality has no beaches but maintains its public spaces	Community Services
Billboards and display of advertisements in public places	The municipality has by laws to regulate this activity but due to limited resources struggles to enforce them	Community Services
Cemeteries, funeral parlours and crematoria	The Municipality licences these premises once the District Municipality issues a certificate of compliance	Community Services
Cleansing	The municipality regularly cleans streets and public spaces within the urban areas as it lacks capacity and resources to do so in rural areas	Community Services
Control of public nuisances	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Control of undertakings that sell liquor to the public	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Facilities for the accommodation, care and burial of animals	There are no pet cemeteries or kennels in the municipal area	Community Services
Fences and fencing	The Municipality ensures that public areas are fenced and safe and has by laws around fencing of properties	Community Services
Licensing of dogs	The municipality does not license dogs but has by laws pertaining to the keeping of domestic pets	Community Services
Licensing and control of undertakings that sell food to the public	The District Municipality monitors the premises and issues certificates of compliance after which the Municipality may license the premise	Community Services
Local Amenities	The Municipality ensures that places are kept clean and mown and that community halls are functional but lacks the financial resources to ensure that all areas of scenic, natural, cultural and historical value and interest are well maintained	Community Services and IPME
Local sport facilities	The Municipality maintains municipal owned sport facilities in the urban areas	Community Services
Markets	No markets exist in the municipal area	
Municipal abattoir	The Municipality does not own any abattoirs and the District Municipal Health services are responsible for ensuring that abattoirs in the area maintain hygiene standards	
Municipal parks and recreation	The Municipality ensures that places are kept clean and mown.	Community Services
Municipal roads	The Municipality does try to build and maintain municipal roads but due to decades of neglect the financial resources are insufficient to meet the demand	Technical Services

Power & Function	Senqu's Capacity	Responsible Department
Noise pollution	The Municipality lacks the resources to monitor noise pollution but there are by laws	Community Services
Pounds	The Municipality does operate some pounds but due to limited financial resources fails to keep all animals off the road	Community Services
Public places	The municipality does own commonages around the urban areas but struggles to enforce livestock management or prevent land invasion due to limited human and financial resources	Community Services
Refuse removal, refuse dumps and solid waste disposal	The Municipality does do refuse removal in urban areas but due to financial and human resource constraints fails to adhere to all waste management site regulations	Community Services
Street trading	The Municipality has by laws pertaining to the function but has limited capacity to enforce the by laws	Community Services
Street lighting	The Municipality provides street lighting in urban areas but still has a high backlog in new housing developments due to financial constraints and the age of the network	Technical Services
Traffic and parking	The Municipality has limited capacity to control traffic within its area but does provide a drivers licence testing facility	Finance

3. ADMINISTRATIVE STRUCTURE AND LOCATION

The municipality has offices in the following towns with the main office located in Lady Grey.

Lady Grey	Barkly East	Sterkspruit	Rossouw	Rhodes
Main building	Main building	Main office building	Community hall	1 office
Old age home building	Traffic Department	Boiling Pot		
Technical Services Department	Library – not municipal building	Transido		
Library	Ekhephini Radio Station	Library		
Care giving Centre	Home of disabled building	Bunga hall offices		
		MPCC		
		TEBA building		
		Cultural Centre		

The current office accommodation is insufficient as the municipality has amended its organizational structure which has increased the number of staff establishment. In addition the office in Sterkspruit was burnt down due to protest action and repairs have been delayed due to further protest action. In addition payment facilities for municipal services are only rendered at the Main municipal building based in Lady Grey.

Senqu Municipality implements its Integrated Development Plan through its administration structures headed by the Municipal Manager with the following Departments:

- Municipal Manager's Office responsible for strategic management and internal audit
- Department: Budget and Treasury responsible for expenditure, income, supply chain management, traffic and budget planning
- Department: Corporate and Support Services responsible for administration, document management, labour relations, capacity building, maintenance of buildings and secretariat services for Council
- Department: Community and Social Services responsible for waste management, cleansing, disaster management, community facilities and library services
- Department: Technical and Engineering Services responsible for electricity in urban areas, project management unit, ISD, access roads, storm water maintenance, housing and land administration
- Department: Integrated Planning, Monitoring and Evaluation responsible for PMS, IDP, LED, monitoring and evaluation, customer care, communication, legal compliance, public participation, governance, risk management, IGR and special programmes.

The current Organogram for all departments is attached as Annexure 2. The administration is headed by the Municipal Manager, Mr. Yawa. The top management consists of five Section 56 Managers, three males and two females who report directly to the Municipal Manager, Mr. Yawa. All Section 56 Managers have been appointed and will sign their annual Performance Agreements aligned to the IDP, budget and SDBIP by 30 July 2013.

4. ORGANISATIONAL STRUCTURE

The organogram was approved on 30 May 2012. On 28 February it was reviewed and the following amendments were made: Post of Fleet Assistant were included as an initial error was made in respect of the transfer of water and sanitation to JGDM, Fleet Management Unit was moved from Corporate Services to Technical Services, PMU Unit moved back to technical Services, Post for Driver of the Speaker was included after a change in Legislation.

All employees have job descriptions within the organogram. The entire organogram indicating filled and unfilled posts is contained in a document which is available from the Corporate Services Department and on the municipal website.

Table 38: Total cost to populate organogram

	Salaries	Housing allowance	Compensation Comm	Medical Aid	Pension	UIF	Bargain Council	Bonus	Leave reserve	Tel	Skills levy	Total
Executive	3 602 160		36 022	247 680	222 180	38 137	792	211 549	130 305	73 200	36 022	459 8046
IPME	3 975 744		39 757	518 952	591 100	41 723	936	196 601	162 745	56 400	39 757	5 623 717
Corporate	3 510 672		35 107	577 920	489 629	37 622	1 224	251 550	146 503	36 000	35 107	5 121 334
Budget & treasury	5 784 932	18 792	57 849	990 720	1 066 339	61 542	2 016	369 247	250 944	60 000	57 849	8 720 230
Less meter readers	331 212		3 312	165 120	89 427	3 588	288	27 601	18 744		3 312	642 605
Sub Total	5 453 720	18 792	54 537	825 600	976 912	57 954	1 728	341 646	232 199	60 000	54 537	8 077 625
Road transport	2 584 944		25 849	866 880	697 935	28 004	1 512	215 412	132 792		25 849	4 579 178
Technical	1 487 076		14 871	165 120	118 338	16 110	360	123 923	56 657	12 000	14 871	2 009 325
Housing	911 868		9 119	206 400	246 204	9 879	360	75 989	43 663		9 119	1 512 600
Road transport	1 623 168		16 232	660 480	438 255	17 584	1 152	135 264	87 101		16 232	2 995 468
Electrical services	1 787 604	12 528	17 876	371 520	306 036	19 664	792	178 763	78 885	19 200	17 876	2 810 744
Plus meter readers	331 212		3 312	165 120	89 427	3 588	288	27 601	18 744		3 312	642 605
Sub total	2 118 816	12 528	21 188	536 640	395 463	23 252	1 080	206 364	97 629	19 200	21 188	3 453 349

	Salaries	Housing allowance	Compensation Comm	Medical Aid	Pension	UIF	Bargain Council	Bonus	Leave reserve	Tel	Skills levy	Total
Community	1 523 796		15 238	257 484	283 161	15 843	432	60 473	66 062	24 000	15 238	2 261 726
Libraries	484 020		4 840	206 400	130 685	5 244	360	40 335	26 275		4 840	903 000
Community halls	1 671 072		16 711	949 440	451 189	18 103	1 656	139 256	98 294		16 711	3 362 433
Waste Manage	5 045 676		50 457	2 889 600	1 362 333	54 661	5 040	420 473	297 523		50 457	10 176 220
TOTAL	33 992 732	31 320	339 927	8 908 596	6 403 383	364 116	16 632	2 418 835	1 577 751	280 800	339 927	54 674 019

(Source Corporate Services 2013)

The organogram has 291 posts. Out of these 200 were funded and have all been filled. The abridged organogram is contained in Annexure 2.

There is a budget to fill 8 posts for 2013/2014.

The table below reflects the filled and unfilled posts per departments.

Municipal Manager	Corporate Services	Finance	IPME	Technical Services	Community Services
11 posts on organogram 8 filled 1 to be filled before June 2013	31 posts on the Organogram 16 is filled 1 to be filled April 2013	<u>BUDGET & TREASURY</u> 37 posts on organogram 21 filled 1 to be filled before June 2013 TRAFFIC 35 posts on organogram 7 filled 13 to be filled before June 2013	21 posts on organogram 11 filled	7 posts on organogram 4 filled HOUSING 9 posts on organogram 4 filled to be filled in 2013 ELECTRICITY 18 posts on organogram 9 filled 2 to be filled before June 2012 ROADS 68 posts on organogram 15 filled PMU UNIT 6 posts on organogram 4 filled	9 posts on organogram 4 filled WASTE MANAGEMENT 87 posts on organogram 69 filled HALLS & FACILITIES 33 posts on organogram 22 filled LIBRARY 6 posts on organogram 6 filled

Table 39: Filled and Unfilled posts per organogram (Source Corporate Services 2013)

Table 40: New appointments for 2011/12 FY

Name & Surname	Employee Number	Department	Position	Date of Appointment
S. Kama	3008	Community	Team Leader Driver	01 July 2011
B.P. Phori	0046	Community	General Assistant (Semi – Skilled)	01 July 2011
R.S. Motlatsi	0093	Community	General Assistant (Semi – Skilled)	01 July 2011
A.Mbudede	3003	Community	General Assistant	01 July 2011
M. Seyisi	0113	Corporate Services	Fleet Management Officer	01 August 2011
N. Ndlangwe	0109	Mayoral	PA/Secretary	01 August 2011
O. Bambilawu	0043	MM' Office	PA/Secretary	01 August 2011
V. Makeba	0121	Community Services	Ranger	01 September 2011
R. Matseletsele	3002	BTO	Natis Clerk	01 September 2011

Name & Surname	Employee Number	Department	Position	Date of Appointment
T.M. Mhlomi	0126	IPME	Building Inspector	01 September 2011
S. Constable	0127	BTO	Cashier	01 October 2011
M. Busakhwe	3019	Technical Services	General Assistant	01 October 2011
K.G Mdlalana	0059	BTO	Creditors Clerk	01 December 2011
M. Nkopane	0128	BTO	Municipal Finance Intern	01 December 2011
X. Jack	0132	Technical Services	Supervisor Call Centre Operator	01 December 2011
N.E. Languza	0130	Technical Services	Call Centre Operator	01 December 2011
M.T. Hoho	0131	Technical Services	Call Centre Operator	01 December 2011
B.C. Rozani	0129	Technical Services	Call Centre Operator	01 December 2011
N. Mangali	0133	Community Services	Assistant Librarian	01 December 2011
T.R Lerabe	3115	BTO	Traffic Officer	01 December 2011
T.J. Qayiso	3116	BTO	Traffic Officer/Examiner	01 December 2011
M.S. Ntyebe	0013	Technical Services	Heavy Plant Operator	01 April 2012
M. Ninzi	0068	Community Services	Assistant Librarian	01 April 2012
S. Ganyathi	3117	Community Services	General Assistant	01 April 2012
L. Majikijela	0014	Technical Services	Senior Electrician	01 June 2012

Source: Corporate Services 2013

The table below indicates contract workers

Table 41: Contract Workers

INITIAL AND SURNAME	DESIGNATION	DEPARTMENT	CONTRACT PERIOD
1. MM. YAWA	MUNICIPAL MANAGER	MM'S OFFICE	5 YEARS
2. T. WONGA	DIRECTOR: CORPORATE SERVICES	MM'S OFFICE	5 YEARS
3. CNL GOLOGOLO	DIRECTOR: COMMUNITY SERVICES	MM'S OFFICE	5 YEARS
4. R. CROZIER	DIRECTOR: TECHNICAL SERVICES	MM'S OFFICE	5 YEARS
5. C. VENTER	CFO	MM'S OFFICE	5 YEARS
6. P. BUSHULA	DIRECTOR: IPME	MM'S OFFICE	5 YEARS
7. S. BOTHA	COO	MM'S OFFICE	5 YEARS
8. X. MNINZELWA	MANAGER: COMPLIANCE	IPME	5 YEARS
9. T VAN ZYL	MANAGER: HR AND LR	CORPORATE SERVICES	5 YEARS
10. R GODSSON	MANAGER: ADMINISTRATION	CORPORATE SERVICES	5 YEARS

INITIAL AND SURNAME	DESIGNATION	DEPARTMENT	CONTRACT PERIOD
	AND COUNCIL SUPPORT		
11. ML THERON	MANAGER: IGR / STAKEHOLDERS INVOLVEMENT / COMMUNICATION	IPME	5 YEARS
12. L. TOBBEN	ELECTRO ELECTRICAL ARTISAN	TECHNICAL	5 YEARS
13. J.J VAN RENSBURG	ELECTRO PRINCIPLE ENGINEERING ASSISTANT/ ELECTRICIAN	TECHNICAL	5 YEARS
14. K FOURIE	BUDGET AND TREASURY OFFICE	FINANCE	5 YEARS
15. P. BROOKS	PMU MANAGER	TECHNICAL	5 YEARS
16. N. CHAMANE	SENIOR AUDIT EXECUTIVE	MM'S OFFICE	5 YEARS

Source: Corporate Services 2013

Employment Equity

The previous Employment Equity Plan of the Municipality expired and the Municipality developed a new five year plan for 2012-2016 with targets. A report on 2012 equity report was acknowledged by the Department of Labour on the 4th January 2013

In terms of local demographics, the following ratios should apply for employment: 98.3% are Black, 0.57 % Coloured, 0.15 Indians and 0.97% white. Senqu does not have any people with disability in the workplace.

Table 42: Employment Equity staffing levels

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL	Black	Female
	A	C	I	W	A	C	I	W	M	F			
Top management	2	0	0	2	2	0	0	0	0	0	6	71.5%	42.90%
Senior Management	0	0	0	1	0	0	0	0	0	0	1	0%	0%
Professionally Qualified and experienced specialists and mid-management	7	0	0	1	12	0	0	3	0	0	23	82.60 %	65.20 %

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL	Black	Female
	A	C	I	W	A	C	I	W	M	F			
Skilled Technical and academically qualified workers, junior management, supervisors, foremen and superintendents	11	1	0	1	1	0	0	1	0	0	15	86.70 %	13.40%
Semi-skilled and discretionary decision making	29	0	0	0	13	3	0	0	0	0	45	100%	35.60%
Unskilled and defined decision making	64	2	0	0	26	0	0	0	0	0	92	100%	28.30%
Temp Employees	6	1	0	0	5	1	0	0	0	0	13		
TOTAL	118	4	0	5	59	5	0	4	1	0	196		
TOTAL PERMANENT	61.2 %	1.6 %	0%	2.7 %	29.5%	2.2%	0%	2.2 %	0.5 %	0%	100 %	94.50 %	31.70%
Temporary employees	46.2 %	7.7 %	0%	0%	38.5%	7.7%	0%	0%	0%	0%	100%	61.60 %	46.20%
GRAND TOTAL	60.2 %	2.0 %	0%	2.6%	30.1%	2.6%	0%	2.0 %	0.5 %	0.5%	100%	94.90 %	32.70%

Source: EE Plan 2013

Males dominate all levels from the top to unskilled level apart from at the professional level. Blacks are fairly represented at all levels except senior management level. These levels should be monitored to ensure equitable representation.

As part of the transformation endeavours of Senqu Municipality, serious attention should be given to female representation at senior management, semi-skilled and unskilled levels. In short; employment equity across the municipality is quite good but more women are required in top structures.

Goals to rectify imbalances where they occur are represented in the table below.

Table 43: Employment Equity Goals

Occupational Levels	%	Designated										Total	Vacancies	
		Male				Female				Foreign Nationals				
		A	C	I	W	A	C	I	W	Male	Female			
Top Management	Current	2	0	0	2	2	0	0	0	0	0	0	6	0
	Target 2012													0
	2013													0
	2014													0
	2015													3
	Goals 2016		1			2								
14-16	Current	0	0	0	2	0	0	0	0	0	0	2	16	
Senior Management	Target 2012					1	1							14
	2013	2	1		1	3	0		1					4
	2014	1				1								3
	2015					1								2
	Goals 2016		1											
10-13	Current	10	1	0	2	14	0	0	3	0	0	30	40	
Professionally qualified and experienced specialists and mid management	Target 2012													40
	2013	3	1											28
	2014	2	1											22
	2015	3	1											14

Occupational Levels	%	Designated										Total	Vacancies
		Male				Female				Foreign Nationals			
		A	C	I	W	A	C	I	W	Male	Female		
	Goals 2016	3	2		1	4	3		1				0
7-9	Current	7				12						19	15
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	Target 2012	1	1			2	1						10
	2013				1	2							7
	2014	1	1				1						4
	2015					1			1				2
	Goals 2016	1				1							0
3-6	Current	39	1			6	1					47	67
Semi-skilled and discretionary decision making	Target 2012												
	2013	3	2			5	2						55
	2014	12	4			10	1						28
	2015	1	1			7	5						14
	Goals 2016	1	1			6	6						
2	Current	65	1			17						83	18
Unskilled and defined decision making	Target 2012												18
	2013					3	2						13
	2014					2	2						9

Occupational Levels	%	Designated										Total	Vacancies	
		Male				Female				Foreign Nationals				
		A	C	I	W	A	C	I	W	Male	Female			
2015		2				2								5
Goals 2016		1				2	2							0

Source: EE Plan 2013

In order to successfully implement the 2012-2016 equity plan , the following resources will be required:

Programme	Quantity	Resources
Awareness	183	R 100 000
Diversity management programmes	183	R 100 000
Discrimination awareness programmes	183	R 100 000
EE Trainings	183	R 100 000

Source: EEP 2013

For the 2012/13 year the following training occurred

Date	Activity	Target Group	Costs	No
15/02/13	Awareness	Directors	R 50 000	7
2/03/13	Awareness	Employees	R 250 000	196
8 March 2013	Diversity management	Employees, Directors,	R 50 000	196

		Councillors		
3 April 2013	Discrimination awareness	Employees, Directors, Councillors	R 50 000	196
15 April 2013	EE trainings	Employees, Directors, councillors	R 50 000	196

Source EE Plan 2013

The **Employment Equity Forum consisting** of Cllr Mziki, director of Corporate Services, COO,2 professionals,2 technical persons,,1 general worker, 1 plant operator and 3 clerical workers including municipal Unions ensure that the plan is implemented by monitoring the implementation, giving feedback to employees, revising the plan annually and preparing and annual report for the Department of Labour.

SKILLS RETENTION

The municipality has skills retention and a scarce skills retention policy but experiences difficulties attracting these types of staff and keeping them due to the rural nature of the municipality and the fact that it can't offer competitive salaries. The scarce skills policy will be approved by Council by end June 2013 where after it can be implemented. After the scarce skills policy has been adopted, the Scarce skills Committee will have to identify the scarce and critical skills.

HR STRATEGY & WSP

The municipality does have an HR strategy. This was adopted on the 30 November 2010 (Annexure 7). It will be replaced by the SALGA one when this is finalised and adapted to the municipal requirements. It does need to be reviewed as it gives no long term plan for the municipality.

The HR strategy promotes recruitment and selection strategy, work place skills and employment equity, EAP, skills retention and lastly promotion and succession. The scope of the strategy includes induction training and staff orientation, implementation of the workplace skills plan, implementation of a training policy and study bursary scheme, succession planning and career pathing and employee assistance programme (EAP). The goal of the induction programme is to ensure that the new employee feel comfortable in his new working environment, becomes as productive as possible in the shortest possible period and is given every opportunity to succeed in his new job ,

without being set up for failure. The strategy for ensuring this is to: ensure that employees are recruited in accordance with a council approved recruitment and selection policy which takes into account the provisions of the employment equity act; implementing staff orientation interventions which means taking the employee through a step by step process to ensure that they become familiar with the municipal service as quickly as possible; presenting an induction training course that covers matters like the spheres of government, council structure and committee systems, organogram etc and lastly training in the municipal IDP and PMS..

Implementation of the **WSP** means an annual compilation of the organisation's prioritised training needs based on the IDP. This is done by the **SDF**. The goals of the annually adopted WSP are to capacitate staff members by implementing training interventions based on identified needs and to comply with the skills development act. This is done by budgeting for training and reclaiming funds from the relevant SETA.

In order for training to occur the Training Committee makes recommendations to the necessary structure to approve the following:

- Bursaries for unemployed - The committee makes recommendations for the Municipal Manager to approve
- For staff training programmes and bursaries the approval is done by Director corporate services. After the implementation of trainings programmes the SDF compiles a report for the training committee members for notification
- Internships are pre-approved by Director Corporate Services and approved by Municipal Manager
- Trainees get selected through the normal recruitment and selection processes of the Municipality

A training policy and study bursary policy have been adopted by Council and the aim is to develop the knowledge, skills and attitudes of all municipal employees, set out the roles and responsibilities of those involved in training and lastly to assist financially disadvantaged employees to finance their own training and development. Ultimately this will ensure the optimum utilization of human resources at all levels of the organisation and contribute to the personal aspirations of the individual.

The succession planning and career pathing is to enable managers to plan for their staff requirements for forthcoming years. A policy has been developed which will ensure that the necessary arrangements are made to ensure that suitably qualified people are available to fill posts and that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him in the municipal service. Lastly the employee assistance programme is to assist in the identification and resolution of productivity problems of employees impaired

by personal concerns but not limited to health. The goals of the programme are to ensure that staff members with personal problems are offered counselling, guidance and assistance to overcome them, to ensure that hr staff are fully trained to provide this assistance where necessary and to promote the wellbeing, productivity and moral of all employees (HR Strategy, 2010)

HR policies consist of the recruitment and selection policy, the leave policy, bursary policy, remuneration policy, promotions and transfer policy, travel and subsistence policy, standby and overtime policy, relieving allowance policy.

Annually a skills audit is done and a WSP developed and adopted by Council. A training committee also assists in prioritising training. However due to lack of financial resources, the WSP is seldom completed on an annual basis.

Training conducted for the 2 011/12 financial year was conducted at the cost of R 361 798.58. The following numbers were trained:

Table 44: Training 2012

Employment category	Race											PWD			% trained
	African		Coloured		Indian		White		Total		Total	M	F	Total	
	M	F	M	F	M	F	M	F	M	F					
SOC 100 Legislators	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SOC 100 Directors and Corporate Managers	2	2	0	1	0	0	2	0	4	3	7	0	0	0	100
Soc 200 Professionals	16	12	1	0	0	0	4	3	21	15	36	0	0	0	100
Soc 300 Technicians and Trade workers	4	0	1	0	0	0	0	0	5	0	536	0	0	0	56
Soc 400 Community and Personal Service Workers	5	5	0	0	0	0	0	0	5	5	10	0	0	0	91
Soc 500 Clerical and Administrative Workers	2	10	0	3	0	0	0	0	2	13	15	0	0	0	60
Soc 700 Machine Operators and drivers	3	0	0	0	0	0	0	0	3	0	3	0	0	0	14
Soc 800 Labourers	84	15	2	0	0	0	0	0	86	15	101	0		0	100
Apprentices	12	0	0	0	0	0	0	0	12	0	12	0	0	0	

TOTALS	128	44	4	4	0	0	6	3	138	51	189	0	0	0	
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Source: WSP Reports 2012

24 people were trained in ABET,1 went on a municipal leadership development,98 were trained in LED, 1 on IDP Learnership,100 ward committees trained,2 road Learnerships and 3 in water services skills programme. This was all as part of the LGSETA scarce skills programme. All training programmes that are being implemented for Staff and Councillors are linked to the IDP objectives and they are effective to staff. As a result they are able to perform their duties. The insufficient training budget for Councillors is challenging in that out of 37 councillors only twelve were trained in this current financial year. In the previous financial year 189 Officials were trained and no Councillors. In this financial year 137 Officials and 12 Councillors were trained. The LGSETA gave an amount of R234 774.26 for the 2012/13 financial year.

For the 2013/14 financial year training is envisaged for the following:

- Road construction, survey, operator certificates for TLB, graders and compactor trucks
- Electricity construction design and metering
- Computer courses
- Time management
- Stock control
- Environmental management
- Environmental health law
- MA Public administration
- Information science
- SCM audit on processes and procedures
- Financial auditing
- Internal Auditor board exams
- Secretarial course
- CPMD
- Strategic Management
- Project management
- Financial management for non financial persons
- Marketing
- Events management
- Municipal compliance
- Performance audit

- Facilitation
- Accounting
- Municipal financial specific course eg property rates, deeds etc
- Traffic Officer training
- B.Com
- Archives
- Customer care
- OHS
- First Aid
- LED
- Local government law
- Waste management

INTERNAL CONTROL PROCEDURES

If the Code of Conduct is not adhered to by either staff or Councillors, disciplinary action is being instituted. Currently there is only 1 finalised case involving 2 employees –outcome was final written warning. There are still 3 outstanding cases. It is a challenge to secure the services of trained personnel to preside / prosecute over disciplinary enquiries.

The LLF is not fully functional. 2 meetings were held in 2012/2013 financial year and one must still sit on the 27 June 2013. As a result many processes have been delayed like the implementation of the PMS to beyond S56 employees

Record keeping

The Council has approved the Records Management Policy, Central Registry Manual and Access to Information Manual during its Council Meeting held on the 27 March 2013 which regulates the access to information. Furthermore, with the assistance of the Provincial Archivist from Department of Sports, Recreation, Arts and Culture training was conducted on the 12 June 2013 to the municipality's employees on the following aspects:

- ❖ Archival legislation and the role of Provincial Archives and Records Services
- ❖ Roles and responsibilities of users in File Plan implementation
- ❖ Importance of good record keeping practices
- ❖ Identification and care of different categories of records
- ❖ Allocation of reference numbers in correspondences

- ❖ Records maintenance
- ❖ Understanding the logic of the file plan

PROTEST ACTIONS

No staff protest actions were held in the previous & current financial year. Mitigating measures are as follows:

- There is a Strike Management Committee (which sits only when there is a protest action)- comprised of Corp Services Director/MM , LR &HR Practitioner, 1 Cllr & organised labour rep.
- There is Essential Services Agreement
- Provisions prescribed in the LRA , Act 66 of 1995 (ss 64 – 77) are / will be followed.

There have however been community protest actions in Sterkspruit since September 2012. The protesters wish to have their own municipality in Sterkspruit. The municipality has responded to all allegations relating to it directly. It can't take any decisions relating to municipal demarcation as these are done at a national level. It has however taken legal action to prevent any further destruction of municipal property like the burning down of its offices in Sterkspruit and to prevent protestors from threatening and hindering staff and Councillors from fulfilling their legal and mandated jobs. The Municipality has been fully co-operative of all provincial and national attempts to resolve the protest.

CHAPTER FIVE: GOOD GOVERNANCE & PUBLIC PARTICIPATION

1. IDP PROCESS PLAN

Introduction

Senqu Local Municipality reviews its IDP and Budget in accordance with the requirements as set out in the Local Government: Municipal Systems Act (MSA) 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and the Municipal Finance Management Act 56 of 2003.

The review also takes into account the 2012-13 IDP assessment recommendations which rated the municipality high in all areas but that of financial viability which was medium.

Adopted Process Plan

The MSA 28(1) states that *each municipal council ... must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP*". The process plan was adopted on the 31st August 2012. The Process Plan outlines the programme to be followed and provides details on issues specified in the Act.

The Local Government: Municipal Structures Act 117 of 1998, Municipal Systems Act 32 of 2000 and Municipal Finance Management Act 56 of 2003 are specific to municipalities and are the key legislation for the development of the IDP. Other national sector legislations also contain various kinds of requirements for municipalities to undertake planning.

Some important National and Provincial guiding plans and policy documents for the IDP include the Medium-term Strategic Framework, the National Spatial Development Perspective (NSDP), the National development Plan, the new Growth Path, the Eastern Cape Provincial Spatial Development Plan (ECPSP), the Eastern Cape Provincial Growth and Development Plan (ECPGDP) and the Ukhahlamba (now Joe Gqabi) District Growth and Development Summit (GDS).

IDP Process

The IDP Process is a continuous cycle of planning, implementation and evaluation.

Institutional arrangements and roles and responsibilities

The development of the IDP and Budget involves Municipal Officials, Councillors as well as stakeholders/actors outside the Municipality.

Institution	Role & responsibility
Council	Approves, adopts the IDP and budget Participates in M&E
Executive Committee	Decides on the Process Plan. Manages, co-ordinates and monitors the process and drafts the IDP and budget
IDP Manager	Drafting and co-ordination of the IDP process on a day to day basis
IDP and Budget Steering Committee	Provides technical expertise for the drafting of the IDP and budget
IDP Representative Forum	Provide community needs and priorities and indigenous knowledge. Act as a M&E mechanism

Other actors

ACTORS	ROLES AND RESPONSIBILITIES
Ward Councillors/Ward Committees (assisted by CDWs)	<ul style="list-style-type: none"> • Major link between municipality and residents • Link the planning process to their wards or constituencies • Organize public consultation and participation • Represent the ward at the IDP & Budget Representative Forum • Analyse ward-based issues, determine priorities, negotiate and reach consensus.
Community	<ul style="list-style-type: none"> • Represents interests, contribute knowledge and ideas to the Representative Forum

	<ul style="list-style-type: none"> • Inform interest groups, communities and organizations • Analyse issues, determine priorities, negotiate and reach consensus • Participate in designing project proposals • Discuss and comment on the draft IDP • Monitor performance in implementation • Conduct meetings with groups, communities, etc to prepare for and follow-up on relevant planning activities.
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Mechanisms for community and stakeholder participation

One of the main features about IDP and Budget Processes is the involvement of community and stakeholder organizations in the process. This was done though the:

- IDP Representative Forum to verify and add data
- District Municipality’s Rep Forum to ensure that local priorities are adequately reflected on the District’s IDP
- Ward Councillors and ward meetings to keep communities informed about the IDP progress (including Ward Committees and CDWs)
- Annual reports on municipal progress
- Mayoral outreaches
- Advertisements in local newspapers and community radios on the progress
- Making the IDP document available to all units and in public places for public comments
- Municipal website.

English is used as a language of governance however in community meetings languages that are spoken in that community are used. Officials are responsible for arranging venues and transport for all wards to all meetings. Transport is arranged for Traditional Leaders, Designated Groups and Ward Committees at the cost of the municipality.

Mechanisms and procedures for alignment

The IDP Manager (Municipal Manager) and the Manager IDP & PMS of Senqu Municipality is responsible for ensuring smooth co-ordination of the IDP process and its alignment with the District’s IDP through bilateral discussions with affected sector departments and neighbouring Municipalities as well as IDP representative Forums. Inter-Governmental Forums such as the Joe Gqabi District IDP Representative Forum are also used to ensure that beneficial alignment of programmes and projects do occur.

Detailed IDP and budget action plan

	Activity	Time frame	Progress
1.	Develop draft IDP Framework Plan and present to Council for adoption	June – August 2012	Completed and sent to Council for adoption
2.	Discuss process plan with IDP and Budget Steering committee and Ex Co	20 August 2012 23 August 2012	Held 20 August 2012
3.	Adopt Process Plans	31 August 2012	Council adopted the process plan on the 31 August 2012
4.	Publish and make known Process Plan (i.e. key activities and deadlines)	7 September 2012	Published in the Reporter and the Aliwal Weekblad on the 7 th September 2012
5	IDP Representative Forum	18 September 2012	Postponed to the 9 th October 2012 due to civic unrest. Postponed again to the 25 th November 2012
6.	Public engagement and consultation	16 October – 15 November 2012	The planned outreach was postponed due to the civic unrest in the wards. An attempt was made to hold an outreach in February but this failed again due to unrest and again in April and May 2013
7.	IDP Representative Forum	27 November 2012	Held 25 th November 2012
8.	Departmental Strategic sessions	3-7 December 2012	The departmental strategic session were held
9.	IDP & Budget Steering committee	11 December 2012	Not held
10.	IDP & Budget Steering committee	13-14 December 2012	Not held
11.	Municipal strategic session	16 -18 January 2013	Held at Fish river sun
12	Report on mid-year and performance assessment	20 January 2013	Report went to Council
13.	IGR meeting	13 February 2013	Held on the 13 th February 2013
14.	IDP & Budget Steering committee Meeting	19 February 2013	Postponed to 8 March 2013
15.	IDP Representative Forum	5 March 2013	Postponed to 25 March 2013

16.	IDP & Budget Steering committee	13 March 2013	8 March & 19 March 2013
17.	Council	29 March 2013	Council adopted the draft IDP on the
18.	Departmental SDBIP sessions	5 -23 April 2013	Completed
19.	Public comments	15 April – 3 May 2013	Published in the Reporter and Aliwal Weekblad 5 April 2013. Comment period from 2 April until 30 April 2013
20.	IDP & Budget Steering committee	6 May 2013	Held on the 3 rd May 2013
21.	IDP Representative Forum	7 May 2013	Held on the 11 th June 2013 to discuss the SDBIP and PMS
22.	Table municipal draft budget and proposed revisions to the IDP	31 May 2013	Draft budget and IDP were tabled and adopted by council on the 28 th May 2013
23.	SDBIP to Mayor	26 June 2013	Went on the 18 th June 2013
24.	SDBIP to Council	28 June 2013	Mayor will take it and explain to Council
25.	SDBIP made public	14 July 2013	The SDBIP will be published once the Mayor agrees to it being publicised.

2. IDP ASSESSMENT & REVIEW

It should be remembered that this document is a review of the original IDP. Thus the changes are the following:

- Updating of municipal date based on the 2011 census
- Incorporation of the 2013 LED strategy
- Incorporation of the 2013 Tourism plan
- Incorporation of the draft 2013/14 budget
- Incorporation of sector departments draft projects and budgets
- Reviewed ward priorities and projects

KPA Assessment 2012/13	Progress
Institutional development <ul style="list-style-type: none"> • Summary of HR plan • Summary of WSP including operational plan 	Included Included

<ul style="list-style-type: none"> • Organogram to indicate numbers and how it will be filled • Employment Equity plan summary • Copy of HR plan and council resolution • Reflection on succession plan • PMS rollout and summary 	<p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p>
<p>LED</p> <ul style="list-style-type: none"> • BBEE, SMME and Co-operative Targets 	<p>Included in SDBIP</p>
<p>GOVERNANCE</p> <ul style="list-style-type: none"> • Social cohesion programmes and plans • Integrated social cohesion programme • Integrated community safety forum and plan • More on audit action plan and committees 	<p>Included</p> <p>Working on including</p> <p>Working on including</p> <p>Included</p>
<p>SERVICE DELIVERY</p> <ul style="list-style-type: none"> • More on ISD unit • More on SLA's with DM and other service providers • Sustainable environmental practises for re-cycling • Audit on community facilities • More on EIA's • More on ability to deliver services • Information on credible land register • Control mechanisms for land invasions • Nature of service delivery levels through CIP • Social viability of settlements • Vulnerability and risk assessment • DM co-operative agreements • Fire services tariffs • Elec – determine need • Look at renewable energy solutions • O&M for electricity reticulation and upgrade 	<p>Included</p> <p>Included</p> <p>Working on including</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Working on inclusion</p> <p>Included</p> <p>Working on inclusion</p> <p>Working on inclusion</p> <p>Working on inclusion</p> <p>Included in SDBIP</p>
<p>FINANCIAL MANAGEMENT</p> <ul style="list-style-type: none"> • Include national goals and community participation • More financial policies • By-law relook • Alternative mechanisms for financial investment in infrastructure, maintenance of old infrastructure and acquiring new • GRAP compliant infrastructure register 	<p>Included</p> <p>Included</p> <p>included</p> <p>Included</p> <p>Included</p> <p>Included</p>

<ul style="list-style-type: none"> • Changes in targets and objectives and strategies • Changes in community priorities • Budget figures • Draft SDBIP • Show expenditure percentage of budget for last 2 years and audited results • Show extent of own revenue and grant usage • Viability of IDP implementation • Last 2 years of capital and operational expenditure analysis • % of budgeted income in the past 2 years per category • Linkage between IDP and budget • Reflect DM budget • Updated valuation roll and supplementary roll • Functional supply chain unit and bid committees 	<p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p>
<p>POPULATION</p> <ul style="list-style-type: none"> • Migration plan • Sectoral plans including population concerns • Sector plans taking account of MDG's and Section 12 outcomes • Assessment of social impact of development initiatives • 2011 Census figures 	<p>Working on incorporation</p> <p>Working on incorporation</p> <p>Working on incorporation</p> <p>Included</p> <p>Included</p>

Previous IDP Assessments

KPA	Rating 2008/9	Rating 2009/10	Rating 2010/11	Rating 2011/12	Rating 2012/13
Spatial Development Framework	Medium	High	Medium	High	High
Service delivery	Medium	High	Medium	Medium	High
Financial Viability	Medium	Medium	Low	High	Medium
Local economic Development	Medium	Medium	Low	Medium	High
Good governance & public participation	Low	Low	Low	High	High
Institutional Arrangements	Medium	Low	Medium	High	High
Overall Rating	Low	Medium	Medium	High	High

3. PUBLIC PARTICIPATION

Public Participation Plan

The Municipality prepares a draft annual public participation plan to Council which goes to Council by the end of the 1st quarter for adoption. This was done as can be seen by the plan below for 2012/13. The plan reflects all the events which require the public to participate for all departments and the responsible person for the event. This year 2013/14 the plan will first be sent to the newly launched Public Participation Forum for comments and additions before it is sent to Council for adoption.

Annual Public participation Plan 2012-13	
July	
Ward Committee Meetings	Ward Councillors
August	
Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year 31 August 2012.	Mayor
Ward committee meetings	Ward Councillors
Woman's month meetings	SPU
September	
IDP Representative Forum to discuss process plan and review analysis 18 September 2012	IDP
Municipal Round Table 27 September 2012	CCO
Ward Committee Meetings	Ward Councillors
Youth festival	SPU
October	
ExCo outreach 16 October to 15 November 2012	IDP
Ward Committee Meetings	Ward Councillor
November	
IDP Representative Forum to discuss and finalise outreach issues 27 November 2012	IDP
Ward Committee Meetings	Ward councillor
16 days of activism against child and woman abuse activities	SPU
December	
Municipal Round Table 12 December 2012	CCO
IDP & Budget Steering Committee to discuss issues and revise and develop draft objectives, strategies and formulate draft project proposals with sector departments 13- 14 December 2012	IDP
Council finalises tariff (rates and service charges) policies for next financial year	CFO
Ward Committee meetings	Ward Councillors
Programme for people with disabilities	SPU
HIV & Aids day celebrations	SPU
January	
Ward committee Meetings	Ward councillors
Customer care & policies roadshows 15 January 2013	CCO

Community Based Planning for Wards 10,14,19 & 16	IDP
February	
IGR Meeting to discuss project proposals and budgets with sector departments 13 February 2013	IDP
Ward Committee Meetings	Ward Councillors
Customer Satisfaction Survey	CCO
March	
IDP Rep Forum to discuss draft IDP 5 March 2013	IDP
Mayor tables municipality budget, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year 29 March 2013	Mayor
Ward Committee Meetings	Ward Councillors
Municipal Round Table	CCO
April	
Public comments on IDP & Budget 15 April - 3 May 2013	BTO & IDP
Ward committee meetings	Ward Councillors
May	
IDP Representative Forum to discuss draft PMS targets 7 May 2013	IDP & PMS
Council to consider approval of budget and plans at least 30 days before start of budget year, 31 May 2013 .	Mayor
Ward committee meetings	Ward Councillors
June	
Municipal Round Table	CCO
Ward Committee Meetings	Ward Councillors

Public Participation Framework/Strategy

The Public Participation Framework has been developed and sent to Council for adoption. The strategy was presented to both the IDP Representative Forum and the Public Participation Forum for comment. The framework outlines the roles and responsibilities of all stakeholders in public participation as well as the mechanisms for undertaking public participation. These include the guidelines for public events that must be followed as well as the processes that members of the public must follow if they wish to submit grievances or complaints.

Challenges and intervention for public participation

- **Geographical** – the municipal area consists of 19 wards with many villages. Due to the mountainous terrain and the lack of infrastructure development during the homeland period, the road network is poorly conceived and as a result villages which should be directly connected are normally connected through rerouting to a main road. The Demarcation Board did not consider the terrain with the result that 1 ward has a village which is located almost 4 hours away by road as it falls on the other side of a mountain range.
- **Infrastructure** – due to the vastness of the terrain, it is difficult to find a central meeting spot in the ward which is accessible to all by foot and has a facility large enough to accommodate all residents. The municipality is

in the process of ensuring that all wards at least have one community hall.

- **Education levels** – it is an ongoing process to educate the community about local government so that they can participate in an effective and efficient manner
- **Traditional leaders** – the municipality has made a concerted effort to ensure that traditional leaders are included in all public participation events and in Council activities but many still see the municipality as undermining their role and will not work with them.
- **Communication** - due to the vastness of the area and mountainous terrain telecommunication networks are limited with the result that it is difficult to communicate with communities due to lack of telephone and email networks.
- **Financial**- although a budget is set aside for public participation under the IDP and budget vote, it is not enough as it is expensive to cater for the transport and food that is required for all these occasions. However departments also have operational budget for their public participation occasions.
- **Sustainability** – many community based organisations do not have a long life span due to in fighting or inactivity by members
- **Apathy** – members of the public do not feel the need to participate in government processes due to a variety of factors

Stakeholder Communication Strategy

The municipality has a communication strategy which identifies and outlines which and how to communicate with stakeholders. The adopted communication strategy relies on Ward Councillors, CDW's and the Executive Committee to ensure that information reaches the public. Other methods such as posters, loudhailers and the local radio station Ekepini and newspapers are used to keep the community informed. However due to financial constraints and the poor accessibility and poor network coverage of the region, some communities struggle to access information. As a result the onus is on developing central points where billboards will be erected and information displayed on a regular basis.

The Communications Officer has been trained on website management so that the municipal website will be continually updated and remain relevant. Monthly newsletters are printed and distributed as well as quarterly newsletters. Outreaches such as the Executive Committee outreach will occur on a quarterly basis to ensure that the community are informed and can also relay complaints to the Mayor.

The municipality has increased the amount of funding that it has given to the communication section. As a result of this funding the municipality has improved its public address system and bought a public loudhailer system for vehicles. In addition it is in the process of procuring public notice boards to be located centrally in the wards and a

tent.

A stakeholder register has been developed and updated for the launch of the Public Participation Forum. This is attached as Annexure 3. The launch of the Forum will assist the municipality in its efforts to increase the effectiveness and efficiency of public participation by mobilising stakeholders.

Ward Committees

Ward committees have been formed for the 19 wards. Ward Committees are chaired by the Ward Councillors and consist of up to ten elected members. The purpose of the committees are to broaden participation in the democratic process of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the ward. The Ward Committees gather information from the communities during the IDP process which are forwarded to the IDP and Budget Steering Committee for consideration in the budget process. In addition problems identified by the ward committee are forwarded to the IPME Standing Committee for resolution by the responsible Department head. Ward committees and Councillors are also utilised to mobilise ward members for the Executive Committee outreaches.

The functioning of the ward committees has been hampered this year by the civic unrest in and around Sterkspruit. As a result many ward meetings have not been held due to threats against Councillors and Ward Committee members. This is also one of the reasons why ward based plans were not undertaken this year.

Ward committees have been trained. Funding has also been allocated on an annual basis to compensate ward committee members for their time but the suggested stipend amount from national treasury will not be met due to financial constraints of the municipality.

Traditional leadership

The municipality is committed to meeting with Traditional leaders to find solutions to the problem of acquiring sufficient land for development outside town boundaries. Traditional leaders are represented in Council and at all standing committees. The municipality is however experiencing some resistance from Traditional Leaders who feel that their authority is being undermined by the Municipality. The Mayor has however made it a clear policy that nothing may be implemented in wards without the knowledge of Traditional Leaders and they are invited to be part of all municipal outreach events.

4. SOCIAL COHESION

The municipality has several social cohesion programmes. These involve door to door campaigns whereby the municipality and sector department target certain areas and run campaigns on problems being experienced in that area such as child headed households. A plan is then formulated to resolve these issues and all stakeholders state their commitment to resolving these issues.

The Municipality has also resuscitated the Mayoral cup whereby all sports codes participate in their codes and the winners receive prizes and cups. The Youth festival was also launched in March 2013 whereby the youth are encouraged to showcase their talents in song and art. These will both become annual events

The municipality participates in community policing forums in order to unite stakeholders to fight against crime. The municipality also forms part of the moral regeneration programme of the Presidency. The **Integrated Community Safety Forum** relaunched in June 2013 under the leadership of the Community Services Portfolio Councillor. The relaunch of this forum has been delayed several times by the civic protest. The work of the new forum will be the development of an Integrated Community Safety Plan.

All of these programmes and public participation forums together assist in providing platforms whereby people can meet and discuss their differences and problems. This dialogue leads to nation building as people begin to realise that there is more that unites them than divides them.

The municipality has IGR structures such as the IDP Representative Forum whereby sector departments are engaged with in order to find solutions to service delivery issues. In addition special meetings are arranged for departments to meet outside the IDP Rep Forum. Sector departments (national and provincial) are also engaged with through Munimec and the District IGR structures such as DIMAFO. Sector departments are also contacted throughout the year to respond on community queries as well as participate in public participation programmes. In addition engagement with provincial and national departments is facilitated through the Joe Gqabi District IGR structures such as the various committees like governance and administration which are attended by the municipality.

The Municipality also participates in all SALGA structures where it can meet and discuss issues with other municipalities. These structures facilitate inter municipal planning. In addition the District DIMAFO structure provides a space for all Mayors and Municipal Managers to meet and discuss on issues which affect the District as a whole. Other relevant District forums are also attended by the Municipality such as the District Support Team, and

Communicators Forum.

Other Public Participation Forums and Players

IDP Rep Forum

This forum meets at least four times a year to discuss progress achieved on implementation as well as to give direction around the needs and requirements of the future as contained in IDP. The forum is chaired by the Mayor and is constituted by various government departments, interested parties, organised groups, CBO's, Ward committees and NGO's.

CDW's

CDW's are another resource which the municipality utilises in order to improve public participation. However the implementation of this programme remains problematic due to power struggles between ward committees and CDW's. The problem is exacerbated by the fact that CDW's report to and are paid by the Province which means that in essence the municipality has no administrative control over the actions of these individuals. The municipality has attempted to alleviate the problem by having a quarterly **Round Table** meeting where issues pertaining to ward issues are discussed. It is chaired by the Speaker and consists of Ward councillors, Traditional Leaders, LG & TA and CDW's.

Economic Development Forum

This newly launched forum will meet on a quarterly basis and consists of all stakeholders involved in LED. They will meet to discuss issues and challenges relating to the implementation of LED. It is chaired by a Portfolio Councillor. In addition it will monitor the implementation of the LED strategy.

Communicator's Forum

This forum meets quarterly to discuss issues pertaining to communicators in the region. It consists of local municipal communicators, GCIS and media representatives.

5. COMPLAINTS & FRAUD MANAGEMENT

The municipality has a Community Liaison Officer who mans the Presidential Hotline as well as regular liaising with Ward Councillors and Ward Committees to ensure that they are kept abreast of any developments and complaints originating in their wards. The Officer contacts the necessary department with the complaint and then monitors to ensure that it is resolved.

The section is in the process of installing a complaints hotline which will be run by interns. In addition the system will run annual customer satisfaction surveys as well as development a customer charter which outlines the level of service which customers can expect from the municipality. The complaint management system is electronic and a SEBATA system known as Issue Management. The Customer Care Officer enters the complaint into the system and assigns it to the responsible official to deal with. If the Official fails to deal with the complaint, the system after a set amount of time refers it to their superior until it eventually lands up with the Municipal Manager. The system will be implemented from 1 July 2013.

The municipality has an adopted customer care charter and policy which outlines how complaints should be dealt with. This is contained in Annexure 4.

The Municipality adopted its fraud prevention plan in December 2008. The plan outlines what is fraud, a code of conduct for employees and Councillors, procedures for reporting fraud and lastly protection of the whistleblowers. The plan also outlines the policies and procedures that the municipality must implement in order to prevent fraud like supply chain management. The Internal and External Audit as well as the Audit committee are mandated to expose any evidence of fraud.

Most of the recommendations of the plan have been implemented and all employees are inducted about the Code of Conduct. The fact that Senqu has managed to receive an unqualified audit for 3 years indicates that the fraud prevention plan is effective.

6. AUDIT & OTHER COMMITTEES

Section 80 Committees

The only section 80 committee in Senqu is the Executive Committee which sits monthly comprising the Mayor, Chief Whip and Portfolio Councillors. This is because Senqu has an Executive Committee system. The Executive Committee has 5 sub committees each headed by a Portfolio Councillor. These are Technical services, finance, IPME, community services and corporate services.

