



Final Integrated Development Plan 2015-2016

REPORT OUTLINE

The structure of IDP is as follows:

Chapter 1: THE VISION

Chapter one of this IDP provides a concise summary of the municipal vision, mission and values.

Chapter 2: DEMOGRAPHIC PROFILE

This chapter provides a detailed profile of Ngqushwa Local Municipality.

Chapter 3: STATUS QOU ASSESSMENT

This chapter provides the situational analysis of Ngqushwa in relation to all Key Performance Areas.

CHAPTER 4: DEVELOPMENT OBJECTIVES STRATEGIES, PROGRAMMES AND PROJECTS

This chapter provides a detailed breakdown of objectives that indicate what the municipality can reasonable achieve within the term of the council period and with available resources, as well as strategies and programmes that provide the concrete interventions that Ngqushwa Municipality will implement to achieve its objectives.

CHAPTER 5: SECTOR PLANS

This chapter provides a list of all Ngqushwa sector plans and their status, with executive summaries of the newly Developed Sector Plans. The sector plans contains strategic interventions that respond to the status quo assessment.

CHAPTER 6: FINANCIAL PLAN

Chapter six provides Ngqushwa financial strategies, medium term expenditure, proposed budget as well as the 3 year Capital Plan.

CHAPTER 7: PERFORMANCE MANAGEMENT SYSTEM

Chapter seven provides an overview of the monitoring and evaluation process, a background to the Ngqushwa Performance Management Framework.

LIST OF ACRONYMS

ACRONYMS	DESCRIPTIONS
AG	Auditor General
ADM	Amathole District Municipality
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated Shared Growth Initiative of South Africa
BSD	Basic Service Delivery
CFO	Chief Financial Officer
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
DFID	Department for International Development
COGTA	Department of Cooperative Governance & Traditional Affairs
ADM	Amathole District Municipality
DoHS	Department of Human Settlement
DoL	Department of Labour
DoE	Department of Energy
DoE	Department of Education
DSRAC	Department of Sport Recreation Arts and Culture
DoH	Department of Health
DoMR	Department of Minerals Resources
DTI	Department of Trade and Industry
DOS	Department of Social Development and Special Programs
DAFF	Department of Agriculture Forestry & Fisheries
DoLRD	Department of Land Reform & Rural Development
DoARD	Department of Agriculture and Rural Development
ECDC	Eastern Cape Development Corporation
EHO	Environmental Health Offices

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EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
ES	Equitable Share
FBS	Free Basic Services
FET	Further Education and Training
FV & M	Financial Viability and Management
GG & PP	Good Governance and Public Participation
GKLM	Great Kei Local Municipality
HH	Households
HIV	Human Immuno-deficiency Virus
HR	Human Resources
IDP	Integrated Development Plan
ID & OT	Institutional Development and Organizational Transformation
IDPRF	Integrated Development Plan Representative Forum
IGR	Inter-Governmental Relations
ISRDP	Integrated Sustainable Rural Development Programme
KPA	KPI: Key Performance Area
KPI	KPI: Key Performance Indicator
LED	Local Economic Development
LGSETA	Local Government SETA
LUMS	Land Use Management System
MDG	Millennium Development Goals
MIG	Municipal Improvement Grant
MM	Municipal Manager
MSIG	Municipal Systems Improvement Grant
MPAC	Municipal Public Accounts Committee
NSDP	National Spatial Development Perspective

OHS	Occupational Health and Safety
PGDP	Provincial Growth and Development Plan
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
SAPS	South African Police Services
SEA	Strategic Environmental Assessment
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SLA	Sustainable Livelihood Approach
SMME	Small Medium and Micro Enterprises
STATSSA	Statistics South Africa
ToR	Terms of Reference
WSA	Water Services Authority

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FOREWORD BY MAYOR

We once again heed the constitutional imperative which calls upon us as the local sphere of government to involve the people in decision-making so that they can own the processes geared towards their own development. This we do, not as an act of charity or benevolence, but as an exercise in building and deepening our democracy, by firmly inculcating transparency and accountability across the board.

Every effort has been undertaken to ensure that members of the community articulate the direction that we must pursue towards their development, in keeping with Section 34 of municipal systems act and the national call for municipalities to go back to basics. This we have ensured through area-wide consultations on ward priorities in order to give meaningful effect to the reviewal of our five year plan. We are certain that our Integrated Development Plan encompasses the outlook of the people of Ngqushwa as we move towards 2015/2016.

In the main, infrastructure related matters remain a challenge for our people, with specific reference to roads, housing and community amenities. The magnitude of these challenges indicates the dire need for us to strengthen Private-Public Partnerships in order to ensure that we address infrastructure challenges holistically with a measure of sustainability. It therefore becomes imperative that we harness our Intergovernmental Relations (IGR) as a strategic platform. Beyond the orthodox platforms, we will make every endeavour to bring together coalitions and networks of local interests towards realising our shared vision. In the interim, we have acquired a comprehensive fleet of machinery plant as a vehicle for addressing infrastructure maintenance with more consistency and cost effectiveness.

Our area has demonstrated huge potential as a viable development node in the area Citrus/Pineapple cultivation, beef production, aquaculture and renewable energy. Potential exists in the area of lime mining. More oft than not, the fluidity in relation to land ownership rights, proves to be a hindering factor in exhaustively addressing the developmental needs of our area. The proverbial 'land question' therefore begs immediate attention if any developmental inroads are to be made. All is not lost though given the agricultural schemes that have been revived mainly in the area of Glenmore, Ndwayana and Bhinqala. The innovative ostrich breeding project currently underway in ward 8 and 9 has given local breeders entry into this closed domain.

Amathole District Municipality has lent tremendous support in the area of water and sanitation. Projects aimed at addressing water backlogs are being addressed through a comprehensive water reticulation project for new extensions. The district continues to render wide-support through the Municipal Support Unit.