Section 79 Committees

- **MPAC Committee**

The MPAC Committee was set up to improve the oversight role of Council. It meets to discuss all issues related to oversight as well as develop the oversight report for Council on an annual basis. The Committee is headed by Cllr A.Kwinana and 6 Councillors. The committee now meets on a monthly basis until it is fully operational and will then meet quarterly

- **Mandate committee**
- **Remuneration Committee**
- **Strategic and Governance Committee**
- **Ethics Committee**



These committees were approved during a Council of the 27th March 2013 and their members and terms of reference have yet to be finalised

Other Committees

Performance Audit Committee

This committee meets to evaluate the performance of the municipality and S 57 employees on a quarterly basis. It consists of the members of the Audit committee.

Audit Committee and audit action plan

The Committee meets to discuss the annual plan of the internal audit unit. The quarterly performance reports from the departments are also discussed in this committee.

The following are the audit opinion for Senqu Municipality for the past few years from 2007/8 financial year to date.

2007/8	2008/9	2009/10	2010/11	2011/12
Qualified	Unqualified	Unqualified	Unqualified	Unqualified

The municipality continues to implement the OPCAR (operation clear audit report) reporting template that monitors corrective matters undertaken to the prior year audit as well as PAF (preparation audit file) which sets in place the framework for all information to be collected for the 2012/13 financial year's audit. The municipality prepares an electronic audit file under the direction of the Chief Finance Officer. The order of documentation is placed in the order of financial statements as indicated in GRAP and hyperlinked to relevant line item of the financial statements.

The Municipality aims to be the first municipality to attain a clean audit in the Eastern Cape.

Furthermore, the Audit Action team consisting of key role-players in the audit is to continue its work to coordinate, resolve problems and share resources to continue with the improved audit results

There are no recurring financial issues raised by AG report, recurring issues are mainly relating to non-compliance as well as performance information. The audit action plan reflected in the table below is therefore based on the matters of emphasis as well as the areas of non-compliance identified in the Consolidated Audit.

Table 45: Audit Action Plan

Finding	Progress to date
<p>Restatement of corresponding figures</p> <p>The corresponding amounts included in the financial statements for the financial year ended 30 June 2012 have been restated for the purposes of corrections of errors in the prior year. These corrections arose as a result of the indication of the discontinuation of water services provided by the district municipality, as well as compliance with GRAP 13 in regard to the classification of the three year lease contract; and the VAT implication on prior year debts written off by the council in the current year</p>	<p>These figures have been restated correctly</p>
<p>Material losses</p> <p>The municipality suffered an electricity loss of 3, 7 million kilowatts in the current year (2011: 5, 6 million kilowatts) amounting to R2, 2 million (2011: R3 million).</p>	<p>The municipality is in process of replacing part of its network in order to reduce electricity losses. this work is ongoing as can be seen in the 201/14 SDBIP.</p>
<p>Strategic planning and performance management</p> <p>The municipality did not implement a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.</p>	<p>A PMS and Compliance Manager has been engaged to ensure that this is dealt with.</p>
<p>Budgets</p> <p>The mayor did not submit all quarterly reports to council on the implementation of the budget and the financial state of affairs of the municipality within 30 days after the end of each quarter.</p> <p>The mayor did not take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved within 28 days after the approval of the budget.</p>	<p>A PMS and Compliance Manager has been engaged to ensure that this is dealt with. The IA have confirmed that these reports are now being submitted.</p> <p>The SDBIP has been submitted to the Mayor on the 18th June and signed by both her and the Municipal Manager. It will then be submitted to Council.</p>
<p>Annual financial statements, performance and annual report</p> <p>Material misstatements were identified by the auditors.</p>	<p>The material misstatements were corrected</p>
<p>Procurement and contract management</p> <p>Goods and services with a transaction value of between R10 000 and R200 000 were procured without obtaining written price quotations from at least three different prospective providers.</p> <p>The register of bids received on time and the bid results were not published on the website of the municipality.</p>	<p>These cases have been investigated and steps taken to ensure that it does not re-occur.</p> <p>These cases have been investigated and steps taken to ensure that they do not re-occur.</p>

<p>Awards were made to suppliers based on criteria that were not similar to those stipulated in the original bid documents.</p> <p>Awards were made to suppliers who did not submit a declaration of their employment by the state or their relationship to a person employed by the state.</p> <p>The contract performance measures and methods whereby they are monitored were insufficient to ensure effective contract management.</p> <p>Awards were made to providers who are persons in service of other state institutions. Furthermore the providers failed to declare that they are in the service of the state.</p>	<p>These cases have been investigated and steps taken to ensure that they do not re-occur</p> <p>These cases have been investigated and steps taken to ensure that they do not occur.</p> <p>A new Manager has been employed in Corporate Services to ensure that contracts are better managed</p> <p>The Municipality has investigated the cases and taken steps to ensure that they do not re-occur. A great emphasis has been placed on ensuring that the declaration register is accurate</p>
<p>Usefulness of annual performance report</p> <p>Presentation</p> <p>The municipality did not prepare a performance report in respect of the performance of each external service provider, a comparison of the performance with targets set for and performances in the previous financial year were not included in the performance report and mechanism and measures to improve the performance were also not included in the performance report.</p> <p>Consistency</p> <p>The audit of predetermined objectives revealed that a number of indicators, targets and strategies reflected in the SDBIP/IDP review are not aligned to the annual report, some IDP strategies were not included in the SDBIP and in some instances IDP strategies were not aligned to SDBIP focus areas, thus the consistency between the planning and reporting documents could not be verified.</p> <p>Measurability</p> <p>A number of focus areas indicated in the SDBIP did not have set targets and/or key performance indicators and some key performance indicators are not well defined.</p> <p>Reliability of selected objectives in the annual performance report</p> <p>Validity, accuracy and completeness</p> <p>The municipality did not provide evidence that Councillors have been trained in order to enhance their oversight roles in monitoring and evaluation of the performance of the municipality. Furthermore, in its annual performance report, the municipality has indicated that the training was provided to 189 employees and stated 100% achievement in the annual performance report, however, the staff compliment of the municipality is more than 189 employees. The municipality has targets in the IDP/SDBIP which were not reported in its annual performance report.</p>	<p>A new Manager of compliance has been employed to ensure that performance reports on service providers are accurate.</p> <p>A service provider was engaged and a new Manager of compliance to ensure that the IDP, SDBIP, PMS and budget are fully aligned.</p> <p>These mistakes have been rectified in the new SDBIP and the newly engaged Compliance Manager is ensuring that the 2013/14 SDBIP does also not have the same issues.</p> <p>Councillors have been trained through the LGSETA on their oversight role especially those on the MPAC.</p>

The audit action plan has been developed and monitored on a quarterly basis by the Audit Committee to ensure that the departments concerned have corrected or put measures in place to ensure that these issues will not reoccur.

IT Steering Committee

This committee consists of officials from every department and discusses issues relating to IT. This includes the purchasing of software and hardware as well as problems being experienced with the expansion or current usage of the IT system. It meets quarterly.

Budget & IDP Steering Committee

This committee meets according to the annual IDP and budget process plan. It consists of top management officials from each department, Municipal Manager, Mayor and the Finance Portfolio Councillor. It is headed by the Finance Portfolio Councillor and discusses issues relating to the budget and IDP.

Management Meeting

This meeting is chaired by the Municipal Manager which meets monthly and discusses issues pertinent to the administration.

Supply Chain Committees

Senqu has two committees viz the Specification/Evaluation Committee which ensures that the specifications are correct and in line with scm legislation and approves them for tender advertisements. The Committee also evaluates bids once tenders have closed and forwards their recommendations to the Bid Committee. The Bid Committee makes the final decision on tenders except for tenders above R 10 million.

HR Committees

HR has several committees.

- **Local Labour Forum** which consists of selected management, Finance and Corporate Services Portfolio Councillors and the labour Unions to discuss labour issues
- **Training Committee** to discuss the implementation and development of the WSP
- **Employment Equity Committee** to discuss recruitment and selection based on EE principles
- **Placement committee** which meet on an adhoc basis to discuss issues relating to the organisational structure
- **Occupational Health and Safety Committee** which discusses issues relating to the health and safety of officials and the buildings.

7. SPECIAL GROUPS

The Municipality has an SPU Officer and eventually the unit should receive additional staff. Portfolio Councillors for each area have been allocated from the Executive Committee

HIV and AIDS

An Officer is responsible for HIV and Aids co-ordination in the municipality. An **HIV and Aids Council** co-ordinates HIV and Aids activities in the region. The Council has also developed an HIV & Aids mainstreaming policy which is going for out for public comment. It will then be adopted by Council. HIV and AIDS ward

Committees headed by Ward councillors are being launched in every ward. Council has also adopted a HIV and AIDS strategy for the municipality.

Youth Council

The Youth Forum has just been reformed and a youth strategy and plan developed for the coming years. A ward youth committee is being launched for every ward. The municipality is increasing its funding to provide for youth projects and ensure that more youth are assisted to find employment through the youth database. The municipality is committed to channelling all job advertisements and bursaries funded by various departments through to Ward Councillors for distribution to the youth.

Elderly Forum

The municipality has developed a Forum which will then implement an annual plan.

Women Forum

A women empowerment forum exists led by a Portfolio Councillor from the Executive Committee. A plan is done on an annual basis. The idea behind the forum is to ensure that women are empowered to take advantage of economic opportunities in the region. A ward based women committee is being launched for every ward.

Persons with Disabilities

Persons with a disability have their own forum, known as the **Disabled Forum** which like the others develops and implements an annual plan. A database has been developed to indicate disability types so that sector departments may utilise it to increase the level of employment amongst people with disabilities.

Mainstreaming and access to economic opportunity

The municipality's sector plans all acknowledge the fact that the Senqu population is youthful with a high degree of unemployment. In recognition of this the municipality's infrastructural projects sets youth targets in respect of youth, women and disabled. The municipality also tries where possible to implement job intensive projects. It is experiencing difficulty in promoting people with disabilities as the database of disabilities is not updated. In addition most projects in the municipality tend to involve physical labour which excludes most type of disabilities. The poor educational facilities in the area for the disabled also precluded people from many types of work as they do not have the necessary work skills to engage in any decent work opportunities.

CHAPTER SIX: WARD PRIORITIES AND PROJECTS

WARD PRIORITIES FOR 2013-14

Problem	Area
Ward 1 villages: Mbobo, Bhikizana, Walaza, Ndofela	
Water - pipes are installed but no water comes from the taps	Walaza,Mbobo,Mangwaneni,Mboleni,Bikizana, Platform
Electricity - is required	Walaza,Khasalala,White City
Access roads -	Walaza, Mbobo, Mpikisana (road stops)
Sanitation - none exists	whole ward
RDP houses - (700)	ward
Indoor recreational community facility - (Ndofela has 1 hall)	Walaza, Mbobo and Bikizana
Pre-school - Bikizana (got 1),	Mabalana village
Old age home	whole ward
Projects required - - Bikizana has 1 project growing vegetables	Walaza , Ndofela, Mbobo
Job creation for the youth	
Clinic - only 1 at Ndofela but very small,	Walaza,Mbobo,Bhikizana
Sportsfields exist but must be fixed	
Cellphone reception -MTN ,Vodacom and Cell C don't exist	
TV reception	
More Lightning rods required	
Ward 2 villages: Storomo, Ndingishe, Makalakaleng, Gcina, Qhimira	
Bridge	Qhimera
Indoor recreational community facility	between Gcina and Ndingishe
Access roads -	St Theresa village and Henge
Cellphone reception	Ndingishe & Qhimira
Speed bumps	St Theresa
Funding of LED related projects	
Shearing shed	Ndingishe village
Water shortage - get it but not consistent	Ndingishe not consistent and Storomo but St Theresa has nothing
sanitation -	New extensions at KwaGcina, St Theresa and Ndingishe

Ward 3 villages: Makalalakeng,Hohobeng,Ekra,Qhoboshane,Zwelitsha	
Cellphone reception	Qhoboshane - Vodacom and MTN
Access roads	Regravelling to all villages, Ekra, Hohobeng
Water	Pipes are laid but the quantity is scarce
Sanitation	Qhoboshane and all new village extensions
Clinic	There are no clinics in the ward and the mobile clinic has not operated for 5 months. Sites at Qhoboshane and Makalalakeng
Ward 4 villages: Mkunyazo,Boomplaas,Hillside,Mfinci,Penhoek,Maqolwaneni	
Access roads	Boomplaas, Mkunyazo, Maqolwaneni, Mfinci
Proclaimed road	T606, T 514, T607
Pedestrian bridge	between Mkunyazo and Penhoek, Hillside from 1 side of the village to the other
Indoor recreational community facility	Mkunyazo
Toilets - only at Hillside RDP	whole ward
Gxothindidala project to plant and plough	
Upgrading water but engine keeps breaking down and can't pump water up	
Upgrading of Eskom and new connections	at Mkunyazo only got 2 lines, new extensions need connections
Pre- schools -	Maqolwaneni and Hillside
TV reception bad	whole ward
Sportsfields	Mkunyazo and Hillside
Graveyards	whole ward
Ward 5 villages: Bebeza,Makhumsha,Mabele,Dangershoek,Nomlengana	
Access roads	
Scholar transport	
Bridges	
Electricity	
Donga closure	
Water	New extensions
Cell phone reception	No Vodacom and Cell C, Makhumsha, Dangershoek, Nomlengana and Mabele have MTN
No TV reception for the whole ward	
Ward 6 villages: Mpoki,Musong,Dulciesneck,Majuba,Ndungunya,Rietfontein, Bultfontein	
Sanitation	Bultfontein, Rietfontein (unfinished),Musong,Dulciesneck,Majuba

RDP houses,	Bultfontein, Musong
Access roads,	Bultfontein, Musong, Rietfontein, Dulciesneck,Majuba, Ndungunya
Unfinished road	Musong
Bultfontein school,	Bultfontein
Water not constant supply - engine can't pump it up,	Bultfontein, Musong, Rietfontein, Dulciesneck,
TV reception bad	Bultfontein, Rietfontein
High rate of unemployment	Bultfontein,Rietfontein,Majuba
Cellphone reception bad	Bultfontein, Musong, Rietfontein, Dulciesneck,Majuba, Ndungunya
2 bridges	Musong, Bultfontein
Preschool	Musong,2 preschools at Ndungunya, renovation of pre-school at Majuba
Free basic electricity	Musong
Electricity extension areas	Dulciesneck
Play grounds	Bultfontein,Musong,Ndungunya,Majuba
Fencing of cemeteries	Bultfontein,Musong,Ndungunya,Majuba
Renovation of dairy	Rietfontein
Pay point	Ndungunya
Ward 7 villages: Macacuma,Thaba-Lesoba	
Water - problem with water supply	
Electricity in new extensions	
Indoor recreational community facility has no electricity	Thaba Lesoba, new facility at Macacuma
Toilets - none at all	
RDP house - 2000	
Access roads	Maintenance and shortage of gravel for maintenance of roads
Fencing of graveyard	
Pre-schools	Thaba Lesoba
Bridge required - kids can't get to school	Thaba Lesoba
Stock dams	
Sportsfields	
Ward 8 villages: Mokhesi,New Rest, Tapoleng, Mogoabong	
Stadium	Patrick Shibane, Mokhesi & Mogoabong blading of sportsfield

Apollo (high mast lights)	Mokhesi, street lights at New Rest, Tapoleng and Mogoabong
Water & sanitation	Mokhesi, Tapoleng, Mogoabong, New Rest
RDP Houses	Mokhesi, New Rest, Mogoabong
Access roads	Mokhesi, New Rest, Tapoleng, Mogoabong
Electricity connections	Mokhesi, New Rest, Tapoleng
Fencing of cemeteries	Mokhesi & Mogoabong
Indoor recreational community facility	New Rest
Ward 9 villages: Ngquba, Kromspruit, Lipota, Alamli, Hinana, Mapolo	
Indoor recreational community facility - none -	Kromspruit and Ngquba (in-between)
Clinic - no clinic	
Access roads - need maintenance	
Job creation	
Sportsfields	
Electricity in new extension	
Water - problem with water supply	
Sanitation -	Kromspruit, Ngquba, Amlamli, KwaHinana don't have
Cell phone reception Amlamli only gets Cell C	
Ward 10 villages: Makhetheng, Zwelitsha, Sterkspruit town, Tienbank, Matlapaneng	
Speed humps	Zastron road
Indoor recreational community facility	Makhetheng and rebuilding of Bunga Hall
Proper waste site at extension 1	Extension 1
RDP houses - none need them -	Tienbank, Makhetheng
Access roads -	Tienbank, Makhetheng, Matlapaneng
Sewerage	Extension 1
Ward 11 villages: Herschel, Ndilinkonzo, Entsimekweni, Skhisazana, Ezintatyameni, Bluegums, Meyi	
Access roads -	Ndilinkonzo to Entsimekweni needs to be fixed as washed away, Skhisazana road also washed away. All others need maintenance
Electricity	Extensions
Water	Extensions
Upgrade of water system - RDP houses have no water and got inside toilets	Herschel
Land for graveyard	Herschel
Shearing shed	Skhisazana

Job creation to be extended	
Title deeds	Herschel RDP houses
Electricity, water and toilet- not opened yet	Herschel library
Renovation of 2 roomed houses	Orangefontein
Roads to fields	Skhisazana and Ezintatyameni
Renovation of indoor recreational community facilities)	Herschel (toilets, fencing, electricity, chairs) and Blue Gums (electricity, need plastering and doors messed up
Renovation of schools -	Ezintatyameni, Ndilinkonzo, Ebenezer (high), Skhisizana,Entsimekweni (cracks, window panes, ceilings)
Satellite police station	Herschel
MPCC	Blue Gums
Wool washing factory	
Tractors for ploughing	
Paving	Herschel and Orangefontein
Speed humps	Herschel and Blue Gums
Preschool	Ezintatyameni
Fencing of graveyards in villages	
Sanitation	project in whole ward - started in May 2011 - not finished got structures and some pits
Shopping complex	Herschel
Sportsfields - not maintained	
Cell phone reception is bad	Vodacom a problem in Skhisazana, Entsimekweni and Herschel
Ward 12 villages: Manxeba,Hlomendlini,Magadla,Jozanas Nek, Jozana's Hoek, Magwiji	
Stormwater drainage	Villages built on hillsides and just wash away
Sanitation	Manxeba, Hlomendlini (just buildings) problem with the toilet project. No toilet at the school in Magwiji
Access road	Hillside to Herschel T 511
Water	Disruption because of illegal connections
Need playing fields	Jozana's Hoek, Jozanas' Neck, Magadla
Only got 1 dipping tank and got no dip	
Ward 13 villages:Coville,Zava,Naledi,Khiba,Nkopane,Mbonisweni,Mdlokovana	

Proclaimed roads need maintenance	T 510,T 526,T 527
Access roads all require maintenance	
Need low level bridge	Mbonisweni
RDP houses need 3000	
Cemetries	Need fencing and plot numbers, water and toilets
Youth want job creation cleaning of cemetries	
Stock dams	Have 3 dams that are silted up (between Naledi and Mbonisweni, Nkopane,Nhlokovana)
Poor cellphone reception	Mdlokovana, Coville under mountain, Nkopae on way to Mdlokovana
Indoor recreational community facility	Naledi between Mbonisweni and Coville, Khiba, Zava needs electricity, ceiling and poor quality of chairs and no water
Bakeries have equipment but no electricity (funded by LG)	Naledi, Zava and Mdlokovana and Khiba
Water	Low pressure especially in Khiba, Ndlokovana, Nkopane and Thaba Koloji and part of Coville. Standpipes but not functioning New extensions without water
Electricity	New extensions. Pre-schools Khiba, Coville and Thaba Koloji need electricity
Pre-schools	Nkopane and Naledi
Job creation - JGDM road building programme - eleme - what happened	
Sportsfields need blading	
Want people to go and look at the projects and see what assistance required	
Windmills at Khiba not working. Were fixing them but not finished	
Upgrading and protection of the springs - JGDM what happened and why not in ward 13?	
Ward 14 villages: Khwezi Naledi,Lady Grey town, Transwilger	
Street lights at Steve Tshwete	Steve Tshwete
Access roads	Upgrading of roads to tourist facilities like to the dam
Sanitation	Public toilets needed at Dam (upgraded) and at Standard bank
Paving of streets	Steve Tshwete

Indoor recreational community facility	Steve Tshwete and the current facility in Lady Grey is inadequate and needs to be rebuilt
Parks for children	
Electricity	New extension
Ward 15: Rossouw,Clifford,New England,Phelendaba,Zingxengele,Mission,Rockcliff Clinic,Ntaba Mhlope,Sijhora	
Sanitation	Phelendaba, Sijorha, Clinic, Mission and Nondundu (got) toilets are falling apart. Still need to be painted. Programme not going
Water	Supply not constant
No playing fields	
Dipping tank	Phelandaba
RDP houses in all villages	
Access road	Emoyeni to Nthaba Mhlope, DR 03214 and continuing over Lundean's Neck. Whole ward
Poor cellphone reception	Sijhora,Rossouw
No place to buy electricity	
Pre-schools	Phelendaba 7 clinic village
Repair of indoor recreational community facility	Rossouw
Clinic only at Mission.	Clinic needed at Phelendaba
Ward 16 villages: Rhodes, Mosheshesford, Tantalion, Persiville,Nkululeko	
Land for housing and grazing	
RDP houses	Nkululeko
Primary school	Nkululeko
Fencing of grave site and new grave site	
Paving of streets	
Sanitation	Rhodes
Surfacing of road	BE to Rhodes,
Build ditches around sportsfield	
TV reception at Rhodes	Rhodes
Ward 17 villages: Sunduza,Bensonvale,Top Tapoleng,Masekeleng,Voyizana,Joveleni	
Access roads	Maintenance
Sanitation	All need except for Bensonvale
Electricity	Extension area
job creation	

RDP houses	
Sportsfields	
Water	Extension sites
Low level bridge needs to be raised as prone to flooding	Link Joveleni and Sunduza
Ward 18 villages: Esilindini, Bamboespruit	
Sanitation - projects have started.	Extensions
Indoor recreational community facility don't exist	
Water	Extensions
Access roads	Esilindini, Bhambu (Bamboesspruit), repair to Mqhudini to Manxeba
Bridge	Esilindini, school kids can't get to Nkuleleko high school (bridge doesn't exist)
Clinic	Esilindini
Preschool (only 1 at Esilindini)	Esilindini
Need fencing of fields (trained in agriculture) (Nceda Bonke project)	
RDP houses	
TV reception bad	
Ward 19 villages: Luama Hlanjwa, Barkly East Town, Fairview, Nozickwana	
Land still	needed (extension of town boundaries) - land needed to attract investors and staff -flats etc for gov
Home Affairs Office still needed	
MPCC to assist with high illiteracy rate	
Paving and surfacing	Roads in town and townships
Electricity	Needed in new extension as high rate of rate of rape and assault
High mast lights	
Job creation - sustainability - transfer of skills - training in job skills	
Revamping of old cheese factory site	
RDP houses	New and rectification of 506 project, train houses to be renovated
Recycling projects support	
eTV, SABC	weak reception
Support Ekepini radio station	

CHAPTER SEVEN: VISION & OBJECTIVES

VISION

“A developmentally orientated municipality that provides appropriate, efficient and economical infrastructure and services for all residents”.

MISSION

“Committed to provide community services that enhance our valued quality of life through equitable delivery of services; effective stewardship of our unique physical environment; cooperative planning and resources development and fiscal responsibility.”

DRAFT VISION FOR 2030

Our vision

- 1) We would like to activate the rural economy through the stimulation of small scale agriculture and tourism. In order to do this we need to:
 - Improve the road infrastructure and signage of areas
 - Package tourism products per region
 - Make people aware of tourism
 - Assist tourism organisation to promote and market the area
 - Ensure that tourism owners are graded and maintain certain standards
 - Beautify the towns and keep the CBD's clean and beautiful
 - Fence off demarcated agricultural areas
 - Mentor projects on how to produce and market goods together with necessary business skills
 - Ensure tenure security for farmers
 - Encourage the procurement of goods and services from locally based businesses
 - Engage and partner the private sector to create upstream and downstream agricultural industries

- 2) We would like to see that our towns are developed to their full potential. In order to do this we need to:
 - Beautify CBD areas
 - Train residents in waste management so that recycling may occur
 - Strictly enforce by laws

- Ensure that all buildings are maintained on a regular basis by private citizens and the municipality
- Enforce bylaws to destroy unsightly and old ruins
- Cut the grass on a regular basis
- Patch potholes and keep gravelled streets in good conditions
- Pave roads where possible
- Keep storm water drains open
- Engage investors in developing underutilised and unserviced grounds
- Strictly manage stock on the commonage
- Ensure that portions of the commonage are kept for poorer residents to utilise for food lots
- Ensure that stray animals are impounded
- Improve and maintain electrical infrastructure
- Improve and maintain water and sanitation infrastructure
- Improve and maintain telecommunications
- Involve residents in the maintenance and beautification of their environment
- Utilise the supply chain management mechanism to develop SMME's

3) We would like a well-functioning and transparent local government. In order to do this we need to:

- Install a performance management system that assesses all staff on an annual basis based on organisational and departmental targets
- Ensure that community complaints are dealt with in a systemic manner
- Ensure that an effective public participation system is developed and implemented
- Ensure that all records and information are effectively filed and maintained
- Train officials in customer relations and how to deal with complaints
- Train officials to be able to communicate effectively in all 3 languages spoken in the area

4) We require a financially viable municipality. In order to do this we need to:

- Revise our supply chain management to ensure the effective and efficient usage of municipal resources
- Ensure that officials know and abide to supply chain management procedures
- Ensure that the capital budget is planned for a 5 year cycle rather than annually
- Ensure that cash flow projections are accurate on a monthly basis so that money can be invested
- Ensure that officials deliver services in the most cost effective manner

5) We would like to have a vibrant local economy. In order to do this we need to:

- Improve road infrastructure so that goods may reach markets
- Identify available land for agricultural and residential purposes
- Engage traditional authorities to participate in all development opportunities
- Engage business on development opportunities and what the municipality can do to assist
- Assist co-operatives to become more business orientated
- Improve the telecommunication infrastructure
- Look at developing the communication and computer skills of the youth

MUNICIPAL PRIORITIES

The following municipal priorities were identified through the Mayoral outreach and IDP Representative Forums.

- | | |
|--|--|
| 1. Roads - | Priority areas are places with no approach roads. In W 14, 16, 19 and 10 the emphasis should be on paving roads. Also a job creation opportunity |
| 2. Land – | Lack of land and tenure problems. Look at expanding Sterkspruit and the development of. Barkly as a priority issue |
| 3. Job creation – | Need to improve skills level of population |
| 4. Recreational facilities – | Needed in every ward especially for youth |
| 5. LED – | Look at agro processing e.g wool washing. |
| 6. Communication and public participation- | Public participation must be increased. Network poles and transmitter poles for television are desperately needed in most areas. |

The following are priorities outside the Municipality's powers and functions but need addressing

- 1) Water
- 2) Sanitation
- 3) Electricity

4) Disaster management

KEY PERFORMANCE AREAS

For the municipality to effectively deal with underdevelopment and poverty, the following Key Performance Areas were identified for measurable performance within a defined framework.

1. Good governance & public participation
2. Municipal transformation and institutional development
3. Municipal financial management and viability
4. Local economic development
5. Basic Service delivery and infrastructure

These 5 key performance areas are derived from the 5 year local government strategic agenda.

ALIGNMENT WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	Senqu LM & Local Gov. KPA	Outcome
2. Strengthen skills and human resource base. 8. Pursuing African advancement and enhanced international cooperation. 10. Building a developmental state including improvement of public services and strengthening democratic institutions.		Strategic Priority 2: Massive programme to build social and economic infrastructure. Strategic Priority 4: Strengthen education skills and human resources base. Strategic Priority 8: Building cohesive, caring and sustainable communities	Municipal Transformation and Institutional Development	Outcome 1: Quality basic education. Outcome 5: Skilled and capable workforce to support an inclusive growth path. Outcome 3: All people in SA are and feel safe. Outcome 9: Responsive, accountable, effective and efficient Local Government System. Outcome 12: An efficient, effective and development oriented public service and an empowered fair and inclusive citizenship.

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	Senqu LM & Local Gov. KPA	Outcome
5. Intensify the fight against crime and corruption;		Strategic Priority 6: Intensifying the fight against crime & corruption;	Municipal Financial Viability and Management	Outcome 9; Responsive, accountable, effective and efficient Local Government System
5. Intensifying the fight against crime and corruption. 7. Build cohesive, caring and sustainable communities. 8. Pursuing African advancement and enhanced international cooperation. 10, Building a developmental state including improvement of public services and strengthening democratic institutions	Job driver 4: investing in social, capital and public services	Strategic Priority 6: Intensify the fight against crime and corruption. Strategic priority 8: Building cohesive and sustainable communities.	Good Governance and Public Participation	Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all. Outcome 9; Responsive, accountable, effective and efficient Local Government System. Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship. Outcome 11: Create a better South Africa, better Africa and a better world.
1. Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods; 4. Comprehensive rural development strategy linked to land and agrarian reform & food security.	Jobs driver 2: main economic sectors Jobs driver 3: Seizing the potential of new economies	Strategic Priority 1: Speeding up growth & transforming the economy to create decent work & sustainable livelihoods; Strategic Priority 3: Rural development, land & agrarian reform and food security; Strategic Priority 2: Massive programme to build social & economic infrastructure. Strategic Priority 8: Building cohesive & sustainable communities.	Local Economic Development	Outcome 4: Decent employment through inclusive economic growth. Outcome 6: An efficient competitive and responsive economic infrastructure network. Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all. Outcome 8: Sustainable human settlements and improve quality of household life. Outcome 10: Protect and enhance our environmental assets and natural resources.

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	Senqu LM & Local Gov. KPA	Outcome
<p>3. Improve health profile of the nation.</p> <p>4. Comprehensive rural development strategy linked to land and agrarian reform & food security.</p> <p>6. Massive programme to build economic & social infrastructure;</p> <p>9. Sustainable resource management and use.</p>	<p>Job driver 1 infrastructure</p> <p>Jobs driver 5: spatial development</p>	<p>Strategic Priority 5: Improve the health profile of the province.</p> <p>Strategic Priority 3: Rural development, land and agrarian transformation, and food security.</p> <p>Strategic Priority 2: Massive programme to build social and economic and infrastructure.</p>	<p>Basic Service Delivery and Infrastructure Development.</p>	<p>Outcome 6: An efficient, competitive and responsive economic infrastructure network.</p> <p>A long and healthy life for all South Africans.</p> <p>Outcome 8: Sustainable human settlements and improve quality of household life.</p> <p>Outcome 10: Protect and enhance our environmental assets and natural resources.</p>

It should be noted that no Municipal Turnaround Strategy is incorporated into the IDP as the municipality has completed the objectives noted in the strategy.

MUNICIPAL STRATEGIC DEVELOPMENT OBJECTIVES

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE								
To maintain and upgrade existing access roads and stormwater	ROADS AND BRIDGES- BSD01	BSD 01-01	Construction of an access roads in Wards 1,3,4,8,9,12,15,16 and 19	All planned access roads constructed by 30 June 2014	R 18 554 224	Access Road constructed	Improved level of access roads within the municipality	Director Technical Services
		BSD 01-02	Maintain rural and urban gravel roads	60 km	Plant and staff & maintenance budget of R 370 000	Roads Maintained	Improved level of gravel roads within the Senqu Municipality	Director Technical Services
		BSD 01-03	Maintain and construct Stormwater drainage	84 km b 30 June 2014	Plant and staff and maintenance budget of R 240 000	Stormwater constructed and maintained	Improved level of gravel roads within the Senqu Municipality	Director Technical Services
		BSD 01-04	Undertake pothole repairs on surfaced roads	4 Quarterly Reports on the number of potholes repaired	Plant and staff & maintenance budget of R 370 000 part of roads maintenance)	Reports compiled	Improved levels of municipal roads	Director Technical Services
		BSD 01-05	Phase 1 Construction of Box Culvert River crossing in ward 3	Phase 1 of the construction of Box Culvert River crossing completed by 30 June 2014	R 500 000	Box Culvert constructed	Community safety and all weather access	Director Technical Services
		BSD 01-06	Phase 1 Construction of the Pedestrian Bridge in Ward 4	Phase 1 Construction of the Pedestrian Bridge in ward 4 by 30 June 2014	R 500 000	Pedestrian bridge constructed	Community safety and all weather access	Director Technical Services
To maintain and upgrade the existing network	ELECTRICITY - BSD02	BSD 02-01	Reduce electricity losses by replacement of open conductors and restringing of lines	5 km restringing and replacement of open conductors by 31 May 2014	Maintenance budget of R 495 000 & capital budget of R 3.4 M, staff	Electricity losses reduced	Improved supply of electricity and maintenance	Director Technical Services
		BSD02-02	Number of prepaid meters installed on demand basis	4 Quarterly Reports on the applications received and number of meters installed	Director Technical Services/Superintended Electrical	All applications attended to	Improved supply of electricity in the municipality	Director Technical Services
		BSD02-03	Number of electrical fora meetings held by 30 June 2014	4 Quarterly Meetings held	Director Technical Services/Superintended Electrical	All meetings attended	Improved coordination of Electricity Issues	Director Technical Services

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		BSD02-04	Facilitate takeover of BE new 802 housing project from Eskom for supply purposes	Initiate meeting with Eskom 30 September 2013	Director Technical Services/Town Planner	Meeting with Eskom	Improved supply of electricity in the municipality	Director Technical Services
		BSD02-05	Install 70 street lights in BE to new RDP houses	70 street lights in BE to new RDP houses installed by June 2014	Director Technical/Town Planner/R 500 000	All 70 Street Lights installed	Improved visibility in Barkly East	Director Technical Services
		BSD02-06	Install 400 new street lights in BE 802 housing project	400 new street lights in BE installed by 31 March 2014	Director Technical/ Superintendent Electrical/R 1 008 176	All 1200 new street installed	Improved visibility in the Lady Grey and Barkly East Areas	Director Technical Services
To ensure proper management of Fleet within the municipality	FLEET MANAGEMENT BSD03	BSD03-01	Construction of a Fleet Bay	Fleet Bay Constructed by 30 June 2014	Director Technical/ Manager PMU/R1000000	1 Fleet Bay Constructed	Improved Safekeeping of municipal property	Director Technical Services
To provide sustainable infrastructure develop by improving and building housing infrastructure and land administration/building control	HOUSING - BSD04	BSD04-01	Develop a database of housing beneficiaries in each ward	Ward database developed by June 2014	Director Technical/Town Planner	Ward Database compiled	Improved living conditions for residents of Senqu Municipality	Director Technical Services
		BSD04-02	Transfer of 100 LG, 100 BE, 20 Rhodes and 10 houses in Rossouw	All houses transferred to their rightful owners by 30 June 2014	Director Technical/Town Planner	All transfers completed	Improved living conditions for residents of Senqu Municipality	Director Technical Services
		BSD04-03	Review housing sector plan	Reviewed Housing Sector Plan by 31 May 2014	Director Technical/Town Planner	Sector Plan compiled	Improved Human Settlement Management	Director Technical Services
		BSD04-04	Development and Promulgation of land and building control bylaws	By-Law developed and promulgated by 30 June 2014	Director Technical/Town Planner	By-Law developed	Improved land and building control management	Director Technical Services
		BSD04-05	Report monthly on erf zoning and housing plans	12 Monthly Reports	Director Technical/Town Planner	Reports compiled	Improved land and building control management	Director Technical Services

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
	SPATIAL PLANNING - BSD05	BSD05-01	Develop a new SDF	Adopted SDF by 31 May 2014	Director Technical/Town Planner	Reviewed SDF	Improved land and building control management	Director Technical Services
		BSD05-02	Updating of Zoning register	Approved Zoning Register	Director Technical/Town Planner	Updated Zoning Register	Improved land and building control management	Director Technical Services
		BSD05-03	Development of town planning policies	All Town Planning Policies developed by 30 September 2013	Director Technical/Town Planner	Policies developed	Improved land and building control management	Director Technical Services
To provide and maintain community facilities	INDOOR RECREATIONAL COMMUNITY FACILITIES - BSD06	BSD06-01	Construction of an indoor recreation community facility (Hall) in Ward 3	1 Indoor Recreation Community Facility Renovated by 30 June 2014	Director Technical/ Director Community/Manager PMU/ R2850000	All renovations finished	Improved Ward Consultation with the Municipality	Director Technical/Community Services
		BSD06-02	Renovate Hershel indoor recreation community facility (Hall).	1 Indoor Recreation Community Facility renovated	Director Technical/ Director Community /Manager PMU/R 1000000	All Renovations finished	Improved Ward Consultation the Municipality	Director Technical/Community Services
		BSD06-03	Phase 2 Renovation of indoor recreation community facility (Hall).	Rossouw Indoor Recreation Community Facility Renovated	Director Technical/ Director Community/Manager PMU R 800000	All Renovations finished	Improved Ward Consultation the Municipality	Director Technical/Community Services
		BSD06-04	Phase 2 Renovation of indoor recreation community facility (Bhunga Hall additional toilets)	(Bhunga Hall) Indoor Recreation Community Facility renovated and given additional toilets	Director Technical/ Director Community/Manager PMU/R 300000	All Renovations finished	Improved Ward Consultation the Municipality	Director Technical/Community Services
To Maintain and effectively monitor Cemeteries	CEMETRIES AND PAUPER BURIAL- BSD07	BSD07-01	Provision of Burial Plots	4 Quarterly Reports on the number of plots provided for communities	Director Community/Manager Community Services	Reports compiled	Improved Burial of communities	Director Community Services
		BSD07-02	Build, control and maintain cemeteries	4 Quarterly Reports on control and maintenance of Cemeteries	Director Community/Manager Community Services	Reports compiled	Improved Burial of communities	Director Community Services

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
To provide burial support to the indigent	SPORTS AND RECREATION FACILITIES - BSD08	BSD07-03	Conduct EIA's for 3 cemeteries (1 in ward 10 Sterkspruit, 1 in ward 11 Herschel and 1 in Barkly East)	3 EIA's conducted by 31 May 2014	Director Community/Manager Community/ R 900000	Number of EIA's conducted	Improved Burial of communities	Director Community Services
		BSD07-04	Fencing of Cemetery in Lady Grey	Lady Grey Cemetery fenced by 31 May 2014	Director Community/ Manager Community/ R500 000	Cemetery Fenced	A secured and demarcated burial location	Director Community Services
		BSD07-05	Bury individuals certified as paupers in terms of the municipal policy	4 Quarterly Reports on number of paupers buried	Director Community / Manager Community	Number of pauper burials carried out	Dignified burial of the indigent	Director Community Services
To provide basic sport and recreation facilities within the identified community areas	SPORTS AND RECREATION FACILITIES - BSD08	BSD08-01	Upgrading of the Barkly East Sports Facility	1 Sportsfield Upgraded by 30 June 2014	Director Community/ Director Technical/ Manager PMU/ R4 792 950	Facility Upgraded	Improved Community participation in Sports activities	Director Technical/Community Services
		BSD08-02	Construction of 2 new sports facilities in Ward 2 and Ward 13	2 Sportsfields Constructed by 30 June 2014	Director Community /Director Technical/Manager PMU/ R7200000	Facility Constructed	Improved Community participation in Sports activities	Director Technical/Community Services
To provide reading and study material	LIBRARIES - 09	BSD09-01	Signing of the SLA with DSRAC	1 SLA signed by 30 September 2014	Director Community/ Senior Librarian	Signed SLA	Improved literacy levels within the Senqu Communities	Director Community Services
maintain parks and open spaces creating a pleasant environment for	PUBLIC OPEN SPACES - BSD10	BSD10-01	Develop cleaning operational plan	4 Quarterly Reports	Director Community/Waste Office	Plan Developed and Implemented	Improved face of Municipal towns	Director Community Services

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		BSD10-02	Re Establishment of a park in Barkly East	Park re-established 30 June 2014	Director Community/ Director Technical/R500 000	Facility Re-established	Improved Community Leisure within the Barkly East area	Director Technical/Community Services
To manage commonages and control stray animals within Senqu Municipality	COMMONAGES AND ANIMAL CONTROL - BSD11	BSD11-01	Maintain and Repair fencing in commonages	4 Quarterly Report on Fencing Repairs	Director Community/ Manager Community	Reports compiled	Improved management of animals	Director Community Services
		BSD11-02	Develop Stock Register	Stock Register Developed and maintained 30 September 2013	Director Community/ Manager Community	Register and Reports compiled	Improved management of animals	Director Community Services
		BSD11-03	Control stray Animals	Impounding all stray animals (4 Quarterly Reports)	Director Community/ Manager Community	Number of Stray Animals impounded	Improved management of animals	Director Community Services
		BSD11-04	Construction of an animal pound in Barkley East	1 Pound Constructed by 30 June 2014	Director Technical/ Director Community / R300 000	Pound Constructed	Improved management of animals	Director Technical/Community Services
		BSD11-05	Construction of an animal pound in Lady Grey	1 pound Constructed by 30 June 2014	Director Technical/ Director Community / R800 000	Pound Constructed	Improved management of animals	Director Technical/Community Services
To provide efficient and economical refuse collection and recycling services	WASTE MANAGEMENT - BSD 12	BSD12-01	Daily Cleaning of 6 Towns	12 Monthly Reports	Director Community/ Manager Community	Reports compiled	Healthier and Clean living conditions	Director Community Services
		BSD12-02	Conduct EIA for 4 Solid Waste Sites in ward 10, 11, 15 and 16	Completed EIA's by 31 May 2014	Director Community Manager Community /R1250000	Number of EIA's conducted	Healthier and Clean living conditions	Director Community Services
		BSD12-03	Weekly Households refuse removal	12 Monthly Reports	Director Community/ Manager Community	Waste collected in all areas	Healthier and Clean living conditions	Director Community Services
		BSD12-04	Construction of a weigh bridge in Lady Grey	1 Weigh Bridge Constructed by 31 March 2014	Director Technical/ Director Community/Manager Community/ R500 000	Waste collection being monitored	Effective Management of Waste	Director Technical/Community Services
KPA 2: LOCAL ECONOMIC DEVELOPMENT								

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
Making the municipal area more attractive to investors, tourists and individuals	TOURISM - LED01	LED01-01	Market Senqu Municipal area as a tourist destination	Attend Indaba in May 2014	Director IPME/Manager IPED	Level of Marketing carried out	Well marketed municipal area	Director IPME
		LED01-02	Redesign and implement the Senqu Tourism website by June 2014	Gather information on places of interest by June 2014	Director IPME/Manager IPED	Website redesigned	Well marketed municipal area	Director IPME
LED01-03		Strengthen and capacitate LTO and CTO's	Develop and implement an annual capacitation plan for CTO's and LTO by June 2014	Director IPME/Manager IPED	Meetings held	Improved integrated planning in tourism	Director IPME	
LED01-04		Mentor 2 emerging product owners	CTO to identify and mentor 2 emerging tourism product owners by December 2013	Director IPME/Manager IPED	Level of support provided	Improved local products marketing	Director IPME	
LED01-05		Conduct community tourism awareness	Run 1 tourism community awareness campaign by September 2013	Director IPME/Manager IPED	Awareness held	Improved knowledge about Senqu Tourism	Director IPME	
LED01-06		Develop and implement tourism signage and upgrade existing picnic sites and viewing points	Identified sites and signs for implementation and upgrading by 31 May 2014	Director IPME/Manager IPED	Signage installed	Improved knowledge about Senqu Tourism	Director IPME	
LED01-07		Promote existing events and introduce new events	CTO to support at least 2 events for promotion by June 2014	Director IPME/Manager IPED	Support provided	Improved local products marketing	Director IPME	
LED01-08		Develop an annual events calendar	Develop a calendar of events for the Senqu area by 31 December 2013	Director IPME/Manager IPED	Calendar developed	C0-ordinated LED Programmes	Director IPME	
Create an conducive environment for existing, new and start-up business	ECONOMIC TRANSFORMATION - 02	LED02-01	4 Economic Development Forum meetings	4 Quarterly meetings of Economic Development Forum	Director IPME/Manager IPED	Meetings held	Co-ordinated LED Programmes	Director IPME

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
Support income generating activities for the poor		LED02-02	500 Jobs created in the EPWP	4 Quarterly Reports on jobs created	Director IPME/Manager IPED	Number of jobs created	Improved socio economic conditions of the poor	Director Technical Services
		LED02-03	Jobs created in the CWP	4 Quarterly Reports on jobs created	Director IPME/Manager IPED	Number of jobs created	Improved socio economic conditions of the poor	Director IPME
Create an conducive environment for existing, new and start-up business	SMME - LED03	LED03-01	Assist 2 businesses with information about various funding institutions and assist them to gain funding by 30 June 2014	Minimum of 2 funding applications for the year	Director IPME/Manager IPED	Assistance provided	Improved participation of small businesses in the mainstream	Director IPME
		LED03-02	Develop a trade and investment policy	Adopted trade and investment policy by March 2014	Director IPME/Manager IPED	Policy Developed	Co-ordinated LED Programmes	Director IPME
	BUSINESS LICENSING - LED04	LED04-01	Issuing of business Licenses	All qualifying businesses issued with Licenses by 30 June 2014	Director Community Services	Number of business licenses issued	Improved participation of businesses in the economic development of the municipality	Director Community Services
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY								
To comply with the MFMA prescriptions of supply chain management	SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MFMV01	MFMV01-01	Quarterly Reporting on departmental demand management plans	4 Quarterly Reports	CFO/ Manager BTO R 15 707 012	Reports compiled	Improved acquiring of Services from external Service Providers	CFO
		MFMV01-02	Implementation of contract management	12 Monthly Reports	CFO/Director IPME/ Manager Governance and Compliance/ R 15 707 012	Reports compiled	Improved acquiring of Services from external Service Providers	IPME/CFO
		MFMV01-03	Number of tenders adjudicated within 3 months of advertisement	4 Quarterly Reports	CFO/Manager Expenditure and Supply Chain/ R 15 707 012	Reports compiled	Improved acquiring of Services from external Service Providers	CFO
	MFMV02-01	Purchase a TLB	1 TLB purchased by 31 December 2013	Director Technical/ CFO/ R 720 000	Improved State of Municipal Roads	Enhanced machinery to better service delivery	CFO/ Director Technical Services	

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		MFMV02-02	Purchase an Excavator	1 Excavator purchased 31 December 2013	Director Technical/ CFO / R1500000	Improved State of Municipal Roads	Enhanced Machinery to better service delivery	CFO/ Director Technical Services
		MFMV02-03	Purchase 2 Light delivery vehicles for Roads Section	2 LDV purchased by 31 December 2013	Director Technical/ CFO / R 440000	Improved State of Municipal Roads	Enhanced Machinery to better service delivery	CFO/ Director Technical Services
		MFMV02-04	Purchase 2 Light Delivery Vehicles for Electricity Section	2 LDV purchased by 31 December 2013	Director Technical/CFO R520000	Improved rectification of Electrical problems within the municipality	Enhanced Machinery to better service delivery	CFO/ Director Technical Services
		MFMV02-05	Purchase 2 Light Delivery Vehicles for usage one for usage by Town Planning section and one as a pool vehicle	2 LDV purchased by 31 December 2013	Director Technical/ CFO/ R450000	Improved Management of the Housing Section	Enhanced Machinery to better service delivery	CFO/ Director Technical Services
		MFMV02-06	Purchase 1 Light Delivery Vehicles for Community Services	1 LDV purchased by 31 December 2013	Director Technical/ CFO/ R200000	Improved management of waste section	Enhanced Machinery to better service delivery	CFO/Direct or Community Services
		MFMV02-07	Purchase a Tractor for Refuse removal in Lady Grey	1 Tractor purchased by 31 December 2013	Director Technical/ CFO/ R300000	Improved management of waste section	Enhanced Machinery to better service delivery	CFO/Direct or Community Services
		MFMV02-08	Purchase a Tractor for Refuse removal in Rhodes	1 Tractor purchased by 31 December 2013	Director Technical/ CFO/ R400000	Improved management of waste section	Enhanced Machinery to better service delivery	CFO/Direct or Community Services
		MFMV02-09	Purchase a Compactor Tractor	1 Compactor Tractor purchased by 31 December 2013	Director Technical/ CFO/ R2200000	Improved management of waste section	Enhanced Machinery to better service delivery	CFO/Direct or Community Services
		MFMV02-08	Purchase a vehicle for the Internal Audit Unit	1 Vehicle purchased by 31 December 2013	COO/CFO/R200000	Improved implementation of Audit section functions	Improve functioning of the IA section	CFO/COO
		MFMV02-09	Purchase 2 vehicles for traffic section	2 Vehicles purchased by 31 December 2013	CFO/R500000	Improved implementation of Traffic section functions	Improve functioning of the traffic section	CFO

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		MFMV02-10	Purchase furniture for the Municipal Manager and Mayoral Residence	Mayor and Municipal Manager's Residence furniture by 31 December 2013	CFO/COOR500 000 (R300 000 for Mayor and R200 000 for Municipal Manager)	Acceptable Living conditions in the MM and Mayoral Residence	Dignified Municipal Residence for senior members of council	COO/CFO
		MFMV02-11	Purchase a polisher for usage in cleaning of community halls	1 Polisher purchased by 31 December 2013	Director Community/CF OR60000	Clean Indoor Recreation Community Facility	Improved status of municipal halls	CFO/Direct or Community Services
		MFMV02-12	Purchase a mower for usage in cutting of long grass along the municipal roads.	1 Mower purchased by 31 December 2013	Director Community/CF OR100000	Clean and safe municipal roads	Improved state of municipal roads	CFO/Direct or Community Services
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY								
To manage, control and maintain all municipal assets according to MFMA regulations and good assets management practices	ASSET MANAGEMENT- MFMV02	MFMV02-01	Quarterly monitoring of Municipal Assets per Department	4 Quarterly Reports	CFO/ Manager Expenditure and SCM	Reports compiled	Improved Monitoring of Municipal Assets	CFO
	FINANCIAL MANAGEMENT - FMV03	MFMV03-01	% reduction of Unauthorised, Irregular, Fruitless and Wasteful expenditure	4 Quarterly Reports	CFO/Manager BTO	Reports compiled	Improved Management of Municipal Finances	CFO
		MFMV03-02	Compilation AFS	2012/2013 AFS	CFO/Manager BTO	Statement Compiled	Improved Financial Reporting of the Municipality	CFO
To become a financial viable municipality that is able to account, report on all monies spent for service delivery purposes	FINANCIAL MANAGEMENT - FMV03	MFMV03-03	Reviewal of All financial policies and by-laws	Reviewal of All Financial Policies	CFO/ Director Corporate	Number of policies reviewed	Improved Management of Municipal Finances	CFO/DIRECTOR CORPORATE SERVICES

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		MFMV03-04	% of operational budget actually spent	100% Expenditure	CFO/ Manager Expenditure and SCM	Operational budget spent	Improved Expenditure of Municipal Budgets in line with the planned targets	CFO
		MFMV03-05	% Capital budget actually spent	100% Expenditure	CFO/ Manager Expenditure and SCM	Capital budget spent	Improved Expenditure of Municipal Budgets in line with the planned targets	CFO
		MFMV03-06	% of grants received actually spent	100% Expenditure	CFO/ Manager Expenditure and SCM	All grants spent accordingly	Improved Expenditure of all grants received	CFO
		MFMV03-07	Correct billing of consumers	12 Monthly Billing Reports	CFO/Manager Revenue	Billing Reports Compiled	Improved municipal billing system	CFO
		MFMV03-08	%of actually revenue collected	12 Monthly Billing Reports	CFO/Manager Revenue	Revenue Collection Reports Compiled	Improved Revenue Collection	CFO
		MFMV03-09	Update indigent Register	Updated Indigent Register	CFO/Manager Revenue	Register Updated	Improved Delivery of Services to indigent people	CFO
To ensure good payroll management and implementation	PAYROLL - 04	MFMV04-01	Effective Management of Payroll	All salaries paid in time	CFO/Director Corporate Services	Timeous payment of salaries	Improved management of staff salaries and related issues	CFO/DIRECTOR CORPORATE SERVICES
To provide a credible budget	BUDGET COMPILATION - MFMV05	MFMV05-01	Compilation of the Annual budget 2014/2015	2014/2015 MFMA Compliant budget b 31 May 2013	CFO/Manager BTO	MFMA Compliant budget		CFO

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
To ensure that reporting is consistent with what is actually happening in the municipality and enhance financial monitoring	REPORTING - MFMV06	MFMV05-02	Adjustment budget by 31 March 2013	2013/2014 Adjustment budget	CFO/Manager BTO	MFMA Compliant adjusted budget	Improved Financial Management	CFO
		MFMV06-01	100 % Compliance with all NT Financial Reporting requirements	All reporting Document sent to NT	CFO/Manager BTO	Compliance with Treasury Regulations and the MFMA	Improved Financial Management AND Reporting	CFO
		MFMV07-01	Resolve issues raised from the IT Audit	4 Quarterly reports on IT Audit issues resolved	CFO/Manager IT	%of solved IT issues raised from the IT Audit	Improved usage of ICT	CFO
To provide a reliable and effective ICT system	IT - MFMV07	MFMV07-02	Systems downtime for emails, intranet and internet as a result of hardware or network failure	3hrs per incident	CFO/Manager IT	Number of downtime resolved	Improved usage of ICT	CFO
		MFMV08-01	Registration and Licensing of Vehicles	12 Monthly Reports on numbers of vehicles registered and licensed	CFO/Chief Traffic Officer	Compliance with National Traffic Act	Improved level of drivers within the municipality	CFO
To effectively manage the adherence of traffic rules within the municipality	TRAFFIC - MFMV08	MFMV08-02	Testing for Learners and Drivers Licences	12 Monthly Reports on the number of people tested for Learners and Drivers Licenses	CFO/Chief Traffic Officer	Compliance with National Traffic Act	Improved level of drivers within the municipality	CFO
		MFMV08-03	Renovation Barkly East Testing Centre	Testing Station Renovated 30 June 2014	CFO/Chief Traffic Officer /R1400000	Compliance with National Traffic Act	Improved status of the Barkly East Testing station	Director Technical/ CFO
		KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT						

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
To have an effective and Transparent performance driven organisation capable of effective service delivery and sound administration	SKILLS DEVELOPMENT - MTID01	MTID01-01	Development and submission of the WSP	2014/2015 WSP Developed by 30 June 2014	Director Corporate/Manager HR	WSP Developed	Improved capacity of employees to carry out their duties	Director Corporate Services
		MTID01-02	Number of staff actually trained as per the WSP	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Training of Staff	Improved capacity of employees to carry out their duties	Director Corporate Services
		MTID01-03	Number of councillors actually trained as per the training programme	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Training of Councillors	Improved capacity of Councillors to carry out their oversight duties	Director Corporate Services
		MTID01-04	Review and Monitor Implementation of Human Resource Strategy	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Reports developed	Improved Human Resource Practises and Capacity	Director Corporate Services
		MTID01-05	Number of community training initiatives implemented	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Reports developed	Skilled communities	Director Corporate Services
		MTID01-06	% of staff who meet Minimum Competency levels (as prescribed by NT)	100% Compliance (Quarterly Reports submitted to Exco)	Director Corporate/Manager HR	Compliant Section 56 Managers and MM as well as Finance Staff	Improved Capacity of Staff Members	Director Corporate Services
To promote effective and inspiring governance	EMPLOYMENT EQUITY - MTID02	MTID02-01	Review and Implement the Employment Equity Plan for 2013/2014	Approved Reviewed Plan by 30 September 2013 and 3 Quarterly Implementation Reports	Director Corporate/Manager HR	Plan Approved and Implemented	Improved Human Resource Practises	Director Corporate Services
		MTID02-02	% compliance with the employment equity plan in the 3 highest levels of management	100 % (4 Compliance Reports submitted to Exco)	Director Corporate/Manager HR	Compliance with Employment Equity Plan	Compliance with the Employment Equity Act	Director Corporate Services
driven organisation capable of	SECTION AND EMPLOYEE MANAGEMENT	MTID03-01	Number of budget positions filled within 3 months after being vacant	4 Quarterly Reports on all positions filled within 3 months of being vacant	Director Corporate/Manager HR	Reports on filling of vacancies	Improved Human Resources Management	Director Corporate Services

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		MTID03-02	Number of budgeted vacant position filled	4 Quarterly Reports on all budgeted position filled	Director Corporate/Manager HR	Reports on filling of vacancies	Improved Human Resources Management	Director Corporate Services
		MTID03-03	Install the Electronic Clock In System	System Installed by 31 December 2013	Director Corporate/Manager Council Support/ R200000	1 System Installed	Improved Human Resources Management	Director Corporate Services
To build a healthy, competent and effective workforce	EMPLOYEE WELLNESS PROGRAMME - MTID04	MTID04-01	Number of reports on the functionality of the employee wellness programme	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Report submitted	Improved Human Resources Management	Director Corporate Services
To promote fair Labour Practices	LOCAL LABOUR FORUM - MTID 05	MTID05-01	Number of LLF meetings	4 LLF Meetings held	Director Corporate/Manager HR	All Meetings held	Improved Human Resources Management	Director Corporate Services
To eliminate the number of litigations against the municipality	LEGAL SERVICES - 06	MTID06-01	Legal cases successfully litigated	4 Quarterly Reports	Director Corporate/Manager HR	Reports submitted	Improved Management of Legal Issues	Director Corporate Services
To provide manage municipal matters within prescribed legislations and policies	POLICIES AND BY-LAWS - MTID 07	MTID07-01	Facilitate the development, reviewal, adoption and promulgation/publication of Municipal By-laws	All By-Laws reviewed and promulgated by 31 May 2014	Director Corporate/Manager Council Support / R500000		Improved management of Municipal legislations	Director Corporate Services
		MTID07-02	Review all departmental policies	All policies reviewed by 30 June 2014	Director Corporate/Manager HR / R 200000		Improved management of Human Resources and Institutional matters	Director Corporate Services
suitable and secure working conditions for municipal staff	BUILDINGS - MTID 08	MTID08-01	Manage and facilitate the provision of security services to all municipal properties	4 Reports	Director Corporate/Manager Council Support / R1200000	Reports Submitted	Improved management of Municipal properties	Director Corporate Services

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		MTID08-02	Renovation of the Lady Grey old age home to offices	Old Age Renovated to Offices completed and occupied by 31 May 2014	Director Corporate/ Director Technical Manager Council Support / R4000000	Offices renovated	Improved working environment for municipal staff	Director Corporate/ Technical Services
		MTID08-03	Repairs and maintenance plan of all Council buildings developed and reports on the conditions of buildings compiled	Maintenance plan developed and quarterly implementation reports compiled	Director Corporate/ Manager Council Support	Plan developed and Reports compiled	Improved management of Municipal properties	Director Corporate Services
To safe guard municipal information in an effective manner	RECORDS MANAGEMENT - MTID09	MTID09-01	Monitor the effectiveness of records management system	4 Quarterly Reports	Director Corporate/ Manager Council Support / R200000	4 Reports submitted	Improved Management of Municipal Records	Director Corporate Services
To ensure coherent and transparent decision making within the municipality	ADMINISTRATION - MTID10	MTID10-01	% of Council/Exco/Top Management resolutions tracked	100% Quarterly compliance	Director Corporate/ Manager Council Support	Reports compiled	Improved implementation of Council Resolutions	Director Corporate Services
		MTID10-02	Number of Council meetings held	4 Meetings	Director Corporate/ Manager Council Support	All Meetings organised	Improved Oversight of Council and Decision Making	Director Corporate Services
		MTID10-03	Number of Exco meetings held	10 Meetings	Director Corporate/ Manager Council Support	All Meetings organised	Improved Oversight of Council and Decision Making	Director Corporate Services
		MTID10-04	Consolidation of Institutional Procedure Manuals	Approved Procedure Manuals by 31 December 2013	Director Corporate/ Manager Council Support	Institutional Procedure Manuals Consolidated	Improved Municipal Systems	Director Corporate Services
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
instill good governance practices within Senau	RISK GG01	GG01-01	Quarterly updating of Risk Register	4 Quarterly Reports on the updating of the register	Director IPME/Manager Governance and Compliance/Risk Intern/	Completed Risk Reports	Reduced Risk in the Municipality	Director IPME

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		GG01-02	4 Quarterly Departmental Risk Assessment conducted	4 Quarterly Reports	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Risk Assessment Reports	Reduced Risk in the Municipality	Director IPME
Improved Performance management and monitoring within the municipality	PERFORMANCE MANAGEMENT - GG02	GGPP02-01	Final SDBIP adopted by June 2014	Compliant SDBIP	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Final SDBIP	Improved budgeting and compliance	Director IPME/CFO
		GGPP02-02	6 performance agreements by Section 56 Managers and the Municipal Manager	6 signed Performance Agreements by 31 July 2013	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Actual number of signed performance agreements	Improved Performance Monitoring and Reporting	Director IPME
		GGPP02-03	10 signed performance obligations of middle management	10 signed Performance Agreements 31 July 2013	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Actual number of signed performance agreements	Improved Performance Monitoring and Reporting	Director IPME
		GGPP02-04	6 Quarterly performance reports prepared and submitted to the Municipal Manager and Mayor within 7 working days after the end of the quarter	24 Performance Reports submitted to Exco	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Actual number of performance reports submitted	Improved Performance Monitoring and Reporting	Director IPME
		GGPP02-05	10 Sectional Quarterly performance reports prepared and submitted to Directors within 5 working days after the end of the quarter	40 Quarterly Sectional Performance Reports submitted to Directors	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Actual number of performance reports submitted	Improved Performance Monitoring and Reporting	Director IPME
		GGPP02-06	2012/2013 Section 46 Report compiled by 31 August 2013	A compliant section 46 Report	Director IPME/Service Provider/Manager Governance and Compliance	Annual Performance Report	Improved Performance Monitoring and Reporting	Director IPME
		GGPP02-07	2013/2014 Mid-year performance report compiled submitted to Exco by 25 January 2014	A compliant section 72 Report to Exco Provincial and National Treasury	Director IPME/Service Provider/Manager Governance and Compliance	Section 72 Report	Improved Performance Monitoring and Reporting	Director IPME

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		GGPP02-08	Draft 2012/2013 Annual Report prepared	A compliant Draft Annual Report submitted to Exco and Council by 31 January 2014	Director IPME/Service Provider/Manager Governance and Compliance	Draft Annual Report	Improved Performance Monitoring and Reporting	Director IPME
		GGPP02-09	Final Draft 2012/2013 Annual Report prepared by 31 March 2014	A compliant Annual Report submitted to Exco and approved by Council 31 March 2014	Director IPME/Service Provider/Manager Governance and Compliance	Annual Report	Improved Performance Monitoring and Reporting	Director IPME
		GGPP02-10	Annually updated and legally compliant website with section 75 MFMA and section 21B of MSA	4 Quarterly reports on a fully compliant Website by 30 June 2014	Director IPME/Manager IGR and Communications /Website Intern	100% Compliant Website	Improved Compliance with Legislations governing Municipalities	Director IPME
To promote and instil good governance practices within Senqu municipality	OVERSIGHT - GGPP03	GGPP03-01	4 Municipal Public Accounts Committee meetings held	4 Quarterly Meetings	MM/COO/Intern admin assistant	All 4 planned meetings held	Enhance oversight over Municipal functioning	COO
		GGPP03-02	4 Audit and Performance Committee meetings held	4 Quarterly Meetings	MM/SAE	All 4 planned meetings held	Enhance oversight over Municipal functioning	COO
		GGPP03-03	Oversight Report prepared by 31 March 2014	Oversight Report adopted with the Annual Report by 31 March 2014	MM/COO	Oversight Report	Enhance oversight over Municipal functioning	COO
To promote and instil good governance practices within Senqu municipality	GOVERNANCE - GGPP04	GGPP04-01	Attain unqualified Audit opinion from the AG in respect of performance information	Unqualified Audit opinion	MM/COO/All Directors	Unqualified Audit Report	Improved Good Governance	Director IPME
To promote and instil holistic planning practices within the Senqu Municipality	IDP - GGPP 05	GGPP05-01	Final IDP adopted	Approved 2013/2014 Final Draft IDP by 31 May 2014	Director IPME/IPED Manager	Final Draft SDBIP	Involved communities in municipal planning	Director IPME
		GGPP05-02	IDP and Budget Process Plan developed	Process Plan adopted by 31 August 2013	Director IPME/IPED Manager	Process Plan	Involved communities in municipal planning	Director IPME

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
		GGPP05-03	Number of IDP Representative Forum meetings held	4 Quarterly Meetings Held	Director IPME/IPED Manager	All 4 planned meetings held	Improved Integrated Planning within the municipality	Director IPME
		GGPP05-04	Number of IDP and Budget Representative Steering Committee meetings held	4 Meetings Held (1 each quarter)	Director IPME/IPED Manager	All 4 planned meetings held	Aligned Planning	Director IPME/CFO
To promote interactive communication with customers around service delivery issues	COMMUNICATIONS & PUBLIC PARTICIPATION GG06	GGPP06-01	Launch the public participation forum by December 2013	Public Participation Forum Launched	Director IPME/Manager IGR and Communications	Public Participation Forum Launched	Improved Public Participation within the Municipality	Director IPME
		GGPP06-02	Develop and Adoption of the Public Participation plan by December 2013	Approved Public Participation Plan by 31 December 2013	Director IPME/Manager IGR and Communications	Reviewed Public Participation Plan	Improved Public Participation within the Municipality	Director IPME
		GGPP06-03	Number of Mayoral Imbizos held	4 Quarterly Meetings Held	Director IPME/Manager IGR and Communications /Manager IPED	All 4 planned meetings held	Enhanced Public Participation	Director IPME
		GGPP06-04	Implementation of the communication strategy	4 Implementation Reports	Director IPME/Manager IGR and Communication	All 4 Reports actually compiled	Improved capacity in communication municipal information	Director IPME
		GGPP06-05	Development of the institutional branding policy by 31 March 2014	Approved Branding Policy by 31 March 2014	Director IPME/Manager IGR and Communication	Branding Policy Developed	Enhanced Marketing of the Senqu Municipality	Director IPME
		GGPP06-06	Installation of customer care line and have it operational by 30 September 2013	Customer Care Line Installed and operational by 30 September 2013	Director IPME/Manager IGR and Communication	Operational Customer Care Line	Improved Delivery of Services to our Community	Director IPME/Direct or Corporate Services
		GGPP06-07	14 newsletters published	4 External and 10 Internal Newsletters Developed and distributed	Director IPME/Manager IGR and Communication	All planned distributions actually achieved	Improved Communication with External and Internal Clients	Director IPME

STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	Responsible Person
To promote the mainstreaming and upliftment of HIV and AIDS , women and children, youth, people with disabilities and the elderly into municipal Socio-Economic Programmes and Projects	MAINSTREAMING - GGPP07	GGPP07-01	Develop and Implementation of the HIV/Aids Strategy	Approved HIV/AIDS Strategy by 31 December 2013 and 2 Quarterly Reports	Director IPME/Manager IGR and Communication	Strategy Developed	Improved Mainstreaming of HIV/AIDS related issues	Director IPME
		GGPP07-02	SPU annual activity plan developed, adopted and implemented	Approved SPU Annual Activity Plan by 30 September 2013 and 3 quarterly implementation reports	Director IPME/Manager IGR and Communication	Plan Developed	Improved Mainstreaming of SPU related issues	Director IPME
		GGPP07-03	Number of SPU structures meetings held (1 quarterly meeting per structure each quarter)	4 Meetings Held (1 quarterly meeting per structure)	Director IPME/Manager IGR and Communication	4 Meetings held	Improved Mainstreaming of SPU related issues	Director IPME
		GGPP07-04	4 Local AIDS Council meetings held	4 Quarterly Meetings	Director IPME/Manager IGR and Communication	4 Meetings held	Improved Mainstreaming of HIV/AIDS related issues	Director IPME
		GGPP07-05	Senqu Mayoral Cup Held	2013/2014 Senqu Mayoral Cup Held by 31 May 2014	Director IPME/Manager IGR and Communication	Event Held	Improved Youth Development	Director IPME
		GGPP07-06	Senqu Youth Festival Held	2013/2014 Senqu Youth Festival Held by 30 September 2013	Director IPME/Manager IGR and Communication	Event Held	Improved Youth Development	Director IPME

MUNICIPAL CAPITAL BUDGET 2013/14

Description	<u>2013 / 2014</u> <u>BUDGET</u>	<u>Comments</u>
CAP: Vehicles, Plant & Equip	800 000.00	Speaker Vehicle
CAP: Furniture & Office Equi	300 000.00	Furniture Mayoral Residence
CAP: Vehicles, Plant & Equip	200 000.00	MM Municipal residence
CAP: Furniture & Office Equi	75 000.00	Additional Furniture for COO and Job Creation Intern
CAP: Vehicles, Plant & Equip	200 000.00	IA Vehicle
CAP: Furniture & Office Equi	50 000.00	New Executive Internal Auditor and two additional internal audit posts. R 20 000 Audit Software needed to conduct internal audit work effectively - Teammate or CaseWare
CAP: Furniture & Office Equi	100 000.00	Additional Staff
CAP: Furniture & Office Equi	400 000.00	R 200 000 Electronic Document R 200 000 System & Electronic Clocking System
Buildings;	4 000 000.00	Office Space
CAP: Furniture & Office Equi	500 000.00	
CAP: Vehicles, Plant & Equip	600 000.00	R 300 000 * 2 Vehicles Traffic
Project: Driver Lic Train Ce	1 400 000.00	Renovation BE Traffic Station
CAP: Vehicles, Plant & Equip	500 000.00	LDV Planning & Pool Vehicle R 350 000 & LDV Pool Vehicle R 150 000
Fleet Bay;	1 000 000.00	Fleet Bay
CAP: Vehicles, Plant & Equip	2 660 000.00	TLB - R720 000 ; Excavator (20T) R 1 500 000 ; LDV (roads) R 220 000 x 2
Access Roads;	18 554 224.00	MIG
Bridges;	1 000 000.00	MIG
CAP:Infrastructure;	3 400 000.00	R 3 000 000 Reticulation Upgrade & R 400 000 Transformers
CAP: Vehicles, Plant & Equip	520 000.00	LDV - R 300 000 & LDV R 220 000
CAP:Infrastructure;	1 508 176.00	R 500 000 Street Lighting own funds & R 1008 176 MIG Funding
CAP: Furniture & Office Equi	40 000.00	New Laptop Director, New laptop CSSD MANAGER , scanner & overhead projector
CAP: Tools & Equipment;	60 000.00	Polisher (Town Hall)
Renovations: Indoor recreational community facilities (Halls)	2 100 000.00	Renovations Rossouw Comm Hall R 800 000 ; Additional Toilets Bunga Hall R 300 000 ; Renovations Herschel Community Hall R 1 000 000
Project: Indoor recreational community facilities (halls);	2 850 000.00	MIG
PARK ESTABLISHED		Establishment of a Park BE

	500 000.00	
Cemeteries (Phase 2);	900 000.00	MIG
Fencing: Cemeteries;	1 400 000.00	R 900 000 Fencing BE ; R 500 000 Fencing LG
Project: Pounds;	1 100 000.00	Animal Pounds LG R 800 000 ; Animal Pounds Barky East R 300 000
Sport Facilities ;	4 792 950.00	MIG
CAP: Vehicles, Plant & Equip	3 220 000.00	Compactor Truck R 2 200 000 ; Tractor Rhodes R 400 000 ; Mower R 100 000 ; LDV R 220 000 ; Tractor Lady grey R300 000
Solid Waste Sites;	1 250 000.00	MIG
Weigh Bridge LG	500 000.00	Weigh Bridge at Waste Site (Lady Grey)

MUNICIPAL SUMMARISED OPERATIONAL BUDGET

Description	2012 Final (Actual)	2012/13 Original Budget	2012/13 Adjusted Budget	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Council & Executive						
Council						
Skills Development Levy;	77 479.88	84 165.00	89 045.00	94 387.70	100 050.96	106 054.02
Ward Committees;	1159 163.51	1 440 000.00	1 440 000.00	1 555 200.00	1 648 512.00	1 747 422.72
Training;	40 350.12	120 000.00	230 000.00	248 400.00	263 304.00	279 102.24
Vehicle: Fuel & Oil;	136 063.25	116 600.00	116 600.00	125 928.00	133 483.68	141 492.70
Depreciation;	130 286.01	129 320.00	175 943.84	220 573.98	233 808.42	247 836.92
R/M: Vehicles, Implements;	40 685.40	35 000.00	35 000.00	37 800.00	40 068.00	42 472.08
Vehicles, Plant & Equipment		800 000.00	675 124.00	800 000.00	-	-
CAP: Furniture & Office Equi	-	50 000.00	1 465.00	300 000.00	-	-
Nat Gov: Councillor Remunera	2 226 000.00	4 536 000.00	4 536 000.00	5 081 000.00	6 412 000.00	6 654 000.00
Nat. Gov. Municipal Systems	300 000.00	300 000.00	300 000.00	490 000.00	534 000.00	517 000.00
Council & Executive						
Executive						
Skills Development Levy;	25 006.45	77 041.33	35 682.31	27 757.32	29 422.76	31 188.12
Training;	117 482.78	100 000.00	100 000.00	200 000.00	212 000.00	224 720.00
Professional Services;	1 217 508.42	500 000.00	390 000.00	350 000.00	371 000.00	393 260.00
Depreciation;	74 351.19	119 462.00	88 174.72	89 166.50	94 516.49	100 187.48
CAP: Furniture & Office Equi	-	150 000.00	145 000.00	275 000.00	-	-
Internal Audit Unit						
Skills Development Levy;	-	-	-	8 264.28	8 760.14	9 285.75
Professional Services;	-	-	-	200 000.00	212 000.00	224 720.00
Audit Committee members sitting allowances				60 000.00	63 600.00	67 416.00

Vehicle: Fuel & Oil;	-	-	-	25 000.00	26 500.00	28 090.00
Depreciation;	-	-	-	11 405.48	12 089.81	12 815.20
R/M: Vehicles, Implements;	-	-	-	7 000.00	7 420.00	7 865.20
CAP: Vehicles, Plant & Equip	-	-	-	200 000.00	-	-
CAP: Furniture & Office Equi	-	-	-	50 000.00	-	-
IPME						
Skills Development Levy;	22 695.41	29 600.34	34 834.83	39 757.44	42 142.89	44 671.46
Project: IDP & Budget;	213 975.52	220 000.00	220 000.00	237 600.00	251 856.00	266 967.36
Project: Performance Managem	600 120.69	1 000 000.00	595 710.40	1 400 000.00	-	-
Local Economic Development	21 336.47	400 000.00	150 000.00	500 000.00	530 000.00	561 800.00
Project: SPU;	120 820.41	400 000.00	400 000.00	500 000.00	530 000.00	561 800.00
Donations & Grants;	333 000.00	333 000.00	333 000.00	334 000.00	-	-
Call Centre : Tel				100 000.00	-	-
Customer Care				100 000.00	-	-
Training;	27 500.00	29 150.00	79 150.00	120 000.00	127 200.00	134 832.00
Web Site	953.85	100 000.00	100 000.00	100 000.00	106 000.00	112 360.00
Tourism;	319 779.13	600 000.00	550 000.00	500 000.00	530 000.00	561 800.00
Communication;	72 834.70	880 000.00	880 000.00	700 000.00	742 000.00	786 520.00
Vehicle: Fuel & Oil;	43 805.30	69 960.00	39 960.00	60 000.00	63 600.00	67 416.00
Depreciation;	254 087.37	298 920.00	271 014.26	275 936.95	292 493.16	310 042.75
R/M: Vehicles, Implements;	22 492.87	25 000.00	25 000.00	27 000.00	28 620.00	30 337.20
CAP: Vehicles, Plant & Equip	-	200 000.00	380 000.00	-	-	-
CAP: Furniture & Office Equi	-	150 000.00	150 000.00	100 000.00	-	-
Nat Gov: Neighbourhood DevPa	1 931 571.19	2 300 000.00	10 205 000	1 287 000.00	-	-
Corporate Services						
Skills Development Levy;	13 942.43	13 465.24	33 068.03	28 085.38	29 770.50	31 556.73
OHS / EAP Costs		100 000.00	50 000.00	54 000.00	57 240.00	60 674.40
Training;	120 549.26	128 260.00	258 260.00	250 000.00	265 000.00	280 900.00
Legal Costs;	737 333.80	300 000.00	300 000.00	324 000.00	343 440.00	364 046.40
Uniforms & Protective Clothi	1 356.12	2 000.00	2 000.00	20 000.00	21 200.00	22 472.00
Vehicle: Fuel & Oil;	38 307.13	38 478.00	23 478.00	25 356.24	26 877.61	28 490.27
Depreciation;	1 264 891.07	542 720.00	1 550 637.40	1 491 800.91	1 581 308.97	1 676 187.51
R/M: Service Contracts;	8 125.00	8 904.00	8 904.00	9 616.32	10 193.30	10 804.90
R/M: Buildings;	21 924.39	300 000.00	300 000.00	300 000.00	318 000.00	337 080.00
R/M: Tools & Equipment;	8 558.33	17 490.00	17 490.00	18 889.20	20 022.55	21 223.91
R/M: Furniture & Office Equi	3 938.77	5 830.00	5 830.00	6 296.40	6 674.18	7 074.64

R/M: Vehicles, Implements;	8 070.32	10 600.00	7 600.00	8 208.00	8 700.48	9 222.51
Redemption: Development Bank of SA	-	657 200.00	657 200.00	631 860.00	-	-
Interest: Development Bank of SA	907 777.50	1 007 000.00	1 007 000.00	791 300.00	-	-
INTEREST FINANCE LEASE;	5 714.97	12 720.00	12 720.00	10 000.00	-	-
CAP: Furniture & Office Equi	-	200 000.00	210 000.00	400 000.00	-	-
Buildings		2 000 000.00	2 000 000.00	4 000 000.00	-	-
Sundry Income;	114 742.37	53 000.00	53 000.00	56 180.00	59 550.80	63 123.85
BTO						
Skills Development Levy;	13 507.97	12 974.78	38 993.38	43 629.76	46 247.54	49 022.40
Project: IDP & Budget;	37 788.53	150 000.00	150 000.00	162 000.00	171 720.00	182 023.20
Project: MFMA Implementation	1 354 636.56	1 500 000.00	1 500 000.00	1 550 000.00	1 600 000.00	1 650 000.00
Project: Asset Register;	468 786.50	500 000.00	500 000.00	400 000.00	400 000.00	450 000.00
Project: Valuation Roll;	87 333.32	250 000.00	250 000.00	270 000.00	286 200.00	303 372.00
Free Basic Services;	-122 004.70	-1 263 621.76	-1 313 000.00	-1 418 040.00	-1 503 122.40	-1 593 309.74
Training;	58 877.51	69 960.00	69 960.00	100 000.00	106 000.00	112 360.00
Audit Fees;	1 093 740.36	1 620 740.00	1 620 740.00	1 750 399.20	1 855 423.15	1 966 748.54
Vehicle: Fuel & Oil;	-	-	45 000.00	48 600.00	51 516.00	54 606.96
Depreciation;	436 464.65	520 460.00	521 369.57	451 692.21	478 793.74	507 521.37
Bad Debts;	281 355.72	1 490 958.90	1 490 958.90	1 610 235.61	1 706 849.75	1 809 260.73
R/M: Service Contracts;	114 528.55	127 200.00	127 200.00	137 376.00	145 618.56	154 355.67
R/M: Tools & Equipment;	31 846.61	100 000.00	100 000.00	108 000.00	114 480.00	121 348.80
R/M: Vehicles, Implements;	-	-	20 000.00	21 600.00	22 896.00	24 269.76
CAP: Furniture & Office Equi	-	500 000.00	500 000.00	500 000.00	-	-
Property Rates;	4 123 015.86	5 688 502.72	5 688 502.72	6 029 812.88	6 391 601.66	6 775 097.76
Interest Outstanding Account	427 713.17	318 000.00	318 000.00	360 000.00	381 600.00	404 496.00
Interest Investment Accounts	6 790 249.46	6 000 000.00	7 300 000.00	7 000 000.00	7 420 000.00	7 865 200.00
Agency Fees JGDM			1 020 790.00	1 082 037.40	1 146 959.64	1 215 777.22
Nat Gov: Equitable Share;	69 766 320.00	74 982 004.00	74 982 004.00	81 030 604.32	91 985 321	116 829 760
Nat Gov: MFMA;	1 395 577.72	1 500 000.00	1 500 000.00	1 550 000.00	1 600 000.00	1 650 000.00
Nat. Gov. Municipal Systems	490 000.00	500 000.00	500 000.00	400 000.00	400 000.00	450 000.00
Sundry Income;	95 441.88	63 600.00	63 600.00	48 000.00	50 880.00	53 932.80
Commission on Collections;	12 895.81	10 600.00	10 600.00	20 000.00	21 200.00	22 472.00
Road Transport: Vehicle Licensing and Testing						
Skills Development Levy;	8 770.83	8 383.97	17 970.50	25 849.44	27 400.41	29 044.43

Tools & Accessories;	1 550.00	2 332.00	2 332.00	2 518.56	2 669.67	2 829.85
Training;	20 135.27	31 800.00	31 800.00	34 344.00	36 404.64	38 588.92
Uniforms & Protective Clothi	34 650.09	21 200.00	21 200.00	22 896.00	24 269.76	25 725.95
Vehicle: Fuel & Oil;	10 983.92	10 600.00	10 600.00	20 000.00	21 200.00	22 472.00
Depreciation;	160 000.00	66 780.00	69 124.95	86 335.62	91 515.75	97 006.70
R/M: Service Contracts;	17 180.59	23 320.00	23 320.00	25 185.60	26 696.74	28 298.54
R/M: Tools & Equipment;	9 157.59	12 720.00	12 720.00	13 737.60	14 561.86	15 435.57
R/M: Vehicles, Implements;	3 662.51	15 000.00	15 000.00	16 200.00	17 172.00	18 202.32
CAP: Vehicles, Plant & Equip				600 000.00	-	-
CAP: Furniture & Office Equi	-	120 000.00	120 000.00	-	-	-
Project: Driver Lic Train Ce	-	1 200 000.00	800 000.00	1 400 000.00	-	-
Traffic Fines;	50 455.00	25 000.00	60 000.00	60 000.00	63 600.00	67 416.00
Duplicate Permits & Registra	50 010.00	40 000.00	40 000.00	40 000.00	42 400.00	44 944.00
Commission on M/V Registrati	566 699.69	400 000.00	450 000.00	450 000.00	477 000.00	505 620.00
Learner's Drivers Licences;	299 988.00	300 000.00	300 000.00	300 000.00	318 000.00	337 080.00
Drivers Licences;	998 262.00	500 000.00	800 000.00	800 000.00	848 000.00	898 880.00
Prodiba Driver Licence Renew	331 998.00	150 000.00	250 000.00	250 000.00	265 000.00	280 900.00
Roads - Finance & Administration						
Skills Development Levy;	14 006.75	12 640.62	22 855.62	23 835.15	25 265.26	26 781.18
Project: MIG PMU;	846 256.18	1 401 250.00	1 401 250.00	1 597 650.00	1 793 150.00	1 921 000.00
Training;	31 289.47	35 722.00	35 722.00	50 000.00	53 000.00	56 180.00
Fleet Management;				-	1 800 000.00	-
Transport Costs;	-	9 328.00	9 328.00	10 074.24	10 678.69	11 319.42
Vehicle: Fuel & Oil;	58 764.15	84 800.00	34 800.00	30 000.00	31 800.00	33 708.00
Refuse Removal;	-	3 498.00	3 498.00	3 777.84	4 004.51	4 244.78
Water Purchases;	-	3 392.00	3 392.00	3 663.36	3 883.16	4 116.15
Electricity Purchases;	-	53 000.00	53 000.00	57 240.00	60 674.40	64 314.86
Depreciation;	135 070.70	320 120.00	196 506.16	166 011.18	175 971.86	186 530.17
R/M: Tools & Equipment;	4 084.41	20 988.00	20 988.00	22 667.04	24 027.06	25 468.69
R/M: Vehicles, Implements;	12 498.34	41 976.00	41 976.00	50 000.00	53 000.00	56 180.00
CAP: Tools & Equipment;	-	-	-	-	960 000.00	960 000.00
CAP: Vehicles, Plant & Equip	-	-	-	500 000.00	355 000.00	200 000.00
CAP: Furniture & Office Equi	-	75 000.00	75 000.00	-	-	-
Fleet Bay;			700 000.00	1 000 000.00	-	-
Nat Gov: MIG;	1 155 100.00	1 401 250.00	1 401 250.00	1 597 650.00	1 793 150.00	1 921 000.00
Nat Gov: EPWP Incentive Grant	1 625 000.00	1 857 000.00	1 857 000.00	2 160 000.00	-	-

Housing						
Skills Development Levy;	4 381.32	4 573.70	6 217.37	9 118.68	9 665.80	10 245.75
Project: Town Register / Tit	45 060.00	-	103 215.64	-	-	-
Training;	-	5 830.00	5 830.00	25 000.00	26 500.00	28 090.00
Uniforms & Protective Clothing	2 951.97	5 830.00	5 830.00	6 296.40	6 674.18	7 074.64
Vehicle: Fuel & Oil;	46 049.13	34 980.00	34 980.00	45 000.00	47 700.00	50 562.00
Building Plan & Inspection F	66 786.38	60 000.00	20 000.00	21 200.00	22 472.00	23 820.32
Waste Water Management (Storm Water)						
Depreciation;	-	221 540.00	587 364.57	587 364.57	622 606.44	659 962.83
R/M: Storm Water;	307 243.11	286 200.00	166 200.00	240 000.00	254 400.00	269 664.00
Road Transport						
Skills Development Levy;	13 747.83	14 139.43	17 753.17	16 231.68	17 205.58	18 237.92
Training;	1 034.00	42 400.00	42 400.00	80 000.00	84 800.00	89 888.00
Transport Costs;	42 140.05	58 300.00	58 300.00	120 000.00	127 200.00	134 832.00
Vehicle: Fuel & Oil;	682 099.14	699 600.00	699 600.00	900 000.00	954 000.00	1 011 240.00
Depreciation;	8 665 541.20	10 812 000.00	9 878 904.14	9 970 495.74	10 568 725.49	11 202 849
Project: Job Creation;	3 788 730.85	5 000 000.00	6 000 000.00	6 000 000.00	6 360 000.00	6 741 600.00
R/M: Roads & Streets;	744 682.90	424 000.00	374 000.00	370 000.00	392 200.00	415 732.00
R/M: Vehicles, Implements;	623 093.04	670 450.00	580 450.00	650 000.00	689 000.00	730 340.00
R/M: Traffic & Road Signs;	29 712.00	40 810.00	40 810.00	40 000.00	42 400.00	44 944.00
CAP: Vehicles, Plant & Equip	-	7 880 000.00	7 880 000.00	2 660 000.00	3 680 000.00	6 200 000.00
Constr Access Roads Wards 7,8,9&12 (Ph 4)	-	-	6 810 000.00	-	-	-
Access Roads		7 930 180.00	6 376 772.65	18 554 224.00	12 038 352.00	8 189 450.00
Bridges		10 700 000	7 000 000.00	1 000 000.00	9 950 000.00	7 500 000.00
Project: Sterkspruit Taxi Ra	-	-	1 818 000.00	-	-	-
Nat Gov: MIG;	11 432 178.99	18 630 180.00	20 186 772.00	19 554 224.00	21 988 352	15 689 450.00
Prov Gov: Musong Road;	12 085 398.50	1 221 790.00	1 221 790.00	-	-	-
Electricity (Distribution)						
Skills Development Levy;	23 741.53	24 039.19	31 541.54	21 188.16	22 459.45	23 807.02
Free Basic Services;	-3 417 811.80	-6 255 065.00	-6 255 065.00	-7 755 470.20	-8 220 798.41	-8 714 046.32
Tools & Accessories;	343.20	1 060.00	1 060.00	2 000.00	2 120.00	2 247.20
Training;	20 114.70	42 400.00	42 400.00	65 000.00	68 900.00	73 034.00
Transport Costs;	17 616.83	16 695.00	56 695.00	75 000.00	79 500.00	84 270.00
Vehicle: Fuel & Oil;	290 946.17	291 500.00	291 500.00	320 000.00	339 200.00	359 552.00
Depreciation;	228 166.20	352 980.00	355 690.01	452 506.53	479 656.92	508 436.33
Bad Debts;	1 423 387.73	965 946.20	965 946.20	1 043 221.90	1 105 815.21	1 172 164.12
Bulk: Electricity Purchases;	15 130 377.40	20 071 600.	20 071 600	26 677 328	28 277 967	29 974 645
R/M: Electricity;	605 664.56	254 400.00	154 400	250 000	265 000.00	280 900.00

R/M: Tools & Equipment;	59 345.75	5 300.00	5 300.00	5 724.00	6 067.44	6 431.49
R/M: Vehicles, Implements;	231 859.56	296 800.00	206 800.00	200 000.00	212 000.00	224 720.00
Redemption: Development Bank of SA	-	270 000.00	270 000.00	143 560.00	-	-
Interest: DBSA;	345 901.32	550 000.00	550 000.00	327 590.00	-	-
CAP: Tools & Equipment;	-	105 000.00	265 000.00	-	-	-
CAP:Infrastructure;	-	700 000.00	700 000.00	3 400 000.00	2 000 000.00	4 000 000.00
CAP: Vehicles, Plant & Equip	-	-	-	520 000.00	220 000.00	1 200 000.00
Electricity Sales Pre-paid;	534 930.07	381 600.00	581 000.00	615 860.00	652 811.60	691 980.30
Electricity Sales;	20 083 179.66	24 420 000.00	24 420 000.00	25 885 200.00	27 438 312	29 084 610
Electricity Sales Pre-Paid B	796 910.73	-	610 560.00	647 193.60	686 025.22	727 186.73
Electricity Sales SS;	5 640.72		100 000.00	106 000.00	112 360.00	119 101.60
Interest Outstanding Account	261 568.20	212 000.00	300 000.00	318 000.00	337 080.00	357 304.80
Nat Gov: Equitable Share;	4 014 210.00	6 255 065.00	6 255 065.00	7 755 470.20	8 220 798.00	8 714 046.32
Sundry Income;	238 214.72	138 817.60	138 817.60	147 146.66	155 975.46	165 333.98
Electr. Re-Connection Fees;	46 034.03	31 800.00	31 800.00	33 708.00	35 730.48	37 874.31
Electricity (Street Lighting)						
Electricity Purchases;	124 670.41	424 000.00	256 000.00	300 000.00	318 000.00	337 080.00
R/M: Street Lights;	181 432.24	265 000.00	185 000.00	245 000.00	259 700.00	275 282.00
CAP:Infrastructure;				1 508 176.00	4 202 048.00	2 800 000.00
Nat Gov: MIG;				1 008 176.00	3 702 048.00	2 300 000.00
Community Services - Finance & Administration						
Skills Development Levy;	9 998.52	9 372.77	13 944.70	24 202.35	25 654.49	27 193.76
Training;	33 593.63	37 312.00	37 312.00	40 296.96	42 714.78	45 277.66
Depreciation;	54 765.09	55 120.00	54 126.38	49 386.31	52 349.49	55 490.46
Bad Debts;	-	50 350.00	50 350.00	54 378.00	57 640.68	61 099.12
R/M: Service Contracts;	1 870.00	2 120.00	2 120.00	2 289.60	2 426.98	2 572.59
R/M: Buildings;	2 499.55	5 300.00	5 300.00	5 724.00	6 067.44	6 431.49
R/M: Tools & Equipment;	4 868.77	4 515.60	4 515.60	4 876.85	5 169.46	5 479.63
R/M: Fencing;	12 824.24	15 052.00	45 052.00	48 656.16	51 575.53	54 670.06
R/M: Water Reticulation;	890.76	3 731.20	3 731.20	4 029.70	4 271.48	4 527.77
PARK ESTABLISHED				500 000.00	500 000.00	
CAP: Furniture & Office Equi	-	-	-	40 000.00	-	-
Community & Social (Libraries)						
Skills Development Levy;	3 503.49	3 102.99	5 469.12	4 840.20	5 130.61	5 438.45
Books, Magazines & Publicati	-	424.00	424.00	457.92	485.40	514.52
Training;	-	5 830.00	5 830.00	6 296.40	6 674.18	7 074.64

Library Events			77 000.00	83 160.00	88 149.60	93 438.58
Depreciation;	9 523.68	10 600.00	10 818.82	9 318.82	9 877.95	10 470.63
R/M: Service Contracts;	10 465.52	14 840.00	12 000.00	12 960.00	13 737.60	14 561.86
R/M: Buildings;	149.58	2 332.00	2 332.00	2 518.56	2 669.67	2 829.85
R/M: Furniture & Office Equi	333.33	2 332.00	2 332.00	2 518.56	2 669.67	2 829.85
Dept Sport: Libraries	-	741 766.00	1 200 000.00	1 314 500.00	1 393 370.00	1 476 972.20
Sundry Income;	657.91	530.00	530.00	561.80	595.51	631.24
Community & Social (Halls & Facilities)						
Skills Development Levy;	11 427.59	11 860.91	17 400.08	16 710.72	17 713.36	18 776.16
Cleaning Materials	14 148.82	15 794.00	40 000.00	43 200.00	45 792.00	48 539.52
Vehicle: Fuel & Oil;	33 316.79	29 150.00	50 000.00	54 000.00	57 240.00	60 674.40
Depreciation;	22 001.02	41 340.00	105 184.01	185 840.68	196 991.12	208 810.58
R/M: Buildings;	3 090.36	106 000.00	76 000.00	82 080.00	87 004.80	92 225.09
R/M: Tools & Equipment;	17 433.05	22 260.00	22 260.00	24 040.80	25 483.25	27 012.24
R/M: Vehicles, Implements;	34 929.36	30 210.00	50 000.00	54 000.00	57 240.00	60 674.40
CAP: Tools & Equipment;	-	-	40 000.00	60 000.00	60 000.00	60 000.00
Renovations: Community Halls		650 000.00	650 000.00	2 100 000.00	2 500 000.00	3 000 000.00
Project: Community Halls;	-	1 500 000.00	2 193 447.00	2 850 000.00	3 000 000.00	6 600 000.00
Rent: Hall;	17 144.49	22 260.00	22 260.00	23 595.60	25 011.34	26 512.02
Nat Gov: MIG;	-	1 500 000.00	2 193 447.00	2 850 000.00	3 000 000.00	6 600 000.00
Community & Social (Cemeteries)						
Pauper Burials;	1 315.79	3 180.00	6 180.00	6 674.40	7 074.86	7 499.36
Tools & Accessories;	3 227.62	6 360.00	11 360.00	12 268.80	13 004.93	13 785.22
Depreciation;	-	-	49 589.04	125 625.57	133 163.11	141 152.89
R/M: Cemetery;	1 688.00	3 264.80	3 264.80	3 525.98	3 737.54	3 961.80
R/M: Fencing;	4 487.50	6 063.20	6 063.20	6 548.26	6 941.15	7 357.62
Cemeteries (Phase 2)		500 000.00	249 961.21	900 000.00	-	-
Fencing: Cemeteries		500 000.00	500 000.00	1 400 000.00	1 500 000.00	1 000 000.00
Nat Gov: MIG;	-	500 000.00	249 961.00	900 000.00	-	-
Cemetery Fees;	14 289.31	15 900.00	15 900.00	16 854.00	17 865.24	18 937.15
Public Safety						
Animal Control;	1 831.62	2 332.00	18 332.00	19 798.56	20 986.47	22 245.66
Depreciation;	-	-	24 794.52	42 977.17	45 555.80	48 289.15
R/M: Tools & Equipment;	827.59	1 632.40	1 632.40	1 762.99	1 868.77	1 980.90
Project: Pounds;	-	500 000.00	500 000.00	1 100 000.00	-	-
Pound Fees;	17 557.45	23 320.00	23 320.00	24 719.20	26 202.35	27 774.49
Sport & Recreational						
Vehicle: Fuel & Oil;	2 168.43	2 332.00	2 332.00	2 518.56	2 669.67	2 829.85
Depreciation;	4 782.15	106 000.00	171 456.00	290 294.90	307 712.59	326 175.34
R/M: Buildings;	2 735.60	7 345.80	7 345.80	7 933.46	8 409.47	8 914.04