More than anything the IDP seeks to establish a connection with the National Development Plan as well as the PGDP towards addressing the needs of the

community with the citizenry, civic organisations and sector departments as partners.

CLLR. S.E. NDWAYANA
MAYOR

MESSAGE FROM THE MUNICIPAL MANAGER

I join the Mayor in submitting the draft reviewed Integrated Development Plan for 2015- 2016 financial year. This document forms the basis of our planning within the municipality. It will inform all operational plans to be evolved within the municipality and, in particular Service Delivery and Budget Implementation Plan (SDBIP). This process will also ensure the integration of the Performance Management System (PMS) and its assessment.

The Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) Chapter 5 five defines Integrated Development Planning as one of the core functions of a municipality in the context of its developmental orientation and mandate. It should be framed in such a way that it integrates all available resources such as: human, financial, and other related resources.

Suffice to say; the inclusive, participatory and consultative process culminated to the Integrated Development Plan.

Importantly, this overarching document fulfils the legal requirement, and also represents the popular aspirations of the community under Ngqushwa Local Municipality Jurisdiction.

I take this opportunity to thank all contributions made in producing this document.

I thank you

J.GOMOMO

ACTING MUNICIPAL MANAGER

(1) BACKGROUND TO THIS DOCUMENT

This document represents the 2015/2016 reviewed Integrated Development Plan (IDP) as prepared for adoption by the Ngqushwa council on the 28th May 2015. It is prepared in fulfilment of the Municipal legal obligation in terms of Section 32 of the Local Government: Municipal Systems Act 32 of 2000.

In addition to the legal requirement for every municipality to compile an Integrated Development Plan, the Municipal Systems Act 32 of 2000 also requires that:

- The Municipality monitors and evaluates its performance with regards to the IDP's implementation.
- The IDP be implemented.
- The IDP be reviewed annually to effect necessary changes and improvements.

Section 25 of the Municipal Systems Act deals with the adoption of the IDP and states that: "Each municipal council must adopt a single, inclusive and strategic plan for the development of the municipality which-

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality.
- Aligns the resources and capacity of the municipality with the implementation of the plan; forms the policy framework; and
- General basis on which annual budget must be based"

Section 34 of the Municipal Systems Act further states that:

"A municipal council must review its Integrated Development Plan annually in accordance with as assessment of its performance measurements and to the extent that changing circumstances so demand,

It went on to say "The Mayor of the municipality must ensure that the Integrated Development Plan is approved by the council a month before the end of the financial year.

(ii) THE IDP REVIEW PROCESS

In order for Ngqushwa Municipality to comply with Legislative Framework the following activities were performed towards review of 2014/2015 IDP:

- The IDP/PMS Budget Process Plan was presented to the IDP/Budget Rep Forum in August 2014.
- In July 2014 the Process Plan was Approved by the council

The 10th of October 2014 there was a IDP/PMS Budget representative forum to present the draft situational analysis.

- From the 3rd – 4th December 2014 there were IDP/Budget Road shows to solicit community needs as presented below.
- On 14th February 2015 a Budget Technical Steering committee was held to present Draft Budget, sources of revenue and expenditure inputs from all departments.
- On the 24-27 2015 February there was an institutional Strategic Plan Session
- On the 17th March 2015 there was IDP/Budget Rep forum to present 2015/2016 IDP Objectives, Strategies and 2015/2016 Proposed projects, and to solicit inputs from members.
- Council Tabled Draft 2015/2016 IDP, Draft 2015/2016 Budget, Tariffs and SDBIP on 31st March 2015.

- Daily Dispatch Advertised availability of the draft documents.
- From the 21st to 23rd April 2015 there were IDP/Budget road shows, to present the 2015/2016 IDP, 2015/2016 Budget, Tariffs and SDBIP also to solicit inputs.
- On the 19th May IDP/Budget Technical Committee to consolidate inputs.
- On the 27th May Rep Forum.
- The 28th May 2015 the council meeting to adopt aforementioned.

In order to address the IDP comments from the MEC all departments were escalated with the areas of focus as per the assessment results in order to be able to maintain credible IDP outcomes from the Office of the MEC.

The participatory structures and meetings dates has been covered under IDP Review process.

The following is the outline of the public participation events undertaken as means to allow members of the public within Ngqushwa jurisdiction to play an active role in the affairs of the municipality.

No	Key Communication Activity per KPA	Programme	Messenger/Dept responsible	Messenger	Target Audience	Channel	Time Frame
	Promotion of new IDP to the people	Develop IDP and Budget framework	IDP Manager, Communications, Office of the mayor	Mayor	Community	Print Media	July 2014
	Mandela Day	67 minutes of goodwill. Support of Community programmes	Office of the Mayor SPU and Communications Unit.	Mayor, Municipal Manager, Communications Unit	Community	Electronic media	July 2014
	Women's Month Celebrations	Celebrating Women in the Workplace	Employee Assistance Programme (EAP), Women's Caucus, SPU and Communications	Mayor, Municipal Manager, Communications Unit	Officials and Councillors	Website, Notice boards and posters and Email, group SMS	August 2014
	Service Delivery Day	Delivering services to the people	All Departments	Mayor, Municipal Manager	Community	Electronic Media, Posters and flyers	August 2014
	Local Communicators forum	Promotion of information to stakeholders	Communications Unit, All Municipal Departments	Portfolio Head: Community Services	Ward Councillors, Ward Committees,	Group SMS and invitation letters.	Quarterly 2014
	Ward Committee Meetings	Discussion of service delivery issues in wards	Office of the Speaker, Council Support	Speaker	Ward Committees, CDW's	Agenda	Quarterly 2014
	Heritage and Tourism Month	Fish Festival	Tourism Unit and Communications	Mayor, Municipal Manager, Communications Unit	Community	Electronic Media	September 2014
	National Arbor Week	Tree planting at schools	Waste and Environment Unit and Communications	Mayor, Municipal Manager, Communications Unit	Schools	Electronic Media	1-7 September 2014
	Clean Up Campaign	Promotion of waste management	Waste and Environment Unit and Communications	Mayor, Municipal Manager, Communications Unit	Community	Print and Electronic Media, leaflets/flyer	September 2014