R/M: Tools & Equipment;	4 595.07	7 462.40	7 462.40	8 059.39	8 542.96	9 055.53
R/M: Fencing;	-	424.00	424.00	457.92	485.40	514.52
R/M: Sport Fields;	28 464.24	29 958.78	12 958.78	13 995.48	14 835.21	15 725.32
Sport Facilities		3 993 570.00	3 993 570.00	4 792 950.00	5 379 450.00	11 909 550.
Nat Gov: MIG	3 306 136.72	3 993 570.00	3 993 570.00	4 792 950.00	5 379 450.00	11 909 550
Waste Management						
Skills Development Levy;	48 136.07	48 137.19	62 578.86	50 456.76	53 484.17	56 693.22
Actuarial loss	187 163.55	92 131.71	92 131.71	-	-	-
Project: Greenest Municipali			470 000.00	300 000.00	318 000.00	337 080.00
Free Basic Services;	-3 725 125	-3 949 931.00	-3 949 931.00	-4 265 925.48	-4 521 881.01	-4 793193.87
Tools & Accessories;	19 759.30	13 101.60	3 101.60	3 349.73	3 550.71	3 763.75
Training;	-	11 660.00	61 660.00	66 592.80	70 588.37	74 823.67
Audit Fees;	151 075.00	160 139.50	160 139.50	172 950.66	183 327.70	194 327.36
Cleaning Materials;	3 759.48	4 081.00	4 081.00	4 407.48	4 671.93	4 952.24
Uniforms & Protective Clothi	44 907.09	45 000.00	44 800.00	48 384.00	51 287.04	54 364.26
Vehicle: Fuel & Oil;	360 970.93	256 520.00	206 520.00	223 041.60	236 424.10	250 609.54
Refuse / Sanitation Containe	358.00	150 000.00	150 000.00	162 000.00	171 720.00	182 023.20
Refuse Bags;	27 843.71	23 320.00	3 320.00	25 000.00	26 500.00	28 090.00
Depreciation;	154 639.32	213 060.00	431 072.11	717 709.95	760 772.54	806 418.90
Bad Debts;	130 242.19	1 446 195.10	1 446 195.10	1 561 890.71	1 655 604.15	1 754 940.40
R/M: Tools & Equipment;	24 295.48	20 246.00	20 246.00	21 865.68	23 177.62	24 568.28
R/M: Vehicles, Implements;	158 961.97	116 600.00	86 600.00	93 528.00	99 139.68	105 088.06
Interest Landfill Site;		749 080.80	550 000.00			
Interest Landfill Site;				510 000.00	540 600.00	573 036.00
CAP: Tools & Equipment;	-	450 000.00	403 000.00	-	-	-
CAP: Vehicles, Plant & Equip	-	1 600 000.00	1 736 569.00	3 220 000.00	350 000.00	400 000.00
Solid Waste Sites		2 000 000.00	-	1 250 000.00	-	-
Refuse Removal;	5 673 113	6 121 356.90	6 121 356.90	6 488 638.31	6 877 956.61	7 290 634.01
Nat Gov: MIG;	133 567.46	2 000 000.00	-	1 250 000.00	-	-
Nat Gov: Equitable Share;	3 183 470.	3 949 931.00	3 949 931.00	4 265 925.48	4 521 881.00	4 793 193.87

5 Year Comprehensive Infrastructure Plan

WARD	PRIORITY	MIG Approvals	Approved Tenders / VO's	TOTAL	2013/14	Draft 2014/15	Draft 2015/16	Draft 2016/17
1	Access Roads	1 275 053	1 275 053	1 275 053	1 275 053			
2	Access Roads						2 500 000	
3	Access Roads	3 138 270	3 138 270	3 138 270	3 138 270			
4	Access Roads (Maqolweni)	2 147 063	2 147 063	2 147 063	2 147 063			
5	Access Roads (Mabele and Nduma access to school)			2 500 000		2 500 000		
6	Access Roads			2 500 000		2 500 000		
7	Access Roads						2 500 000	
8	Access Roads	15 000 000	8 810 000	2 936 666	445 513			
9	Access Roads			2 936 666	445 513			
12	Access Roads			2 936 668	445 514			
13	Access Roads			3 000 000		3 000 000		
15	Access Roads			2 500 000	2 500 000			
16	Roads & Streets				1 500 000	1 500 000		
17	Access Roads			3 189 450			3 189 450	
19	Access Roads	13 034 070	13 034 070	15 572 422	6 657 298	2 538 352		
Subtotal								
2	Sport Field			6 146 550			6 146 550	
10	Sport Field (Sterkspruit)	3 568 656	3 685 359	8 478 309	4 792 950			
13	Sport Field			5 763 000			5 763 000	
19	Sport Field (Barkly East)			5 379 450		5 379 450		
Subtotal								
3	Box Culvert River Crossing			3 500 000	500 000	3 000 000		
4	Pedestrian Bridge			2 450 000	500 000	1 950 000		
5	Bridge (Upper Bebeza leaners cannot reach school)	3 004 115	2 147 813	2 147 813				
5	Bridge (Magqadanya na to Danger's Hook JSS)			2 500 000		2 500 000		
6	Bridge (Majuba to Bultfontein)			2 500 000		2 500 000		
7	Bridge (Masaleng to Matlapaleng Thaba Lesoba)			2 500 000			2 500 000	
14	Bridge (Transwilger)	6 054 106	4 571 038	4 571 038				
17	Bridge (Joveleni no access to the			2 500 000			2 500 000	

	school)							
18	Bridge (Nkululeko to extension site)			2 500 000			2 500 000	
3	Indoor recreational community facility (hall) / Office			2 850 000	2 850 000			
9	Indoor recreational community facility (hall) / Office			3 000 000		3 000 000		
12	Indoor recreational community facility (hall) / Office			3 300 000			3 300 000	
16	Indoor recreational community facility (hall) / Office	2 193 447	2 119 346	2 119 346				
18	Indoor recreational community facility (hall) / Office			3 300 000			3 300 000	
10	Cemetery (Sterkspruit)	29 158 210		200 000	200 000			
11	Cemetery (Hershel)			200 000	200 000			
16	Cemetery (Barkly East)			749 962	500 000			
10	Solid Waste Site (Sterkspruit)	2 736 000		250 000	250 000			
11	Solid Waste Site (Herschel)	3 294 600		250 000	250 000			
15	Solid Waste (Rossouw)	1 250 580		250 000	250 000			
16	Solid Waste (Rhodes)	1 250 580		500 000	500 000			
14	Public Street Lighting (Lady Grey)			3 300 000		1 000 000	2 300 000	
19	Public Street Lighting (Barkly East)			3 710 224	1 008 176	2 702 048		
	PMU (5%)			6 713 050	1 597 650	1 793 150	1 921 000	2 048 850
				-				
		87 104 750	40 928 012	126 261 000	31 953 000	35 863 000	38 420 000	2 048 850

2013 DoRA MIG Allocation Sport Facilities (15% of Allocation)

31 953 000 35 863 000 38 420 000 40 977 000
4 792 950 5 379 450 5 763 000 6 146 550

Access Roads				18 554 224	12 038 352	8 189 450	-
Sport Field				4 792 950	5 379 450	11 909 550	-

Bridges				1 000 000	9 950 000	7 500 000	-
Community Hall				2 850 000	3 000 000	6 600 000	-
Cemeteries				900 000	-	-	-
Solid Wastes				1 250 000	-	-	-
Public Street Lighting				1 008 176	3 702 048	2 300 000	-
PMU (5%)				1 597 650	1 793 150	1 921 000	2 048 850
				31 953 000	35 863 000	38 420 000	2 048 850

Joe Gqabi District Municipality Projects

Description	2013/14	2014/15	2015/16
Lady Grey Kwezi Naledi sanitation	455 263	0	0
Senqu rural water programme	8 771 930	17 543 860	26 315 789
Lady Grey bulk water infrastructure	4 385 965	0	0
Sterkspruit upgrading of WTW and bulk lines	17 543 860	0	0
Senqu spring protection	3 289 912	4 387 939	5 484 868

ITP Projects

Project	Budget			Funded	Proposed Funder	Plan
	2010/11	2011/12	2012/13			
Bokspruit bridge		3,94		No	DORT	JGDM ITP
Maartenshoek Road		2,56		No	DORT	JGDM ITP
Rhodes to Barkly East	5 M			No	DORT	JGDM ITP
Musong	3 M	10 M		No	DORT	JGDM ITP
Sterkspruit main taxi rank	16m			No	DORT	JGDM ITP
Lady Grey sidewalks	1,2 M			No	DORT	JGDM ITP
Sterkspruit taxi stops	4,68 M			No	DORT	JGDM ITP
Barkly East Taxi rank	0.96 m			No	DORT	JGDM ITP
Sterkspruit taxi stops in Rietfontein, Silindini, Ntsimekweni, Rockcliff, Skizana, Mokaesi, Ninanna, Phelandaba, Macaguma, Manxeba, Nomlenyana, Ndotela	4,68 M			No	DORT	JGDM ITP

Project	Budget			Funded	Proposed Funder	Plan
	2010/11	2011/12	2012/13			
and Nkopane						
Senqu pedestrian projects	1,8 M			No	DORT	JGDM ITP
Access roads in Wards 1,2,3(Phase 1	8.9 M			No	DORT	JGDM ITP
Access roads in Wards 4,5,6	7.5 M			No	DORT	JGDM ITP
Access roads in wards 7,8,9,12 (Phase 3)	8.5.m			No	DORT	JGDM ITP

Department of Rural Development & Agrarian Reform

Department of Human Settlement

Department of Roads and Public Works

- One emergency project currently in progress on DR08606.
- 2 Disaster Projects on DR8520 and DR08514 of which DR08520 is 70% completed and DR08514 still in Tender Evaluation Stage.

• Project Description	• Budget for 2012/2013	• Budget for 2013/2014
• RRM: Senqu	• R 5 328 000	• R 5 950 000
• RRM DRE Joe Gqabi In-House: Senqu	• R 2 332 000	• R 1 785 000
• Emergency Re-gravelling of DR 08606 – First 12 km to Mlamli Hospital	• R 8 500 000	• Flood Damages R 11 600 000
• Emergency Re-gravelling of DR 08520 – 12 km	• R 4 407 990	•
• Flood damages: DR08514	• R 2 592 010	•
• RMC Tar: Senqu	• R 5 000 000	• R 2 442 000

2013/14 EPWP Programmes

1. Household Contractor Programme

2. National Youth Service (NYS)

3. APTCoD

4. Coordination of EPWP Projects implemented by all Public Bodies

5. Amathuba Job Portal

Bensonvale College Upgrades (offices) – Phase 3	R30,000,000.00	26 June 2013 – March 2015	
5 School fencing projects: Phaphama SPS, Manxeba JSS, Musong JSS, Malgas SPS, Magwiji JSS		Each at a value of R500,000. – R650 000	February 2013 – June 2013
Ngquba School – Early Childhood Development Centre		R4,000,000.00	17 June 2013 – March 2014

ESKOM

- Electrification for the Senqu communities is complete; however the business now is electrifying extensions or rather in-fills.
- Some of the Wards that were due for electrification during the 2012/13 financial year have been energised already, with the remaining Projects due before March 2013.
- There is an exception of Rossouw that was due for electrification during the 2010/11 financial year; there were challenges that led to this Area not to be electrified.
- It has been now allocated a budget of R3, 485, 000 translating to 205 households. This is due for the 2013/14 financial year.

Project Name	Current Year	Budget Year	Funding	Project Type	TOTAL Planned CAPEX	TOTAL Planned CAPEX (Including VAT)	TOTAL Planned Connections
SENQU WARD 1, 7 & 8	2012-2013	2012-2013	DoE	Household	R 6,016,000.00	R 6,858,240.00	376
SENQU WARD 6, 9 & 10	2012-2013	2012-2013	DoE	Household	R 5,584,000.00	R 6,365,760.00	349
TOTAL					R 11,600,000.00	R 13,224,000.00	725

2013/14 FY		
TOTAL Planned CAPEX	TOTAL Planned Connections	Beneficiaries
R 5,100,000.00	300	Sterkspruit Town Extensions (60), Mokhesi (32), Thaba Lesoba Extensions (191), Walaza Extensions (115)
R 40,545.00	0	
R 10,200,000.00	600	Tapoleng (165), Kromspruit No1 (390), Kromspruit No 2 (30), Kromspruit No.3 (9).
R 510,000.00	0	
R 6,000,000.00	0	Tapoleng (165), Kromspruit No1 (390), Kromspruit No 2 (30), Kromspruit No.3 (9).
R 180,000.00	0	
R3, 485, 000.00		Rossouw (205)
R40, 866, 145.00		

Department of Environmental Affairs

PROJECT	Area	COSTS
Land rehabilitation project	Holo Hlahatsi	R 12 000 000
Tenahead Lodge and Mountain Reserve project	Ward 2	R 15 000 000
EC Senqu community Parks	Wards 19 & 14	Funding application
EC Senqu Lady Grey solid waste site weighbridge	Ward 14	Funding application
EC Land rehabilitation Phase II	Ward 17	Funding application

Department of Education

Department of Safety & Liaison

Objective	Activity	Key Performance Indicator	Venue	Time Frame	Budget ,000
Operationalisation of PCPS	Public Education Crime Awareness Campaigns	1 Public Education awareness campaigns	Barkly East	Feb 2014	30
	Support of Siyakhusela Projects in the District	Victim Support Centre Awareness and support	Palmietfontein (Macacuma)	July 2013	20

Operationalisation of PCPS	Assessment and monitoring of 4 Police Stations on Crime Prevention Protocol	School Safety Assessment and campaigns.	Zamuxolo	August 2013	20
			Rhodes	Oct 2013	
			Lady Grey	Oct 2013	
			Venterstad	Feb 2014	
	Establishment and monitoring of Safety Patrollers	Meetings with schools, CPFs and Education Department	Maletswai (Malcomess)	Quarterly	50
			Ugie (Sibabale)		
			Sterkspruit (Nkululeko)		

Operationalisation of PCPS	Participate in Community Safety Forum	Meetings and Campaigns	Maletswai Elundini Gariiep Joe Gqabi	Quarterly Quarterly Quarterly Quarterly	1000
	Establish and monitor JCPS Forum	Convene Meetings	B/East	Quarterly	
	Participate in IGR and IPD meetings	Meetings and reports	Joe Gqabi District All four Local Municipalities	Quarterly	15

	Convene District engagement meetings with 3 Clusters	Meetings and reports	Aliwal North, B/East and Mt Fletcher	Quarterly	5
Strengthen Community Police Relations	Assess Functionality of Community Policing Forum	Meetings with CPFs using assessment tool	All 19 Police Stations in the District	Monthly	NCI
	Monitoring Established Street/Village Committees Monitor and support sector forums	1 Workshops on Street/Village Committees Establishment of street/village committees 12 Police stations assessed	Maclear B/East, Maletswai, Steynsburg, Mt Fletcher, Lady Grey ,Barkly East, Jamestown, Tabase, Rhodes, Maclear Katkop, Ugie	May 2013 August 2013 Quarter 3	10 10 30

Strengthen Community Police Relations	Capacitation of Community Policing Forum	Training of CPFs	B/East(Elliot) Cluster M/ Fletcher Cluster A/North Cluster	Jan 2013 Jan 2013 Jan 2013	43
	3 CPF Cluster Boards supported		B/East(Elliot) Cluster M/ Fletcher Cluster A/North Cluster	June July August	30

Effective Oversight of SAPS	SAPS Strategic engagements	Crime Combating Forum and sub-joints Meetings	B/East Aliwal North Mt Fletcher	Quarterly	5
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	Service Delivery Evaluations conducted at 19 Police Stations	Evaluation utilizing monitoring tools	Steynsburg Maletswai Mbizeni Roussouw Palmietfontein Rhodes Maclear Floukraal	April 2013 May 2013 June 2013 July 2013 August 2013 August 2013 Sept 2013 Oct 2013	15
	Service Delivery Evaluations conducted at 14 Police Stations	Evaluation utilizing monitoring tools	Ugie Zamuxolo Lady Grey Sterkspruit Barkly East Jamestown	October 2013 Nov 2013 Nov 2013 Dec 2013 March 2013	
	Conduct 06 Police Cluster Accountability Meetings	Community meetings	Sterkspruit Venterstad Indwe Mbizeni Kat-Kop Phumalanga	May 2013 July 2013 Aug 2013 Oct 2013 Nov 2013 March 2014	80

Effective Oversight of SAPS	11 Police Stations Monitored using unannounced visits	Unannounced visits using the tool	Lady Grey Floukraal E/Height Mbizeni Sterkspruit Phumalanga Venterstad Barkly East Jamestown	April 2013 May 2013 Aug 2013 Aug 2013 Oct 2013 Jan 2014 March 2014 Feb 2014 Feb 2014	5
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Effective Oversight of SAPS	11 Police Stations Monitored using unannounced visits	Unannounced visits using the tool	Lady Grey	April 2013	5
			Floukraal	May 2013	
			E/Height Mbizeni	Aug 2013	
				Aug 2013	
			Sterkspruit Phumalanga	Oct 2013	
			Venterstad	Jan 2014	
			Barkly East	Jan 2014	
			Jamestown	March 2014	
	Feb 2014				
				Feb 2014	

Department of Sports, Arts & Culture

Activities	Description	Number of beneficiaries	Area/ward	Budget	Timeframe Start	End
Wellness : Public Sector Sport	Mass participation	Workers	Sterkspruit	25 000	01 May 2013	30 November 2013
Wellness : Golden games	Mass participation	Elderly	Barkly East	15 000	01 June 2013	30 October 2013
Indigenous Games Leagues	Mass participation	Youth	Sterkspruit	32 500	01 May 2013	30 September 2013
Girl Guides & Scouts	Mass participation	Youth	Sterkspruit	40 000	01 April 2013	31 Mach 2014
Total					112 500	
Museums and Heritage						
District Heritage Day Celebrations	Establishment, development of living heritage and oral tradition	Joe Gqabi district residents	Sterkspruit-Palmietfontein	188 000	01 April 2013	30 October 2013
Heritage Liberation Route	Establishment, development of living heritage and oral tradition	Joe Gqabi district residents	Sterkspruit-Palmietfontein	121 500	01 April 2013	30 October 2013
Project: District Geographical Name Change	establishment, development of geographical place naming	Joe Gqabi district residents	Joe Gqabi District	Provincial budget	01 April 2013	31 March 2014
Total					309 500	
Arts and Culture						
Mini Wordfest and Book Exhibition	Programmes offered to develop acclaimed and upcoming artists.	Language & literature stakeholders	Barkly east	34 000	01/04/2013	31/05/2013
Visual art and craft Exhibition	Programmes offered to develop acclaimed and upcoming artists.	Visual art & craft stakeholders	Barkly east	31 500	01/04/2013	31/05/2013
Total					65 500	

LIBRARIES & INFORMATION SERVICES						
Infrastructure development	Construction of library	Library committees, educators, learners and community	Sterkspruit	R9m	01 April 2013	31 March 2014

Department of Local Government & Traditional Affairs (IYA Poverty Alleviation Projects)

Project name	Description	Members	Status	Village	Ward
Pele ea Pela Poultry Project	Poultry Production	10	Functional	Hohobeng	3
Nomzamomhle Poultry Project	Poultry Production	15	Functional	Hinana	9
Inkwenkwezi Poultry project	Poultry Production	15	Functional	Phelandaba	15

Department of Health

Total budget allocation for G&S: R 84,726,347

- District and 3 Sub district management: R 7 113 939
- 11 Hospitals: R45 670 092
- Community Health Centres: R 3 000 000
- Community Health Clinics: R25 182 390
- Other Community Services: R 915 787
- Community-Based services: R 5 844 139
- Governance: R 130 000
- Capital equipment R 828 497

HIV and AIDS grant: R 36 150 960

Other sources of funding: Broad Reach Healthcare and Donald Woods Foundation (unspecified)

- Clinics infrastructure maintenance: R 70 316
- Hospital infrastructure maintenance: R 1 848 886

TOTAL: R1 929 202

Department of Social Development

Department of Economic Development, Environmental Affairs and Tourism (DEDEAT)

Project Name	Description	Number of beneficiaries	Area/Ward	Budget
Senqu Financial Services Co-operative	This is a merger of two existing Financial Services Co-operatives (FSCs) namely Gijima and Ilingeletu Financial Services Co-operatives in Sterkspruit to pilot the concept of co-operative bank for the Eastern Cape Province.	365	Sterkspruit	R3m (based on estimated costs)

PROVINCIAL TREASURY

- PT will continue to provide support in the following areas amongst others;
 - Assist municipality with their reporting obligations in terms of the MFMA;
 - Capacity building through relevant training and workshops;
 - Assist municipality to recover debts owed by provincial departments;
 - Improve level of compliance with the MFMA and Treasury regulations by municipality.

CHAPTER EIGHT: FINANCIAL PLAN 2011- 2015

In general usage a financial plan is a budget, in other words a plan for spending and saving future income. This plan allocates future income to various types of expenses, such as salaries, insurances and also reserves some income for short term and long term savings. A financial plan is also an investment plan, which allocates savings to various assets or projects expected to produce future income.

The Vision of the Budget and Treasury office is to ensure the financial management of the resources of Senqu Municipality to ensure sustainable and equitable service delivery to all the residents of the municipality. This is supported by our mission that commits the department to render sound financial management of the assets, liabilities, revenue and expenditure of the municipality on behalf of the community of Senqu Municipality. In order to achieve the above the following focus areas will be maintained and worked towards:

To ensure efficient and effective financial management, the Department of Financial Services performs the following key tasks:

- Revenue Collection/Income Generation Expenditure And Control
- Budgeting
- Accounting And Reporting Information Technology Assets And Stores
- Motor Licensing

CAPITAL & OPERATING BUDGET

The five-year financial plan includes an Operating Budget and Capital Investment Programme for the five years ending June 2017.

a) Budget Assumptions

The Following are some of the key budget assumptions that was taken into consideration prior to the drafting of the budget

External factors

Domestically, after five years of strong growth, during which about two million jobs were created, our economy shrank fast and millions of people lost their jobs. It is expected that recovery from this deterioration will be slow and uneven and that growth for 2013 will be minimal with a slightly better growth in the outer years. Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the Municipality's finances.

General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2012/13 MTREF:

- National Government macro-economic targets;
- The general inflationary outlook and the impact on Municipality's residents and businesses;
- The impact of municipal cost drivers;
- The increase in prices for bulk electricity; and
- The increase in the cost of remuneration.

Interest rates for borrowing and investment of funds

The municipality will not borrow any funds during the MTREF period. It is expected that interest rates will be adjusted slightly upwards during the MTREF period and it was budget for as such.

Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term. The rate of revenue collection is currently expressed as a percentage (86 per cent) of annual billings. Cash flow is assumed to be 86 per cent of billings. The performance of any increased collections or arrear collections will however only be considered a source of additional cash in-flow once the performance has been carefully monitored.

Growth or decline in tax base of the municipality

Debtors revenue is assumed to increase at a rate that is influenced by the consumer debtors collection rate, tariff/rate pricing, real growth rate of the Municipality, household formation growth rate and the poor household change rate.

Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing 'households' is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition the change in the number of poor households influences the net revenue benefit derived from household formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the 'poor household' limits consumption to the level of free basic services.

Salary increases

There is no collective agreement on salary increases in place for the budget year, and the guidance on increases as contained in Circular 58 of National Treasury was used to budget accordingly.

Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDP's, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Rural development and agriculture; and
- Fighting crime and corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

ABILITY OF THE MUNICIPALITY TO SPEND

It is estimated that a spending rate of at least 97 per cent is achieved on operating expenditure and 98 per cent on the capital programme for the 2012/13 MTREF of which performance has been factored into the cash flow budget.

Table 46: Capital budget expenditure 2010-2012

	2011 - 2012	2011 - 2012	2011 - 2012	2011 - 2012
	(Actual)	(Budget)	(Variance)	(%)
Total Capital Budget Expenditure Audited	38 223 475	41 057 664	(2 834 189)	-7%

	2010 - 2011	2010 - 2011	2010 - 2011	2010 - 2011
	(Actual)	(Budget)	(Variance)	(%)
Total Capital Budget Expenditure Audited	31 841 232	44 809 065	(12 967 833)	-29%

Table 47: Percentage of salary budget (CIIr remuneration and employee costs) to operational budget

2013 – 2014 Budget - 42.51 %
2012 – 2011 Budget - 36.40 %

Table 48: Percentage repairs and maintenance on total budget

2013 – 2014 Total Budget - 1.5 %
2012 – 2011 Total Budget - 1.32 %

Table 49: Percentage of budgeted income realised for past 2 years per category

2010 – 2011 = 82%
2011 – 2012 = 91%

**Table 50: Debtors turnover rate
1.82 times**

**Table 51: Creditors turnover rate
32 Days**

The table below highlights the actual expenditure for 2011 and 2012 to indicate the ability of the municipality to spend.

Table 52: Expenditure 2011 & 2012

**BUDGET
COMPARISONS**

	2012	2012	2012
	R	R	R
	(Actual)	(Budget)	(Variance)

Operational

Revenue by source

Property taxes	4 001 011	4 174 416	(173 405)
Government Grants and Subsidies - Capital	22 106 014	22 091 031	14 983
Government Grants and Subsidies - Operating	107 758 386	125 317 376	(17 558 990)
Public Contributions and Donations	50 000	50 000	-
Fines	50 455	25 000	25 455
Service Charges	23 335 928	24 300 180	(964 252)
Water Services Authority Contribution	9 286 090	9 734 836	(448 746)
Rental of Facilities and Equipment	558 046	267 000	291 046
Interest Earned - external investments	6 790 249	6 400 000	390 249
Interest Earned - outstanding debtors	1 168 564	851 940	316 624
Licences and Permits	1 680 258	990 000	690 258
Agency Services	579 596	410 000	169 596
Other Income	688 992	670 075	18 917
Actuarial Gains	-	-	-

Expenditure by nature	<u>178 053 591</u>	<u>195 281 854</u>	<u>(17 228 263)</u>
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**BUDGET
COMPARISONS**

	2011	2011	2011
	R	R	R
	(Actual)	(Budget)	(Variance)

Operational

Revenue by source

Property taxes	4 197 252	3 427 815	769 437
Government Grants and Subsidies - Capital	41 478 066	18 248 550	23 229 516
Government Grants and Subsidies - Operating	76 493 759	136 180 859	(59 687 100)
Fines	69 300	20 000	49 300
Service Charges	16 655 202	17 576 330	(921 128)
Water Services Authority Contribution	9 286 090	9 286 090	-
Rental of Facilities and Equipment	375 048	211 000	164 048
Interest Earned - external investments	4 915 084	4 800 000	115 084
Interest Earned - outstanding debtors	1 136 907	923 080	213 827
Licences and Permits	950 871	530 000	420 871
Agency Services	462 566	479 000	(16 434)
Other Income	499 824	347 100	152 724
Actuarial Gains	632 639	-	632 639

Expenditure by nature	<u>157 152 609</u>	<u>192 029 824</u>	<u>(34 877 215)</u>
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Employee Related Costs	(40 775 916)	(45 460 099)	4 684 183	Employee related costs	(34 732 945)	(35 960 287)	1 227 342
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Remuneration of Councillors	(8 386 846)	(8 565 156)	178 310	Remuneration of Councillors	(7 158 923)	(7 161 105)	2 182
Debt Impairment	(3 638 197)	(5 264 520)	1 626 323	Debt Impairment	(1 332 557)	(3 643 830)	2 311 273
Depreciation and Amortisation	(11 675 067)	(13 028 700)	1 353 633	Depreciation and Amortisation	(10 810 725)	(9 412 270)	(1 398 455)
Impairment	(116 766)		(116 766)	Asset Impairment	-		-
Repairs and Maintenance	(3 597 561)	(3 101 953)	(495 608)	Repairs and Maintenance	(3 015 464)	(7 325 100)	4 309 636
Actuarial losses	(935 818)	(428 520)	(507 298)	Actuarial losses	(48 981)	-	(48 981)
Finance Charges	(1 717 717)	(1 914 745)	197 028	Finance Charges	(1 570 656)	(702 575)	(868 081)
Bulk Purchases	(15 130 377)	(17 303 100)	2 172 723	Bulk Purchases	(12 494 708)	(13 655 670)	1 160 962
Grants and Subsidies Paid	(731 837)	(734 000)	2 163	Grants and Subsidies Paid	(798 812)	(800 000)	1 188
Other Operating Grant Expenditure	(26 240 396)	(46 678 843)	20 438 447	Other Operating Grant Expenditure	(33 748 293)	(67 668 535)	33 920 242
General Expenses	(18 873 280)	(21 835 480)	2 962 200	General Expenses	(14 765 959)	(16 488 450)	1 722 491
Loss on disposal of PPE/Investment Property	(85 282)	-	(85 282)	Loss on disposal of PPE/Investment Property	(458 428)	-	(458 428)

	<u>(131 905 060)</u>	<u>(164 315 116)</u>	<u>32 495 337</u>
Net Surplus for the year (After Discontinued Operations)	46 148 530	30 966 738	15 267 074

	<u>(120 936 451)</u>	<u>(162 817 822)</u>	<u>42 339 798</u>
Net Surplus for the year (Before Discontinued Operations)	36 216 157	29 212 002	7 462 583

Discontinued Operations (Health)	(68 355)	-	(68 355)
Net Surplus for the year (After Discontinued Operations)	36 147 803	29 212 002	7 394 229

	2012 R (Actual)	2012 R (Budget)	2012 R (Variance)
Capital expenditure by vote			

Executive & Council	101 609	150 000	(48 391)
Planning & Development	39 126	55 870	(16 744)
Corporate Services	464 004	550 000	(85 996)
Housing			-
Public Safety			-
Budget & Treasury	459 688	534 131	(74 444)
Road Transport	31 296 180	33 302 022	(2 005 842)
Water			-
Electricity	1 316 720	1 560 500	(243 780)
Community & Social	588 521	615 000	(26 479)

	2011 R (Actual)	2011 R (Budget)	2011 R (Variance)
Capital expenditure by vote			

Executive & Council	1 288 607	1 549 520	(260 913)
Planning & Development	1 071 111	1 265 000	(193 889)
Corporate Services	9 546 448	10 147 680	(601 232)
Housing		-	-
Public Safety	-	-	-
Budget & Treasury	778 594	784 130	(5 536)
Road Transport	16 704 941	22 708 470	(6 003 529)
Waste Water Management	-	3 091 305	(3 091 305)
Water	-	-	-
Electricity	2 228 567	4 355 000	(2 126 433)
Community & Social	110 515	103 000	7 515

Services			
Sport & Recreation	2 837 721	2 918 071	(80 350)
Waste Management	1 119 906	1 372 070	(252 164)
	<u>38 223 475</u>	<u>41 057 664</u>	<u>(2 834 189)</u>

Services			
Sport & Recreation	-	514 960	(514 960)
Waste Management	112 449	290 000	(177 551)
	<u>31 841 232</u>	<u>44 809 065</u>	<u>(12 967 833)</u>

Table 53: Budget 2009-2015

Description	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Revenue By Source										
Property rates	3 938	4 197	4 001	4 425	4 376	4 376	4 376	4 612	4 888	5 182
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	7 888	12 156	18 003	19 157	19 456	19 456	19 456	19 499	20 669	21 909
Service charges - water revenue	1 758	-	-	2 436	-	-	-	-	-	-
Service charges - sanitation revenue	765	-	-	1 093	-	-	-	-	-	-
Service charges - refuse revenue	1 626	1 749	1 948	2 171	2 171	2 171	2 171	2 223	2 356	2 497
Service charges - other	6 761	-	-	10 319	-	-	-	-	-	-
Rental of facilities and equipment	541	375	558	283	262	262	262	278	295	312
Interest earned - external investments	5 087	4 915	6 790	6 000	7 300	7 300	7 300	7 000	7 420	7 865
Interest earned - outstanding debtors	919	885	882	903	774	774	774	843	894	948
Dividends received	-	-	-	-	-	-	-	-	-	-
Fines	54	69	50	25	60	60	60	60	64	67
Licences and permits	880	814	1 348	840	1 140	1 140	1 140	1 140	1 208	1 281
Agency services	803	600	912	561	1 731	1 731	1 731	1 802	1 910	2 025
Transfers recognised - operating	60 489	103 353	106 224	99 545	116 003	116 003	116 003	106 932	116 861	143 006
Other revenue	361	1 132	2 219	408	1 848	1 848	1 848	371	393	417
Gains on disposal of PPE	409	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	92 278	130 246	142 935	148 167	155 122	155 122	155 122	144 760	156 958	185 509
Expenditure By Type										
Employee related costs	29 383	26 261	30 716	49 846	47 476	47 476	47 476	57 313	60 751	64 397
Remuneration of councillors	6 807	7 159	8 464	9 056	9 086	9 086	9 086	9 635	10 213	10 826
Debt impairment	2 332	829	2 694	5 580	3 953	3 953	3 953	4 270	4 526	4 797

Depreciation & asset impairment	8 433	10 480	11 792	13 810	14 542	14 542	14 542	15 224	16 138	17 106
Finance charges	681	1 566	1 718	2 319	2 120	2 120	2 120	1 639	541	573
Bulk purchases	10 328	12 495	15 130	20 072	20 072	20 072	20 072	26 677	28 278	29 975
Other materials	-	-	-	-	-	-	-	-	-	-
Contracted services	-	-	-	-	-	-	-	-	-	-
Transfers and grants	397	799	732	333	333	333	333	334	-	-
Other expenditure	33 171	48 441	47 616	43 190	57 807	57 807	57 807	42 373	42 624	42 743
Loss on disposal of PPE	2 414	447	85	-	-	-	-	-	-	-
Total Expenditure	93 946	108 477	118 947	144 207	155 388	155 388	155 388	157 465	163 070	170 417
Surplus/(Deficit)	(1 667)	21 769	23 987	3 959	(266)	(266)	(266)	(12 705)	(6 113)	15 092
Transfers recognised – capital	33 626	14 619	23 641	26 624	39 478	39 478	39 478	30 355	34 070	36 499
Contributions recognised – capital	-	-	-	-	-	-	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	31 958	36 388	47 628	30 583	39 212	39 212	39 212	17 650	27 957	51 591
Taxation	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation	31 958	36 388	47 628	30 583	39 212	39 212	39 212	17 650	27 957	51 591
Attributable to minorities	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality	31 958	36 388	47 628	30 583	39 212	39 212	39 212	17 650	27 957	51 591
Share of surplus/(deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	31 958	36 388	47 628	30 583	39 212	39 212	39 212	17 650	27 957	51 591

Table 54: Capital comparisons 2009-2015

Vote Description	R thousand	1	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15
Capital expenditure - Vote Multi-year expenditure to be appropriated		2									
Vote 1 - Executive & Council			-	-	-	-	-	-	-	-	-
Vote 2 - Planning & Development			-	-	-	-	-	-	-	-	-
Vote 3 - Corporate Services			-	-	-	2 000	2 000	2 000	2 000	4 000	-
Vote 4 - Budget & Treasury			-	-	-	-	-	-	-	-	-
Vote 5 - Road Transport			-	-	-	-	-	-	-	18 554	12 038
											8 189

Vote 6 - Waste Water Management	-	-	-	-	-	-	-	-	-	-	-
Vote 7 – Housing	-	-	-	-	-	-	-	-	-	-	-
Vote 8 – Health	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Community & Social Services	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Sport & Recreation	-	-	-	-	-	-	-	4 793	5 379	11 910	
Vote 11 - Public Safety	-	-	-	-	-	-	-	-	-	-	
Vote 12 – Electricity	-	-	-	-	-	-	-	1 508	4 202	2 800	
Vote 13 - Waste Management	-	-	-	-	-	-	-	-	-	-	
Vote 14 – Water	-	-	-	-	-	-	-	-	-	-	
Vote 15 – Other	-	-	-	-	-	-	-	-	-	-	
Capital multi-year expenditure sub-total	7	-	-	-	2 000	2 000	2 000	2 000	28 855	21 620	22 899
<u>Single-year expenditure to be appropriated</u>	2										
Vote 1 - Executive & Council		656	1 289	102	1 000	822	822	822	1 625	-	-
Vote 2 - Planning & Development		1 886	1 071	39	350	10 084	10 084	10 084	100	-	-
Vote 3 - Corporate Services		8 193	9 546	6 011	900	210	210	210	400	-	-
Vote 4 - Budget & Treasury		551	615	460	500	500	500	500	500	-	-
Vote 5 - Road Transport		32 056	16 705	27 716	27 905	31 580	31 580	31 580	7 160	14 975	14 860
Vote 6 - Waste Water Management		-	-	-	-	-	-	-	-	-	-
Vote 7 – Housing		-	-	-	-	-	-	-	-	-	-
Vote 8 – Health		-	-	-	-	-	-	-	-	-	-
Vote 9 - Community & Social Services		99	111	89	3 150	3 633	3 633	3 633	7 850	7 560	10 660
Vote 10 - Sport & Recreation		25	-	2 374	3 994	7 294	7 294	7 294	-	-	-
Vote 11 - Public Safety		-	-	-	500	500	500	500	1 100	-	-
Vote 12 – Electricity		458	229	317	805	965	965	965	3 920	2 220	5 200
Vote 13 - Waste Management		17	112	117	4 050	2 140	2 140	2 140	4 970	350	400
Vote 14 – Water		-	-	-	-	-	-	-	-	-	-
Vote 15 – Other		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		43 941	31 677	38 223	43 154	57 727	57 727	57 727	27 625	25 105	31 120
Total Capital Expenditure – Vote		43 941	31 677	38 223	45 154	59 727	59 727	59 727	56 480	46 725	54 019
<u>Capital Expenditure - Standard Governance and administration</u>		9 400	11 450	6 572	4 400	3 532	3 532	3 532	6 525	-	-
Executive and council		656	1 289	102	1 000	822	822	822	1 625	-	-
Budget and treasury office		551	615	460	500	500	500	500	500	-	-

Corporate services		8 193	9 546	6 011	2 900	2 210	2 210	2 210	4 400	–	–
Community and public safety		124	111	2 462	7 644	11 427	11 427	11 427	13 743	12 939	22 570
Community and social services		99	111	89	3 150	3 633	3 633	3 633	7 850	7 560	10 660
Sport and recreation		25	–	2 374	3 994	7 294	7 294	7 294	4 793	5 379	11 910
Public safety		–	–	–	500	500	500	500	1 100	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		33 942	17 776	27 755	28 255	41 664	41 664	41 664	25 814	27 013	23 049
Planning and development		1 886	1 071	39	350	10 084	10 084	10 084	100	–	–
Road transport		32 056	16 705	27 716	27 905	31 580	31 580	31 580	25 714	27 013	23 049
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		475	2 341	1 434	4 855	3 105	3 105	3 105	10 398	6 772	8 400
Electricity		458	2 229	1 317	805	965	965	965	5 428	6 422	8 000
Water		–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management		17	112	117	4 050	2 140	2 140	2 140	4 970	350	400
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure – Standard	3	43 941	31 677	38 223	45 154	59 727	59 727	59 727	56 480	46 725	54 019
Funded by:											
National Government		20 730	14 514	23 641	26 624	39 478	39 478	39 478	30 355	34 070	36 499
Provincial Government		12 896	105	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Other transfers and grants		–	–	–	–	–	–	–	–	–	–
Transfers recognised – capital	4	33 626	14 619	23 641	26 624	39 478	39 478	39 478	30 355	34 070	36 499
Public contributions & donations	5	–	–	–	–	–	–	–	–	–	–
Borrowing	6	8 337	16 481	–	–	–	–	–	–	–	–
Internally generated funds		1 978	577	14 583	18 530	20 249	20 249	20 249	26 125	12 655	17 520
Total Capital Funding	7	43 941	31 677	38 223	45 154	59 727	59 727	59 727	56 480	46 725	54 019

OPERATING BUDGET

Table F1 details the Operating Budget for the five years starting 1 July 2012 and ending 30 June 2017

Table 55: Operating Budget

EC142 Senqu - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework			LTF5	
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15	Forecast 2015/16	Forecast 2016/17
Revenue By Source													
Property rates	2	3 147	3 938	4 197	3 702	4 174	4 174	4 174	4 425	4 690	4 972	5 345	5 682
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	5 082	7 888	12 156	15 866	18 922	18 922	18 922	19 157	20 307	21 525	23 139	24 643
Service charges - water revenue	2	-	1 758	1 843	1 849	2 298	2 298	2 298	2 436	2 582	2 737	2 943	3 134
Service charges - sanitation revenue	2	-	765	906	1 002	1 032	1 032	1 032	1 093	1 159	1 229	1 321	1 407
Service charges - refuse revenue	2	1 533	1 626	1 749	2 274	2 049	2 049	2 049	2 171	2 302	2 440	2 623	2 793
Service charges - other		-	6 761	9 286	9 735	9 735	9 735	9 735	10 319	10 938	11 584	12 464	13 274
Rental of facilities and equipment		301	541	375	211	267	267	267	283	300	318	342	364
Interest earned - external investments		7 733	5 067	4 915	4 800	6 400	6 400	6 400	6 000	6 380	6 742	7 247	7 718
Interest earned - outstanding debtors		566	919	1 137	1 085	852	852	852	903	957	1 015	1 091	1 162
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-
Fines		86	54	69	20	25	25	25	25	27	28	30	32
Licences and permits		1 322	860	814	640	840	840	840	840	890	944	1 015	1 081
Agency services		682	803	600	479	590	590	590	561	594	630	677	721
Transfers recognised - operating		53 768	60 489	103 353	89 611	125 317	125 317	125 317	99 545	102 218	111 010	119 336	127 082
Other revenue	2	1 182	361	1 132	234	720	720	720	408	433	459	493	525
Gains on disposal of PPE		-	409	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		75 352	92 278	142 534	131 588	173 191	173 191	173 191	148 167	153 757	165 641	178 864	189 639
Expenditure By Type													
Employee related costs	2	19 727	29 383	34 733	41 159	45 490	45 490	45 490	49 846	53 585	57 604	61 924	66 949
Remuneration of councillors		6 239	6 807	7 159	8 890	8 565	8 565	8 565	9 056	9 735	10 466	11 251	11 982
Debt impairment	3	2 309	2 332	1 333	5 404	5 265	5 265	5 265	5 580	5 915	6 270	6 740	7 179
Depreciation & asset impairment	2	-	8 433	10 811	10 391	13 029	13 029	13 029	13 810	14 639	15 517	16 681	17 765
Finance charges		-	661	1 571	1 000	1 915	1 915	1 915	2 319	2 458	2 605	2 801	2 983
Bulk purchases	2	7 362	10 328	12 495	17 303	17 303	17 303	17 303	20 072	21 276	22 552	24 244	25 820
Other materials	8	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services		-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants		560	367	799	300	734	734	734	333	334	-	-	-
Other expenditure	4,5	27 490	33 171	51 647	37 381	72 045	72 045	72 045	43 190	42 694	45 539	48 955	52 137
Loss on disposal of PPE	8	-	2 414	458	-	-	-	-	-	-	-	-	-
Total Expenditure		63 685	93 946	121 005	121 828	164 315	164 315	164 315	144 207	150 636	160 554	172 596	183 814
Surplus/(Deficit)													
Surplus/(Deficit)		11 668	(1 667)	21 529	9 680	8 876	8 876	8 876	3 959	3 121	5 067	5 469	5 824
Transfers recognised - capital		12 137	33 626	14 619	21 947	22 091	22 091	22 091	26 624	28 085	29 708	31 937	34 012
Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		23 804	31 958	36 148	31 627	30 967	30 967	30 967	30 583	31 295	34 796	37 405	39 837
Taxation		-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		23 804	31 958	36 148	31 627	30 967	30 967	30 967	30 583	31 295	34 796	37 405	39 837
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		23 804	31 958	36 148	31 627	30 967	30 967	30 967	30 583	31 295	34 796	37 405	39 837
Share of surplus/(deficit) of associate	7	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		23 804	31 958	36 148	31 627	30 967	30 967	30 967	30 583	31 295	34 796	37 405	39 837

CAPITAL BUDGET & BORROWING

Table 56 details the estimated Capital Investment Programme for the five years starting 1 July 2012 and ending 30 June 2017. The Capital Investment Programme remains subject to the availability of funding.

Table 56: Capital Investment Programme

EC142 Senqu - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework			LTFS	
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15	Forecast 2015/16	Forecast 2016/17
Capital expenditure - Vote	1												
Multi-year expenditure to be appropriated	2												
Single-year expenditure to be appropriated	2												
Vote 1 - Executive & Council		222	658	1 289	150	150	150	150	1 000	212	225	233	237
Vote 2 - Planning & Development		67	1 886	1 071	100	56	56	56	350	159	169	174	178
Vote 3 - Corporate Services		13	8 193	9 546	850	550	550	550	900	364	1 011	1 047	1 068
Vote 4 - Budget & Treasury		76	551	779	450	534	534	534	500	530	562	561	550
Vote 5 - Road Transport		10 146	32 056	16 705	18 405	20 686	20 686	20 686	27 905	20 557	29 033	30 048	30 650
Vote 6 - Waste Water Management		5 254	-	-	4 000	12 604	12 604	12 604	-	-	-	-	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Health		-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Community & Social Services		1 649	99	111	3 200	615	615	615	3 150	5 000	5 000	5 175	5 279
Vote 10 - Sport & Recreation		335	25	-	3 962	2 918	2 918	2 918	3 994	3 500	3 000	3 105	3 167
Vote 11 - Public Safety		446	-	-	-	-	-	-	500	500	-	-	-
Vote 12 - Electricity		270	458	2 229	3 061	1 561	1 561	1 561	605	653	904	936	955
Vote 13 - Waste Management		735	17	112	4 996	1 372	1 372	1 372	4 050	8 775	1 900	1 967	2 006
Vote 14 - Water		-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		19 223	43 941	31 841	39 173	41 658	41 658	41 658	43 154	41 640	41 904	43 267	44 133
Total Capital Expenditure - Vote		19 223	43 941	31 841	39 173	41 658	41 658	41 658	45 154	43 640	41 904	43 267	44 133
Capital Expenditure - Standard													
Governance and administration		311	9 466	11 614	1 456	1 234	1 234	1 234	4 400	3 686	1 798	1 861	1 898
Executive and council		222	658	1 289	150	150	150	150	1 000	212	225	233	237
Budget and treasury office		76	551	779	450	534	534	534	500	530	562	561	550
Corporate services		13	8 193	9 546	850	550	550	550	2 900	2 954	1 011	1 047	1 068
Community and public safety		2 430	124	111	7 162	3 533	3 533	3 533	7 644	9 988	8 000	8 280	8 446
Community and social services		1 649	99	111	3 200	615	615	615	3 150	5 000	5 000	5 175	5 279
Sport and recreation		335	25	-	3 962	2 918	2 918	2 918	3 994	3 500	3 000	3 105	3 167
Public safety		446	-	-	-	-	-	-	500	500	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		10 213	33 942	17 778	18 505	20 754	20 754	20 754	28 255	20 716	29 202	30 224	30 828
Planning and development		67	1 886	1 071	100	56	56	56	350	159	169	174	178
Road transport		10 146	32 056	16 705	18 405	20 686	20 686	20 686	27 905	20 557	29 033	30 048	30 650
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-
Trading services		6 269	475	2 345	12 056	15 537	15 537	15 537	4 855	9 628	2 894	2 963	2 961
Electricity		270	458	2 229	3 061	1 561	1 561	1 561	605	653	904	936	955
Water		-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		5 254	-	-	4 000	12 604	12 604	12 604	-	-	-	-	-
Waste management		735	17	112	4 996	1 372	1 372	1 372	4 050	8 775	1 900	1 967	2 006
Other		-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Standard	3	19 223	43 941	31 841	39 173	41 658	41 658	41 658	45 154	43 640	41 904	43 267	44 133
Funded by:													
National Government		12 137	29 730	14 514	21 947	22 007	22 007	22 007	26 624	28 085	29 708	30 748	31 363
Provincial Government		-	12 696	135	-	84	84	84	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	12 137	33 626	14 649	21 947	22 091	22 091	22 091	26 624	28 085	29 708	30 748	31 363
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing	6	-	8 337	16 481	-	-	-	-	-	-	-	-	-
Internally generated funds		7 087	1 979	741	17 227	18 967	18 967	18 967	16 530	14 956	12 096	12 519	12 769
Total Capital Funding	7	19 223	43 941	31 841	39 173	41 658	41 658	41 658	45 154	43 640	41 904	43 267	44 133

d) Debt Management Framework

Table below details the Debt Management Framework. Loans will only be raised to fund the Capital Investment Programme.