IDP Steering Committee	IDP Processes	IDP/PMS, Budget Manager, Communications, Mayor and Speakers Mayor	Mayor, Municipal Manager	Steering Committee Members	Memorandum	Quarterly 2014
Rep Forum Meeting	IDP Processes	IDP/PMS, Budget Manager, Communications, Mayor and Speakers Mayor	Mayor, Municipal Manager	Community, Council, Government Department	Print Media	Quarterly 2014
Breast cancer Awareness month	Awareness programme	Employee Assistance Programme (EAP), SPU and Communications	Portfolio Head MM Communications Unit	Officials and Councillors	Website, Notice boards, e-mails, group SMS	October 2014
Service Delivery Day	Delivering services to the people	All Departments	Mayor, Municipal Manager	Community	Electronic Media, Posters and flyers	October 2014
IDP situational needs analysis	Ward needs verification	IDP/PMS Manager, Manger: Office of the Mayor, Communications	Mayor, Municipal Manager	Community	Print Media	November 2014
16 Days of Activism	Awareness programme against Women and Children Abuse	SPU and Communications	Mayor	Community	Print and Electronic, leaflets/flyer	November 2014
16 Days of Activism.	Awareness programme \Disability Month. Capacity building of all people with disabilities. disabled	SPU and Communications	Mayor	Community	Electronic, leaflets/flyer	November 2014
World Aids Day	Awareness and information sharing campaign	SPU, HR Unit and Communications, DoH, Love Life, Peddie Women Support Centre	Mayor	Officials, Councillors and Community	Website, Notice board, Email, Group SMS and electronic media	01 December 2014
Local Government Week	Awareness on Municipal Programmes	Communications Unit All departments	MM, Mayor, Communication	Communities	Electronic Media, Print Media Brochures, flyers, etc	December 2014
Christmas Lights	Switch on of Christmas lights for festive season.	Tourism Unit, Communications	Tourism Manager Mayor, Municipal Manager	All stakeholders	Electronic Media, Print Media Brochures, flyers, posters, website etc.	December 2014
Recognition of older persons	Christmas Lunch	Communications, SPU	Mayor	Older persons	Electronic Media, website etc.	December 2014
Back to school campaign	Mayoral Visit to best performing school and least performing school (Mayors Gift to Top Students)	Communications, SPU and Office of the Mayor	Mayor	Schools, Learners, Educators	Message of Support (Community Newspapers and Electronic Media/ Community Radio Station)	January 2015

Service delivery Day	Bull Handover	Agriculture Unit, Communications	Mayor	Farmers	Loudhailing, Electronic Media,	January 2015
Service delivery Day	Agro-processing Machinery handover	Agriculture Unit, Communications	Mayor	Farmers	Loudhailing, Electronic Media,	January 2015
Service delivery Day	Citrus farm maintenance(Infr astructure) handover	Agriculture Unit, Communications	Mayor	Farmers	Loudhailing, Electronic Media,	January 2015
State of the Nation Address (SONA)	Update on the state of the Nation	GCIS	President of the RSA Mayor	Community		February 2015
State of the Province Address (SOPA)	Update on the State of the Province	GCIS Communications Premiers Office	Premier	Community		February 2015
Service Delivery Day	Delivering services to the people	All Departments	Mayor, Municipal Manager	Community	Electronic Media, Posters and flyers	February 2014
Annual Report Roadshows (MPAC)	Public Hearing in all Cluster (Giving report on the performance of the previous financial year)	Office of the MM Communications	Mayor	Community	Electronic and Print Media, Posters and flyers	February 2015
Hamburg Beach Festival	Revive tourism in the region by promoting and showcasing Hamburg and surrounding areas as a noteworthy tourism destination.	Tourism Section, Communications	Mayor, Municipal Manager	Community	Electronic and Print Media, Posters and flyers, loudhailing	March 2015
IDP and Budget Roadshows	Public comments on the programmes of the next fiscal year.	IDP/ PMS Manager Communications Manager: Office of the Mayor	Mayor	Community	Electronic and Print Media	March-April 2015
Council Open Day	Comments on the conclusion of the IDP.	IDP/PMS Communications Corporate Service/Council Support Office of the Speaker	Mayor	Council, Community	Electronic and Print Media	May 2015
State of the District Address (SODA)	Update on the State of the district.	ADM	ADM Mayor	Community	Print Media and Electronic Street Banners Posters Printing of Internal and External Newsletter Website Internal	May 2015

						Notices	
	State of the Municipal Address (SOMA)	Update on the State of the Municipality.	Communications Unit Mayors All departments	ADM Mayor	Community	Print Media and Electronic Street Banners Posters Emails and Loudhailing Printing of Internal and External Newsletter Website Internal Notices	May 2015
	Celebration of Isikhumbuzo sasemqwashini (Milkwood Tree)		Tourism Unit, Communications Unit, NGO's	Mayor	Communities	Electronic Media, Posters and Loudhailing	May 2014
	Service Delivery Day	Delivering services to the people	All Departments	Mayor, Municipal Manager	Community	Electronic Media, Posters and flyers	May 2014
	Child Protection week	Awareness on Children's Rights	SPU, Communications	Mayor	Children	Posters, Flyers	June 2014
	Youth Months	Youth Seminar	SPU, Communications, LED	Mayor, Municipal Manager, Communications	Youth	Electronic media, posters, flyers	June 2014

LEGISLATIVE FRAMEWORK

The IDP's were made a legal requirement for municipalities in the **Local Government Transition Act (LGTA)/ Second Amendment, (1996)**.