Table: Debt Management Framework

EC142 Senqu - Supporting Table SA17 Borrowing

Borrowing - Categorised by type R thousand	Ref	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Parent municipality										
Long-Term Loans (annuity/reducing balance)		-	8 163	15 659	16 586	14 453	14 453	13 150	11 743	10 224
Long-Term Loans (non-annuity)		-	-	-	-	-	-	-	-	-
Local registered stock		-	-	-	-	-	-	-	-	-
Instalment Credit		-	-	-	-	-	-	-	-	-
Financial Leases		-	-	44	-	44	44	44	44	44
PPP liabilities		-	-	-	-	-	-	-	-	-
Finance Granted By Cap Equipment Supplier		-	-	-	-	-	-	-	-	-
Marketable Bonds		-	-	-	-	-	-	-	-	-
Non-Marketable Bonds		-	-	-	-	-	-	-	-	-
Bankers Acceptances		-	-	-	-	-	-	-	-	-
Financial derivatives		-	-	-	-	-	-	-	-	-
Other Securities		-	-	-	-	-	-	-	-	-
Municipality sub-total	1	-	8 163	15 703	16 586	14 497	14 497	13 194	11 787	10 268

GRANTS RECEIVABLE

Table below details the Grants receivable in the 2013/2014 financial year and two outer budget years

Table 57: Grants Receivable

LOCAL GOVERNMENT MTEF ALLOCATIONS: 2013/14 - 2015/16

B EC142 Senqu	2013/14 R thousands	2014/15 R thousands	2015/16 R thousands
<u>DIRECT TRANSFERS FROM NATIONAL DEPARTMENTS</u>			
Local Government Equitable Share	98 133	111 140	136 991
General Fuel Levy Sharing with Metropolitan Municipalities			
Conditional Grants from National Departments	41 553	38 397	41 037
<i>of which</i>			
<u>Infrastructure Grants</u>	36 953	35 863	38 420
Cooperative Governance	31 953	35 863	38 420
Municipal Infrastructure Grant (Schedule 6)	31 953	35 863	38 420
National Treasury	5 000	-	-
Neighbourhood Development Partnership Grant (Schedule 6)	5 000		
<u>Recurrent Grants (Schedule 6)</u>	2 440	2 534	2 617
Cooperative Governance	890	934	967
Municipal Systems Improvement Grant	890	934	967
National Treasury	1 550	1 600	1 650
Local Government Financial Management Grant	1 550	1 600	1 650
<u>Incentive Grants (Schedule 8)</u>	2 160	-	-
Public Works	2 160	-	-
EPWP Incentive Grant for Municipalities	2160		
TOTAL: DIRECT TRANSFERS FROM NATIONAL DEPARTMENTS	139 686	149 537	178 028
B EC142 Senqu	2012/13 R thousands	2013/14 R thousands	2014/15 R thousands
<u>TRANSFERS FROM PROVINCIAL DEPARTMENTS</u>			
Municipal Allocations from Provincial Departments	1 345	1 200	1 200

of which

Local Government and Traditional Affairs	145	-	-
Capacity Building	145	-	-
Sports, Recreation, Arts and Culture	1 200	1 200	1 200
Libraries Subsidies	1 200	1 200	1 200
SUB-TOTAL: TRANSFERS FROM PROVINCIAL DEPARTMENTS	1 345	1 200	1 200
TOTAL: TRANSFERS FROM NATIONAL AND PROVINCIAL DEPARTMENTS	139 687	149 538	178 029
<u>INDIRECT TRANSFERS FROM NATIONAL DEPARTMENTS</u>			
Allocations-In-Kind to Municipalities (Schedule 7)	36 705	41 000	44 000
of which			
Energy	35 705	40 000	43 000
Integrated National Electrification Programme (Eskom) Grant	35 705	40 000	43 000
Electricity Demand Side Management (Eskom) Grant			
Human Settlements	-	-	-
Rural Households Infrastructure Grant	-	-	-
National Treasury	1 000	1 000	1 000
Neighbourhood Development Partnership Grant	1 000	1 000	1 000
TOTAL: INDIRECT TRANSFERS FROM NATIONAL DEPARTMENTS	36 705	41 000	44 000
	176 391	190 537	222 028

Table 58: Grants expenditure

Unaudited
SENQU MUNICIPALITY
 DISCLOSURES OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF MFMA, 56 OF 2003

Grant Description	Balance 1 JULY 2011	Contributions during the year	Interest on Investments	Operating Expenditure during the year	Capital Expenditure during the year	Balance 30 JUNE 2012
				Transferred to Revenue	Transferred to Revenue	
CONDITIONAL GOVERNMENT GRANTS AND RECEIPTS						
	R	R	R	R	R	R
<u>National Government Grants</u>						
-						
-						
Equitable Share	-	79 190 000	-	190 000 79	-	-
Municipal Finance Management	(54 422)	1 450 000	-	395 578 1	-	-
Municipal Infrastructure Grant	(267 146)	23 102 000	-	155 100 1	883 22 021	(342 129)
Municipal Systems Improvement	-	790 000	-	790 000		-
NDPG (Neighbourhood Development Partnership Grant)	7 196 397	2 900 000	-	931 571 1	-	164 825 ⁸
EPWP (Expanded Public Works Program)	-	1 625 000	-	625 000 1	-	-
Total National Government Grants	6 874 828	109 057 000	-	86 087 249	22 021 883	7 822 696
<u>Provincial Government Grants</u>						
-						
-						
Peach & Vegetable Processing	8 302	-	-	8 302	-	-
Holo Hlahatsi Agricultural Project	104 517	-	-	620	-	103 897
Co-op's Development	2 993	-	-	2 993	-	-

Prov Gov - Housing (Lady Grey)	1 618 897			1 618 897		-
Prov Gov - Housing (Hillside)	1 280 832	799	5 762	-	6 213 391	830 240
Implementation Ownership	98 276	-		-	45 060	53 216
Rossouw Agricultural Project	92 811	-		-	43 230	49 582
Herschel People's Housing	7 094 314	-		318 187	-	412 501
Internet/Communication Systems	84 131	-		-	131	84
Plastic Products	206 080	-		-	115 913	90 167
Provincial Roads (Musong Road)	5 394 538	994	6 753	-	12 085 399	63 134
Greenest Municipality	-	000	300	-	-	300 000
Second Economy Regeneration (LED)	100 489	591	106	-	97 218	109 862
Clean Audit	-	000	95	-	-	95 000
Total Provincial Government Grants	16 086 181	384	13 018	318 187	20 231 023	131 84 107 599
District Municipality Grants						
Commonage Management Plan	58 056	-		-	12 000	46 056
Municipal Support Programme	61 858	-		-	61 858	-
Joe Gqabi DM - District Call Centre	87 383	-	1 278	-	87 383	-
Libraries	-	873		-	1 278 873	-
Total District Municipality Grants	207 297	873	1 278	-	1 440 115	46 056
Total	23 168 306	257	123 354	318 187	107 758 386	22 106 976 351

Unaudited

SENQU MUNICIPALITY

DISCLOSURES OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF MFMA, 56 OF 2003

Grant Description	Balance 1 JULY 2010	Transfers	Restated balance 01-Jul- 09	Transfers	Contributions during the year	Interest on Investments	Other Income	Operating Expenditure during the year Transferred to Revenue	Capital Expenditure during the year Transferred to Revenue	Balance 30 JUNE 2011
	R	R	R		R	R	R	R	R	R
CONDITIONAL GOVERNMENT GRANTS AND RECEIPTS										
<u>National Government Grants</u>										
-										
-										
Equitable Share	-	-	-	-	66 492 733	-		66 492 733	-	-
Municipal Finance Management	433 836	-	433 836	-	1 200 000	-		1 688 259	-	(54 422)
Municipal Infrastructure Grant	(1 821)	-	(1 821)	-	15 209 000	-		15 474 325	-	(267 146)
Municipal Systems Improvement	(36 320)	-	(36 320)	-	750 000	-		713 680	-	-
NDPG (Neighbourhood Development	-	-	-	-	11 000	-		3 803 603	-	7 196 397

Partnership Grant)				000					
EPWP (Expanded Public Works Program)	-	-	-	1 088 000	-	-	1 088 000	-	-
Total National Government Grants	395 695	-	395 695	95 739 733	-	-	89 260 600	-	6 874 828
<u>Provincial Government Grants</u>									
-									
-									
Performance Agreements	-	-	-	-	-	-	-	-	-
Peach & Vegetable Processing	8 302	-	8 302	-	-	-	-	-	8 302
Holo Hlahatsi Agricultural Project	104 517	-	104 517	-	-	-	-	-	104 517
Surveying / Land Audit	-	-	-	-	-	-	-	-	-
Heritage Management	229 912	-	229 912	229 912	-	-	-	-	-
Co-op's Development	2 993	-	2 993	-	-	-	-	-	2 993
Prov Gov - Housing (Lady Grey)	1 984 417	-	1 984 417	-	-	-	365 520.11	-	1 618 897
Prov Gov - Housing (Hillside)	446 773	-	446 773	10 440 679	-	-	9 606 620.39	-	1 280 832
Implementation	233	-	233	-	-	-	135 270	-	233

Ownership	546	-	546	-	-				276
Traffic Test Station (Sterkspruit)	104 879	-	104 879	-	-	-	-	104 879	-
Rossouw Agricultural Project	92 811	-	92 811	-	-	-	-	-	92 811
Herschel People's Housing	6 774 561	-	6 774 561	-	-	319 752	-	-	7 094 314
Internet/Communication Systems	84 131	-	84 131	-	-	-	-	-	84 131
Plastic Products	1 410 047	-	1 410 047	-	-	-	241 367	962 600	206 080
Provincial Roads (Musong Road)	-	-	-	-	20 985 990	-	15 591 452	-	5 394 538
IEC Elections	-	-	-	-	750 000	-	750 000	-	-
Greenest Municipality	-	-	-	-	200 000	-	200 000	-	-
Small Town	-	-	-	-	100 489	-	-	-	100 489
Total Provincial Government Grants	11 476 889	-	11 476 889	229 912	32 477 158	319 752	-	26 890 229	1 067 479 181
<u>District Municipality Grants</u>									
Commonage Management Plan	59 781	-	59 781	-	-	-	1 725	-	58 056

Municipal Support Programme	83 650	-	83 650	-	-	-	21 792	-	61 858	
Tourism	-	-	-	-	20 000	-	20 000	-	-	
Joe Gqabi DM - District Call Centre	87 383	-	87 383	-	-	-	-	-	87 383	
IDP	-	-	-	-	50 000	-	50 000	-	-	
Libraries	-	-	-	-	660 000	-	660 000	-	-	
Total District Municipality Grants	230 815	-	230 815	-	730 000	-	753 517	-	207 297	
Total	12 103 399	-	12 103 399	229 912	128 946 891	319 752	-	116 904 346	1 067 479	23 168 306

FINANCIAL STRATEGY

Senqu Municipality's three (3) key economic sectors are Agriculture, Services and the Tourism sectors, with the latter (Tourism), having the potential to grow. Data from the 2007 Community Survey indicates that the average unemployment rate of the Senqu Municipal area is 16%. This number only includes people that are actively searching for work. The percentage of people who are unemployed but not looking for work is 65%, compared to 54% for the district and 48% for the province

a) REVENUE RAISING STRATEGY

Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The Municipality derives most of its operational revenue from the provision of goods and services such as electricity and solid waste removal, property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees, licenses and permits etc).

The revenue strategy is a function of key components such as:

- Growth in the Municipality and economic development;
- Revenue management and enhancement;
- Achievement of a 86 per cent annual collection rate for consumer revenue;
- National Treasury guidelines; Electricity tariff increases within the National Electricity Regulator of South Africa (NERSA) approval;
- Achievement of full cost recovery of specific user charges;
- Determining tariff escalation rate by establishing/calculating revenue requirements;
- The Property Rates Policy in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA)
- And the ability to extend new services and obtain cost recovery levels.

The above principles guide the annual increase in the tariffs charged to the consumers and the ratepayers aligned to the economic forecasts.

Investment revenue contributes significantly to the revenue base of the Municipality. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. The actual performance against budget will be carefully monitored. Any variances in this regard will be addressed as part of the mid-year review and adjustments budget.

The tables below provide detail investment information and investment particulars by maturity.

Table 59: Detail Investment Information

Investment type	Ref	2008/9	2009/10	2010/11	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand									
Parent municipality									
Deposits - Bank		67 095	65 867	113 870	43 983	95 388	95 279	98 785	108 067
Total:		67 095	65 867	113 870	43 983	95 388	95 279	98 785	108 067

Table 60 – Investment particulars by maturity

Investments by Maturity Name of institution & investment ID	Period of Investment Yrs/Months	Type of Investment	Monetary value	Interest to be realised
	Rand thousand			
Parent municipality				
Standard Bank 38 848 973 1 - 005	32 day	32 day	42 694	2 202
Standard Bank 38 848 606 6 - 001	Call Deposit	Call Deposit	5 137	265
Standard Bank 38 848 916 2 - 002	Call Deposit	Call Deposit	47 449	2 448
TOTAL INVESTMENTS AND INTEREST			95 279	4 915

b) ASSET MANAGEMENT STRATEGY

Ultimately the objectives of Senqu Local Municipality regarding Asset Management are to ensure that the assets of the Municipality are properly managed and accounted. The Municipality has developed a comprehensive asset and insurance policy that fully complies with the GRAP standards and regulations placed upon the municipality by the National Treasury. The policy has been implemented and some of the key aspects included in the policy are as follows

- Ensuring the accurate recording of asset information
- The accurate recording of asset movements
- Exercising strict physical control over all assets (Security, safekeeping, housekeeping)
- Providing correct and meaningful management information in conjunction with other disciplines and functions which, inter alia, includes Insurance
- Compliance with Council's Insurance and Payments Procedure
- Effecting adequate insurance of all assets
- Maintenance of Council's Assets

By clearly clarifying roles and responsibilities within the asset management policy the municipality has ensured that clear reporting lines exists to ensure that proper account can be given regarding the use/misuse of all municipal assets.

Senqu Local Municipality ensures that proper provision is made within the asset management policy for the maintenance of assets through comprehensive maintenance plans. Every head of department shall ensure that a maintenance plan in respect of every new infrastructure asset with a value of R100 000 (one hundred thousand rand) or more is promptly prepared and submitted to the Municipal Manager / Chief Financial Officer of the municipality for approval.

If so directed by the Municipal Manager, the maintenance plan shall be submitted to the council prior to any approval being granted for the acquisition or construction of the infrastructure asset concerned. The head of department controlling or using the infrastructure asset in question, shall annually report to the council, not later than in July, of the extent to which the relevant maintenance plan has been complied with, and of the likely effect which any non-compliance may have on the useful operating life of the asset concerned.

ASSET REGISTER

The Municipality has compiled a Fully GRAP Compliant Asset register that were tested by during the 2011 - 2012 Audit were no findings pertaining to the Register were raised by the AG.

Senqu municipality has implemented a system of internal control consistent with the transcripts of the Municipal Asset Management and Insurance policy to ensure that all assets are accounted for and the useful lives of the assets are reassessed on an annual basis.

Strict Control is also kept on the safeguarding of assets to ensure that service delivery is not disrupted in any way or form.

c) CAPITAL FINANCING STRATEGY

Capital Projects are mainly funded from the Municipal Infrastructure Grant but the Municipality maintains efficient and effective revenue collection systems and effective cash flow management systems and is thus in a able position to fund shortfalls from grant funding. Through the above practices, Senqu Municipality is also able to fund capital expenditure not covered in the MIG as an example vehicles and office equipment.

FINANCIAL MANAGEMENT POLICIES (See Annexure 1)

a) General Financial Philosophy

The financial policies of Senqu Local Municipality has been drafted to provide a sound control environment thus ensuring adherence to all applicable laws regulations and to comply with best practices thereby providing a secure and fraud free management of financial services. The Budget and Finance Office has the following objectives:

- To Fully Implement the MFMA and all its underlying reforms
- Implementation of the Legislature relevant to municipal finances and the municipality as a whole
- Effective Management of the Budget Process
- Providing strategic and specialised financial information and guidance through the Budget and Treasury Office in support of all other departments within the municipality
- Efficient and Effective Management of Municipal Revenue
- Establishment of a Supply Chain Management Unit and the full implementation of the municipal supply chain policy
- Establishment of a FBS/Indigent Support Unit
- Maintenance of Internal Financial Control
- Production of Financial Performance Reports
- To Retain the Financial Viability of the Municipality
- To have an Unqualified Audit Report

b) Budget and Integrated Development Policy

This policy sets out the budgeting principles, which Senqu Municipality will follow in preparing each annual budget, as well as the Integrated Development Planning process through which the municipality will prepare a strategic integrated development plan, for each five-year period. This policy is not reviewed annually

c) Tariff Policy

A tariff policy must be compiled, adopted and implemented in terms of Section 74 of the Local Government: Municipal Systems Act 2000, such policy to cover, among other things, the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements.

The tariffs policy has been compiled taking into account, where applicable, the guidelines set out in Section 74 (see part 9 of this policy) of the Municipal Systems Act No. 32 of 2000. In setting its annual tariffs the council shall at all times take due cognisance of the tariffs applicable elsewhere in the economic region, and of the impact which its own tariffs may have on local economic development.

All tariffs are be indicated in a tariff schedule, which is an addendum to the policy and is reviewed and amended by Council annually.

d) Rates Policy

The local Government: Municipal Property Rates Act, No 6 of 2004, requires that the municipality develop and adopt a rates policy in consistent with the Act on the levying of rates on rate able property in the municipality. The rates policy of the municipality to which residents / communities will annually be invited to make suggestions / recommendations during its budget process will be based on public submissions, which can include oral presentations and bilateral meetings in order to obtain clarity on the submitted comments as well as further motivations thereof. The municipal council will not take the final decision before such a consultative processes has been concluded.

In developing and adopting this Rates Policy, the Council has sought to give effect to the sentiments expressed in the preamble of the Property Rates Act, namely that:

The Constitution enjoins local government to be developmental in nature, in addressing the service delivery properties of our country and promoting the economic and financial viability of our municipalities. There is a need to provide local government with access to a sufficient and buoyant source of revenue necessary to fulfil its developmental responsibilities. Revenues derived from property rates represent a critical source of income for municipalities to achieve their constitutional objectives, especially in areas neglected in the past because of discriminatory legislation and practices and it is essential that municipalities exercise their powers to impose rates within a statutory framework which enhances certainty, uniformity and simplicity across the nation and which take account of historical imbalances and the burden of rates on the poor.

The municipality needs a reliable source of revenue to provide basic services and perform its functions. Property Rates are the most important source of general revenue for the municipality. Revenue from property rates is used to fund services that benefit the community as a whole as opposed to individual households; these includes installing and maintaining streets, roads, sidewalks, lighting and cemeteries. Property Rates revenue is also used to fund municipal administration and costs of governance, which facilitate community participation on issues of Integrated Development Plans and municipal budgets. Property Rates revenue would under circumstances be used to fund any function of the municipality.

Municipal Property Rates are set, collected and used locally. Revenue from property rates is spent within the municipality, where the citizens and voters have a choice on how the revenue is spent as part of the Integrated Development Plan and budget processes, which the municipality will annually invites the community to input prior the council's adoption of the budget. The following principles will ensure that the municipality treats persons liable for rates equitable:

Equity – the municipality will treat ratepayers with similar properties the same;

Affordability – the ability of a person to pay rates will be taken into account by the municipality. In dealing with the poor / indigent ratepayers the municipality will provide relief measures through exemptions, reductions or rebates.

In applying its Valuations and Rates Policy, the Council adheres to all the requirements, as set out below, of the Property Rates Act no. 6 of 2004 including any regulations promulgated in terms of that Act.

e) Free Basic Services and Indigent Support Policy

The principles of the Free Basic Services and Indigent Support Policy is as follows:

- Ensure that the Equitable Share received annually will be utilised for the benefit of the poor only and not to subsidise rates and service charges of those who can afford to pay;
- To link this policy with the municipality's *IDP (Integrated Development Plan)*, *LED (Local Economic Development)* initiatives and poverty alleviation programmes;
- To promote an integrated approach to free basic service delivery; and
- To engage the community in the development and implementation of this policy.

Policy Objectives

In support of the above principles the objective of this policy will be to ensure the following:

- The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council;
- The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidisation;
- Establishment of a framework for the identification and management of indigent households including a socio-economic analysis where necessary and an exit strategy;
- The provision of procedures and guidelines for the subsidisation of basic charges and the provision of free basic energy to indigent households; and
- Co-operative governance with other spheres of government.

f) Credit Control & Debt Collection Policy

The purpose is to ensure that credit control forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case.

Principles underlined in the policy is as follows

- The administrative integrity of the municipality must be maintained at all costs. The democratically elected councillors are responsible for policy-making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- All customers must complete an official application form, formally requesting the municipality to connect them to service supply lines. Existing customers may be required to complete new application forms from time to time, as determined by the Municipal Manager.

- A copy of the application form including conditions of services must be handed to every new customer on date of application for services. A copy of the council's Credit Control and Debt Collection policy would on request is made available to any customer.
- Billing is to be accurate, timeous and understandable.
- The customer is entitled to reasonable access to pay points and to a variety of reliable payment methods.
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal.
- Enforcement of payment must be prompt, consistent and effective.
- Unauthorised consumption, connection and reconnection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecutions.
- Incentives and disincentives may be used in collection procedures.
- Results will be regularly and efficiently reported by the Municipal Manager and the Mayor.
- Application forms will be used to, inter alia, categorise customers according to credit risk and to determine relevant levels of services and deposits required.
- Targets for performance in both customer service and debt collection will be set and pursued and remedies implemented for non-performance.
- Debtors may be referred to third party debt collection agencies and may be placed on the National Credit Rating list.

g) Supply Chain Management Policy

The objective of this policy is to provide a policy framework within which the municipal manager and chief financial officer can institute and maintain a supply chain management system which is transparent, efficient, equitable, competitive, which ensures best value for money for the municipality, applies the highest possible ethical standards, and promotes local economic development.

All officials and other role players in the supply chain management system of the municipality must implement this Policy in a way that –

- gives effect to – section 217 of the Constitution; and Part 1 of Chapter 11 and other applicable provisions of the Act;
- is fair, equitable, transparent, competitive and cost effective;
- complies with – the Regulations; and
- any minimum norms and standards that may be prescribed in terms of section 168 of the Act; is consistent with other applicable legislation and guidelines, being:

- does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and
- is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

Banks Act, 1990, Act No.94 of 1990
The Constitution of the Republic of South Africa, 1996, Act No 108 of 1996
Public Finance Management Act, 1999, Act No 1 of 1999
Preferential Procurement Policy Framework Act, 2000, Act No 5 of 2000
Local Government: Municipal Systems Act, 2000, Act No 32 of 2000
Construction Industry Development Board Act, 2000, Act 38 of 2000
Preferential Procurement Regulations, 2001, Pertaining to the Preferential Procurement Framework Act – Notice 22549 of 10 August 2001 – Gazette No 7134
Broad-Based Black Economic Empowerment Act, 2003, Act No 53 of 2003
Municipal Finance Management Act, 2003, Act No 56 of 2003
National Treasury: MFMA Circular No. 2 – Supply Chain Management – 20 July 2004
Prevention and Combating of Corruption Activities Act, Act No 12 of 2004.
Local Government: Municipal Finance Management Act, 2003 – Municipal Supply Chain Management Regulations – Notice 868 of 2005
National Treasury: MFMA Circular No. 22 – Model Supply Chain Management Policy – 25 August 2005
Code of Conduct for Supply Chain Management Practitioners and Other Role Players - August 2005.
Municipal Supply Chain Management Model Policy – August 2005.
National Treasury: MFMA Circular No.25 – Supply Chain Management Guide, General Conditions of Contract and Municipal Bidding Documents – 3 October 2005.
A Guide for Accounting Officers of Municipalities and Municipal Entities – October 2005
General Conditions of a Contract – October 2005.
Senqu Municipality: Supply Chain Management Policy Ver. 1 – 1 January 2006.
Government Notice 44 – Exemptions from Supply Chain Management Regulations – 18 January 2006.
National Treasury: MFMA Circular No. 29 – Supply Chain Management Issues – 31 January 2006.
National Treasury: MFMA Circular No.33 – Supply Chain Management Issues – 27 March 2006.

Although there were findings raised by the AG related to SCM in the 2012 – 2013 Audit the municipality remains committed to the full implementation of the SCM Regulations, MFMA requirements and the Municipal SCM policy.

Control measures were implemented to address the findings raised by the AG and additional controls were also implemented by the municipality to be in a position to ensure compliance with SCM and PPPFA regulations such as the redesign of evaluation forms and the reviewal of the SCM policy. Senqu Municipality also plans to implement demand and procurement management plans for the 2013- 2014 Budget year to ensure enhanced compliance through proper planning.

The SCM unit within the municipality is also being capacitated and this in turn ensures that the SCM Policy is being properly enforced and implemented.

Policy reviewal and implementation

Policies are reviewed annually to ensure compliance, relevance and consistency. The last review was on the 28 May 2013. Policies are implemented but have not been promulgated into by-laws and gazetted as an adopted Council policy is taken as a legal document of Council. However the municipality is looking at the legal necessity of turning some financial policies into bylaws. All other policies and bylaws are contained in Annexure 1 with their reviewal dates.

ACCOUNTING PRINCIPLES & POLICIES APPLIED IN ANNUAL FINANCIAL STATEMENTS

Basis of Preparation

The annual financial statements have been prepared on the accrual basis of accounting and are in accordance with historical cost convention unless specified otherwise. The annual financial statements have been prepared in accordance with the effective standards of Generally Recognised Accounting Practices (GRAP), including any interpretations and directives issued by the Accounting Standards Board (ASB) in accordance with Section 122(3) of the Municipal Finance Management Act, (Act No 56 of 2003).

The standards are summarised as follows:

GRAP 5	Borrowing Costs
GRAP 6	Consolidated and Separate Financial Statements
GRAP 7	Investments in Associate
GRAP 8	Interests in Joint Ventures
GRAP 101	Agricultural
GRAP 102	Intangible assets

IPSAS 20	Related Party Disclosure
IFRS 3 (AC140)	Business Combinations
IFRS 4 (AC141)	Insurance Contracts
IFRS 6 (AC143)	Exploration for and Evaluation of Mineral Resources
IAS 12 (AC102)	Income Taxes
SIC – 21 (AC421)	Income Taxes – Recovery of Revaluated Non-Depreciable Assets
SIC – 25 (AC425)	Income Taxes – Changes in the Tax Status on an Entity or its Shareholders
SIC – 29 (AC429)	Service Concessions Arrangements – Disclosures
IFRIC 2 (AC435)	Members' Shares in Co-operative Entities and Similar Instruments
IFRIC 4 (AC437)	Determining whether an Arrangement contains a Lease
IFRIC 9 (AC442)	Reassessment of Embedded Derivatives
IFRIC 12 (AC445)	Service Concession Arrangements
IFRIC 13 (AC446)	Customer Loyalty Programmes
IFRIC 14 (AC447) IAS19	The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
IFRIC 15 (AC448)	Agreements for the Construction of Real Estate
IFRIC 16 (AC449)	Hedges in a Net Investment in a Foreign Operation

The municipality resolved to early adopt the following GRAP standards which have been issued but are not yet effective.

Standard	Description	Effective Date
GRAP 1 (Revised)	Presentation of Financial Statements	1 April 2011
GRAP 2 (Revised)	Cash Flow Statements	1 April 2011
GRAP 3 (Revised)	Accounting Policies, Changes in Accounting Estimates and Errors	1 April 2011
GRAP 4 (Revised)	The Effects of changes in Foreign Exchange Rates	1 April 2011
GRAP 9 (Revised)	Revenue from Exchange Transactions	1 April 2011
GRAP 10 (Revised)	Financial Reporting in Hyperinflationary Economics	1 April 2011
GRAP 11 (Revised)	Construction Contracts	1 April 2011
GRAP 12 (Revised)	Inventories	1 April 2011
GRAP 13 (Revised)	Leases	1 April 2011
GRAP 14 (Revised)	Events after the reporting date	1 April 2011
GRAP 16 (Revised)	Investment Property	1 April 2011
GRAP 17 (Revised)	Property, Plant and Equipment	1 April 2011
GRAP 19 (Revised)	Provisions, Contingent Liabilities and Contingent Assets	1 April 2011
GRAP 21	Impairment of non-cash-generating assets	1 April 2012
GRAP 23	Revenue from Non-Exchange Transactions	1 April 2012

GRAP 26	Impairment of cash-generating assets	1 April 2012
GRAP 100 (Revised)	Non-current Assets held for Sale and Discontinued Operations	1 April 2011

The municipality resolved to formulate an accounting policy based on the following GRAP standards which have been issued but are not yet effective.

Standard	Description	Effective Date
GRAP 25	Employee Benefits	Unknown
GRAP 104	Financial Instruments	Unknown

Accounting policies for material transactions, events or conditions not covered by the above GRAP have been developed in accordance with paragraphs 8, 10 and 11 of GRAP 3. A summary of the significant accounting policies, which have been consistently applied except where an exemption or transitional provision has been granted, are disclosed below.

Assets, liabilities, revenue and expenses have not been offset except when offsetting is permitted or required by a Standard of GRAP. The accounting policies applied are consistent with those used to present the previous year's financial statements, unless explicitly stated. The details of any changes in accounting policies are explained in the relevant notes to the Financial Statements. In terms of Directive 7: "The Application of Deemed Cost on the Adoption of Standards of GRAP" issued by the Accounting Standards Board, the municipality applied deemed cost to Investment Property, Property, Plant and Equipment and Intangible Assets where the acquisition cost of an asset could not be determined.

If fair value at the measurement date cannot be determined for an item of property, plant and equipment, investment property or an intangible asset, an entity may estimate such fair value using depreciated replacement cost. The cost for depreciated replacement cost is determined by using either one of the following:

- cost of items with a similar nature currently in the municipality's asset register;
- cost of items with a similar nature in other municipalities' asset registers, given that the other municipality has the same geographical setting as the municipality and that the other municipality's asset register is considered to be accurate;
- cost as supplied by suppliers.

PRESENTATION CURRENCY

Amounts reflected in the financial statements are in South African Rand and at actual values. No financial values are given in an abbreviated display format. No foreign exchange transactions are included in the statements.

GOING CONCERN ASSUMPTION

These annual financial statements have been prepared on a going concern basis.

COMPARATIVE INFORMATION

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are restated, unless a standard of GRAP does not require the restatements of comparative information. The nature and reason for the reclassification is disclosed. Where material accounting errors have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

PRESENTATION OF BUDGET INFORMATION

As noted, GRAP 24 is not yet effective, however budget information required in terms of GRAP 1 paragraph 14 to 18 have been disclosed in the financial statements. The presentation of budget information was prepared in accordance with the best practice guidelines issued by National Treasury.

MATERIALITY

Material omissions or misstatements of items are material if they could, individually or collectively, influence the decision or assessments of users made on the basis of the financial statements. Materiality depends on the nature or size of the omission or misstatements judged in the surrounding

circumstances. The nature or size of the information item, or a combination of both, could be the determining factor. In general, materiality is determined as 1% of total expenditure.

STANDARDS, AMENDMENTS TO STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

The following GRAP standards have been issued but are not yet effective and have not been early adopted by the municipality:

Standard	Description	Effective Date
GRAP 6 (Revised)	Consolidated and Separate Financial Statements No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 7 (Revised)	Investments in Associate No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 8 (Revised)	Interest in Joint Ventures No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 18	Segment Reporting Information to a large extent is already included in the notes to the annual financial statements.	Unknown
GRAP 24	Presentation of Budget Information in Financial Statements Information to a large extent is already included in the notes to the annual financial statements.	1 April 2012
GRAP 25	Employee Benefits Information to a large extent is already included in the notes to the annual financial statements.	Unknown
GRAP 103	Heritage Assets No adjustments necessary as the municipality has any significant heritage assets.	1 April 2012
GRAP 104	Financial Instruments Information to a large extent is already included in the notes to the annual financial statements.	Unknown
GRAP 105	Transfer of Functions Between Entities Under Common Control No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 106	Transfer of Functions Between Entities Not Under Common Control No significant impact is expected as the municipality does not participate in such business transactions.	Unknown
GRAP 107	Mergers No significant impact is expected as the municipality does not participate in such business transactions.	Unknown

These standards, amendments and interpretations will not have a significant impact on the municipality once implemented.

RESERVES

Capital Replacement Reserve (CRR)

In order to finance the provision of infrastructure and other items of property, plant and equipment from internal sources, amounts are transferred from the accumulated surplus / (deficit) to the CRR. The cash in the CRR can only be utilized to finance items of property, plant and equipment. The CRR is reduced and the accumulated surplus / (deficit) are credited by a corresponding amount when the amounts in the CRR are utilised.

Valuation Roll Reserve

The aim of this reserve is to ensure sufficient cash resources are available for the future payment of the Valuation roll

Employee Benefits Reserve

The aim of the reserve is to ensure sufficient cash resources are available for the future payment of employee benefits. Contributions equal to the short term portion of employee benefits, plus 5% of the prior year closing balance of long term employee benefits is contributed to the reserve from accumulated surplus/(deficit).

Revaluations Reserve

The accounting for the Revaluation Reserve must be done in accordance with the requirements of GRAP 17. All increases in the carrying value of assets as a result of a revaluation are credited against the reserve, except to the extent that the increase reverses a revaluation decrease of the same asset previously recognised in surplus or deficit. All decreases in the carrying value of assets as a result of a revaluation are

debited against the reserve to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

LEASES

Municipality as Lessee

Leases are classified as finance leases where substantially all the risks and rewards associated with ownership of an asset are transferred to the municipality. Property, plant and equipment or intangible assets subject to finance lease agreements are initially recognised at the lower of the asset's fair value and the present value of the minimum lease payments. The corresponding liabilities are initially recognised at the inception of the lease and are measured as the sum of the minimum lease payments due in terms of the lease agreement, discounted for the effect of interest. In discounting the lease payments, the municipality uses the interest rate that exactly discounts the lease payments and unguaranteed residual value to the fair value of the asset plus any direct costs incurred.

Subsequent to initial recognition, the leased assets are accounted for in accordance with the stated accounting policies applicable to property, plant and equipment or intangibles. The lease liability is reduced by the lease payments, which are allocated between the lease finance cost and the capital repayment using the effective interest rate method. Lease finance costs are expensed when incurred. The accounting policies relating to derecognition of financial instruments are applied to lease payables. Operating leases are those leases that do not fall within the scope of the above definition. Operating lease rentals are recognised on a straight-line basis over the term of the relevant lease.

Municipality as Lessor

Under a finance lease, the municipality recognises the lease payments to be received in terms of a lease agreement as an asset (receivable). The receivable is calculated as the sum of all the minimum lease payments to be received, plus any unguaranteed residual accruing to the municipality, discounted at the interest rate implicit in the lease. The receivable is reduced by the capital portion of the lease instalments received, with the interest portion being recognised as interest revenue on a time proportionate basis. The

accounting policies relating to derecognition and impairment of financial instruments are applied to lease receivables. Operating leases are those leases that do not fall within the scope of the above definition. Operating lease rentals are recognised on a straight-line basis over the term of the relevant lease.

GOVERNMENT GRANTS AND RECEIPTS

Unspent Conditional Government Grants and Receipts

Conditional government grants are subject to specific conditions. If these specific conditions are not met, the monies received are repayable. Unspent conditional grants are financial liabilities that are separately reflected on the Statement of Financial Position. They represent unspent government grants and subsidies. This liability always has to be cash-backed. The following provisions are set for the creation and utilisation of this creditor:

- Unspent conditional grants are recognised as a liability when the grant is received.
- When grant conditions are met an amount equal to the conditions met are transferred to revenue in the Statement of Financial Performance.
- The cash which backs up the creditor is invested as individual investment or part of the general investments of the municipality until it is utilised.
- Interest earned on the investment is treated in accordance with grant conditions. If it is payable to the funder it is recorded as part of the creditor. If it is the municipality's interest it is recognised as interest earned in the Statement of Financial Performance.

Unpaid Conditional Government Grants and Receipts

Unpaid conditional grants are assets in terms of the Framework that are separately reflected on the Statement of Financial Position. The asset is recognised when the Economic Entity has an enforceable right to receive the grant or if it is virtually certain that it will be received based on that grant conditions have been met. They represent unpaid government grants, subsidies and contributions from the public. The following provisions are set for the creation and utilisation of the grants as receivables:

- Unpaid conditional grants are recognised as an asset when the grant is receivable.

UNSPENT PUBLIC CONTRIBUTIONS

Public contributions are subject to specific conditions. If these specific conditions are not met, the monies received are repayable. Unspent public contributions are financial liabilities that are separately reflected on the Statement of Financial Position. They represent unspent contributions from the public. This liability always has to be cash-backed. The following provisions are set for the creation and utilisation of this creditor:

- Unspent public contributions are recognised as a liability when the grant is received.
- When grant conditions are met an amount equal to the conditions met are transferred to revenue in the Statement of Financial Performance.
- The cash which backs up the creditor is invested as individual investment or part of the general investments of the municipality until it is utilised.
- Interest earned on the investment is treated in accordance with the public contribution conditions. If it is payable to the funder it is recorded as part of the creditor. If it is the municipality's interest it is recognised as interest earned in the Statement of Financial Performance.

PROVISIONS

Provisions are recognised when the municipality has a present legal or constructive obligation as a result of past events, it is possible that an outflow of resource embodying economic benefits will be required to settle the obligation and a reliable estimate of the provision can be made. Provisions are reviewed at reporting date and adjusted to reflect the current best estimate. Where the effect is material, non-current provisions are discounted to their present value using a discount rate that reflects the market's current assessment of the time value of money, adjusted for risks specific to the liability (for example in the case of obligations for the rehabilitation of land).

The municipality does not recognise a contingent liability or contingent asset. A contingent liability is disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is disclosed where an inflow of economic benefits is possible. Future events that may affect the amount required to settle an obligation are reflected in the amount of a provision where there is sufficient objective evidence that they will occur. Gains from the expected disposal of assets are not taken into account in measuring a provision. Provisions are not recognised for future operating losses. The present obligation under an onerous contract is recognised and measured as a provision. A provision for restructuring costs is recognised only when the following criteria over and above the recognition criteria of a provision have been met:

- (a) The municipality has a detailed formal plan for the restructuring identifying at least:

- the business or part of a business concerned;
 - the principal locations affected;
 - the location, function and approximate number of employees who will be compensated for terminating their services;
 - the expenditures that will be undertaken; and
 - when the plan will be implemented.
- (b) The municipality has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it. The amount recognised as a provision shall be the best estimate of the expenditure required to settle the present obligation at the reporting date. Provisions shall be reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, the provision shall be reversed.

EMPLOYEE BENEFITS

(a) Post Retirement Medical Obligations

The municipality provides post-retirement medical benefits by subsidizing the medical aid contributions of certain retired staff according to the rules of the medical aid funds. Council pays 70% as contribution and the remaining 30% is paid by the members. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The present value of the defined benefit liability is actuarially determined in accordance with GRAP 25 – Employee benefits (using a discount rate applicable to high quality government bonds). The plan is unfunded.

These contributions are charged to the Statement of Financial Performance when employees have rendered the service entitling them to the contribution. The liability was calculated by means of the projected unit credit actuarial valuation method. The liability in respect of current pensioners is regarded as fully accrued, and is therefore not split between a past (or accrued) and future in-service element. The liability is recognised at the fair value of the obligation. Payments made by the municipality are set-off against the liability, including

notional interest, resulting from the valuation by the actuaries and are charged against the Statement of Financial Performance as employee benefits upon valuation. Actuarial gains and losses arising from the experience adjustments and changes in actuarial assumptions are charged or credited to the Statement of Financial Performance in the period that it occurs. These obligations are valued periodically by independent qualified actuaries.

(b) Long Service Awards

Long service awards are provided to employees who achieve certain pre-determined milestones of service within the municipality. The municipality's obligation under these plans is valued by independent qualified actuaries periodically and the corresponding liability is raised. Payments are set-off against the liability, including notional interest, resulting from the valuation by the actuaries and are charged against the Statement of Financial Performance as employee benefits upon valuation. Defined benefit plans are post-employment plans other than defined contribution plans. Actuarial gains and losses arising from the experience adjustments and changes in actuarial assumptions are charged or credited to the Statement of Financial Performance in the period that it occurs. These obligations are valued periodically by independent qualified actuaries.

(c) Accrued Leave Pay

Liabilities for annual leave are recognised as they accrue to employees. The liability is based on the total amount of leave days due to employees at year end and also on the total remuneration package of the employee.

(d) Performance Bonuses

A provision, in respect of the liability relating to the anticipated costs of performance bonuses payable to Section 57 employees, is maintained. Municipal entities' performance bonus provisions are based on the employment contract stipulations as well as previous performance bonus payment trends.

(e) Pension and Retirement Fund Obligations

The municipality provides retirement benefits for its employees and councillors. Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The

contributions to fund obligations for the payment of retirement benefits are charged against income in the year they become payable. Defined benefit plans are post-employment benefit plans other than defined contribution plans. The defined benefit funds, which are administered on a provincial basis, are actuarially valued tri-annually on the projected unit credit method basis. Deficits identified are recovered through lump sum payments or increased future contributions on a proportional basis to all participating municipalities. The contributions and lump sum payments are charged against income in the year they become payable. Sufficient information is not available to use defined benefit accounting for a multi-employer plan. As a result, defined benefit plans have been accounted for as if they were defined contribution plans.

BORROWING COSTS

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets are capitalised to the cost of that asset unless it is inappropriate to do so. The municipality ceases the capitalisation of borrowing costs when substantially all the activities to prepare the asset for its intended use or sale are complete. It is considered inappropriate to capitalise borrowing costs where the link between the funds borrowed and the capital asset acquired cannot be adequately established. Borrowing costs incurred other than on qualifying assets are recognised as an expense in the Statement of Financial Performance when incurred.

PROPERTY, PLANT AND EQUIPMENT

Initial Recognition

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one year. Items of property, plant and equipment are initially recognised as assets on acquisition date and are initially recorded at cost. The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by the municipality. Trade discounts and rebates are deducted in arriving at the cost. The cost also includes the necessary costs of dismantling and removing the asset and restoring the site on which it is located.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment. Where an asset is acquired by the municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of that asset on the date acquired. Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the assets acquired are initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up. Major spare parts and servicing equipment qualify as property, plant and equipment when the municipality expects to use them during more than one period. Similarly, if the major spare parts and servicing equipment can be used only in connection with an item of property, plant and equipment, they are accounted for as property, plant and equipment.

Subsequent Measurement – Cost Model

Subsequent to initial recognition, items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated as it is deemed to have an indefinite useful life. Where the municipality replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component. Subsequent expenditure incurred on an asset is capitalised when it increases the capacity or future economic benefits associated with the asset.

Subsequent Measurement – Revaluation Model

Subsequent to initial recognition, Land and Buildings are carried at a re-valued amount, being its fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses. An increase in the carrying amount of an asset as a result of a revaluation is credited directly to a revaluation surplus reserve, except to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit. A decrease in the carrying amount of an asset as a result of a revaluation is recognised in surplus or deficit, except to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

Depreciation and Impairment

Depreciation is calculated on the depreciable amount, using the straight-line method over the estimated useful lives of the assets. Depreciation of an asset begins when it is available for use, i.e. when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Components of assets that are significant in relation to the whole asset and that have different useful lives are depreciated separately. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis. The annual depreciation rates are based on the following estimated useful lives:

	Years		Years
<u>Infrastructure</u>		<u>Other</u>	
Roads and Paving	5 - 50	Buildings	100
Pedestrian Malls	20	Specialist vehicles	10 - 30
Electricity	15 - 50	Other vehicles	5 - 20
Water	15 - 20	Office equipment	5 - 10
Sewerage	10 - 50	Furniture and fittings	7 - 15
		Bins and containers	5 - 10
<u>Community</u>		Specialised plant and	
Buildings	100	Equipment	10 - 30
Recreational Facilities	20 - 30	Other plant and	
Security	5	Equipment	2 - 12
Halls	20 - 30	Landfill sites	30
Libraries	20 - 30		
Parks and gardens	15 - 20	Emergency equipment	10 - 30
Other assets	15 - 20	Computer equipment	5 - 10
<u>Heritage Assets and Land</u>			
Heritage assets	50- Infinite		
Land	Infinite		
<u>Finance lease assets</u>			
Office equipment	3		
Other assets	5 - 6		

Property, plant and equipment are reviewed at each reporting date for any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. The impairment charged to the Statement of Financial Performance is the excess of the carrying value over the recoverable amount. An impairment is

reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined had no impairment been recognised. A reversal of an impairment is recognised in the Statement of Financial Performance.

De-recognition

Items of property, plant and equipment are derecognised when the asset is disposed or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Land and Buildings and Other Assets – Application of Deemed Cost (Directive 7)

The municipality opted to take advantage of the transitional provisions as contained in Directive 7 of the Accounting Standards Board, issued in December 2009. The municipality applied deemed cost where the acquisition cost of an asset could not be determined. For Land and Buildings the fair value as determined by a valuator was used in order to determine the deemed cost as on 1 July 2007. For Other Assets the depreciated replacement cost method was used to establish the deemed cost as on 1 July 2007.

INTANGIBLE ASSETS

Initial Recognition

An intangible asset is an identifiable non-monetary asset without physical substance. An asset meets the identifiability criterion in the definition of an intangible asset when it:

- is separable, i.e. is capable of being separated or divided from the entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, asset or liability; or
- arises from contractual rights (including rights arising from binding arrangements) or other legal rights (excluding rights granted by statute), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

The municipality recognises an intangible asset in its Statement of Financial Position only when it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the

municipality and the cost or fair value of the asset can be measured reliably. Internally generated intangible assets are subject to strict recognition criteria before they are capitalised. Research expenditure is never capitalised, while development expenditure is only capitalised to the extent that:

- the municipality intends to complete the intangible asset for use or sale;
- it is technically feasible to complete the intangible asset;
- the municipality has the resources to complete the project; and
- it is probable that the municipality will receive future economic benefits or service potential.

Intangible assets are initially recognised at cost. Where an intangible asset is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item’s fair value was not determinable, the deemed cost is the carrying amount of the asset(s) given up.

Subsequent Measurement – Cost Model

Intangible assets are subsequently carried at cost less accumulated amortisation and impairments. The cost of an intangible asset is amortised over the useful life where that useful life is finite. Where the useful life is indefinite, the asset is not amortised but is subject to an annual impairment test.

Amortisation and Impairment

Amortisation is charged so as to write off the cost or valuation of intangible assets over their estimated useful lives using the straight line method. Amortisation of an asset begins when it is available for use, i.e. when it is in the condition necessary for it to be capable of operating in the manner intended by management. Components of assets that are significant in relation to the whole asset and that have different useful lives are amortised separately. The estimated useful lives, residual values and amortisation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis. The annual amortisation rates are based on the following estimated useful lives:

<u>Intangible Assets</u>	Years
Computer Software	5
Computer Software Licenses	5

De-recognition

Intangible assets are derecognised when the asset is disposed or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising on the disposal or retirement of an intangible asset is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Application of deemed cost (Directive 7)

The municipality opted to take advantage of the transitional provisions as contained in Directive 7 of the Accounting Standards Board, issued in December 2009. The Municipality applied deemed cost where the acquisition cost of an asset could not be determined. For Intangible Assets the depreciated replacement cost method was used to establish the deemed cost as on 1 July 2007.

INVESTMENT PROPERTY

1.17.1 Initial Recognition

Investment property shall be recognised as an asset when, and only when:

- it is probable that the future economic benefits or service potential that are associated with the investment property will flow to the entity, and
- the cost or fair value of the investment property can be measured reliably.

Investment property includes property (land or a building, or part of a building, or both land and buildings held under a finance lease) held to earn rentals and/or for capital appreciation, rather than held to meet service delivery objectives, the production or supply of goods or services, or the sale of an asset in the ordinary course of operations. Property with a currently undetermined use, is also classified as investment property.

At initial recognition, the municipality measures investment property at cost including transaction costs once it meets the definition of investment property. However, where an investment property was acquired through a non-exchange transaction (i.e. where it acquired the investment property for no or a nominal value), its cost is its fair value as at the date of acquisition. The cost of self-constructed investment property is measured at cost. Transfers are made to or from investment property only when there is a change in use. For a transfer from investment property to owner occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner occupied property becomes an investment property, the municipality accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

Subsequent Measurement – Fair Value Model

Investment property is measured using the fair value model. Under the fair value model, investment property is carried at its fair value at the reporting date. Any gain or loss arising from a change in the fair value of the property is included in surplus or deficit for the period in which it arises.

De-recognition

Investment property is derecognised when it is disposed of or when there are no further economic benefits expected from the use of the investment property. The gain or loss arising on the disposal or retirement of an item of investment property is determined as the difference between the sales proceeds and the carrying value and is recognised in the Statement of Financial Performance.

Application of deemed cost - Directive 7

The municipality opted to take advantage of the transitional provisions as contained in Directive 7 of the Accounting Standards Board, issued in December 2009. The Municipality applied deemed cost where the acquisition cost of an asset could not be determined. The fair value as determined by a valuator was used in order to determine the deemed cost as on 1 July 2007.

NON-CURRENT ASSETS HELD FOR SALE

Initial Recognition

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

Subsequent Measurement

Non-current assets held for sale (or disposal group) are measured at the lower of carrying amount and fair value less costs to sell. A non-current asset is not depreciated (or amortised) while it is classified as held for sale, or while it is part of a disposal group classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale are recognised in surplus or deficit.

IMPAIRMENT OF NON-FINANCIAL ASSETS

Cash-generating assets

Cash-generating assets are assets held with the primary objective of generating a commercial return. The municipality assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the municipality estimates the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate

cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. Impairment losses are recognised in the Statement of Financial Performance in those expense categories consistent with the function of the impaired asset.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the municipality estimates the asset's or cash-generating unit's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the Statement of Financial Performance.