- **The White Paper** presented a sound contextual justification of integrated development planning as a tool for “developmental local government” for objective orientated resource allocation, institutional transformation, interaction within other spheres of government and transparent interaction between municipalities and residents, in line with the principle of accountability.
- **The Constitution of the RSA (1996)** provides the primary, overarching framework within which local government planning must be contextualized. The Constitutional mandate given to local government is to provide democratic and accountable government for all communities and ensure the provision of services to communities in a sustainable manner which promotes social and economic development, a safe and healthy environment thereby encouraging the involvement of communities and community organizations in the matters of local government.

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
GENERAL MANAGEMENT	
Constitution of the Republic of South Africa 1996	To introduce a new constitution for the Republic of South Africa and to provide for matters incidental thereto
Local Government: Municipal Systems Act, 2000 as Amended	<p>To give effect to “developmental local government”</p> <p>To set principles, mechanisms and processes to promote social and economic development of communities and to ensure access to affordable services for all</p> <p>To set a framework for planning, performance management, resource mobilisation and organisational change and community participation</p>
Local Government: Municipal Structures Act, 1998 as amended	<p>To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipality, the division of functions and powers between municipalities and appropriate electoral systems</p> <p>To regulate internal systems, structures and office-bearers</p>
Consumer Affairs (Unfair Business Practices) Act, 1996	To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers
Local Government Cross-boundary Municipalities Act, 2000	To authorise the establishment of cross-boundary municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Local Government: Municipal Demarcation Act, 1998	To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities.
Municipal Electoral Act, 2000	To regulate municipal elections To amend certain laws and to provide for matters connected therewith
Organised Local Government Act, 1997	To provide for the recognition of national and provincial organisations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces etc.,
Promotion of Local Government Affairs Act, 1983	To provide for the co-ordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be co-ordinated
Local Government Transition Act, 1993	To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councillors
Occupational Health and Safety Act, 1993	To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place
Promotion of Access to Information Act, 2000	To control and regulate the right of all persons to access to information
Promotion of Fair Administrative Justice Act, 2000	To give effect to the right to administrative action that is lawful, reasonable, and procedurally fair in terms of the Constitution of the Republic of South Africa 1996
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	To give effect to section 9 read with item 23(1) of Schedule 6 to the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment To promote equality and to eliminate unfair discrimination and to prevent and prohibit hate speech and to provide for matters connected therewith
FINANCE	
Appropriation of Revenue	To provide for a fair division of revenue to be collected nationally between national, provincial and local

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Act, 2000	government spheres for the 2000/2001 financial year and for matters connected therewith
Businesses Act, 1991	To repeal certain laws regarding the licensing of businesses To provide for the licensing and operation of certain businesses, shop hours and related matters
Debt Collectors Act, 1998	To provide for controlled debt collecting
Income Tax Act, 1962	To provide for the payment of taxes on incomes of persons and taxes on donations
Insolvency Act, 1936	To consolidate and amend the law relating to insolvent persons and their estates
Local Authorities Capital Development Fund Ordinance, 1978 READ WITH Local Government Affairs Second Amendment Act, 1993	To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto
Municipal Accountants' Act, 1988	To provide for the establishment of a Board for Municipal Accountants and for the registration of Municipal Accountants and the control of their profession
Municipal Consolidated Loans Fund Ordinance, 1952 READ WITH Local Government Affairs Second Amendment Act, 1993	To provide for the establishment and management of a Consolidated Loans Fund as approved by the Premier
Local Government Municipal Finance Management Act, 2003	To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiently and effectively, to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith

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

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Ordinance 113 and LUPO (land use planning ordinance)	To control the land use rights within the former black areas
Development Facilitation Act, 1995	To provide for Integrated Development Plans, reflecting current planning and to institutionalise development tribunals for evaluating applications
Physical Planning Act, 1991	To provide guidelines for the drafting of urban development Plans
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
Subdivision of Agricultural Land Act, 1970	To control the subdivision of farm land and agricultural holdings
Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA 13 of 2013)	Spluma will be implemented in the next financial year. Most of the Acts listed below will be repealed and will be replaced by SPLUMA. The purpose of SPLUMA is to promote consistency and uniformity in spatial planning and land use management.
Planning Professions Act, 2002	To provide for the training and registration of professional Planners
ENVIRONMENT	
Environmental Conservation Act, 1982	To provide for environmental impact assessments and exemptions, noise control areas etc.
Environment Conservation Act, 1989	To provide for the effective protection and controlled utilisation of the environment and for matters incidental thereto
National Environmental Management Act, 1998	To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide for matters connected therewith
ENGINEERING / TECHNICAL SERVICES	
Advertising on Roads & Ribbon Development Act, 1940	To control advertising on national and regional roads