Non-cash-generating assets

Non-cash-generating assets are assets other than cash-generating assets. The Municipality assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Municipality estimates the asset's recoverable service amount.

An asset's recoverable service amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use. If the recoverable service amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. That reduction is an impairment loss recorded in the Statement of Financial Performance. The value in use of a non-cash-generating asset is the present value of the asset's remaining service potential. The present value of the remaining service potential of the asset is determined using any one of the following approaches:

- *depreciated replacement cost approach* - the present value of the remaining service potential of an asset is determined as the depreciated replacement cost of the asset. The replacement cost of an asset is the cost to replace the asset's gross service potential. This cost is depreciated to reflect the asset in its used condition. An asset may be replaced either through reproduction (replication) of the existing asset or through replacement of its gross service potential. The depreciated replacement cost is measured as the reproduction or replacement cost of the asset, whichever is lower, less accumulated depreciation calculated on the basis of such cost, to reflect the already consumed or expired service potential of the asset.
- *restoration cost approach* - the cost of restoring the service potential of an asset to its pre-impaired level. Under this approach, the present value of the remaining service potential of the asset is determined by subtracting the estimated restoration cost of the asset from the current cost of replacing the remaining service potential of the asset before impairment. The latter cost is usually determined as the depreciated reproduction or replacement cost of the asset, whichever is lower.
- *service unit approach* - the present value of the remaining service potential of the asset is determined by reducing the current cost of the remaining service potential of the asset before impairment, to conform with the reduced number of service units expected from the asset in its

impaired state. As in the restoration cost approach, the current cost of replacing the remaining service potential of the asset before impairment is usually determined as the depreciated reproduction or replacement cost of the asset before impairment, whichever is lower.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal. The Municipality assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for an asset may no longer exist or may have decreased. If any such indication exists, the Municipality estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for an asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. If this is the case, the carrying amount of the asset is increased to its recoverable service amount. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods. Such a reversal of an impairment loss is recognised in the Statement of Financial Performance.

NON CURRENT INVESTMENTS

Financial instruments, which include, investments in municipal entities and fixed deposits invested in registered commercial banks, are stated at amortised cost. Where investments have been impaired, the carrying value is adjusted by the impairment loss, which is recognised as an expense in the period that the impairment is identified. On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to the Statement of Financial Performance. The carrying amounts of such investments are reduced to recognise any decline, other than a temporary decline, in the value of individual investments.

INVENTORIES

Initial Recognition

Inventories comprise current assets held for sale, consumption or distribution during the ordinary course of business. Inventories are initially recognised at cost. Cost generally refers to the purchase price, plus non-recoverable taxes, transport costs and any other costs in bringing the inventories to their current location and condition. Where inventory is manufactured, constructed or produced, the cost includes the cost of labour, materials and overheads used during the manufacturing process. Where inventory is acquired by the municipality for no or nominal consideration (i.e. a non-exchange transaction), the cost is deemed to be equal to the fair value of the item on the date acquired.

Subsequent Measurement

Inventories, consisting of consumable stores, raw materials, work-in-progress and finished goods, are valued at the lower of cost and net realisable value unless they are to be distributed at no or nominal charge, in which case they are measured at the lower of cost and current replacement cost. Redundant and slow-moving inventories are identified and written down in this way. Differences arising on the valuation of inventory are recognised in the Statement of Financial Performance in the year in which they arose. The amount of any reversal of any write-down of inventories arising from an increase in net realisable value or current replacement cost is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

The carrying amount of inventories is recognised as an expense in the period that the inventory was sold, distributed, written off or consumed, unless that cost qualifies for capitalisation to the cost of another asset. In general, the basis of allocating cost to inventory items is the weighted average method. Cost of land held for sale is assigned by using specific identification of their individual costs.

FINANCIAL INSTRUMENTS

Financial instruments recognised on the Statement of Financial Position include receivables (both from exchange transactions and non-exchange transactions), cash and cash equivalents, annuity loans and payables (both from exchange transactions and non-exchange transactions).

Initial Recognition

Financial instruments are initially recognised when the municipality becomes a party to the contractual provisions of the instrument at fair value plus, in the case of a financial asset or financial liability not at fair value, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability

Subsequent Measurement

Financial Assets are categorised according to their nature as either financial assets at fair value, financial assets at amortised cost or financial assets at cost. Financial Liabilities are categorised as either at fair value, financial liabilities at cost or financial liabilities carried at amortised cost ("other"). The subsequent measurement of financial assets and liabilities depends on this categorisation.

Receivables

Receivables are classified as loans and receivables, and are subsequently measured at amortised cost using the effective interest rate method. For amounts due from debtors carried at amortised cost, the Municipality first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. Objective evidence of impairment includes significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation and default or delinquency in payments (more than 90 days overdue). If the Municipality determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be, recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred). The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the Statement of Financial Performance. Interest income continues to be accrued on the reduced carrying amount based on the original effective interest rate of the asset. Loans together with the associated allowance are written off when there is no realistic prospect of future recovery and all collateral has been realised or has been transferred to the municipality. If, in a subsequent year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognised, the previously recognised impairment loss is increased or reduced by adjusting the allowance account. If a future write-off is later recovered, the recovery is recognised in the Statement of Financial Performance. The present value of the estimated future cash flows is discounted at the financial asset's original effective interest rate, if material. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate.

Payables and Annuity Loans

Financial liabilities consist of payables and annuity loans. They are categorised as financial liabilities held at amortised cost, are initially recognised at fair value and subsequently measured at amortised cost using an effective interest rate, which is the initial carrying amount, less repayments, plus interest.

Cash and Cash Equivalents

Cash includes cash on hand (including petty cash) and cash with banks. Cash equivalents are short-term highly liquid investments, readily convertible into known amounts of cash that are held with registered banking institutions with maturities of three months or less and are subject to an insignificant risk of change in value. For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, highly liquid deposits and net of bank overdrafts. The municipality categorises cash and cash equivalents as financial assets carried at amortised cost. Bank overdrafts are recorded based on the facility utilised. Finance charges on bank overdraft are expensed as incurred. Amounts owing in respect of bank overdrafts are categorised as financial liabilities: other financial liabilities carried at amortised cost.

De-recognition of Financial Instruments

Financial Assets

A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired; or
- the municipality has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the municipality has transferred substantially all the risks and rewards of the asset, or (b) the municipality has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the municipality has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, a new asset is recognised to the extent of the municipality's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the municipality could be required to repay.

When continuing involvement takes the form of a written and/or purchased option (including a cash settled option or similar provision) on the transferred asset, the extent of the municipality's continuing involvement is the amount of the transferred asset that the municipality may repurchase, except that in the case of a written put option (including a cash settled option or similar provision) on an asset measured at fair value, the extent of the municipality's continuing involvement is limited to the lower of the fair value of the transferred asset and the option exercise price.

Financial Liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the Statement of Financial Performance.

Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount reported in the Statement of Financial Position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

REVENUE

Revenue from Non-Exchange Transactions

Revenue from non-exchange transactions refers to transactions where the municipality received revenue without directly giving approximately equal value in exchange. Revenue from non-exchange transactions is generally recognised to the extent that the related receipt or receivable qualifies for recognition as an asset and there is no liability to repay the amount. Revenue from property rates is recognised when the legal entitlement to this revenue arises. Collection charges are recognised when such amounts are legally enforceable. Penalty interest on unpaid rates is recognised on a time proportionate basis as an exchange transaction.

Fine revenue constitutes both spot fines and summonses. Revenue from spot fines and summonses is recognised based on an estimation of future collections of fines issued based on prior period trends and collection percentages. Revenue from public contributions and donations is recognised when all conditions associated with the contribution have been met or where the contribution is to finance property, plant and equipment, when such items of property, plant and equipment qualifies for recognition and first becomes

available for use by the municipality. Where public contributions have been received but the municipality has not met the related conditions, it is recognised as an unspent public contribution (liability).

Revenue from third parties i.e. insurance payments for assets impaired, are recognised when it can be measured reliably and is not being offset against the related expenses of repairs or renewals of the impaired assets. Contributed property, plant and equipment is recognised when such items of property, plant and equipment qualifies for recognition and become available for use by the municipality.

After a period of twelve months all unclaimed deposits into the municipality's bank account will be treated as revenue as historical patterns have indicated that minimal unidentified deposits are reclaimed after a period of twelve months. This assessment is performed annually at 30 June. Therefore the substance of these transactions indicate that even though the prescription period for unclaimed monies is legally three years, it is reasonable to recognise all unclaimed monies older than twelve months as revenue. Revenue from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Municipal Finance Management Act (Act No. 56 of 2003) and is recognised when the recovery thereof is virtually certain. Revenue is measured at the fair value of the consideration received or receivable.

When, as a result of a non-exchange transaction, a municipality recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the present obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability will be recognised as revenue.

Revenue from Exchange Transactions

Revenue from exchange transactions refers to revenue that accrued to the municipality directly in return for services rendered/ goods sold, the value of which approximates the consideration received or receivable. Service charges relating to electricity and water are based on consumption and a basic charge as per Council resolution. Meters are read on a monthly basis and are recognised as revenue when invoiced. Provisional estimates of consumption are made monthly when meter readings have not been performed. The provisional estimates of consumption are recognised as revenue when invoiced. Adjustments to provisional estimates of consumption are made in the invoicing period in which meters have been read. These adjustments are recognised as revenue in the invoicing period. Billings for electricity are done monthly for customers served directly by the municipality as per the norms and standards of revenue management. Monthly billing and reconciliation takes place ESKOM bills the other customers. Customers are billed annually for rates Does the municipality bill consumers on a monthly basis as per norms and standards of revenue management

Revenue from the sale of electricity prepaid meter cards is recognised at the point of sale. An adjustment is made at year-end for unused units. Service charges relating to refuse removal are recognised on an annual basis in advance by applying the approved tariff to each property that has improvements. Tariffs are determined per category of property usage. Service charges from sanitation (sewerage) are recognised on an annual basis in advance by applying the approved tariff to each property that has improvements.

Interest revenue is recognised using the effective interest rate method. Revenue from the rental of facilities and equipment is recognised on a straight-line basis over the term of the lease agreement. Revenue arising from the application of the approved tariff of charges is recognised when the relevant service is rendered by applying the relevant tariff. This includes the issuing of licences and permits. Revenue from the sale of goods is recognised when substantially all the risks and rewards in those goods are passed to the consumer. Revenue arising out of situations where the municipality acts as an agent on behalf of another entity (the principal) is limited to the amount of any fee or commission payable to the municipality as compensation for executing the agreed services.

The amount of revenue arising on a transaction is usually determined by agreement between the entity and the purchaser or user of the asset or service. It is measured at the fair value of the consideration received or receivable taking into account the amount of any trade discounts and volume rebates allowed by the entity. In most cases, the consideration is in the form of cash or cash equivalents and the amount of revenue is the amount of cash or cash equivalents received or receivable. However, when the inflow of cash or cash equivalents is deferred, the fair value of the consideration may be less than the nominal amount of cash received or receivable. When the arrangement effectively constitutes a financing transaction, the fair value of the consideration is determined by discounting all future receipts using an imputed rate of interest. The imputed rate of interest is the more clearly determinable of either:

- The prevailing rate for a similar instrument of an issuer with a similar credit rating; or
- A rate of interest that discounts the nominal amount of the instrument to the current cash sales price of the goods or services.

The difference between the fair value and the nominal amount of the consideration is recognised as interest revenue.

When goods or services are exchanged or swapped for goods or services which are of a similar nature and value, the exchange is not regarded as a transaction that generates revenue. When goods are sold or services are rendered in exchange for dissimilar goods or services, the exchange is regarded as a transaction that generates revenue. The revenue is measured at the fair value of the goods or services received, adjusted by the amount of any cash or cash equivalents transferred. When the fair value of the goods or services received cannot be measured reliably, the revenue is measured at the fair value of the goods or services given up, adjusted by the amount of any cash or cash equivalents transferred.

Grants, Transfers and Donations (Non-Exchange Revenue)

Grants, transfers and donations received or receivable are recognised when the resources that have been transferred meet the criteria for recognition as an asset. A corresponding liability is raised to the extent that the grant, transfer or donation is conditional. The liability is transferred to revenue as and when the conditions attached to the grant are met. Grants without any conditions attached are recognised as revenue when the asset is recognised.

RELATED PARTIES

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions or if the related party entity and another entity are subject to common control.

(a) Related parties include:

- Entities that directly, or indirectly through one or more intermediaries, control, or are controlled by the reporting entity;
- Individuals owning, directly or indirectly, an interest in the reporting entity that gives them significant influence over the entity, and close members of the family of any such individual;
- Key management personnel, and close members of the family of key management personnel; and
- Entities in which a substantial ownership interest is held, directly or indirectly, by any person described in the 2nd and 3rd bullet, or over which such a person is able to exercise significant influence.

(b) Key management personnel include:

- All directors or members of the governing body of the entity, being the Executive Mayor, Deputy Mayor, Speaker and members of the Mayoral Committee.
- Other persons having the authority and responsibility for planning, directing and controlling the activities of the reporting entity being the Municipal Manager, Chief Financial Officer and all other managers reporting directly to the Municipal Manager or as designated by the Municipal Manager.

UNAUTHORISED EXPENDITURE

Unauthorised expenditure is expenditure that has not been budgeted or is expenditure that is not in terms of the conditions of an allocation received from another sphere of government, municipality or organ of state, or is expenditure in the form of a grant that is not permitted in terms of the Municipal Finance Management Act (Act No. 56 of 2003). Unauthorised expenditure is accounted for as an expense in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

IRREGULAR EXPENDITURE

Irregular expenditure is expenditure that is contrary to the Municipal Finance Management Act (Act No. 56 of 2003), the Municipal Systems Act (Act No. 32 of 200), the Public Office Bearers Act, and (Act. No. 20 of 1998) or is in contravention of the municipality's Supply Chain Management Policy. Irregular expenditure excludes unauthorised expenditure. Irregular expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure is expenditure that was made in vain and could have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure is accounted for as expenditure in the Statement of Financial Performance and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

CONTINGENT LIABILITIES

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. A contingent liability could also be a present obligation that arises from past events, but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to the obligation or the amount of the obligation cannot be measured with sufficient reliability. Management judgement is required when recognising and measuring contingent liabilities.

SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

In the process of applying the municipality's accounting policy, management has made the following significant accounting judgements, estimates and assumptions, which have the most significant effect on the amounts recognised in the financial statements:

Post Retirement Medical Obligations and Long Service Awards

The cost of post retirement medical obligations and long service awards are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rates of return on assets, future salary increases, mortality rates and future pension increases. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty.

Impairment of Receivables

The calculation in respect of the impairment of debtors is based on an assessment of the extent to which debtors have defaulted on payments already due, and an assessment of their ability to make payments based on their creditworthiness. This was performed per service-identifiable categories across all classes of debtors.

Property, Plant and Equipment

The useful lives of property, plant and equipment are based on management's estimation. Infrastructure's useful lives are based on technical estimates of the practical useful lives for the different infrastructure types, given engineering technical knowledge of the infrastructure types and service requirements. For other assets and buildings management considers the impact of technology, availability of capital funding, service requirements and required return on assets to determine the optimum useful life expectation, where appropriate. The estimation of residual values of assets is also based on management's judgement whether the assets will be sold or used to the end of their useful lives, and in what condition they will be at that time.

For deemed cost applied to other assets as per adoption of Directive 7, management used the depreciated replacement cost method which was based on assumptions about the remaining duration of the assets. For deemed cost applied to land and buildings as per adoption of Directive 7, management made use of an independent valuator. The valuator's valuation was based on assumptions about the market's buying and selling trends and the remaining duration of the assets.

Intangible Assets

The useful lives of intangible assets are based on management's estimation. Management considers the impact of technology, availability of capital funding, service requirements and required return on assets to determine the optimum useful life expectation, where appropriate. For deemed cost applied to intangible assets as per adoption of Directive 7, management used the depreciated replacement cost method which was based on assumptions about the remaining duration of the assets.

Investment Property

The useful lives of investment property are based on management's estimation. Management considers the impact of technology, availability of capital funding, service requirements and required return on assets to determine the optimum useful life expectation, where appropriate. The estimation of residual values of assets is also based on management's judgement whether the assets will be sold or used to the end of their economic lives, and in what condition they will be at that time. For deemed cost applied to Investment Property as per adoption of Directive 7, management made use of an independent valuator. The valuator's valuation was based on assumptions about the market's buying and selling trends and the remaining duration of the assets.

Provisions and Contingent liabilities

Management judgement is required when recognising and measuring provisions and when measuring contingent liabilities. Provisions are discounted where the effect of discounting is material using actuarial valuations.

Revenue Recognition

Accounting Policy 1.23.1 on Revenue from Non-Exchange Transactions and Accounting Policy 1.23.2 on Revenue from Exchange Transactions describes the conditions under which revenue will be recognised by management of the municipality.

In making their judgement, management considered the detailed criteria for the recognition of revenue as set out in GRAP 9: Revenue from Exchange Transactions and GRAP 23: Revenue from Non-Exchange Transactions.). Specifically, whether the municipality, when goods are sold, had transferred to the buyer the significant risks and rewards of ownership of the goods and when services are rendered, whether the service has been performed. Revenue from the issuing of spot fines and summonses has been recognised on the accrual basis using estimates of future collections based on the actual results of prior periods. The management of the municipality is satisfied that recognition of the revenue in the current year is appropriate.

Provision for Landfill Sites

The provision for rehabilitation of the landfill site is recognised as and when the environmental liability arises. The provision is calculated by a qualified environmental engineer. The provision represents the net present value of the expected future cash flows to rehabilitate the landfill site at year end. To the extent that the obligations relate to an asset, it is capitalised as part of the cost of those assets. Any subsequent changes to an obligation that did not relate to the initial related asset is charged to the Statement of Financial Performance.

Provision for Task Implementation and Back Pay

The provision at 30 June 2010 for Task Implementation represents the municipality's obligation towards qualifying officials as a result of a new national grading system for municipalities which came into effect on 1 October 2009. The calculation was based on the difference between the current basic salary compared to the basic salary as per new TASK grading. The difference between these two packages was backdated to the implementation date of the TASK grading system. The provision at 30 June 2011 for Back Pay represents the municipality's obligation towards Section 57 Directors as a result of an amendment in their employment contracts. The calculation was based actual remuneration paid versus the requirements of the amended packages.

Provision for Performance bonuses

The provision for performance bonuses represents the best estimate of the obligation at year end and is based on historic patterns of payment of performance bonuses. Performance bonuses are subject to an evaluation by council.

Provision for Staff leave

Staff leave is accrued to employees according to collective agreements. Provision is made for the full cost of accrued leave at reporting date. This provision will be realised as employees take leave. There is no possibility of reimbursement.

Pre-paid electricity estimation

Pre-paid electricity is only recognised as income once the electricity is consumed. The pre-paid electricity balance (included under payables) represents the best estimate of electricity sold at year end, that is still unused. The average pre-paid electricity sold per day during the year under review is used and the estimate is calculated using between 5 and 10 days' worth of unused electricity.

Componentisation of infrastructure assets

All infrastructure assets are unbundled into their significant components in order to depreciate all major components over the expected useful lives. The cost of each component is estimated based on the current market price of each component, depreciated for age and condition and recalculated to cost at the acquisition date if known or to the date of initially adopting the standards of GRAP.

TAXES – VALUE ADDED TAX

Revenue, expenses and assets are recognised net of the amounts of value added tax. The net amount of Value added tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of Financial Position.

AMENDED DISCLOSURE POLICY

Amendments to accounting policies are reported as and when deemed necessary based on the relevance of any such amendment to the format and presentation of the financial statements. The principal amendments to matters disclosed in the current financial statements include fundamental errors, and the treatment of assets financed by external grants.

INFORMATION & COMMUNICATION TECHNOLOGY

The ICT Software used by Senqu Local Municipality is summarized in Table below:

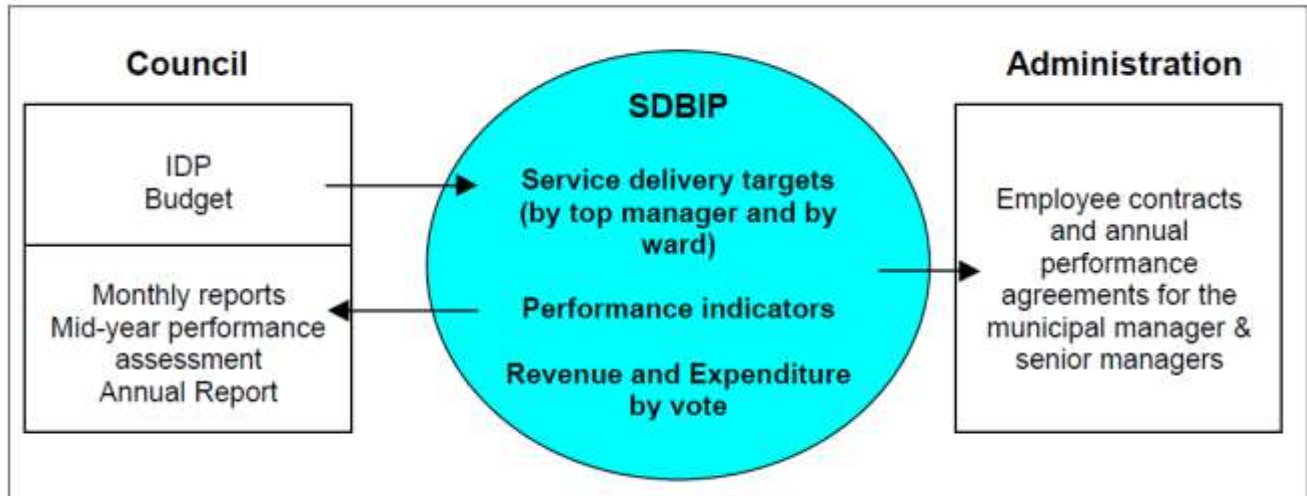
Table 61: ICT software

Company	Programme	Application
Sebata	Sebata Financial Management Solutions	Sebata Consolidated Billing Sebata Ledger Sebata Payroll Sebata Assets Sebata Stores Sebata Cashbook Sebata Financial Management Solutions
Microsoft	MS Office	MS Word MS Excel MS PowerPoint MS Publisher Adobe MS Outlook
Sophos	Sophos Protection	Sophos Antivirus
Standard Bank	Standard Bank Business Online	Standard Bank Business Online Electronic Banking
SITA	eNatis	Motor Vehicle Registration

Source: Senqu Municipality

THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for a SDBIP is stated in the MFMA, Section 69.3 (a) and is the responsibility of the Municipal Manager.



The SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

The National Treasury Circular 13 describes in detail the approach to SDBIP's. Basically there is a high level SDBIP for the purpose of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top (the Municipal Manager), all staff operate under KPI's within the identified KPA's. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level every vote could be aligned to an IDP strategy and some KPI's. These then form the basis of future monthly and in year reporting. The draft SDBIP is contained in Annexure 8.

VALUATION ROLL

The Municipal Valuation date is the 1st of July 2012, thus all valuations must this be completed before the 31st of January 2012. In terms of The Municipal Property Rates Act of 2004, Chapters 4, 5, 6 and 7 a municipal valuation process of all properties within a municipal jurisdiction must be completed by a municipality within

the ambit of this Act (MPRA) given due consideration to rights of community members and the municipality/municipal valuator which will conduct the valuation process.

In order to achieve the above an informative consultation process with community members will be embarked upon explaining activities to be performed by the municipal valutors and the rights of community members regarding the entire valuation process. This informative consultation process will also afford community members an opportunity to gain clarity on any uncertain matters which they might have. All meeting dates and places will be formally advertised and placed on notice boards in municipal offices. It is expected that meetings will take place either in the last week of September 2012 or the first week of October 2012. Formal dates for meetings to be held, will be decided upon at a meeting with the Municipal Valuator on the 11th of September 2012 and published in newspapers and notice boards on the 12th of September 2012. This has been done and the process of lodging objections closed on the 26th March 2013.

In conclusion the new updated valuation roll will be implemented in the 2013 – 2014 budget year and the updated valuation roll to be implemented in the 2013 – 2014 budget year. Yearly Supplementary Valuation Rolls are being conducted in years that general valuation does not take place

INTERNAL CONTROLS

The municipality has an effective internal control system in place as evidenced by its VUNA award for 3 consecutive year's unqualified audit. All issues relating to the audit are addressed in Chapter 5

Risk management is conducted on an annual basis by the IPME department and risk assessment reports generated quarterly per department.

SUPPLY CHAIN MANAGEMENT

Senqu has two committees viz the Specification/Evaluation Committee which ensures that the specifications are correct and in line with scm legislation and approves them for tender advertisements. The Committee also evaluates bids once tenders have closed and forwards their recommendations to the Bid Committee. The second committee is the Bid Committee makes the final decision on tenders except for tenders above R 10 million. The specifications and evaluation committee are combined as this assists with administrative efficiency.

The Unit consists of 5 staff members who handle bids, demand management, contract management as well as managing the database and issuing orders. The Unit assists the Compliance and Governance Manager to monitor the performance of suppliers and bidders. The turnover rate of the procurement process is not accurately measured but normally takes about 3 months from specification to appointment.

Contract Management is shared between the Unit and the officials who requested the service and Corporate Services who archive the signed contracts.

CHAPTER NINE: PERFORMANCE MANAGEMENT SYSTEM

1. MONITORING & EVALUATION SYSTEM & UNIT

The M& E unit consists of the Manager Governance and Compliance with a risk management Officer and an intern. The Unit is responsible for the development of the Institutional SDBIP, departmental SDBIP, S56 Managers scorecards and that of the line managers' scorecards. In order for administrative efficiency the PMS scorecard is combined with the SDBIP so that only one report is received. The SDBIP, PMS and IDP objectives, strategies, indicators and targets are aligned on an annual basis.

Particular care has been paid to this in 2012/13 and 13/14 in order to avoid the AG's comments on 11/12 that the SDBIP targets were poorly worded thus making it difficult to determine whether the target had been met. The AG also claimed that the IDP objectives did not match those of the SDBIP and PMS. This was due to a change of wording which has been addressed and now the wording is the same in all documents.

The evaluations for the 2011/12 financial year are still being completed in line with the PMS policy which states that Directors will only be formally assessed once the final annual report is approved. It is therefore impossible to accurately state what percentage of the SDBIP targets was met.

In order to verify that targets are met, the responsible individuals submit quarterly reports with their portfolio of evidence to the Head of Department who checks it and submits it to the Manager Governance & Compliance. It is checked and a quarterly assessment is carried out. Formal assessment is only done in the second and fourth quarter.

2. MPAC

The MPAC has been trained again just to ensure that members are fully conversant with their roles and responsibilities. The Committee meets and discusses the departmental quarterly reports submitted by Directors and develops an annual S 46 report on performance assisted by the Manager Compliance and governance. As MPAC has improved its capacity so has its ability to interrogate the evidence provided by directors to support that

targets have been met. As a result in the 2013/14 financial year the compliance with reporting and submitting of evidence has been much improved.

3. PMS IMPLEMENTATION AND ROLL OUT

The Municipality has implemented an organisational PMS as per the policy adopted in 2009. However roll out to Managers below S56 has been delayed due to the limited functioning of the local labour forum which fails to sit regularly. In addition the lack of job descriptions for all posts and implementation of the organogram hindered the process as well. As a result the developed roll out plan has not been implanted. It is however planned that the PMS will be implemented to line managers in 2013/14.

4. ABRIDGED PERFORMANCE MANAGEMENT POLICY

The policy was adopted by Council on the 3rd July 2009.

• Applicability

This policy will be applicable to the following employees:

- All s56 Managers duly defined as per s56 of the Municipal Systems Act No 32 of 2000.
- All other Managers and staff who have negotiated fixed-term contracts;
- All other employees within Senqu Municipality for whom this policy is currently applicable in terms of the approved roll-out plan.

• Governance Issues

This policy and framework will be guided by the following governance and supporting structures:

- Council (required to adopt this policy);
- The Municipal Manager who facilitates the review and amendment of this policy;
- The Municipal Manager who assumes responsibility for the management and administration of performance management application; and

- The Performance Management Audit Committee and in their absence the Audit Committee.

PHASES WITHIN THE PERFORMANCE MANAGEMENT CYCLE

The Performance Management Cycle is an annual cycle, which extends from 1 July to 30 June, during which time performance is measured against performance targets. Through the process of planning, steps are taken to “plan” and set performance targets for the period under review. These targets will be ultimately linked to the achievement of the IDP objectives, which represent the targets of the Municipality as a whole.

These targets in turn, are reflected within the Municipal Scorecard (as high-level strategic objectives) which is further translated into departmental objectives (as reflected also within the SDBIP's or Service Delivery Budget and Implementation Plans. These, in turn, are translated into plans, which become increasingly operational, as they cascade from the senior Managers down to the lower levels. Each “subordinates” scorecard (depicting performance objectives and performance indicators) are drawn from the Manager's scorecard immediately above.

Linking employee Performance Management System to Human Resources Development

Every employee is required to have Action / Personal Development Plan (PDP) that is prepared at the end of the formal performance review. These plans should form a key part of the skills development planning process. Individual learning plans provide the opportunity for managers/supervisor and employees to jointly identify training and development needs in order to improve job performance and to support individual development.

The individual learning plan, which must be completed annually, records the actions agreed to improve performance and to develop skills and competencies. It must be developed to improve the ability of the employee in their current job but also to enable employees to take on wider responsibilities and extend their capacity to undertake a broader role where appropriate. Where applicable it should also contribute to enhancing the potential of individuals to carry out higher level jobs. This plan contributes to the achievement of continuous development of employees within the Municipality. Action/ Personal Development Plan should be used by the head of department to develop a comprehensive departmental skills plan. Managers are encouraged to use development activities other than training courses when preparing the learning plan. Such development activities may include:

MEASURING EMPLOYEE PERFORMANCE

The criteria to measure an employees performance will be reflected on the scorecard as outputs (or agreed upon objectives, i.e. targets). This describes exactly what was required to be achieved during the year.

Performance Indicators for each output will be provided and will detail the evidence that will be required to assess whether or not the employee has achieved the required objective.

The Inputs are reflected as the knowledge, skills and behaviour required in order achieving these objectives i.e. the inputs or behaviour required.

Actual performance will be evaluated on evidence provision and a Portfolio of Evidence will be required to be presented for each individual in order to substantiate the achievement or non-achievement of required performance in all areas highlighted within the scorecard. A column entitled "Reason for Deviation" will be completed to indicate reasons for over or under achievement, so that ratings may be made within context.

WEIGHTINGS AND INDICATORS (Technical, CMC's and CCR's)

Indicators or inputs will be weighted according to the impact within each Key Performance area on the scorecard. As a standard rule of thumb and to ensure a balanced scorecard-type approach to performance management, 80% of the final score will be made up of the Technical Key Performance Areas for the position in question. CCR's (cross-cutting results) or Core Management Competencies (CMC's) will account for 20% of the final score. KPA's are scored out of 160 points for the technical aspect of the position and 40 points are allocated to the CMC's or CCR's. As in the case of all indicators, these inputs will detail the required targets and the evidence required in order to measure actual performance achieved against the desired objectives.

THE FINAL ASSESSMENT (June/July)

The final assessment for the Performance Cycle occurs during July (after the July – June annual term), however no ratification and payment of bonuses may be concluded until the Annual Report for the same period under review has been submitted to and ratified by Council.

The Performance Review Panel (Final Review)

The constitution of the Performance Management System Evaluation Committee will be as follows:

- Municipal Manager
- Mayor
- Portfolio Councillor for Corporate Services
- Portfolio Councillor for Budget & Treasury

Note: Should the Mayor not be able to attend, two (2) different Portfolio Councillors may be appointed to take his/her place.

- All s56 Managers
- Performance Management System Facilitator

It must be noted that all the s56 Managers will form part of this Evaluation Committee and will be part of the panel that reviews each Manager, including the Municipal Manager, in this way ensuring that a Peer Review takes place.

The Performance Management System Facilitator is appointed externally and it will be required of this person to remain responsible for monitoring and facilitating the process of review.

This person will consolidate the final results that will be presented to the Chairman for ratification and for final

presentation to the appointed Audit Committee for approval and verification.

Note: The constitution of this panel will be required to change for lower levels and this reflects the level for s56's; Departments shall submit to the Top Management Meeting how their panels shall be constituted. Should there be a deviation to the panel constitution for any reason council must ratify such deviation

Portfolio of Evidence

Managers and staff will be required to provide evidence to support any formal evaluation of performance and will prepare for assessment meetings accordingly. It is critical to ensure that documentary evidence to support performance achieved, is obtained and filed in a folder termed a *Portfolio of Evidence*. This document is made available to both the Evaluation and Audit Committee, so that assessment results are able to be justified. SDBIP's may be used as supplementary evidence.

Recognition and Qualifying for Bonuses

s56 Employees

The Municipal performance regulations for s56 Managers promulgated in August 2006 in respect of the management of performance evaluation outcomes indicate that a performance bonus ranging between 5% and 14% of all-inclusive remuneration package may be paid in order to recognize **outstanding** performance.

Special Cases (s56)

S56`s that entered into contracts prior to implementation of the Regulations Performance management system are treated as special cases in terms of section 39(2) of the regulations. One aspect of the contracts deal with payment of performance bonuses up to 20% ,in terms of contract arrangement this remains applicable. In determining the performance bonus, it must be noted that the relevant percentages will be required to be based on the overall rating calculated by using the applicable assessment rating calculator. Accordingly:

Special Cases

RATING	ASSESSMENT SCORE	<i>PERFORMANCE REWARD</i>
5	81 - 100	Total Package x 20% (full bonus)
4	66 - 80	Total Package x 20% x percentage (%) obtained in formal evaluation
3	51 - 65	Total Package x 20% x percentage (%) obtained in formal evaluation
2	36 - 50	Total Package x 20% x percentage (%) obtained in formal evaluation
1	Less than 35	No Reward

Other s56 Managers (In terms of Municipal performance regulations promulgated in August 2006)

- A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9% and
- 150 and above is awarded a performance bonus ranging from 10% - 14%.

On the “new” performance management system the Managers need to have their bonus worked out on the sliding scale framework. This score is now out of 200 points. Their bonus should be scored as follows :

Score / 200	% Bonus
130 (65%)	5
134 (67%)	6
138 (69%)	7
142 (71%)	8
146 (73%)	9
150 (75%)	10
154 (77%)	11
158 (79%)	12
162 (81% - 82 %)	13
166+ (83% +)	14

The KPA's must constitute 80% of the final score and the CCR's must constitute 20% of the final score. This means that the KPA's must be scored out of 160 and the CCR's must be scored out of 40 points.

Scoring

If the KPA's received an individual score based on the 5-point rating scale, then you would determine the weighted scores as follows :

Example :

If there were 6 individual indicators under a specific KPA, you use the 5- point rating scale for each individual

indicator. If you scored 19 points out of a possible 30 (6 individual indicators multiplied by 5) and the weighted score was out of 15, the following is the method to calculate the final weighted score for the indicator : 19 divided by 30 multiplied by 15 = 9.5.

Merit Increases (s56)

Merit increases for Section 56 (special cases included) employees are determined by performance against targets. Once performance criteria have been established, performance targets are reviewed regularly. At the end of the financial year, actual performance is compared against the agreed performance targets to determine the magnitude of the merit increase. The merit increase is calculated as a percentage of the total annual package of the employee, as indicated in the table hereunder.

Score / 200	Merit increase
130 to 141 (65% - 70%)	1% of total package
142 to 149 (71% - 74%)	2% of total package
150 to 161 (75% - 80%)	3% of total package
162 to 165 (81 - 82%)	4% of total package
166+ (83% +)	5% of total package

Budgetary provision must be made on an annual basis for the payment of performance bonuses and merit increases as indicated above.

All other employees

Bonuses will be awarded between 2% and 5% of the total package.

- 80% achievement i.e. scores of 160 and above will be entitled to a performance bonus of 5%.
- 75% - 80% i.e. scores of 150 to 159 will receive a bonus of 4%.
- 73% - 75% i.e. scores 146 to 149 will receive a bonus of 3%; and
- 70% - 72% i.e. scores of 140 to 145 will receive a bonus of 2%.

Scores of below 70% will not receive a bonus.

Merit Increase (Employees below s56)

Merit increases for employees below s56 will be phased in once the necessary Budgetary provisions have been made and only employees achieving 80% and above will receive 1% of total package as a "once off" payment in lieu of a merit increase.

MANAGEMENT OF POOR PERFORMANCE

Poor performance will be required to be managed through ongoing coaching, however, formal coaching is required to be conducted during the September and March reviews.

Failing the required improvement in performance, the employees will be managed as per the terms of their performance contracts and agreements (as per s56 and fixed-term contract positions) whilst other employees will have performance managed as per the Disciplinary and Grievance Procedure and Code.

ANNEXURE 1: MUNICIPAL SECTOR PLANS, POLICIES & BY LAWS

PLANS	STATUS
Senqu Spatial Development Framework,	Reviewed 2013 from 2009. Adopted 28 May 2013 review. This is the last review of the document. A new document will be drafted in the 2014/15 financial year.
Detailed Disaster Management Plan	Adopted 29 April 2011
Land Use Management Framework	Principles contained in SDF
Land Use Management System	Principles contained in SDF
Integrated Waste Management Plan	Adopted June 2013
Air quality management plan	No as not a licensing authority
Environmental Management Plan	Yes as part of the Joe Gqabi District Municipality Environmental Management Plan 2011. The plan ensures that all resources are utilised in a sustainable manner
3 year financial plan	Yes and draft adopted 30 March 2012
Work Place Skills Plan	Yes done annually
Employment Equity Plan	Yes done annually
HR Strategy	Yes done annually
Organogram	Adopted May 2012
PMS framework and policy	Adopted 2010. Revised 2011 and draft adopted 11 March 2011
A. Water Service Development Plan (all WSAs) B. Water Resources Plan C. Forestry Plan	Not applicable but utilised information from JGDM WSDP 2010
Integrated Transport Plan	Not applicable as not transport authority but utilised JGDM revised ITP 2010
Housing Plan	Adopted 2011
Energy Master Plan (Electricity Master Plan)	Not applicable as not a REDS
Local Economic Development Strategy/Plan	Adopted June 2013
Infrastructure Investment Plan (EPWP)	Yes as part of the CIP and EPWP but will be changed

PLANS	STATUS
Area Based Plans (Land Reform)	Not applicable as done for DM's but utilised JGDM ABP 2010
Anti-Corruption Strategy	Yes
Municipal turnaround strategy	Yes but completed
Tourism Plan	Adopted 31 January 2013

MUNICIPAL POLICIES CORPORATE SERVICES

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
1. Integrated Human Resources Development Strategy	30/11/2010	Due for reviewal	HR, Corporate Services
2. Leave	30/11/2010	To be adopted by Council on 03 July 2013	Corporate Services
3. Recruitment and Selection Policy	27/03/2013	Annually	Corporate Services
4. Bursary	25/09/2007	To be adopted by Council on 03 July 2013	Corporate Services
5. Promotion, Demotion and Transfer policy	27/03/2013	Annually	Corporate Services
6. Occupational Health and Safety	20/09/2007	Due for review	Corporate Services and OHS Committee
7. Telephone Usage	27/03/2013	Annually	Corporate Services
8. Cellular phones & 3 G policy	27/03/2013	Annually	Corporate Services
9. Career Development and succession Planning	30/11/2010	Due for Reviewal	Corporate Services and Training Committee
10. Remuneration	30/11/2010	To be adopted by Council on 03 July 2013	Top Management / Corporate Services
11. Subsistence and Travel Allowance	27/03/2013	Annually	Corporate Services
12. Standby and Overtime	20/09/2007	To be revoked – included in remuneration policy	Corporate Services
13. Employees Assistance Programme	11/2005	Due for reviewal	Corporate Services
14. Relieving Allowance Policy	11/2005	To be adopted by Council on 03 July 2013	Corporate Services
15. HIV/Aids Policy	11/2005	Due for reviewal	MMS' Office and Corporate Services
16. Code of Conduct For Staff Members	2005	Due for reviewal	Corporate Services
17. Sexual Harassment	11/2005	Due for reviewal	Corporate Services
18. Relocation	27/03/2013	Annually	Corporate Services

19. Employment Equity Policy	09/2010	Due for reviewal	Corporate Services
20. Scarce Skills Remuneration Policy	2010	To be adopted by Council on 03 July 2013	Corporate Services
21. Exit Interview Form	11/2005	Due for reviewal	Corporate Services
22. Fleet Management Policy	July 2009	Due for reviewal	Corporate Services
23. Housing Subsidy Scheme	November 2005	Due for reviewal	Corporate Services
24. Inclement Weather	February 2005	Due for reviewal	Corporate Services and OHS Committee
25. Confidentiality of Information and Classification Policy	11/2005	Due for reviewal and Approval	Corporate Services
26. Business Continuity Plan		Due for reviewal and Approval	Corporate Services
27. Termination of Employment		To be adopted by Council on 03 July 2013	Corporate Services
28. Central registry Manual	27/03/13		Corporate Services
29. Records Management Policy	27/03/13		Corporate Services
30. Access to information Manual	27/03/13		Corporate Services
31. Housing Policy	27/03/13		Corporate Services

FINANCE

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
32. Supply Chain Management	30 June 2006	Annually 28 May 2013	Corporate and Finance
33. Credit Control & Debt Collection	11/2005	Annually 28 May 2013	Corporate and Finance
34. Cash Management Banking and Investment Policy	11/2005	Annually 28 May 2013	Corporate and Finance
35. Asset Management and Insurance Policy	28 May 2013	Annually	Corporate and Finance
36. Rates and valuation policy	11/2005	Annually 28 may 2013	Corporate and Finance
37. Information System Security/ IT Policy	13/02/2009	Annually	Corporate and Finance
38. Tariff and Services Policy	2007/03/30	Annually 28 May 2013	Corporate and Finance
39. Free Services and Indigent Subsidy Policy	28 May 2013	Annually	Corporate, Technical and Finance
40. Credit Card Policy	No dates on the policy	Due for review	Corporate and Finance
41. Borrowing, funding and reserve policy	28 May 2013		Corporate and Finance
42. Disaster Recovery Plan	2012/02/22		Finance
43. Tariff and Service Policy	2012/03/20		Finance
44. Disaster Recovery Plan	2012/01/22		Finance
45. IS Security Policy	2012/03/23		Finance

IPME

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
46. Customer Care Policy	11/12/12	Annually	Corporate and IPME
47. LED Strategy	June 2013	Annually	Corporate and IPME
48. Communication & Information Disclosure	11/2005	Annually	Corporate and IPME
49. Performance Management Policy	3 July 2009	Annually	Corporate and IPME
50. Code of Conduct for councilors	2005	Annually	Corporate and IPME
51. IDP & Budget Policy	2013	Annually	Finance & IPME
52. HIV & Aids Strategy	27 March 2013		Corporate & IPME

MUNICIPAL MANAGER'S OFFICE

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
53. Fraud and Management Policy	14/08/2009	Annually	Corporate and MMs' Office
54. Grant In Aid	02/2007		Corporate and MMs' Office
55. Risk Management and Frame Work	25/ 06/ 2009	Annually	Corporate and MMs' Office
56. Audit Charter	25/06/2009	Annually	Corporate and MMs' Office
57. Delegation Framework and Register	2008	Due for reviewal	Corporate and MMs' Office
58. Notice of Gathering			Corporate and MMs' Office
59. Internal Audit Plan	2011/06/30		Corporate and MMs' Office
60. Declaration of Interest Guide/ Policy	2006/03/31		Corporate and MMs' Office
61. Affirmative Action and Employment Equity Frame Policy	No dates on the policy	Annually	Corporate and MMs' Office
62. Gender Equity Policy	No dates on the policy	Annually	Corporate and MMs' Office
63. Public Participation Policy	2009	Annually	Corporate and MMs' Office
64. Fraud Prevention Plan	December 2008	Annually	MMs' Office
65. Promotion of Access to Information Act of 2000 Manual	No dates found in the policy	Due for Review	MMs' Office
66. Framework for use , management and maintenance of Mayoral vehicle	1 October 2013		MM's Office

TECHNICAL SERVICES

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
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67. Standard Operating Procedures			Technical Services and Corporate Services
68. Subdivision, rezoning consolidation and building policy	2009/07	Annually	Corporate and IPME
69. Spatial Development Framework	2009	28 May 2013	Technical Services
70. Housing Scheme / Subsidy Policy	2005/11		IPME and Corporate Services

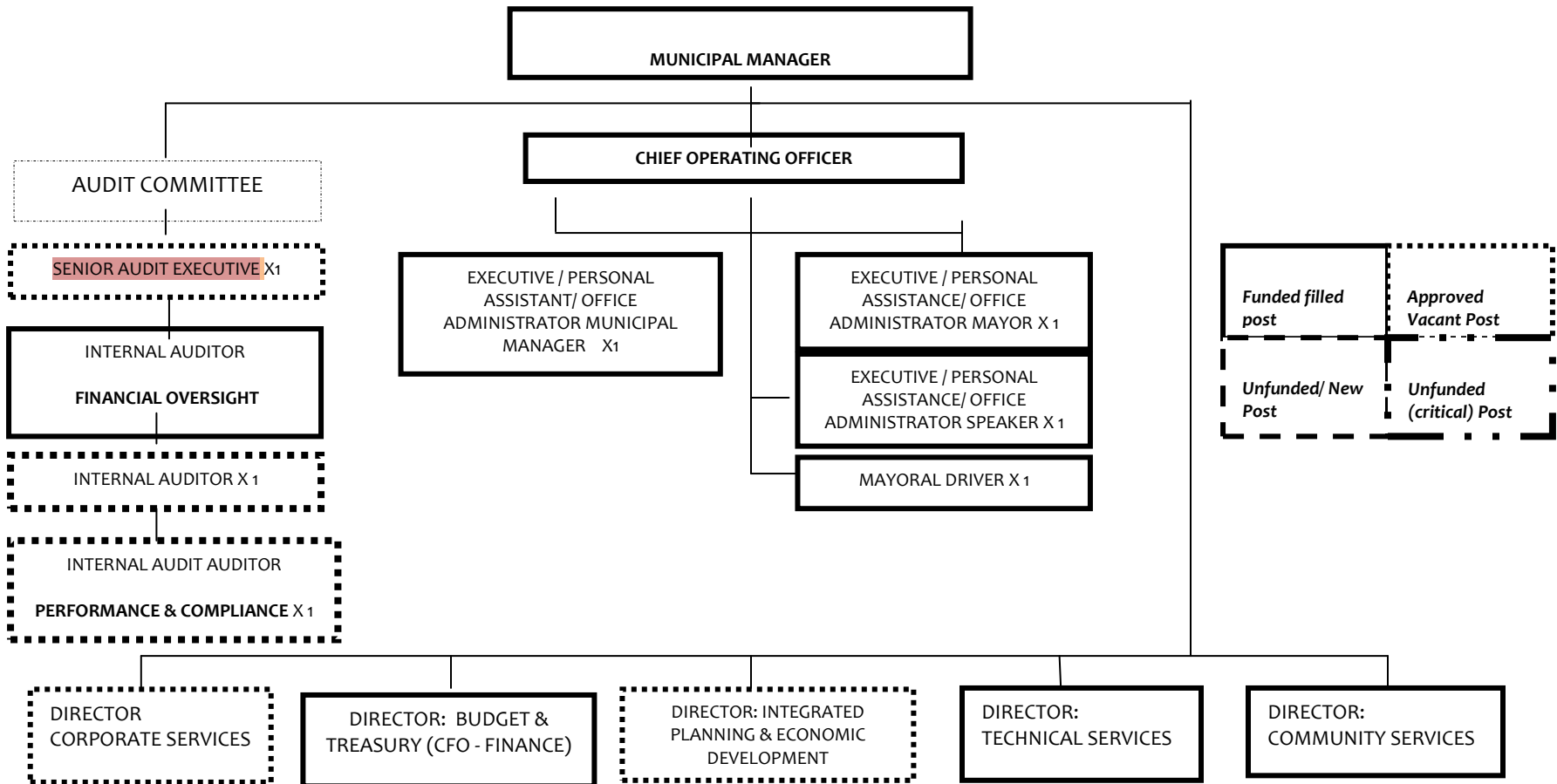
COMMUNITY SERVICES

POLICY	DATE APPROVED	REVIEWAL DATE	RESPONSIBLE DEPARTMENT / PERSON
71. Pauper Burial	18 March 2010		Community and Corporate Services
72. Waste Management Policy			Community and Corporate Services
73. Catering Policy	30 September 2011		Community Services
74. Use of Municipal Facilities	Still to be approved by the Council.		Community Services