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
National Building Regulations and Building Standards Act, 1977	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards
National Water Act, 1998	To provide for fundamental reform of the laws relating to water resources
Water Services Act, 1997	To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans
SAFETY AND SECURITY	
Criminal Procedure Act, 1977	To consolidate and regulate procedure and evidence in criminal proceedings
Disaster Management Act, 2002	To provide for an integrated, co-ordinated and common approach to disaster management by all spheres of government and related matters
Fire Brigade Services Act, 1987	To provide for the rendering of fire brigade services and certain conditions to the rendering of the service
Gatherings and Demonstration Act, 1993	To control public gatherings and procession of marches
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
National Land Transport Bill, 1999	
National Land Transport Interim Arrangements Act, 1998	To make arrangements relevant to transport planning and public road transport services
Urban Transport Act, 1977, as amended 1992	To promote the planning & provision of adequate urban transport facilities
National Road Traffic Act, 1996	To regulate traffic on public roads, the registration & licensing of motor vehicles & drivers, including fitness requirements and incidental matters
Road Traffic Management Corporation Act, 1999	To provide in the public interest for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	provide for matters connected therewith
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions
Regulation of Gatherings Act, 1993	To control public gatherings and procession of marches
South African Police Service Act, 1995	To provide, inter alia, for a municipal (city) police
HEALTH AND WELFARE	
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
Health Act, 1977	To provide for the promotion of the health of the inhabitants of the Republic, for the rendering of health services, to define the duties, powers and responsibilities of certain authorities which render such services and for the co-ordination of the services
National Policy For Health Act, 1990	To provide for control measures to promote the health of the inhabitants of the republic and for matters connected thereto
HUMAN RESOURCES	
Employment Equity Act, 1998	<p>To promote the constitutional right of equality and the exercise of true democracy</p> <p>To eliminate unfair discrimination in employment</p> <p>To redress the effect of unfair discrimination in the work place to achieve a workforce representative of the population</p>
Basic Conditions of Employment Act, 1997	<p>To give effect to the right to fair labour practice</p> <p>To provide for the regulation of basic conditions of employment</p>
Compensation of Occupational Injuries and Diseases Act, 1993	To regulate the categories of persons entitled to compensation for occupational injuries and diseases, and to determine the degree of disabled employees

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Labour Relations Act, 1995	<p>To regulate the organisational rights of trade unions, the right to strike and lock-outs</p> <p>To promote and facilitate collective bargaining and employee participation in decision making</p> <p>To provide simple procedures for labour disputes</p>
Skills Development Act, 1998	To provide for the implementation of strategies to develop and improve the skills of the South African workforce, to provide for Learnerships, the regulation of employment services and the financing of skills development
Skills Development Levies Act, 1999	To provide for the imposition of a skills development levy and for matters connected therewith
South African Qualifications Authority Act, 1995	To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof
Unemployment Insurance Act, 1966	To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of unemployment

WHAT IS IDP

The IDP is the Municipality's principal strategic planning document and aims to maximize social development and economic growth through the promotion of a local democracy thereby meeting the basic needs and achieving the identified developmental goals.

This document is reviewed annually in terms Section 34 of municipal systems act, thus the municipality has undertaken to review its five (5) year plan. As the key strategic plan of the Municipality, the IDP priorities will inform all financial

planning and budgeting undertaken by the institution and will enable the municipality to align these with the institutional resources behind agreed upon policy objectives and programmes thereby offering substantive benefits to local residents, communities, provincial and national spheres of government and the nation as a whole. A special emphasis shall be placed on local economic development, community empowerment and redistribution.

Extremely rapid changes at the global, regional, national and local levels have forced Ngqushwa Local Municipality to rethink the way they are organized and governed. Ngqushwa Local Municipality intends to find new ways to sustain their economy, build their society, protect their environment and eliminate poverty.

Ngqushwa Local Municipality is of the opinion that national frameworks and support from other levels of government are critical in order to ensure sustainability. This requires trust between individuals and open and accommodating relationships between all stakeholders. In practical terms, Ngqushwa Local Municipality aims to focus on building social conditions favorable to development through:

- Building the kind of political leadership that is able to bring together coalitions and networks of local interests towards realizing a shared vision.
- Working in partnerships with business, trade unions and community based organizations.
- Ensuring that knowledge and information are acquired and managed in a way that promotes continuous learning and which anyone can access easily and quickly.
- Enhancing local democracy
- Building an awareness of environmental issues.
- Investing in youth development
- Seeking to empower marginalized groups.
- Mobilizing community resources for development.

The Need for IDP'S

In terms of the Municipal System's Act 2000, "all local authorities are required to prepare Integrated Development Plans for their areas of jurisdiction."

According to this act, IDP's must aim at integrating the development and management of municipal areas in terms of the powers and duties of these municipalities.

The Integrated Development Planning Process puts in place a new system of planning and delivery in line with a shared vision of reconstruction and development.

Key characteristics of the IDP Process

- Integrated Development Planning is a participatory process. It aims to promote effective, sustainable development through improved co-operation, co-ordination and integration across a broad range of stakeholders.
- Integrated Development Planning integrates the various strategies required for development: economic, sectional, spatial, social, institutional, environmental and fiscal. It also integrates strategic planning and operational planning.
- Integrated Development Planning helps to ensure that clear developmental objectives and priorities are set.
- Integrated Development Planning involves all spheres and sectors of government and demands synchronization (working in harmony) between the activities of government.

Fundamental principles of the Integrated Development Planning Process

- **Transformation**

Ngqushwa Local Municipality via Integrated Development Planning seeks to promote the objectives of developmental local government as outlined in the White Paper on Local Government 1998, thereby facilitating local processes of democratization, empowerment towards achieving social and economic transformation.

- **Process**

The planning process will determine the direction and course of development action within Ngqushwa. All legislative prescripts will be clearly understood and developed. Implementation procedures will be adhered to.

- **Comprehensive Planning Approach**

Ngqushwa will embark on a comprehensive planning approach thus allowing the local authority to continuously evaluate performance of past practices from a strategic angle and to thereafter develop comprehensive action plans for the efficient implementation of programmes and projects.

- **Democratizing the Planning Process**

Ngqushwa Local Municipality shall promote local democracy through the direct involvement of citizens and community groups in the design and delivery of municipal programmes.

Ngqushwa Local Municipality acknowledges that while regulation remains an important municipal function, it shall be supplemented with leadership, encouragement, practical support and resources for community action. Special emphasis shall be placed on the involvement of youth organizations in this regard.

Poor and marginalized communities in Ngqushwa will be empowered in accordance with the Amathole Regional and Economic Development Strategies as well as the Provincial Growth and Development Plan.