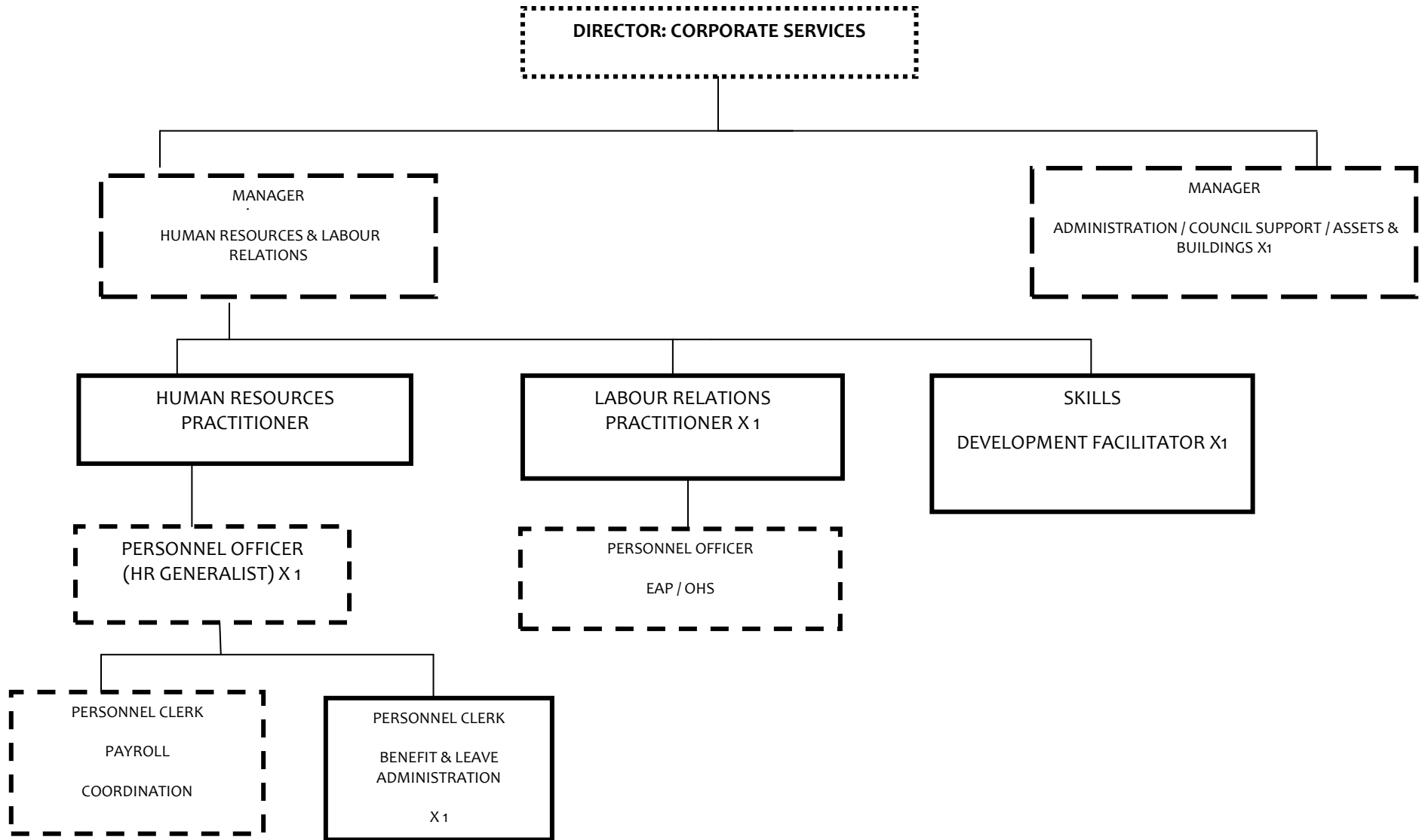
BY LAW	SUBJECT
Abattoirs	Abattoirs
Advertising signs and the disfigurement of the front or frontages of streets	Advertising signs and the disfigurement of the front or frontages of streets
Air pollution	Air pollution
Airport	Airport
Animals, birds and domestic pets	Animals, birds and domestic pets
Building control regulations	Building control regulations
Business and street trading	Business and street trading
Cemeteries	Cemeteries
Childcare services	Childcare services
Commonage	Commonage
Community Fire services	Community Fire services
Corporate Identity	Corporate Identity
Dumping and littering	Dumping and littering
Electricity supply	Electricity supply

BY LAW	SUBJECT
Keeping of dogs	Keeping of dogs
Liquor trading	Liquor trading
Municipal Honours	Municipal Honours
Noise pollution	Noise pollution
Preparation of foods at registered private kitchens	Preparation of foods at registered private kitchens
Prevention of nuisances	Prevention of nuisances
Public amenities	Public amenities
Public roads	Public roads
Road Traffic	Road Traffic
Street Lighting	Street Lighting
Taxi ranks and Taxi ranking	Taxi ranks and Taxi ranking
Unsightly & Neglected Buildings and premises	Unsightly & Neglected Buildings and premises
Ward committees	Ward committees
Water supply sanitation services	Water supply sanitation services

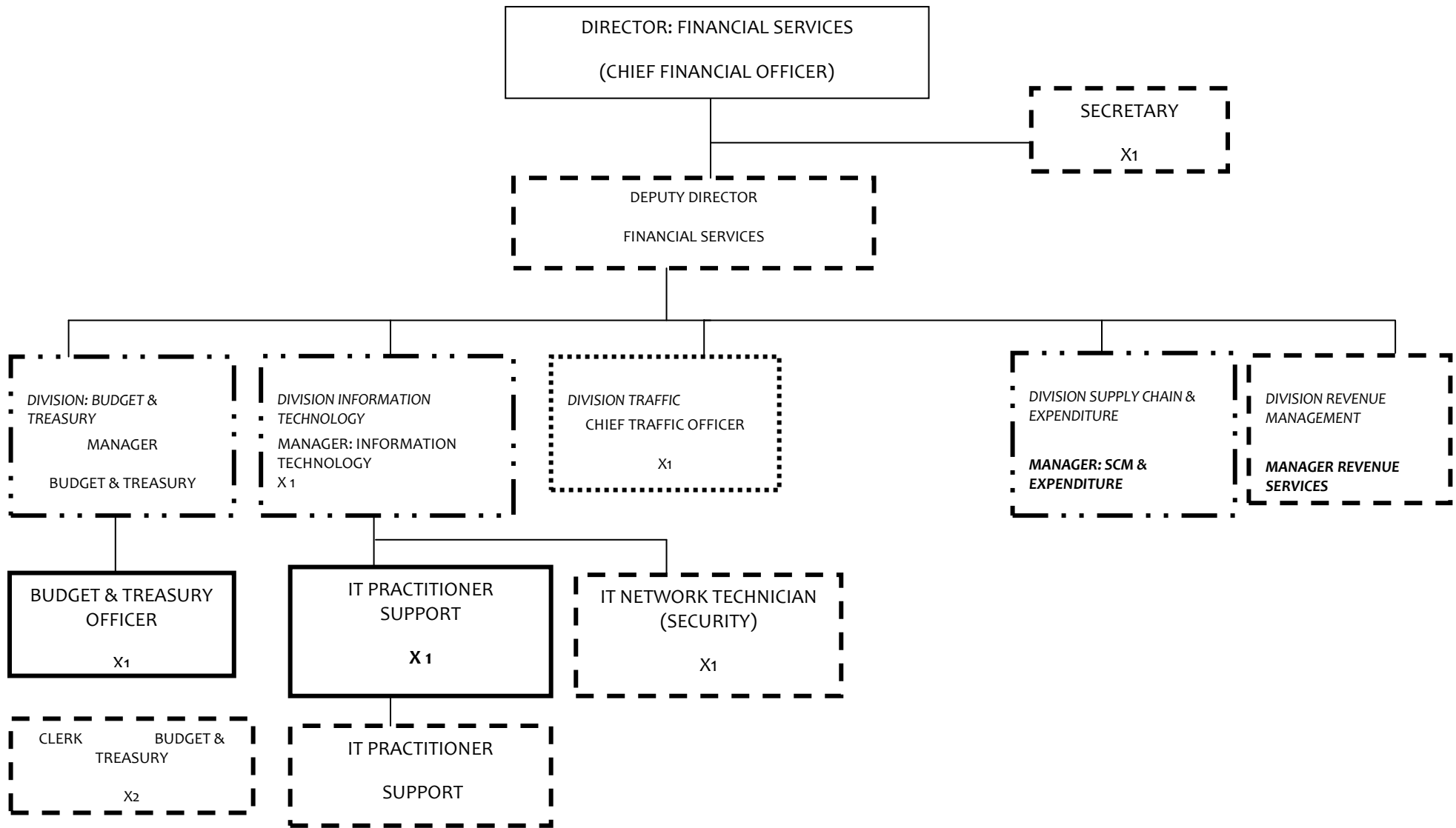
ANNEXURE 2: ABRIDGED ORGANOGRAM



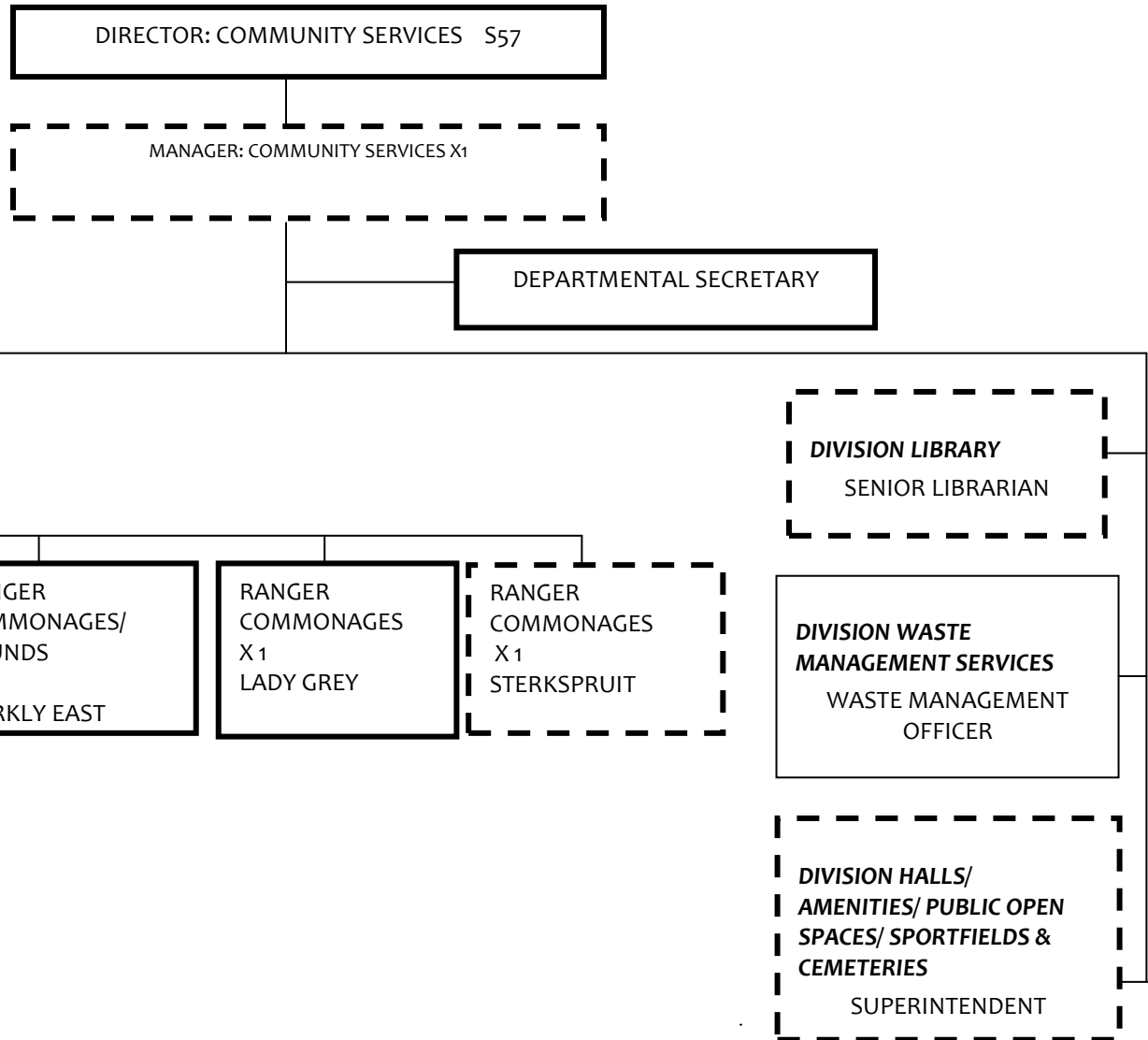
CORPORATE SERVICES



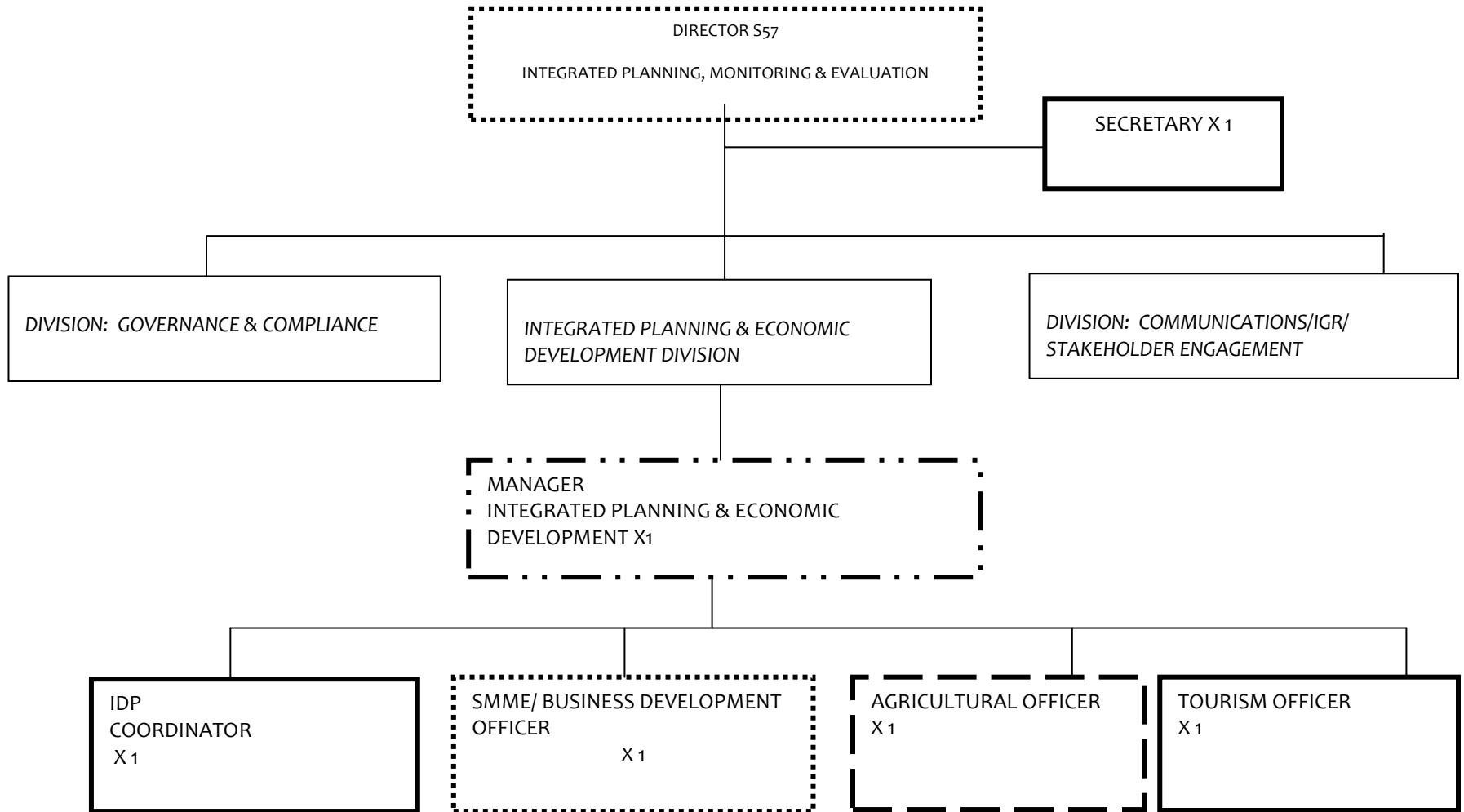
FINANCIAL SERVICES



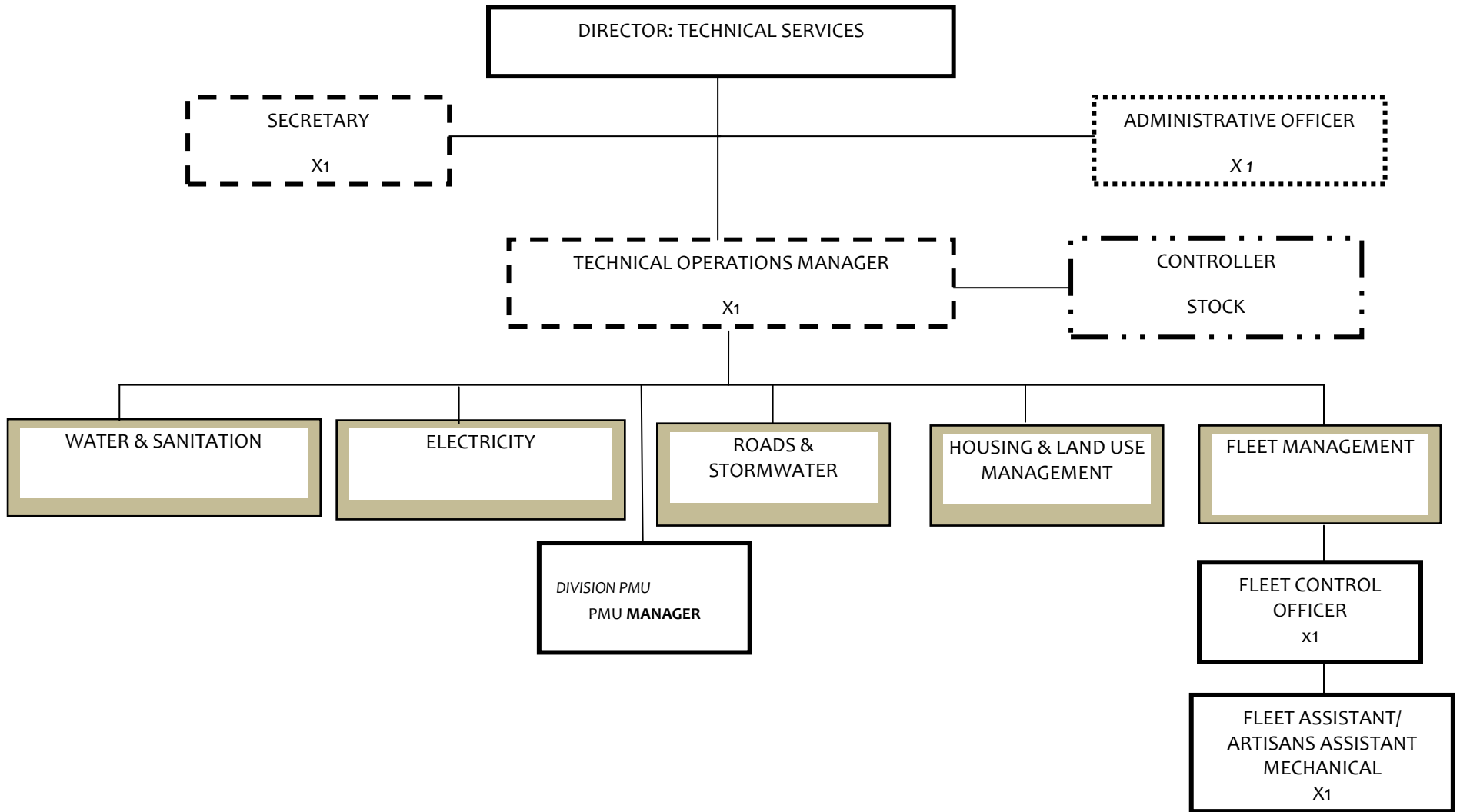
COMMUNITY SERVICES



INTEGRATED PLANNING MONITORING & EVALUATION



TECHNICAL SERVICES



ANNEXURE 3: STAKEHOLDER REGISTER

Senqu Community Stakeholder Register

2012/13



Organisation	Contact Person	Contact details
AGRICULTURE		
Clanville Boere Vereeniging	JVA Greyling M.J.Greyling	045 9421005 045 9421009 ricksu@nokwi.co.za mjakang@ananzi.co.za
Hershel Farmers Support Centre	B.W.Mafantir	076 1304682
Transvaal Agricultural Union (TAU SA)	J.Schoeman	083 6510739 P.O.Box 263 Barkly East 9786 jacoschoeman@telkomsa.net
Small Farmers	Ntsokolo Dyasi	078 7589522
Barkly East Small Farmers	Thobile Yalezo Thembinkosi	073 1902622 078 2089281
NAFU SA	Siyanda Chitha Caleb Nxele	079 0319110 sgsiyanda@webmail.co.za 072 5526357
Senqu Farmers Association	Mr. Gielie Greyvenstein	082 921 7061 or 0459719100 (F) gpqboerdery@xsinet.co.za
COMMUNITY ORGANISATIONS		

Organisation	Contact Person	Contact details
Council of Churches	Nombuyiselo Mjobo-Spambo	076 9119032 P.O.Box 124 lady grey 9755
SACC - YF	Mxolisi Sonti	mxolisisontis28@gmail.com 072 4221753
JSC	Wiseman Ntshwaxu Zabevuya Matyebo	072 1328781 tawise@webmail.co.za 078 3999461
LGCB0	Mbulelo Nomaxhayi S.Makafani	079 8401315 073 2222379
LGTA	Porelo Dikobo	073 8609255
Sport Forum	Phumla F.N. Dawule Bongeka Mzangwe F.Mzangwe Z.Khoba	078 3624731 073 6437962 078 1845903 072 4876820
Senqu Youth Council	Mr. Velile Stokwe Chair Nomfundo Gcinisa (Deputy) Siyabulela Mei (Sec)	073 9678083 074 7307571 083 4754127
RATEPAYERS		
Lady Grey Ratepayers Association	P.C.Wood	082 5769009
BUSINESS		
GLS Shop Mehlomakulu	Gloria N Moseleuyama	082 8470350
	S.L.Q Busakwe	P.O.Box 10 Sterkspruit 9762 Luvuyo.busakwe@impilo.ecprov.gov.za
Khula Bhele	B.T Mpelwane	08 7323405
Sakhikamva Co-op	Matsepang Mandrew	072 1356228
Sterkspruit brick makers	A.K.Gebuzi	073 8327084

Organisation	Contact Person	Contact details
	Mlamli Kongisa	073 0715534
Masiphilisane	Ntombizanele Matuka	073 6127158
Thusanang	Deneo Potlaki	073 0305589
Senqu WEE	P.C.K.Oldjohn	073 0353634
Aligeo guest House		073 6298642
BMS Pollaspot Complex Projects Co-op	Ras Luther	083 4221659
Lady Grey	S,Mputhi M.Mkmethwa	072 1902328 078 4610678
Masabelane	N.P.Kongisa Z.L.Bikizana	073 3816836 076 406260
Refefgotso Construction	E. Moketsi	072 9107195
Sterkspruit Business Forum	Welile Mbolekwa Chairman	Tel: 051 004 0053 Fax: 086 542 9381 Email: welile@sharpaxemedia.co.za welile@msn.com Mobile/cell : +2783 692 6514
WARDS		
Community Development Workers	Nomngqophiso Shumane (Ward 1) Nomfundiso Mvula (Ward 2) <i>Deceased</i> (Ward 3) Sichumile Ndluzele (Ward 4) Thekanti Lamani (Ward 5) Poelo Dikobo (Ward 6) Sindiswa Tyesi (Ward 7) Coceka Mpu (Ward 8) Noluthando Mqungquthu (Ward 9) Thembeke Setlai (Ward 10) Hlalele Sereba (Ward 11) Caswell Nyongwana (Ward 12) <i>Deceased</i> (Ward 13) Lieketseng J.Marai (Ward 14)	073 8380516 083 9580116 073 730 7230 073 273 9407 073 860 9255 073 730 7230 079 656 1123 079 206 0924 072 315 0112 078 757 2858 078 571 9823 078 652 4089 072 959 7488 079 260 3899

Organisation	Contact Person	Contact details
	Mongezi Motleleng (Ward 15) Vuyani Letlaka (Ward 16)	
Senqu Ward Committee	M.V.Odendaal V.D.Mngezana	083 4032376 073 20552136
Traditional Leaders	Chief Manxeba Chief Nkopane Chief Vukani Chief Kakudi	084 7477 313 078 119 3777 078 253 4011 076 847 1099

ANNEXURE 4: CUSTOMER CARE

Customer Service Policy Statement: Providing Goods and Services to Residents of Senqu Municipality

1. Our mission

The mission of Senqu Municipality is to provide community services that enhance our valued quality of life through equitable delivery of services; effective stewardship of our unique physical environment; cooperative planning and resources development and fiscal responsibility.”

2. Our commitment

In fulfilling our mission, Senqu municipality strives at all times to provide its goods and services in a way that is transparent, affordable, efficient, effective and relevant to the individual residents' need and respects their dignity and independence.

3. Providing goods and services

Senqu Municipality is committed to excellence in serving all customers including people with disabilities and we will carry out our functions and responsibilities in the following areas:

3.1 Communication

We will communicate with people with disabilities in ways that take into account their disability.

We will train staff who communicate with customers on how to interact and communicate with people with various types of disabilities.

We will communicate with people in their own language

We will communicate in a concise manner avoiding all jargon to enable the customer to fully comprehend and understand the communication.

3.2 Telephone services

We are committed to providing fully accessible telephone service to our customers.

We will train staff to communicate with customers over the telephone in clear and plain language and to speak clearly and slowly.

3.3 Billing

We are committed to providing accessible invoices to all of our customers. For this reason, invoices will be provided in the following formats upon request:

Hard copy or e-mail.

We will answer any questions customers may have about the content of the invoice in person, by telephone or e-mail.

3.4 Goods and services provided

- Buying of pre-paid electricity
- Grave plot applications
- Building plans
- Town Planning zoning applications
- Cutting of grass on verges and parks
- Hire of commonage for grazing
- Hire of community halls
- Buying of vehicle licence discs
- Change of ownership of vehicles
- Writing of Learners Drivers liscence
- Driving Licence tests
- Electrical connections
- Hiring of stadiums and sport facilities
- Street signs
- Impounding of stray animals
- Storm water drainage

- Street and access road maintenance
- Business applications

4. Notice of temporary disruption

Senqu Municipality will provide customers with notice in the event of a planned or unexpected disruption in the facilities or services. This notice will include information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if available.

The notice will be placed at all public entrances and service counters on our premises.

5. Training for staff

Senqu Municipality will provide training to all employees, volunteers and others who deal with the public or other third parties on their behalf, and all those who are involved in the development and approvals of customer service policies, practices and procedures.

Applicable staff will be trained on policies, practices and procedures that affect the way goods and services are provided. Staff will also be trained on an ongoing basis when changes are made to these policies, practices and procedures.

6. Feedback process

The ultimate goal of Senqu Municipality is to meet and surpass customer expectations. Comments on our services regarding how well those expectations are being met are welcome and appreciated.

Feedback regarding the way Senqu Municipality provides goods and services can be made by e-mail, verbally, suggestion box and feedback card. All feedback will be directed to the Customer Care Officer. Customers can expect to hear back in 3 working days.

Complaints will be addressed according to complaint categories already established in our municipal's complaint management procedures.

7. Modifications to this or other policies

We are committed to developing customer service policies that respect and promote the dignity and independence of people. Therefore, no changes will be made to this policy before considering the impact on the people concerned and discussing the proposed changes with them.

8. Questions about this policy

This policy exists to achieve service excellence to customers. If anyone has a question about the policy, or if the purpose of a policy is not understood, an explanation should be provided by, or referred to the Customer Care Officer.

CUSTOMER CARE POLICY (condensed)

3. OBJECTIVES OF THE POLICY

With this policy Senqu Municipality aims to achieve the following objectives:

- To fulfil the human right of every citizen to be treated with dignity and respect
- To foster quality customer service standards for all citizens of the municipality
- To ensure satisfactory service delivery for the customers of the municipality
- To make people aware that the municipality values and encourages their input in activities of the municipality
- To promote equality, courtesy and delivering on the mandate of government for all our customers
- To comply with legislation
- To provide a quality service to all stakeholders interacting with the Municipality – the public, service providers, contractors, fellow staff members in every department and other government agencies.
- To ensure that customers are provided with the relevant information as and when is needed in the appropriate format.
- To ensure customer complaints are addressed promptly, timeously and to the full satisfaction of the client

- To ensure that customers, both internal and external to the Municipality receive a consistent and fair treatment at all times.
- To reduce financial and time costs incurred arising from poor customer service due to repeat calls from and to customers
- To equip our staff with knowledge and competencies to continuously enhance the service standards according to changing customer needs.

4. CUSTOMER SERVICE COMMITMENT

Senqu Municipality commits itself to maintaining quality customer service guided by these principles:

- To provide services of high quality standards to all our customers, by giving them value for their money
- To treat our customers with equity, professionalism and dignity at all times
- To maintain effective communication with our customers, by continuously engaging them on information that is of importance to them in terms of developments within the municipality
- To address all issues that are raised by our customers in the best possible manner, to ensure satisfaction and resolve matters directed to the municipality
- To employ knowledgeable staff who will assist customers, and be able to resolve their customer queries
- To promote and uphold confidentiality of all our customer queries, in order to make it safe for customers to come forward with any problems
- To ensure maximum utilisation of all resources so that service delivery is satisfactory to all customers

5. STANDARDS AND VALUES

5.1 The key objective is to ensure consistency in our customer service by:

- a. Providing a standard that is simple and user friendly.
- b. Providing a documented framework and guidelines.
- c. Developing performance targets which are reviewed regularly and gather feedback from staff, Councillors, our partners and the public.

5.2 *Waiting times*

- a. After initial contact, customers will be given an indication of how long they can be expected to wait. If waiting times are to exceed 10 minutes, customer services staff must inform the customer.

5.3 *Telephone calls*

- a. Staff will aim to answer telephone calls within 15 seconds or after 2 rings, whichever is greater.
- b. Calls in departments and sections should be answered with:
 - Good morning / afternoon
 - Department and name - preferably surname or first name
- c. However staff in Customer Services or satellite/external offices should answer calls with:
 - Good morning / afternoon, the facility/site and their name.
- d. Staff should aim, wherever possible, to resolve the customer's enquiry at first contact.
- e. Telephones will be attended during published opening hours. If staff are away from their desk, phones should be diverted to another person / section or a message should be taken. Never leave the customer with the impression that you are "unable to

assist him/her”

- f. In cases where a customer has a hearing impairment, arrangements can be made via the Customer Services department
- g. If members of staff need to telephone a customer, they will ask if it is convenient or arrange another time to call and keep the appointment. **THE SWITCHBOARD SHOULD NEVER BE USED** for this purpose.
- h. If a call is put on 'hold' the customer must be told why this is happening and kept updated if the waiting time is longer than expected.

5.4 Answer phones and voicemail

- a. Answer phones and voicemail may be used to ensure that telephone calls are answered. We will aim to provide the following:
 - Recorded messages from answer phones will provide customers with an alternative contact number or details.
 - Answer phone / voicemail will give the caller an option to leave a message.
- b. All Council messages must be responded to as soon as possible - ideally within 24 hours or the next working day if the message is left over a weekend, after hours or a public holiday.
- c. Staff / sections should update voicemail each day detailing whether available, on holiday or giving alternative contact details / numbers or forward calls to another number or colleague.
- d. Wherever possible the use of voicemail should be avoided. It is a sign of being too busy to attend to customers.

5.5 Written correspondence and notices

- a. Incoming written correspondence (fax and mail) will be acknowledged within three days (at maximum) and responded to in 10 working days (at maximum).
- b. Receipt of an email will be acknowledged in one (1) working day.
- c. The presentation and content of any written correspondence must be clear, easy to understand and jargon free, accurate and include a contact name and number.
- d. All issues raised by the customer will be acknowledged and responded to within the correspondence.
- e. In written communication with customers, the logo of the municipality must appear in all documentation and/or letters communicating information regarding the municipality
- f. All correspondences received must have a turnaround period of 5 days for answering, so that customers and stakeholders know feel priority from the municipality
- g. Written notices to the public must be placed on public areas where all public can access it, e.g. libraries, Thusong Service Centre, etc.

5.6 Complaints Procedure

- a. Staff will aim to resolve all concerns raised by the customer immediately and informally.
- b. Staff will inform the customer that if the informal resolution is not to their satisfaction, they may make a formal complaint and explain how to do this.
- c. Customers should have an acknowledgement of their complaint within three days and a full written reply within 15 days.

- d. Heads of Departments will analyze any complaints about the service in their respective units and take remedial action so that problems do not recur.
- e. These service failures may involve:
 - i. Unjustified delays.
 - ii. Failure to follow council policies, rules or procedures.
 - iii. Failure to provide a service according to Batho Pele principles iv. Failure to tell people of their rights or entitlements.
 - v. Providing inaccurate or misleading advice

5.7 Publications

5.7.1 The following information will be available in council publications:

- a. Standards of service against targets.
- b. Progress on projects undertaken by the municipality
- c. Changes made to services as a result of feedback, complaints or consultation with relevant stakeholders.

5.8 Suggestions

- a. We will encourage customers, partners and staff to make suggestions through a suggestion book located at the Reception area
- b. Additionally, the council will inform customers of any changes made to services as a result of their suggestions
- c. Suggestions and complains should be acknowledged within 3 working days of receipt.
- d. Suggestions and complains should be addressed within 4 working days after acknowledgement e. Where concerns could not be addressed customers should be given valid reasons.

5.9 Customer Safety and Health

- a. All customers visiting council buildings will be provided with a safe environment.
- b. Where possible, buildings which receive members of the public will have a designated member of staff for (1) Health and Safety (2) First Aid and the details displayed.
- c. The Council shall at all times comply with Health and Safety guidelines as espoused in the OHS Act No 85 of 1993.

5.10 Staff training and development

- a. We will ensure that staff receives continuous training to enable them to satisfy customer expectations and keep their skills up-to-date.

5.11 Staff name badges

- a. Where appropriate, staff will be neatly dressed to meet members of the public.
- b. Where appropriate, staff will wear printed name badges that specify their name and designation

5.12 Buildings and signage

- a. Buildings will be clearly signed internally and externally.
- b. Reception points will be attended during opening hours.
- c. Reception points will be welcoming, clean and tidy

- d. Reception points will display clear and accurate opening times.
- e. Details of services and personnel available will be displayed clearly in all reception areas.

5.13 Information / Communication

- a. Information for the public will be clear and reviewed regularly.
- b. Published information will be accessible to customers with specific needs and in line with the Promotion of Access to Information Act no. 2 of 2000
- c. Information to the public and other stakeholders should be sent timeously

5.14 Availability and access

5.14.1 We will ensure customers have easy access to information about:

- a. Opening times.
- b. Offices and addresses. c. Names of Managers.
- d. Facilities / services available. e. Access details.
- f. Means by which contact can be made. g. Out of hours contact details.

5.15 Staff conduct, awareness and safety

- a. Staff working at information centres must arrive on time at work and should never leave their centres unattended. Timeous permission should be sought from the immediate supervisor if a staff member wishes to leave the Information centre for whatever reason. The necessary disciplinary procedures shall be proffered against any staff member violating this clause.
- b. Staff will be courteous and polite and expect to be treated in the same way by customers.
- c. In any case of extended dispute, frontline staff must seek assistance from their immediate Supervisor who will liaise with the immediate Manager.
- d. We will ensure that procedures are in place to safeguard staff from both verbal and physical attack.
- e. We will take action - legal or otherwise - where verbal or physical attacks are made to staff.
- f. Staff shall at all times dress properly and wear their respective name badges for ease of identification by customers.
- g. In no time should staff, while at the Information centres answer cellphones. This is because cellphones are believed to be private and clients will have an impression they are not attended to.

5.16 Customer information provision

- a. Stored information will be made available in accordance with Promotion of Access to Information Act no. 2 of 2000
- b. Any communication will be clearly identified as Molemole Local Municipality with author, current date and any reference numbers.
- c. We will also promote the use of electronic service delivery to provide customers with information.

6. PERFORMANCE MONITORING & EVALUATION

- a. This policy will be reviewed every year to accommodate changing client's preferences
- b. We will have systems and processes in place that allow us to monitor and evaluate our performance and publicise our performance against standards.
- c. Senqu Municipality will ensure that systems are in place to monitor service performance against the set standards
- d. Information will be collected from internal staff, service providers and the public to obtain inputs for improving the system

7. CONCLUSION

This policy document shall achieve the following goals.

- Ensuring improved customer service approach
- Promote cohesion amongst service units
- Increase efficiency in service delivery level standards
- Promote the Local Government: Municipal Systems Act 32 of 2000, to promote to access of information by the public on municipal services
- To encourage customer inputs for service delivery and improvement
- To provide a better understanding on customer needs
- To serve, to satisfy and to promote equality of all customers and stakeholders of the municipality.

ANNEXURE 5: COUNCIL RESOLUTION FOR IDP PROCESS PLAN

ITEM 6.1 SPECIAL COUNCIL MEETING
DRAFT IDP AND BUDGET PROCESS PLAN

31 AUGUST 2012

1. INTRODUCTION

The MFMA Act 53 of 2003 (S21 1b) states that the Mayor must at least 10 months before the start of the budget year table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the integrated development plan.

2. COMMENTS

The draft IDP and budget review process plan has been developed for comment and adoption by Council by the end of August 2012.

3. FINANCIAL IMPLICATIONS

The Process plan will occur as per the allocated budget for the IDP process.

4. RESOLUTION

- 4.1 That the budget and IDP Steering Committee meet to discuss the draft plan.
- 4.2 That Council consider the dates stipulated in the plan and amend when necessary.
- 4.3 That Council adopt the plan by the end of August 2012.

P. N. A

ANNEXURE 6: COUNCIL RESOLUTION FOR IDP ADOPTION

ITEM 7.2 SPECIAL COUNCIL MEETING
FINAL INTEGRATED DEVELOPMENT PLAN REVIEW 2012-13

30 MAY 2012

1. INTRODUCTION

1.1. Legislation

A municipal council –

- (a) must review its integrated development plan-
- (i) annually in accordance with an assessment of its performance measures in terms of section 41: and
 - (ii) to the extent that changing circumstances so demand; and
- (b) may amend its integrated development plan in accordance with a prescribed process. (Municipal Systems Act, No 32 of 2000, S 34).

1.2. Background

The newly elected Council adopted the IDP 2011-16 of the outgoing Council after the 18 May 2011 local government elections. The IDP for 2012-13 is therefore a review of the 2011-16 document. The draft has been adopted by council in March 2012.

2. COMMENTS

2.1. MANAGEMENT ADVICE

The document is a draft and has been published for public comments in conjunction with the draft municipal budget. No comments were received. A Mayoral outreach was held in May 2012 where the contents of both the IDP and budget were presented by the Mayor. The draft IDP has been assessed by the MEC and unofficially declared credible. Official confirmation has yet to be received

2.2. SYNOPSIS OF SALIENT ISSUES

The draft IDP will be printed after adoption and incorporate the following items which must still be adopted by Council.

- Adopted 5 year organogram and organisational structure
- Budget
- Updated annual targets based on the budget

The only changes to the document include additional information for the financial plan and governance section of the IDP which were found lacking in the preliminary release of the MEC's comments. In addition sector departments have submitted additional project information.

2.3. IMPLICATIONS OF FOLLOWING ADVICE,

Council should adopt the draft IDP subject to the above mentioned amendments being made to the document.

P. N. A

2.4. FINANCIAL IMPLICATIONS

The Auditor- General will find against the municipality if any projects are implemented that do not form part of the IDP. It is therefore imperative that the budgeted projects form part of the IDP.

4. RESOLUTION

4.1. That Council adopt the draft IDP 2012-13 review document subject to the following additions being made. These additions are as follows:

- Adopted 5 year organogram and organisational structure
- Adopted Budget
- Updated annual targets based on the budget

P. N. A

1. INTRODUCTION

The purpose of the HR Strategy is to set out a Human Resource Management Framework for Senqu Municipality to meet the organization's strategic goals and objectives. The Municipality's vision which is "valuing our diversity and quality of life for all" must ultimately be realized via the deployment and maximum utilization of human resources. The HR department must evolve from the Traditional HR functions towards a more strategic role in human resource management and the attached HR Strategy defines how this process should take place.

The focus areas of this document are the following:

Human Capital Management (People focus)
HR Administrative Issues
Legislative Compliance.

3. RESOLUTION

- 2.1 The Council adopted the Human Resource Strategy Document.
- 2.2 The HR Strategy be workshopped to all staff, Directors and Corporate Services Standing Committee and EXCO Members.

ANNEXURE 8: SDBIP

SENQU MUNICIPALITY

DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (JULY - JUNE) 2013-2014

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE										KPA WEIGHT:				
STRATEGIC OBJECTIVE	Programme	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2013)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To maintain and upgrade existing access roads and stormwater	ROADS AND BRIDGES- BSD01	BSD 01-01	Construction of an access roads in ward 1,3,4,8,9,12,15,16 and 19	Insufficient access roads - backlog of approx 768 km	All planned access roads constructed by 30 June 2014	R 18 554 224	Aceses Road constructed	Improved level of access roads within the municipality	Progress Report on the construction of these Access Roads as planned	Progress Report on the construction of these Access Roads as planned	Progress Report on the construction of these Access Roads as planned	Progress Report on the construction of these Access Roads as planned	4 Project Reports per project and projects handover reports submitted to Exco	Director Technical Services
		BSD 01-02	Maintain rural and urban gravel roads	57.35km maintained in previous financial year	60 km	Plant and staff & maintenance budget of R 370 000	Roads Maintained	Improved level of gravel roads within the Senqu Municipality	15 km	15 km	15 km	15 km	4 Quarterly Reports submit to Exco	Director Technical Services
		BSD 01-03	Maintain and construct Stormwater drainage	206.23 km maintained in previous year	84 km b 30 June 2014	Plant and staff and maintenance budget of R 240 000	Stormwater constructed and maintained	Improved level of gravel roads within the Senqu Municipality	21 km	21 km	21 km	21 km	4 Quarterly Reports submit to Exco	Director Technical Services
		BSD 01-04	Undertake pothole repairs on surfaced roads	Ongoing due to poor condition of existing surfaced roads infrastructure	4 Quarterly Reports on the number of potholes repaired	Plant and staff & maintenance budget of R 370 000 (9part of roads maintenance)	Reports compiled	Improved levels of municipal roads	Identify potholes monthly	Identify potholes monthly	Identify potholes monthly	Identify potholes monthly	4 Quarterly Reports submit to Exco	Director Technical Services

	BSD 01-05	Phase 1 Construction of Box Culvert River crossing in ward 3	No River crossing	Phase 1 of the construction of Box Culvert River crossing completed by 30 June 2014	R5 00 000	Box Culvert constructed	Community safety and all weather access			Acquiring of Service Provider through SCM process	Commence with construction	Project status report and completion certificate submitted to Exco	Director Technical Services	
		BSD 01-06	Phase 1 Construction of the Pedestrian Bridge in ward 4	No Pedestrian bridge	Phase 1 Construction of the Pedestrian Bridge in ward 4 by 30 June 2014	R5 00 000	Pedestrian bridge constructed	Community safety and all weather access			Acquiring of Service Provider through SCM process	Commence with construction	Project status report and completion certificate submitted to Exco	Director Technical Services
To maintain and upgrade the existing network	ELECTRICITY - BSD02	BSD 02-01	Reduce electricity losses by replacement of open conductors and restringing of lines	Upgraded KVA meters and Upgraded lines and poles installed where poles are too far	5 km restringing and replacement of open conductors by 31 May 2014	Maintenance budget of R 495 000 & capital budget of R 3.4 M, staff	Electricity losses Reduced	Improved supply of electricity and maintenance	Purchase the required equipment for restringing	100 m Strung	100 m Strung	Upgraded KVA Meters	12 Monthly Reports submitted to Exco	Director Technical Services
To maintain and upgrade the existing network	ELECTRICITY - BSD02	BSD02-02	Number of prepaid meters installed on demand basis	New Indicator	4 Quarterly Reports on the applications received and number of meters installed	Director Technical Services/Superintended Electrical	All applications attended to	Improved supply of electricity in the municipality	1 Report	1 Report	1 Report	1 Report	4 Reports on newly installed prepaid meters to Exco	Director Technical Services
		BSD02-03	Number of electrical fora meetings held by 30 June 2014	New Indicator	4 Quarterly Meetings held	Director Technical Services/Superintended Electrical	All meetings attended	Improved coordination of Electricity Issues	1 Meeting	11 Meeting	1 Meeting	1 Meeting	1. Agenda, 2. Minutes,	Director Technical Services
		BSD02-04	Facilitate takeover BE new 802 housing project from Eskom for supply purposes	New Indicator	Initiate meeting with Eskom 30 September 2013	Director Technical Services/Town Planner	Meeting with Eskom	Improved supply of electricity in the municipality	Meeting (s)	Meetings(s)	NERSA involvement	Finalise (either way)	Minutes and Attendance Register	Director Technical Services
		BSD02-05	Install 70 street lights in BE to new RDP houses	New Indicator	70 street lights in BE to new RDP houses installed by June 2014	Director Technical/Town Planner/R5 00 000	All 70 Street Lights installed	Improved visibility in Barkly East	17 Street Lights installed	18 Street Lights Installed	17 Street Lights installed	18 Street Lights Installed	Report on newly installed Street lights to Exco	Director Technical Services
		BSD02-06	Install 400 new street lights in BE 802 housing project	New Indicator	400 new street lights in BE installed by 31 March 2014	Director Technical/ Superintendent Electrical/R 1008176	All 1200 new street installed	Improved visibility in the Lady Grey and Barkly East Areas			400 Street Lights Installed		Report on newly installed Street lights to Exco	Director Technical Services

To ensure proper management of Fleet within the municipality	FLEET MANAGEMENT - BSD03	BSD03-01	Construction of a Fleet Bay	New Indicator	Fleet Bay Constructed by 30 June 2014	Director Technical/ Manager PMU/R1000000	1 Fleet Bay Constructed	Improved Safekeeping of municipal property			Acquiring of Service Provider through SCM process	Commence with construction	Project status report and completion certificate submitted to Exco	Director Technical Services	
	To provide sustainable infrastructure develop by improving and building housing infrastructure and land administration/building control	HOUSING - BSD04	BSD04-01	Develop a database of housing beneficiaries in each ward	New Indicator	Ward database developed by June 2014	Director Technical/Town Planner	Ward Database compiled	Improved living conditions for residents of Senqu Municipality				Database Compiled	Database submitted to Exco	Director Technical Services
BSD04-02			Transfer of 100 LG, 100 BE, 20 Rhodes and 10 houses in Rossouw	New Indicator	All houses transferred to their rightful owners by 30 June 2014	Director Technical/Town Planner	All transfers completed	Improved living conditions for residents of Senqu Municipality				Houses Transferred	Proof of Transfers (Happy Letters) and Report to Exco	Director Technical Services	
BSD04-03			Review housing sector plan	Current Housing Sector Plan	Reviewed Housing Sector Plan by 31 May 2014	Director Technical/Town Planner	Sector Plan compiled	Improved Human Settlement Management				Plan Developed	Plan Approved	Council Resolution Approving the Plan	Director Technical Services
BSD04-04			Development and Promulgation of land and building control bylaws	New Indicator	By-Law developed and promulgated by 30 June 2014	Director Technical/Town Planner	By-Law developed	Improved land and building control management				By-law developed	By-law promulgated	Council Resolution Approving the By-Law and proof of promulgation	Director Technical Services
BSD04-05			Report monthly on erf zoning and housing plans	New Indicator	12 Monthly Reports	Director Technical/Town Planner	Reports compiled	Improved land and building control management	3 Reports	3 Reports	3 Reports	3 Reports	3 Reports	12 Reports submitted to Exco	Director Technical Services
SPATIAL PLANNING - BSD05			BSD05-01	Develop a new SDF	Current SDF	Adopted SDF by 31 May 2014	Director Technical/Town Planner	Reviewed SDF	Improved land and building control management					Adopted SDF	Council Resolution approving the SDF

		BSD05-02	Updating of Zoning register	2012/2013 Zoning Register	Approved Zoning Register	Director Technical/Town Planner	Updated Zoning Register	Improved land and building control management	Register Updated			Adopted Zoning Register	Updated Register submitted to Exco	Director Technical Services
		BSD05-03	Development of town planning policies	New Indicator	All Town Planning Policies developed by 30 September 2013	Director Technical/Town Planner	Policies developed	Improved land and building control management	Policies developed				Council Resolution Approving policies	Director Technical Services
To provide and maintain community facilities	INDOOR RECREATIONAL COMMUNITY FACILITIES - BSD06	BSD06-01	Construction of an indoor recreation community facility (Hall) in Ward 3	New Indicator	1 Indoor Recreation Community Facility Renovated by 30 June 2014	Director Technical/ Director Community/Manager PMU/ R2850000	All Renovations Finished	Improved Ward Consultation the Municipality	Acquiring of Service Provider through SCM process	Commence with construction		Project Completion and Handover	Project status report and completion certificate submitted to Exco	Director Technical /Community Services
		BSD06-02	Renovate Herschel indoor recreation community facility (Hall).	New Indicator	1 Indoor Recreation Community Facility Renovated	Director Technical/ Director Community /Manager PMU/R 1000000	All Renovations Finished	Improved Ward Consultation the Municipality	Acquiring of Service Provider through SCM process	Commence with renovations		Project Completion and Handover	Project status report and completion certificate submitted to Exco	Director Technical/Community Services
		BSD06-03	Phase 2 Renovation of indoor recreation community facility (Hall).	Phase 1 Completed	Rossouw Indoor Recreation Community Facility Renovated	Director Technical/ Director Community/Manager PMU R 800000	All Renovations Finished	Improved Ward Consultation the Municipality	Acquiring of Service Provider through SCM process	Commence with renovations		Project Completion and Handover	Project status report and completion certificate submitted to Exco	Director Technical/Community Services
		BSD06-04	Phase 2 Renovation of indoor recreation community facility (Bhunga Hall additional toilets)	Phase 1 Completed	(Bhunga Hall) Indoor Recreation Community Facility Renovated and given additional toilets	Director Technical/ Director Community/Manager PMU/R 300000	All Renovations Finished	Improved Ward Consultation the Municipality	Acquiring of Service Provider through SCM process	Commence with renovations		Project Completion and Handover	Project status report and completion certificate submitted to Exco	Director Technical/Community Services

To Maintain and effectively monitor Cemeteries	CEMETRIES AND PAUPER BURIAL- BSD07		BSD07-01	Provision of Burial Plots	New Indicator	4 Quarterly Reports on the number of plots provided for communities	Director Community/Manager Community Services	Reports compiled	Improved Burial of communities	1 Report	1 Report	1 Report	1 Report	Report submitted to Exco	Director Community Services	
			BSD07-02	Build, control and maintain cemeteries	New Indicator	4 Quarterly Reports on control and maintenance of Cemeteries	Director Community/Manager Community Services	Reports compiled	Improved Burial of communities	1 Report	1 Report	1 Report	1 Report	Report submitted to Exco	Director Community Services	
			BSD07-03	Conduct EIA's for 3 cemeteries (1 in ward 10 Sterkspruit, 1 in ward 11 Herschel and 1 in Barkly East)	New Indicator	3 EIA's conducted by 31 May 2014	Director Community/Manager Community/ R 900000	Number of EIA's conducted	Improved Burial of communities	Acquiring of Service Provider through SCM process	Commence with the study			All 3 EIA's completed	Project status report and completion report submitted to Exco	Director Community Services
			BSD07-04	Fencing of Cemetery in Lady Grey	New Indicator	Lady Grey Cemetery fenced by 31 May 2014	Director Community/Manager Community/ R500000	Cemetery Fenced	A secured and demarcated burial location	Acquiring of Service Provider through SCM process	Commence with Fencing			Completion of the project	Project status report and completion report submitted to Exco	Director Community Services
			BSD07-05	Bury individuals certified as paupers in terms of the municipal policy	4 Reports	4 Quarterly Reports on number of paupers buried	Director Community / Manager Community	Number of pauper burials carried out	Dignified burial of the indigent	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report	4 Reports submitted to Exco	Director Community Services	
To provide basic sport and recreation facilities within the identified community areas	SPORTS AND RECREATION FACILITIES - BSD08		BSD08-01	Upgrading of the Barkly East Sports Facility	Old Facility	1 Sportsfield Upgraded by 30 June 2014	Director Community/ Director Technical/ Manager PMU/ R4792950	Facility Upgraded	Improved Community participation in Sports activities	Acquiring of Service Provider through SCM process	Commence with renovations		Project Completion and Handover	Project status report and completion certificate submitted to Exco	Director Technical/Community Services	
			BSD08-02	Construction of 2 new sports facilities in Ward 2 and Ward 13	New Indicator	2 Sportsfields Constructed by 30 June 2014	Director Community /Director Technical/Manager PMU/ R7200000	Facility Constructed	Improved Community participation in Sports activities	Acquiring of Service Provider through SCM process	Commence with renovations			Project Completion and Handover	Project status report and completion certificate submitted to Exco	Director Technical/Community Services

To provide reading and study material	LIBRARIES - 09	BSD09-01	Signing of the SLA with DSRAC	2012/2013 SLA	1 SLA signed by 30 September 2014	Director Community/ Senior Librarian	Signed SLA	Improved literacy levels within the Senqu Communities	SLA signed				Signed SLA	Director Community Services
To provide and maintain parks and open spaces creating a pleasant environment for communities	PARKS AND PUBLIC OPEN SPACES - BSD10	BSD10-01	Develop cleaning operational plan	New Indicator	4 Quarterly Reports	Director Community/Waste Office	Plan Developed and Implemented	Improved face of Municipal towns	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports on Cleaning of towns submitted to Exco	Director Community Services
		BSD10-02	Re Establishment of a park in Barkly East	New Indicator	Park re-established 30 June 2014	Director Community/ Director Technical/R5000 00	Facility Re-established	Improved Community Leisure within the Barkly East area	Acquiring of Service Provider through SCM process	Commence with renovations		Project Completion and Handover	Project status report and completion certificate submitted to Exco	Director Technical/Community Services
To manage commonages and control stray animals within Senqu Municipality	COMMONAGES AND ANIMAL CONTROL - BSD11	BSD11-01	Maintain and Repair fencing in commonages	Fence is currently being stolen	4 Quarterly Report on Fencing Repairs	Director Community/ Manager Community	Reports compiled	Improved management of animals	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports on Repairs of Fence in commonages submitted to Exco	Director Community Services
		BSD11-02	Develop Stock Register	New Indicator	Stock Register Developed and maintained 30 September 2013	Director Community/ Manager Community	Register and Reports compiled	Improved management of animals	Register Developed and 1 quarterly Report submitted	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Register and 4 Quarterly Reports submitted to Exco	Director Community Services

		BSD11-03	Control Stray Animals	New Indicator	Impounding all stray animals (4 Quarterly Reports)	Director Community/ Manager Community	Number of Stray Animals impounded	Improved management of animals	Quarterly Report on Stray Animals Impounded	Quarterly Report on Stray Animals Impounded	Quarterly Report on Stray Animals Impounded	Quarterly Report on Stray Animals Impounded	4 Quarterly Reports submitted to Exco	Director Community Services	
		BSD11-04	Construction of an animal pound in Barkley East	Old Pound	1 Pound Constructed by 30 June 2014	Director Technical/ Director Community / R300 000	Pound Constructed	Improved management of animals	Acquiring of Service Provider through SCM process	Commence with the renovations	Renovations continues	Renovations Completed	Project status report and completion certificate submitted to Exco	Director Technical/Community Services	
		BSD11-05	Construction of an animal pound in Lady Grey	New Indicator	1 Pound Constructed by 30 June 2014	Director Technical/ Director Community / R800 000			Acquiring of Service Provider through SCM process	Commence with the construction	Construction continues	Construction Completed		Director Technical/Community Services	
To provide efficient and economical refuse collection and recycling services	WASTE MANAGEMENT - BSD 12	BSD12-01	Daily Cleaning of 6 Towns	Ongoing	12 Monthly Reports	Director Community/ Manager Community	Reports compiled	Healthier and Clean living conditions	3 Reports	3 Reports	3 Reports	3 Reports	12 Reports on cleaning of towns submitted to Exco	Director Community Services	
		BSD12-02	Conduct EIA for 4 Solid Waste Sites in ward 10, 11, 15 and 16	New Indicator	Completed EIA's by 31 May 2014	Director Community Manager Community /R1250000	Number of EIA's conducted	Healthier and Clean living conditions	Acquiring of Service Provider through SCM process	Commence with the study			All 3 EIA's completed	Project status report and completion report submitted to Exco	Director Community Services
		BSD12-03	Weekly Households refuse removal	New Indicator	12 Monthly Reports	Director Community/ Manager Community	Waste collected in all areas	Healthier and Clean living conditions	3 Reports	3 Reports	3 Reports	3 Reports	3 Reports	12 Reports on the collection of waste	Director Community Services

		BSD12-04	Construction of a weigh bridge in Lady Grey	New Indicator	1 Weigh Bridge Constructed by 31 March 2014	Director Technical/ Director Community/Manager Community/ R500000	Waste collection being monitored	Effective Management of Waste	Acquiring of Service Provider through SCM process	Commence with the construction	Construction Completed and project handed over		Project status report and completion certificate submitted to Exco	Director Technical/Community Services
KPA 2: LOCAL ECONOMIC DEVELOPMENT										KPA WEIGHT:				
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
Making the municipal area more attractive to investors, tourists and individuals	TOURISM - LED01	LED01-01	Market Senqu Municipal Area as a tourist destination	Previous Year's Tourism Indaba	Attend Indaba in May 2014	Director IPME/Manager IPED	Level of Marketing carried out	Well marketed municipal area	Destinations Expo attended			Attend the tourism Indaba	Reports submitted to Exco	Director IPME
		LED01-02	Redesign and implement the Senqu Tourism website by June 2014	Current Website	Gather information on places of interest by June 2014	Director IPME/Manager IPED	Website redesigned	Well marketed municipal area	Gather information on places of interest	Prioritise places with LTO	Decide with LTO what needs to go on website	Upload information on website	Reports submitted to Exco	Director IPME
To increase the number and length of stay of foreign and domestic tourists in Senqu municipal area by 2017	TOURISM - LED01	LED01-03	Strengthen and capacitate LTO and CTO's	CTO's are launched but not satisfactorily operational	Develop and implement an annual capacitation plan for CTO's and LTO by June 2014	Director IPME/Manager IPED	Meetings held	Improved integrated planning in tourism	Develop and adopt the annual capacitation plan by September 2013	Implement the capacitation plan	Monthly reports on project progress	Monthly reports on project progress	Reports submitted to Exco	Director IPME
		LED01-04	Mentor 2 emerging product owners	New Indicator	CTO to identify and mentor 2 emerging tourism product owners by December 2013	Director IPME/Manager IPED	Level of support provided	Improved local products marketing	Receive applications by September 2013	Identify 2 emerging tourism product owners by December 2013	Monthly mentor reports	Monthly mentor reports	Reports submitted to Exco	Director IPME

		LED01-05	Conduct community tourism awareness	New Indicator	Run 1 tourism community awareness campaign by September 2013	Director IPME/Manager IPED	Awareness held	Improved knowledge about Senqu Tourism	Run 1 tourism community awareness campaign by September 2013				Reports submitted to Exco	Director IPME		
		LED01-06	Develop and implement tourism signage and upgrade existing picnic sites and viewing points	Existing picnic sites and viewing points are in a bad state	Identified sites and signs for implementation and upgrading by 31 May 2014	Director IPME/Manager IPED	Signage installed	Improved knowledge about Senqu Tourism	CTO to identify signage and site needs by September 2013	Identified Signs and sites costed	Identified sites and signs upgraded and put up by March 2014			Reports submitted to Exco	Director IPME	
		LED01-07	Promote existing events and introduce new events	Funding of Passion Play and Duathlon	CTO to support at least 2 events for promotion by June 2014	Director IPME/Manager IPED	Support provided	Improved local products marketing	CTO to identify at least 2 events for promotion by September 2013	Quarterly reports on events promoted	Quarterly reports on events promoted	Quarterly reports on events promoted			Reports submitted to Exco	Director IPME
		LED01-08	Develop an annual events calendar	New Indicator	Develop a calendar of events for the Senqu area by 31 December 2013	Director IPME/Manager IPED	Calendar developed	Coordinated LED Programmes		Develop a calendar of events					Approved Calendar	Director IPME
		LED02-03	Jobs created in the CWP	2000	4 Quarterly Reports on Jobs created	Director IPME/Manager IPED	Number of jobs created	Improved socio economic conditions of the poor	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report			Quarterly Job Creation Reports submitted to the Exco	Director IPME
Create an conducive environment for existing, new and start-up business	SMME - LED03	LED03-01	Assist 2 businesses with information about various funding institutions and assist them to gain funding 30 June 2014	New Indicator	Minimum of 2 funding applications for the year	Director IPME/Manager IPED	Assistance provided	Improved participation of small businesses in the mainstream	2 funding application developed by December 2013	2 funding applications submitted by March 2014	Correspondence from funding institutions by June 2014		Reports submitted to Exco	Director IPME		
		LED03-02	Develop a trade and investment policy	New Indicator	Adopted trade and investment policy by March 2014	Director IPME/Manager IPED	Policy Developed	Coordinated LED Programmes	Develop ToR or service provider by September 2013	Appoint service provider by December 2013	Policy completed and adopted by March 2014	All municipal policies aligned to prevent red tape to prevent trade and investment by June 2014		Council Resolution Approving the Policy	Director IPME	
	BUSINESS LICENSING -LED04	LED04-01	Issuing of business Licenses	Ongoing	All qualifying businesses issued with Licenses by 30 June 2014	Director Community Services	Number of business licenses issued	Improved participation of businesses in the economic development of the municipality	Quarterly Report on Licenses Issued	Quarterly Report on Licenses Issued	Quarterly Report on Licenses Issued	Quarterly Report on Licenses Issued		Reports submitted to Exco	Director Community Services	

KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY									KPA WEIGHT:					
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				Audit Evidence	Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To comply with the MFMA prescriptions of supply chain management	SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MFMV01	MFMV01-01	Quarterly Reporting on departmental demand management plans	New Indicator	4 Quarterly Reports	CFO/ Manager BTO R 15 707 012	Reports compiled	Improved acquiring of Services from external Service Providers	1 Reports	1 Reports	1 Reports	1 Reports	4 Reports submitted to Exco	CFO
		MFMV01-02	Implementation of contract management	New Indicator	12 Monthly Reports	CFO/Director IPME/ Manager Governance and Compliance/ R 15 707 012	Reports compiled	Improved acquiring of Services from external Service Providers	3 Reports	3 Reports	3 Reports	3 Reports	12 Reports submitted to Exco	IPME/CFO
		MFMV01-03	Number of tenders adjusted within 3 months of advertisement	4 Reports	4 Quarterly Reports	CFO/Manager Expenditure and Supply Chain/ R 15 707 012	Reports compiled	Improved acquiring of Services from external Service Providers	Quarterly Adjudication Reports	Quarterly Adjudication Reports	Quarterly Adjudication Reports	Quarterly Adjudication Reports	Reports submitted to Exco	CFO
	SUPPLY CHAIN MANAGEMENT (DEMAND AND ACQUISITION) - MFMV02	MFMV02-01	Purchase a TLB	New Indicator	1 TLB purchased by 31 December 2013	Director Technical/ CFO/ R 720000	Improved State of Municipal Roads	Enhanced Machinery to better service delivery	Advertise for the TLB	Acquire the TLB			Proof of purchase	CFO/ Director Technical Services
		MFMV02-02	Purchase and Excavator	New Indicator	1 Excavator purchased 31 December 2013	Director Technical/ CFO / R1500000	Improved State of Municipal Roads	Enhanced Machinery to better service delivery	Advertise for the Excavator	Acquire the Excavator			Proof of purchase	CFO/ Director Technical Services
		MFMV02-03	Purchase 2 Light Delivery Vehicles for Roads Section	New Indicator	2 LDV purchased by 31 December 2013	Director Technical/ CFO / R 440000	Improved State of Municipal Roads	Enhanced Machinery to better service delivery	Advertise for the 2 vehicles	Acquire the 2 vehicles			Proof of purchase	CFO/ Director Technical Services

		MFMV02-04	Purchase 2 Light Delivery Vehicles for Electricity Section	New Indicator	2 LDV purchased by 31 December 2013	Director Technical/CFO R520000	Improved rectification of Electrical problems within the municipality	Enhanced Machinery to better service delivery	Advertise for the 2 vehicles	Acquire the 2 vehicles			Proof of purchase	CFO/ Director Technical Services
		MFMV02-05	Purchase 2 Light Delivery Vehicles for usage one for Town Planning section and one as a pool vehicle	New Indicator	2 LDV purchased by 31 December 2013	Director Technical/ CFO/ R450000	Improved Management of the Housing Section	Enhanced Machinery to better service delivery	Advertise for the 2 vehicles	Acquire the 2 vehicles			Proof of purchase	CFO/ Director Technical Services
		MFMV02-06	Purchase 1 Light Delivery Vehicles for Community Services	New Indicator	1 LDV purchased by 31 December 2013	Director Technical/ CFO/ R200000	Improved management of waste section	Enhanced Machinery to better service delivery	Advertise for the vehicle	Acquire the vehicle			Proof of purchase	CFO/Director Community Services
		MFMV02-07	Purchase a Tractor for Refuse removal in Lady Grey	1 Tractor	1 Tractor purchased by 31 December 2013	Director Technical/ CFO/ R300000	Improved management of waste section	Enhanced Machinery to better service delivery	Advertise for the Tractor	Acquire the Tractor			Proof of purchase	CFO/Director Community Services
		MFMV02-08	Purchase a Tractor for Refuse removal in Rhodes	1 Tractor	1 Tractor purchased by 31 December 2013	Director Technical/ CFO/ R400000	Improved management of waste section	Enhanced Machinery to better service delivery	Advertise for the Tractor	Acquire the Tractor			Proof of purchase	CFO/Director Community Services
		MFMV02-09	Purchase a Compactor Tractor	1 Compactor Tractor	1 Compactor Tractor purchased by 31 December 2013	Director Technical/ CFO/ R2200000	Improved management of waste section	Enhanced Machinery to better service delivery	Advertise for the Compactor Tractor	Acquire the Compactor Tractor			Proof of purchase	CFO/Director Community Services
		MFMV02-08	Purchase a vehicle for the Internal Audit Unit	New Indicator	1 Vehicle purchased by 31 December 2013	COO/CFO/R200000	Improved implementation of Audit section functions	Improve functioning of the IA section	Advertise for the vehicle	Acquire the vehicle			Proof of purchase	CFO/COO

		MFV02-09	Purchase 2 vehicles for traffic section	New Indicator	2 Vehicles purchased by 31 December 2013	CFO/R500000	Improved implementation of Traffic section functions	Improve functioning of the traffic section	Advertise for the 2 vehicles	Acquire 2 vehicles			Proof of purchase	CFO
		MFV02-10	Purchase furniture for the Municipal Manager and Mayoral Residence	New Indicator	Mayor and Municipal Manager's Residence Furniture by 31 December 2013	CFO/COOR500 000 (R300 000 for Mayor and R200 000 for Municipal Manager)	Acceptable Living conditions in the MM and Mayoral Residence	Dignified Municipal Residence for senior members of council	Advertise for the furniture	Acquire the furniture			Proof of purchase	COO/CFO
		MFV02-11	Purchase a polisher for usage in cleaning of community halls	New Indicator	1 Polisher purchased by 31 December 2013	Director Community/CFO R60000	Clean Indoor Recreation Community Facility	Improved status of municipal halls	Advertise for the polisher	Acquire the polisher			Proof of purchase	CFO/Director Community Services
		MFV02-12	Purchase a mower for usage in cutting of long grass along the municipal roads.	New Indicator	1 Mower purchased by 31 December 2013	Director Community/CFO R100000	Clean and safe municipal roads	Improved state of municipal roads	Advertise for the mower	Acquire the mower			Proof of purchase	CFO/Director Community Services
To manage, control and maintain all municipal assets according to MFMA regulations and good assets management practices	ASSET MANAGEMENT - MFV02	MFV02-01	Quarterly monitoring of Municipal Assets per Department	Non- Consistent	4 Quarterly Reports	CFO/ Manager Expenditure and SCM	Reports compiled	Improved Monitoring of Municipal Assets	1 Quarterly Reports	1 Quarterly Reports	1 Quarterly Reports	1 Quarterly Reports	Reports submitted to Exco	CFO
	FINANCIAL MANAGEMENT - FMV03	MFV03-01	% reduction of Unauthorised, Irregular, Fruitless and Wasteful expenditure	New Indicator	4 Quarterly Reports	CFO/Manager BTO	Reports compiled	Improved Management of Municipal Finances	1 Quarterly Report (100% reduced)	1 Quarterly Report (100% reduced)	1 Quarterly Report (100% reduced)	1 Quarterly Report (100% reduced)	Reports submitted to Exco	CFO
		MFV03-02	Compilation AFS	2011/2012 AFS	2012/2013 AFS	CFO/Manager BTO	Statement Compiled	Improved Financial Reporting of the Municipality	AFS Compiled				Financial Statement Compiled	CFO

MFV03-03	Reviewal of All financial policies and by-laws	2012/2013 Reviewed Policies	Reviewal of All Financial Policies	CFO/ Director Corporate	Number of policies reviewed	Improved Management of Municipal Finances				Circulation of all policies to relevant stakeholders	Reviewal of all policies	Council Resolution of the Approved policies	CFO/DIRECTOR CORPORATE SERVICES
MFV03-04	% of operational budget actually spent	2012/2013 operational budget spent	100% Expenditure	CFO/ Manager Expenditure and SCM	Operation budget spent	Improved Expenditure of Municipal Budgets in line with the planned targets	25%	50%	75%	100%			CFO
MFV03-05	% Capital budget actually spent	2012/2013 Capital budget spent	100% Expenditure	CFO/ Manager Expenditure and SCM	Capital budget spent	Improved Expenditure of Municipal Budgets in line with the planned targets	25%	50%	75%	100%			CFO
MFV03-06	% of grants received actually spent	2012/2013 operational budget spent	100% Expenditure	CFO/ Manager Expenditure and SCM	All grants spent accordingly	Improved Expenditure of all grants received	25%	50%	75%	100%			CFO
MFV03-07	Correct billing of consumers	New Indicator	12 Monthly Billing Reports	CFO/Manager Revenue	Billing Reports Compiled	Improved municipal billing system	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports	Reports submitted to Exco	CFO
MFV03-08	%of actually revenue collected	New Indicator	12 Monthly Billing Reports	CFO/Manager Revenue	Revenue Collection Reports Compiled	Improved Revenue Collection	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports	Reports submitted to Exco	CFO
MFV03-09	Update indigent Register	2012/2013 Indigent Register	Updated Indigent Register	CFO/Manager Revenue	Register Updated	Improved Delivery of Services to indigent people	Register Updated					Updated Register submitted to Exco	CFO

To ensure good payroll management and implementation	PAYROLL - 04	MFMV04-01	Effective Management of Payroll	Ongoing	All salaries paid in time	CFO/Director Corporate Services	Timeous payment of salaries	Improved management of staff salaries and related issues	All salaries paid in time	All salaries paid in time	All salaries paid in time	All salaries paid in time	Quarterly Reports submitted to Exco	CFO/DIRECTOR CORPORATE SERVICES
To provide a credible budget	BUDGET COMPILATION - MFMV05	MFMV05-01	Compilation of the Annual budget 2014/2015	2013/2014	2014/2015 MFMA Compliant budget b 31 May 2013	CFO/Manager BTO	MFMA Compliant budget				Draft Budget compiled and approved	Final Draft Budget compiled and approved	Council Resolution Approving the budget	CFO
		MFMV05-02	Adjustment budget by 31 March 2013	2012/2013 Adjustment budget	2013/2014 Adjustment budget	CFO/Manager BTO	MFMA Compliant adjusted budget	Improved Financial Management			Adjustment of the budget		Council Resolution Approving the Adjusted budget	CFO
To ensure that reporting is consistent with what is actually happening in the municipality and enhance financial monitoring	REPORTING - MFMV06	MFMV06-01	100 % Compliance with all NT Financial Reporting requirements	2012/2013	All Reporting Document sent to NT	CFO/Manager BTO	Compliance with Treasury Regulations and the MFMA	Improved Financial Management AND Reporting	Quarterly Compliance Report	Quarterly Compliance Report	Quarterly Compliance Report	Quarterly Compliance Report	NT outstanding reports	CFO
To provide a reliable and effective ICT system	IT - MFMV07	MFMV07-01	Resolve issues raised from the IT Audit	New Indicator	4 Quarterly reports on IT Audit issues resolved	CFO/Manager IT	% of solved IT issues raised from the IT Audit	Improved usage of ICT	Quarterly Report on IT Audit issues resolved	Quarterly Report on IT Audit issues resolved	Quarterly Report on IT Audit issues resolved	Quarterly Report on IT Audit issues resolved	Audit Action Plan	CFO
		MFMV07-02	Systems downtime for emails, intranet and internet as a result of hardware or network failure	New Indicator	3hrs per incident	CFO/Manager IT	Number of downtime resolved	Improved usage of ICT	3hrs per incident	3hrs per incident	3hrs per incident	3hrs per incident	3hrs per incident	4 Reports submitted to Exco

To effectively manage the adherence of traffic rules within the municipality	TRAFFIC - MFV08													
	MFV08-01	Registration and Licensing of Vehicles	New Indicator	12 Monthly Reports on numbers of vehicles registered and licensed	CFO/Chief Traffic Officer	Compliance with National Traffic Act	Improved level of drivers within the municipality	3 Reports	3 Reports	3 Reports	3 Reports	12 Reports sent to Exco	CFO	
	MFV08-02	Testing for Learners and Drivers Licences	New Indicator	12 Monthly Reports on the number of people tested for Learners and Drivers Licences	CFO/Chief Traffic Officer	Compliance with National Traffic Act	Improved level of drivers within the municipality	3 Reports	3 Reports	3 Reports	3 Reports	12 Reports sent to Exco	CFO	
MFV08-03	Renovation Barkley East Testing Centre	New Indicator	Testing Station Renovated 30 June 2014	CFO/Chief Traffic Officer /R1400000	Compliance with National Traffic Act	Improved status of the Barkly East Testing station	Acquiring of Service Provider through SCM process	Commence with renovations		Project Completion and Handover	Project status report and completion certificate submitted to Exco	Director Technical/CFO		
KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT								KPA WEIGHT:						
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS			Audit Evidence		Responsible Person
									QRT 1	QRT 2	QRT 3	QRT 4		
To have an effective and Transparent performance driven organisation capable of effective service delivery and sound administration	SKILLS DEVELOPMENT - MTID01													
	MTID01-01	Development and submission of the WSP	2013/2014 WSP	2014/2015 WSP Developed by 30 June 2014	Director Corporate/Manager HR	WSP Developed	Improved capacity of employees to carry out their duties				Plan Submitted to the Department of Labour	Proof of Submission	Director Corporate Services	
	MTID01-02	Number of staff actually trained as per the WSP	121 Officials	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Training of Staff	Improved capacity of employees to carry out their duties	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports to Exco	Director Corporate Services	
MTID01-03	Number of councillors actually trained as per the training programme	35 Councillors Trained	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Training of Councillors	Improved capacity of Councillors to carry out their oversight duties	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports to Exco	Director Corporate Services		

		MTID01-04	Review and Monitor Implementation of Human Resource Strategy	2011/2012 Strategy	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Reports developed	Improved Human Resource Practises and Capacity	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports submitted to Exco	Director Corporate Services
		MTID01-05	Number of community training initiatives implemented	132 Community Members	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Reports developed	Skilled communities	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports on Training of Communities to Exco	Director Corporate Services
		MTID01-06	% of staff who meet Minimum Competency levels (as prescribed by NT)	10%	100% Compliance (Quarterly Reports submitted to Exco)	Director Corporate/Manager HR	Compliant Section 56 Managers and MM as well as Finance Staff	Improved Capacity of Staff Members		50%		100%	Report to Exco	Director Corporate Services
To promote effective and inspiring governance	EMPLOYMENT EQUITY - MTID02	MTID02-01	Review and Implement the Employment Equity Plan for 2013/2014	New Indicator	Approved Reviewed Plan by 30 September 2013 and 3 Quarterly Implementation Reports	Director Corporate/Manager HR	Plan Approved and Implemented	Improved Human Resource Practises	Plan Reviewed	1 Implementation Report	1 Implementation Report	1 Implementation Report	1. Council Resolution Approving the Plan	Director Corporate Services
		MTID02-02	% compliance with the employment equity plan in the 3 highest levels of management	Top Management 100% Middle Managers 80% Supervisors and Officers 48%	100% (4 Compliance Reports submitted to Exco)	Director Corporate/Manager HR	Compliance with Employment Equity Plan	Compliance with the Employment Equity Act	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	2 Reports to Exco	Director Corporate Services
To have an effective and Transparent performance driven organisation capable of effective service delivery and sound administration	RECRUITMENT, SELECTION AND EMPLOYEE MANAGEMENT - MTID03	MTID03-01	Number of budget positions filled within 3 months after being vacant	5 Positions	4 Quarterly Reports on all positions filled within 3 months of being vacant	Director Corporate/Manager HR	Reports on filling of vacancies	Improved Human Resources Management	1 Quarter Report	1 Quarter Report	1 Quarter Report	1 Quarter Report	4 Quarterly Reports submitted to Top Management	Director Corporate Services
		MTID03-02	Number of budgeted vacant position filled	55 Positions were filled	4 Quarterly Reports on all budgeted position filled	Director Corporate/Manager HR	Reports on filling of vacancies	Improved Human Resources Management	Quarter Report	Quarter Report	Quarter Report	Quarter Report	5 Quarterly Reports submitted to Top Management	Director Corporate Services
		MTID03-03	Install the Electronic Clock In System	New Indicator	System Installed by 31 December 2013	Director Corporate/ Manager Council Support/ R200000	1 System Installed	Improved Human Resources Management	Advertise for the System		Purchase the system			Proof of purchase

To build a healthy, competent and effective workforce	EMPLOYEE WELLNESS PROGRAMME - MTID04	MTID04-01	Number of reports on the functionality of the employee wellness programme	1 Report	4 Quarterly Reports submitted to Exco	Director Corporate/Manager HR	Report submitted	Improved Human Resources Management	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports to Exco	Director Corporate Services	
	LOCAL LABOUR FORUM - MTID 05	MTID05-01	Number of LLF meetings	4 Meetings were held	4 LLF Meetings held	Director Corporate/Manager HR	All Meetings held	Improved Human Resources Management	1 Meeting	1 Meeting	1 Meeting	1 Meeting	4 Reports to Exco	Director Corporate Services	
To eliminate the number of litigations against the municipality	LEGAL SERVICES - 06	MTID06-01	Legal cases successfully litigated	New Indicator	4 Quarterly Reports	Director Corporate/Manager HR	Reports submitted	Improved Management of Legal Issues	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports submitted to Exco	Director Corporate Services	
To provide manage municipal matters within prescribed legislations and policies	POLICIES AND BY-LAWS - IMTID 07	MTID07-01	Facilitate the development, reviewal, adoption and promulgation/publication of Municipal By-laws	Promulgated Bylaws	All By-Laws reviewed and promulgated by 31 May 2014	Director Corporate/Manager Council Support / R500000		Improved management of Municipal legislations					All By- Laws reviewed and promulgated	Promulgated By-Laws submitted to Exco	Director Corporate Services
		MTID07-02	Review all departmental policies	2012/2013 Reviewed policies	All policies reviewed by 30 June 2014	Director Corporate/Manager HR / R 200000		Improved management of Human Resources and Institutional matters					Reviewal of policies	Council Resolution Approving policies	Director Corporate Services
To provide for suitable and secure working conditions for municipal staff and councillors	BUILDINGS - MTID 08	MTID08-01	Manage and facilitate the provision of security services to all municipal properties	Contract Expired	4 Reports	Director Corporate/Manager Council Support / R1200000	Reports Submitted	Improved management of Municipal properties	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports submitted to Exco	Director Corporate Services	
		MTID08-02	Renovation of the Lady Grey old age home to offices	New Indicator	Old Age Renovated to Offices completed and occupied by 31 May 2014	Director Corporate/ Director Technical Manager Council Support / R4000000	Offices renovated	Improved working environment for municipal staff	Acquiring of Service Provider through SCM process	Commence with renovations			Project Completion and Handover	Project status report and completion certificate submitted to Exco	Director Corporate/ Technical Services

		MTID08-03	Repairs and maintenance plan of all Council buildings developed and reports on the conditions of buildings compiled	2012/2013 Report on Repairs and Maintenance of Municipal Buildings 30 September 2013	Maintenance plan developed and quarterly implementation reports compiled	Director Corporate/ Manager Council Support	Plan developed and Reports compiled	Improved management of Municipal properties	Development of the Maintenance Plan	Quarterly implementation reports compiled	Quarterly implementation reports compiled	Quarterly implementation reports compiled	Reports submitted to Exco	Director Corporate Services
To safeguard municipal information in an effective manner	RECORDS MANAGEMENT - MTID09	MTID09-01	Monitor the effectiveness of records management system	No EDMS in place	4 Quarterly Reports	Director Corporate/ Manager Council Support / R200000	4 Reports submitted	Improved Management of Municipal Records	Quarterly Implementation Report	Quarterly Implementation Report	Quarterly Implementation Report	Quarterly Implementation Report	Reports submitted to Exco	Director Corporate Services
To ensure coherent and transparent decision making within the municipality	ADMINISTRATION - MTID10	MTID10-01	% of Council/Exco/T op Management resolutions tracked	2012/2013 Tracking Report	100% Quarterly compliance	Director Corporate/ Manager Council Support	Reports compiled	Improved implementation of Council Resolutions	100% Quarterly compliance	100% Quarterly compliance	100% Quarterly compliance	100% Quarterly compliance	Tracking Report to Exco/Council	Director Corporate Services
		MTID10-02	Number of Council meetings held	4 Meetings	4 Meetings	Director Corporate/ Manager Council Support	All Meetings organised	Improved Oversight of Council and Decision Making	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Agenda and minutes	Director Corporate Services
		MTID10-03	Number of Exco meetings held	10 Meetings	10 Meetings	Director Corporate/ Manager Council Support	All Meetings organised	Improved Oversight of Council and Decision Making	3 Meetings	2 Meetings	2 Meetings	3 Meetings	Agenda and minutes	Director Corporate Services
		MTID10-04	Consolidation of Institutional Procedure Manuals	New Indicator	Approved Procedure Manuals by 31 December 2013	Director Corporate/ Manager Council Support	Institutional Procedure Manuals Consolidated	Improved Municipal Systems		Consolidated Procedure Manual			Approved Consolidated Procedure Manual	Director Corporate Services

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA WEIGHT:

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2011)	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS	Audit Evidence	Responsible
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															QRT 1	QRT 2	QRT 3	QRT 4	
To promote and instill good governance practices within Senqu municipality	RISK GG01	GG01-01	Quarterly updating of Risk Register	4 Quarterly Reports	4 Quarterly Reports on the updating of the register	Director IPME/Manager Governance and Compliance/Risk Intern/	Completed Risk Reports	Reduced Risk in the Municipality	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports submitted to the Audit Committee	D i r e c t o r I P M E					
		GG01-02	4 Quarterly Departmental Risk Assessment conducted	4 Reports	4 Quarterly Reports	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Risk Assessment Reports	Reduced Risk in the Municipality	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	4 Reports submitted to the Audit Committee		D i r e c t o r I P M E				
Improved Performance management and monitoring within the municipality	PERFORMANCE MANAGEMENT - GG02	GGPP02-01	Final SDBIP adopted by June 2014	2012/2013 SDBIP	Compliant SDBIP	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Final SDBIP	Improved budgeting and compliance			Draft SDBIP presented to the IDP Steering Committee and by Council	Final Draft Adopted by Council	Council Resolution adopting the draft plan	D i r e c t o r I P M E / C F O					
		GGPP02-02	6 performance agreements by Section 56 Managers and the Municipal Manager	6 Performance Agreements for 2012/2013	6 signed Performance Agreements by 31 July 2013	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Actual number of signed performance agreements	Improved Performance Monitoring and Reporting	6 Signed Performance Agreements				6 Signed Performance Agreements		D i r e c t o r I P M E				

	GGPP02-03	10 signed performance obligations of middle management	New Indicator	10 signed Performance Agreements 31 July 2013	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Actual number of signed performance agreements	Improved Performance Monitoring and Reporting		10 signed Performance Agreements				10 signed Performance Agreements	Director IPME
	GGPP02-04	6 Quarterly performance reports prepared and submitted to the Municipal Manager and Mayor within 7 working days after the end of the quarter	24 Performance Monitoring Reports for 2012/2013	24 Performance Reports submitted to Exco	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Actual number of performance reports submitted	Improved Performance Monitoring and Reporting	6 Performance Reports submitted to Exco	6 Performance Reports submitted to Exco	6 Performance Reports submitted to Exco	6 Performance Reports submitted to Exco	6 Performance Reports submitted to Exco	Proof of submission to the Mayor and Exco Resolution noting the Reports	Director IPME
	GGPP02-05	10 Sectional Quarterly performance reports prepared and submitted to Directors within 5 working days after the end of the quarter	New Indicator	40 Quarterly Sectional Performance Reports submitted to Directors	Director IPME/Manager Governance and Compliance/Monitoring and Compliance Officer	Actual number of performance reports submitted	Improved Performance Monitoring and Reporting	10 Quarterly Sectional Reports	10 Quarterly Sectional Reports	10 Quarterly Sectional Reports	10 Quarterly Sectional Reports	10 Quarterly Sectional Reports	Proof of submission to Directors and Exco Resolution noting the Reports	Director IPME
	GGPP02-06	2012/2013 Section 46 Report compiled by 31 August 2013	2011/2012 Section 46 Report	A compliant section 46 Report	Director IPME/Service Provider/Manager Governance and Compliance	Annual Performance Report	Improved Performance Monitoring and Reporting	Reviewed and submitted to the Audit Committee					Proof of Submission to the Audit Committee	Director IPME
	GGPP02-07	2013/2014 Mid-year performance report compiled submitted to Exco by 25 January 2014	2012/2013 Mid Year Report (s72)	A compliant section 72 Report submitted to Exco Provincial and National Treasury	Director IPME/Service Provider/Manager Governance and Compliance	Section 72 Report	Improved Performance Monitoring and Reporting				Section 72 Report submitted to Exco and Council for approval		Council Resolution adopting the Report	Director IPME
	GGPP02-08	Draft 2012/2013 Annual Report prepared	2011/2012 Draft Annual Report	A compliant Draft Annual Report submitted to Exco and Council by 31 January 2014	Director IPME/Service Provider/Manager Governance and Compliance	Draft Annual Report	Improved Performance Monitoring and Reporting				Draft Annual Report submitted to Exco and Council for noting		Council Resolution noting the Draft Report	Director IPME

		GGPP02-09	Final Draft 2012/2013 Annual Report prepared by 31 March 2014	2011/2012 Annual Report	A compliant Annual Report submitted to Exco and approved by Council 31 March 2014	Director IPME/Service Provider/Manager Governance and Compliance	Annual Report	Improved Performance Monitoring and Reporting			Final Report submitted to Exco and Council for adoption		Council Resolution adopting the Report	Director IPME
		GGPP02-10	Annually updated and legally compliant website with section 75 MFMA and section 21B of MSA	New Indicator	4 Quarterly reports on a fully compliant Website by 30 June 2014	Director IPME/Manager IGR and Communications/ Website Intern	100% Compliant Website	Improved Compliance with Legislations governing Municipalities	Quarterly Website compliance Register	Quarterly Website compliance Register	Quarterly Website compliance Register	Quarterly Website compliance Register	Compliance Register submitted to Exco for noting	Director IPME
To promote and instill good governance practices within Senqu municipality	OVERSIGHT - GGPP03	GGPP03-01	4 Municipal Public Accounts Committee meetings held	4 Meetings	4 Quarterly Meetings	MM/COO/Intern admin assistant	All 4 planned meetings held	Enhance oversight over Municipal functioning	1 Quarterly Meetings	1 Quarterly Meetings	1 Quarterly Meetings	1 Quarterly Meetings	Agenda and Minutes	COO
		GGPP03-02	4 Audit and Performance Committee meetings held	4 Meetings	4 Quarterly Meetings	MM/SAE	All 4 planned meetings held	Enhance oversight over Municipal functioning	1 Quarterly Meeting	1 Quarterly Meetings	1 Quarterly Meetings	1 Quarterly Meetings	1 Meeting	COO
		GGPP03-03	Oversight Report prepared by 31 March 2014	2011/2012 Oversight Report	Oversight Report adopted with the Annual Report by 31 March 2014	MM/COO	Oversight Report	Enhance oversight over Municipal functioning			Report attached to the Annual Report		Council Resolution adopting the Annual Report with inclusions of the Oversight Report	COO
To promote and instill good governance practices within Senqu municipality	GOVERNANCE- GGPP04	GGPP04-01	Attain unqualified Audit opinion from the AG in respect of performance information	Qualified Audit Opinion	Unqualified Audit opinion	MM/COO/All Directors	Unqualified Audit Report	Improved Good Governance			Unqualified Audit opinion		Audit Report	Director IPME
To promote and instill holistic planning practices within the Senqu Municipality	IDP - GGPP 05	GGPP05-01	Final IDP adopted	2012/2013 Final Draft	Approved 2013/2014 Final Draft IDP by 31 May 2014	Director IPME/ IPED Manager	Final Draft SDBIP	Involved communities in municipal planning			Draft IDP Developed	Final IDP Adopted	Council Resolution adopting the Final Draft IDP	Director IPME

		GGPP05-02	IDP and Budget Process Plan developed	2013/2014 Process Plan	Process Plan adopted by 31 August 2013	Director IPME/IP ED Manager	Process Plan	Involved communities in municipal planning	2014/2015 Process Plan				Council Resolution adopting the Final Draft IDP	Director IPME
		GGPP05-03	Number of IDP Representative Forum meetings held	4 Meetings	4 Quarterly Meetings Held	Director IPME/IPED Manager	All 4 planned meetings held	Improved Integrated Planning within the municipality	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	Agenda and Minutes	Director IPME
		GGPP05-04	Number of IDP and Budget Representative Steering Committee meetings held	4 Meetings	4 Meetings Held (1 each quarter)	Director IPME/IPED Manager	All 4 planned meetings held	Aligned Planning	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	Agenda and Minutes	Director IPME / CFO
To promote interactive communication with customers around service delivery issues	COMMUNICATIONS & PUBLIC PARTICIPATION GG06	GGPP06-01	Launch the public participation forum by December 2013	New Indicator	Public Participation Forum Launched	Director IPME/Manager IGR and Communications	Public Participation Forum Launched	Improved Public Participation within the Municipality	1 Preparatory Meeting with Ward Committees				Agenda and Minutes	Director IPME
		GGPP06-02	Develop and Adoption of the Public Participation plan by December 2013	New Indicator	Approved Public Participation Plan by 31 December 2013	Director IPME/Manager IGR and Communications	Reviewed Public Participation Plan	Improved Public Participation within the Municipality			Plan Approved		Council Resolution Approving the Plan	Director IPME
		GGPP06-03	Number of Mayoral Imbizos held	2 Meetings	4 Quarterly Meetings Held	Director IPME/Manager IGR and Communications/ Manager IPED	All 4 planned meetings held	Enhanced Public Participation			1 Meeting per ward		1 Meeting per ward	Agenda and Minutes

													IPME
	GGPP06-04	Implementation of the communication strategy	New Indicator	4 Implementation Reports	Director IPME/Manager IGR and Communication	All 4 Reports actually compiled	Improved capacity in communication municipal information	Implementation Report	Implementation Report	Implementation Report	Implementation Report	4 Reports submitted to Exco	Director IPME
	GGPP06-05	Development of the institutional branding policy by 31 March 2014	New Indicator	Approved Branding Policy by 31 March 2014	Director IPME/Manager IGR and Communication	Branding Policy Developed	Enhanced Marketing of the Senqu Municipality			Plan Approved		Council Resolution Approving the Policy	Director IPME
	GGPP06-06	Installation of customer care line and have it operational by 30 September 2013	New Indicator	Customer Care Line Installed and operational by 30 September 2013	Director IPME/Manager IGR and Communication	Operational Customer Care Line	Improved Delivery of Services to our Community	Launch of the Customer Care Line	Complaints Report	Complaints Report	Complaints Report	Complaints Report	Director IPME / Director Corporate Services

														D i r e c t o r I P M E
To promote the mainstreaming and upliftment of HIV and AIDS , women and children, youth, people with disabilities and the elderly into municipal Socio-Economic Programmes and Projects	GGPP06-07	14 newsletters published	4 Internal and 10 External	4 External and 10 Internal Newsletters Developed and distributed	Director IPME/Manager IGR and Communication	All planned distributions actually achieved	Improved Communication with External and Internal Clients	1 External Newsletter and 3 Internal Newsletters	1 External Newsletter and 2 Internal Newsletters	1 External Newsletter and 2 Internal Newsletters	1 External Newsletter and 3 Internal Newsletters	Signed Copies	D i r e c t o r I P M E	
	GGPP07-01	Develop and Implementation of the HIV/Aids Strategy	New Indicator	Approved HIV/AIDS Strategy by 31 December 2013 and 2 Quarterly Reports	Director IPME/Manager IGR and Communication	Strategy Developed	Improved Mainstreaming of HIV/AIDS related issues		Strategy Adopted	Strategy Implementation Report	Strategy Implementation Report	Reports submitted to Exco	D i r e c t o r I P M E	
	GGPP07-02	SPU annual activity plan developed, adopted and implemented	New Indicator	Approved SPU Annual Activity Plan by 30 September 2013 and 3 quarterly implementation reports	Director IPME/Manager IGR and Communication	Plan Developed	Improved Mainstreaming of SPU related issues	Plan Approved	Implementation Report	Implementation Report	Implementation Report	Approved Plan and Quarterly Implementation Reports submitted to Exco	D i r e c t o r I P M E	
	GGPP07-03	Number of SPU structures meetings held (1 quarterly meeting per structure each quarter)	4 meetings (1 per structure)	4 Meetings Held (1 quarterly meeting per structure)	Director IPME/Manager IGR and Communication	4 Meetings held	Improved Mainstreaming of SPU related issues	1 Meeting per Structure	1 Meeting per Structure	1 Meeting per Structure	1 Meeting per Structure	Reports submitted to Exco	D i r e c t o r I P M E	
	GGPP07-04	4 Local AIDS Council meetings held	4 meetings	4 Quarterly Meetings	Director IPME/Manager IGR and Communication	4 Meetings held	Improved Mainstreaming of HIV/AIDS related issues	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	1 Quarterly Meeting	Reports submitted to Exco	D i r e c t o r I P M E	
	GGPP07-05	Senqu Mayoral Cup Held	New Indicator	2013/2014 Senqu Mayoral Cup Held by 31 May 2014	Director IPME/Manager IGR and Communication	Event Held	Improved Youth Development					1 Event	Project Report Submitted to Exco	D i r e c t o r I P M E

		GGPP07-06	Senqu Youth Festival Held	New Indicator	2013/2014 Senqu Youth Festival Held by 30 September 2013	Director IPME/Manager IGR and Communication	Event Held	Improved Youth Development	1 Event				Project Report Submitted to Exco	Director IPME
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REFERENCES

Auditor General's Management Letter 2012

ECSECC

Global Insight Data 2010

Joe Gqabi Water Services Development Plan 2010

Joe Gqabi Environmental Management Plan 2006

Joe Gqabi Environmental Management Plan Draft December 2011

Joe Gqabi Disaster Management Framework 2005

Joe Gqabi Integrated Development Plan 2012/13

Joe Gqabi Integrated Transport Plan 2010

Joe Gqabi Area Based Plan 2010

New Growth Path

National Development Plan

Senqu's Municipal turnaround strategy 2010

Senqu Integrated Development Plan 2012/13

Senqu draft budget 2013/14

Senqu 3 year financial plan 2011

Senqu Spatial Development Framework 2011 & 2013

Senqu Integrated Waste Management Plan 2013

Senqu Human Resources Strategy

Senqu WSDP

Senqu Employment Equity Plan

Senqu HIV and Aids Mainstreaming Strategy

Senqu CIP

Senqu PMS Framework 2011

Senqu LED Strategy 2013

Senqu Housing Sector Plan 2011

Senqu Tourism Plan 2013

DEAT website

ECSECC website

CEEPA": Mapping the South African Farming sectors' vulnerability to climate change and variability

Copies of the Document or sector plans may be ordered electronically from the IDP Manager via an email request to viedgeb@senqu.gov.za or downloaded from the municipal website

<http://www.senqumunicipality.co.za>