- **Integration**

The local Municipality of Ngqushwa commits itself to promoting the spatial integration of settlements in order to enhance economic efficiency, facilitate the provision of affordable services and enable social development. The IDP will be considered as a tool for ensuring the alignment of local government activities with other spheres in development planning at Provincial, National and International levels by serving as a basis for communication and continuous interaction. The integration of urban and rural areas; the eradication of spatial segregation through infrastructural development; the social and economic integration of different communities; the integration of strategic, operational, sectoral and spatial planning, the integration and management of institutional activities; the integration of various developmental processes such as planning, management, implementation, monitoring and review and the integration of development information shall receive particular attention during the implementation of action plans identified.

- **Sustainability**

Local economic development will support the community and the benefits of development should be equitably distributed in order to sustain them over the long term.

- **Quality of life**

All developmental initiatives identified will be assessed in order to ascertain it's true worth and contribution to improving the quality of life.

- **Co-operative governance**

The principle of co-operative governance will be adopted. Conscious attempts will be put in place to ensure the alignment and co-ordination of National, Provincial and local development policies, frameworks, plans, programmes and initiatives.

- **Realism and feasibility**

It must be acknowledged from the outset, that limited financial and institutional resources exist at local level to resource not only the planning process, but also the implementation of reconstruction and development. In order to make projects and programmes a reality, it is imperative that commitment, honesty and reliability form the cornerstones of involvement in a fair process of reconstruction and development.

- **Prioritization**

Given the vast demands for development, synergy should allow for the realization of systematic progression towards economic transformation and reform thus putting in place an ethic of cooperation.

- **Building the future today**

Ngqushwa realizes the urgency for the realization of a better life for all.

- **Cyclical and Progressive**

The proposed approach realizes the urgency to build a new planning system, methodologies and products in response to global, national, provincial and local turmoil experienced. The approach will be highly interactive, responsive to stipulated needs and must be adaptable and flexible in order to benefit from a "learning by doing" concept.

- **Timeframe**

Time is of the essence in ensuring synergy between short (1 year action plans), medium (5 year action plans) and long term (up to 25 years) developmental plans.

The Methodology

The IDP methodology adopted, adhered to and recommended by the Department of Provincial and Local Government involves five prescribed phases. Each phase involves numerous actions, interventions and activities and includes an analysis of the current situation; the development and presentation of strategies through the identification of objectives for each priority issue identified; project formulation and an integration phase.

Why an IDP review?

Local government functions within an ever-changing environment. The dynamic nature within the global, national and local environments, constantly presents local government with new challenges and new demands. Also the needs of communities of Ngqushwa Local Municipality change. The five year developmental plans will be reviewed annually so that the local municipality is confident that the needs being addressed are real, actual, current, accepted, identified and raised by the community thereby promoting good corporate governance.

The IDP annual review:

- Is legislated in terms of the requirements of the Local Government Municipal Systems Act 32 of 2000.
- Establishes a platform for critically re examining current legislation in order to acquire a deeper insight into achieving the objectives of local government.
- Assists in the recognition of linkages between development, delivery and democracy through the continuous engagement with business, citizens and community groups.
- Is critical in assisting Ngqushwa Local Municipality to assess performance, accountability and overall state of local government therefore ensuring that the plans are being implemented. It also helps the municipality to assess the impact and effectiveness of previous development strategies adopted so as to update information in collaboration with the Central Statistical Service and make the necessary adjustments to the plans as required.
- Allows for Ngqushwa Local Municipality to assess their administrative and financial capacity demonstrated in order to allow for the allocation of executive and legislative powers and functions between category B municipalities and district governments.

PROCESS PLAN 2014/2015

IDP,BUDGET & PMS PROCESS ACTION PROGRAM 2014/15

	Activities	Timeframe	Responsible Department
A	Preparation phase / Pre-planning		
	Council Approval of Process Plans (IDP & Budget)	21 August 2014	Municipal Manager/ BTO / Corporate Services
	Advertise IDP Review Process and resuscitate stakeholders	25 August 2014	Municipal Manager
	Submission of Process Plan to ADM	25 August 2014	Budget & Treasury Office

	Council Workshop on the IDP review process	September 2014	Speaker's Office/Municipal Manager
	IGR Forum meeting	18 November 2014	Municipal Manager
	IDP Steering Committee meeting to review Implementation progress and prepare for the 14/15 IDP Launch	12 September 2014	Municipal Manager
	Submit adopted Plans with Council resolution to MEC - DLGTA	September 2014	Municipal Manager / Corporate Services
	Advertise IDP/Budget Process Plan	25 August 2014	Municipal Manager
	DIMAFO Meeting	17 September 2014	Municipal Manager
	Launch IDP/PMS/Budget Representative Forum to outline terms of reference, report progress, explain review process.	19 September 2014	Municipal Manager
	Quarter 1 Performance reporting (July - Sept) - within 4 days after end of quarter	03 October 2014	Heads of Departments
	Conduct quarterly reviews with HoDs	10 October 2014	Municipal Manager's Office
	Submit performance report to Performance Audit Committee	24 October 2014	Municipal Manager's Office
B+C	Analysis Phase / Monitoring and evaluation		
	<ul style="list-style-type: none"> *Assessment of existing level of development - Situational analysis *Prepare analysis information on existing services, current backlogs and identification of development priorities *Collect data from other sources, analyze impact of new information and unexpected events *Evaluate achievement of objectives and strategies *Get inputs from Sector Plan information *Assess implementation progress, overview of funding available per department (both from savings as well as internal budget and external funds) 	October 2014 - November 2014	All Departments / Clusters
	Ward Councillors and Ward Managers to assist in the identification of community needs and prioritisation of local issues	October 2014 - November 2014	Speaker's Office / Municipal Manager's Office
	Budget Steering Committee to assess project spending for first quarter	24 October 2014	Budget & Treasury Office
	IGR Forum meeting (Sector specific analysis information)	October 2014	Municipal Manager
	IDP Steering Committee meeting - Departments/Clusters to present situational analysis reports	07 November 2014	All Departments/Clusters
	Distribute budget templates including growth parameter for 2015/2016 based on CPI average giving budget indicative amounts	November 2014	Budget & Treasury Office
	DIMAFO meeting (Sector specific analysis information and prioritized local issues)	13 November 2014	Municipal Manager

	IDP/PMS/Budget Rep Forum meeting (Situational Analysis phase and community needs/ priorities)	14 November 2014	Municipal Manager's Office
	Finalise service charge estimates for 2015/16	December 2014	Budget & Treasury Office
	Allocate funding envelopes per department based on DORA 2014 outer year forecast	December 2014	Budget & Treasury Office
	Alignment of Organogram with Payday information - verify warm bodies; identify vacant posts	December 2014	Corporate Services
	Strategic planning session. Adopt proposed overall direction of the 5 year strategic plan (IDP) - agree on main themes and key strategic objectives and key financial issues	03-04 March 2015	Municipal Manager's Office
	Quarter 2 Performance reporting (Oct - Dec) - within 4 days after end of quarter	06 January 2015	Heads of Departments
	Conduct quarterly reviews with HoDs	10 January 2015	Municipal Manager's Office
	Submit performance report to Performance Audit Committee	January 2015	Municipal Manager's Office
D	Strategies Phase / Refined objectives, strategies, programmes and projects phase		
	Refine objectives, strategies, programmes and draft projects as necessary for MTREF period, with key performance indicators and targets (as per strategic plan outcome)	December 2014 - January 2015	All Departments/Clusters
	Proposals for new posts, including motivations and job descriptions	31 January 2015	Corporate Services
	IDP Steering Committee Meeting - clusters to present planning and implementation progress	16 January 2015	Municipal Manager's Office / Cluster Teams
	Submit draft operating budgets, having taken funding envelopes into account	31 January 2015	All Departments
	IDP Steering Committee - Cluster reports on revised objectives, strategies and projects as submitted in end of Jan budget documentation.. This report will include inputs from the sector plans	06 February 2015	Municipal Manager's Office / Cluster Teams
	IDP/Budget/Representative Forum meeting to present the draft IDP	25 February 2015	Municipal Manager's Office/ Budget & Treasury Office
	Consolidate all inputs including sector plan information and prepare draft IDP and Budget	February-March 2015	All Departments/Clusters
	Formulation of draft tariffs for 2014/15	January 2015	Budget & Treasury Office
	Budget hearings to be held between HoDs and MM to assess budgets that exceed funding envelopes	2 nd Week of February 2015	Municipal Manager
	Budget Steering Committee to approve draft budget allocations (IDP/ Budget link)	February 2015	Budget & Treasury Office/ Municipal Manager's Office

	Population of Schedule A template with IDP and Budget information	February 2015	BTO / Strategic Planning / Corporate Services / Technical Services
	Finalise Parameters for MTREF using guidelines from Treasury and outer year budgets	04 February 2015	Budget & Treasury Office
	Approval of the 2014/15 Adjustment Budget by the Council	28 February 2015	Budget & Treasury Office
	IDP Steering Committee meeting to present the draft IDP and Budget	06 March 2015	Municipal Manager's Office
	IGR Forum meeting to get inputs on district-wide development plans and funding commitments	11 March 2015	Municipal Manager's Office
	Council Workshop on the draft IDP and Budget	24 March 2015	Speakers Office
	IDP/Budget/Representative Forum meeting to present the draft IDP (district-wide consultation)	13 March 2015	Municipal Manager's Office
	Council approval of the draft IDP & Budget and noting of the SDBIP as well as	19 March 2015	Municipal Manager's Office / BTO / Corporate Services
	Submit draft IDP, Budget and SDBIP to MEC - DLGTA, Provincial and National Treasury	03 April 2015	Municipal Manager's Office / BTO
	Quarter 3 Performance reporting (Jan - March))	03 April 2015	Heads of Departments
	Draft IDP and Draft Budget published - Advertise for public comment (21 days)	03 April 2015	Municipal Manager's Office
	Conduct quarterly reviews with HoDs	09 April 2015	Municipal Manager's Office
	Submit performance report to Performance Audit Committee	April 2015	Municipal Manager's Office
E	Reviewed IDP document (Integration/programme implementation and operational plan)		
	IDP/Budget roadshows - public hearings	13-21 April 2015	Municipal Manager's Office / Budget & Treasury Office
	IGR Forum meeting	17 March 2015	Municipal Manager's Office
	IDP Steering Committee meeting (implementation and operational plan)	29 April 2015	Municipal Manager's Office
	IDP/PMS/Budget Rep Forum	08 May 2015	Municipal Manager's Office
	DIMAFO meeting (Sector specific analysis information and prioritized local issues)	15 May 2015	Municipal Manager
	IDP Approval/ Council Open Day	28 May 2015	Speaker's Office/Communications
	Incorporate relevant comments to the Draft final reviewed IDP	09 May 2015	Municipal Manager's Office
F	Approval phase		
	Council Workshop on the final IDP Budget prior to adoption	05 May 2015	Speakers Office

	Council Approval of IDP & Budget	28 May 2015	Municipal Manager's Office / BTO / Corporate Services
	Final IDP and Budget published (within 14 days of approval)	02 June 2015	Municipal Manager's Office
	Submit IDP, Budget and SDBIP to MEC - DLGTA, Provincial and National Treasury	02 June 2015	Municipal Manager's Office / BTO
	Quarter 4 Performance reporting (April - June))	04 July 2015	Heads of Departments
	Conduct quarterly reviews with HoDs	09 July 2015	Municipal Manager's Office
	Submit performance report to Performance Audit Committee	July 2015	Municipal Manager's Office
G	Performance Management System		
	Prepare Annual Report information as the National Treasury format	22 July 2014	BTO
	Submission of 2013/14 Annual Financial Statements to Auditor General	August 2014	BTO
	Submission of 2013/14 Annual Performance Report to Auditor General *Table the 2013/14 Annual Report for council adoption	August 2014	Municipal Manager's Office
	Consolidation and distribution of draft annual report for comments	August 2014	
	Submission of annual report information by departments	September 2014	All Departments
	Tabling of draft annual report to the Audit Committee	December 2014	Internal Audit
	* Submit mid-year performance assessment report for 2014/15 to Treasury	January 2015	Municipal Manager's Office / BTO/Corporate Services
	* Submit mid-year performance assessment report for 2014/15 to Council	January 2015	Municipal Manager's Office / BTO/Corporate Services
	Submit 2013/14 Annual Report to MEC - DLGTA and Auditor-General	February 2015	Municipal Manager's Office
	Publicizing of the Annual Report for public comments	05 February 2015	Municipal Manager's Office
	Public consultation by oversight on the annual report	October 2014	MPAC
	Adopt oversight report (no later than 2 months after adoption of annual report)	March 2015	Municipal Manager's Office / Corporate Services
	Publicize the oversight report (within 7 days of its adoption)	April 2015	Municipal Manager's Office
	Submit draft SDBIP to the Mayor for initial approval	March 2015	Municipal Manager's Office
	Submit revised SDBIP to the Mayor for final approval (within 14 days of approval of the Budget)	June 2015	Municipal Manager's Office
	Signing of MM and Section 57 Managers Performance Agreements	June 2015	Municipal Manager
	Mayor approval of the SDBIP with performance agreements	June 2015	MM/Mayor

	(within 28 days after budget)		
	Submit SDBIP and performance agreements to MEC - DLGTA, Provincial and National Treasury	June 2015	Municipal Manager's Office
	Submit annual performance report to Evaluation Committee	July 2014	Internal Audit
	Publicize SDBIP and Performance Agreements no later than 14 days after approval	July 2015	Municipal Manager's Office

RELEVANT DOCUMENTS

The following documents should be read with the IDP:

- Local government: Municipal Systems Act 32 of 2000
- IDP guide and IDP/PMS and Budget Process Plan
- Various sector plans and programmes.
- Ngqushwa Municipality Performance management framework.
- Ngqushwa Spatial Development Framework.
- Provincial Growth and Development Plan (PGDP) (2004-2014)
- Provincial Spatial Development Plan (PSDP)
- National Spatial Development Plan (NSDP)
- National Development Plan (NDP)

- **ALIGNMENT WITH NATIONAL AND PROVINCIAL PROGRAMS**

- The following National programs informs the IDP process
- State of the Nation Address (SOMA)
- State of the Local Government in South Africa
- Municipal Demarcation Board Reports
- COGTA: Local Government Turnaround Strategy (LGTAS)
- COGTA: Operation Clean Audit 2014.
- Municipal Powers and Functions.
- ANC Manifesto
- ANC January 8th Statement

MUNICIPAL POWERS AND FUNCTIONS

PART A

(1) A municipality has executive authority in respect of, and has the right to administer-

(a) the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and

(b) any other matter assigned to it by national or provincial legislation.

(2) A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.

(5) A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.”

PART B

The following local government matters to the extent set out in section 155(6)(a) and (7):

- Air pollution
- Building regulations
- Child care facilities
- Electricity and gas reticulation
- Fire-fighting services
- Local tourism
- Municipal airports
- Municipal planning
- Municipal health services
- Municipal public transport
- Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law
- Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto
- Storm water management systems in built-up areas
- Trading regulations
- Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems

PART C

The following local government matters to the extent set out for provinces in section 155(6)(a) and (7):

- Beaches and amusement facilities
- Billboards and the display of advertisements in public places
- Cemeteries, funeral parlours and crematoria
- Cleansing
- Control of public nuisances
- Control of undertakings that sell liquor to the public
- Facilities for the accommodation, care and burial of animals
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sport facilities
- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Municipal roads
- Noise pollution
- Pounds
- Public places
- Refuse removal, refuse dumps and solid waste disposal
- Street trading
- Street lighting
- Traffic and parking

IDP

Chapter One

The Vision

Chapter One: The Vision and Mission

Vision

Ngqushwa Local Municipality will strive to become a benchmark institution in the country in respect of good quality and affordable services, through efficient resource mobilization and management, stimulation of economic growth and good governance practices.

Mission

To be the preferred, vibrant, socio-economically developed municipal area that embraces a culture of human dignity, good governance, and characterized by good quality of service for all.

Core Values

Linked to the mission the municipality also identified the following CORE VALUES to be adhered to by the councillors, management and the officials of the Municipality:

Competency

We commit to attract and retain a competent workforce to service our customers

Honesty and Integrity

We will demonstrate complete honesty and integrity in everything we do

Diligence

We will demonstrate caution, commitment and due diligence in discharging our Duties

Transparency

We will be transparent and fair in all our dealings for utmost accountability

Accountability

We will create an environment to be held to account by our stakeholders and customers

Professionalism

We will always uphold and maintain a professional behavior in executing our mandate and individual responsibilities for the furtherance of service delivery

Value for Money

We commit derive value for money as return on investment in all business engagements with service providers.

Batho Pele

The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service. Our municipality is duty bound to uphold these principles:

Consultation:

Communities should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.

Service standards:

Communities should know what standard of service to expect.

Access:

All communities should have equal access to the services to which they are entitled.

Courtesy:

Communities should be treated with courtesy and consideration.

Information:

Communities should be given full and accurate information about the public services they are entitled to receive.

Openness and transparency:

Communities should know how departments are run, how resources are spent, and who is in charge of particular services.

Redress:

If the promised standard of service is not delivered, communities should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made communities should receive a sympathetic, positive response.

Value-for-money:

Public services should be provided economically and efficiently in order to give communities the best possible value-for-money.

Importantly, the Batho Pele White Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilized to assist in building a service culture. "For example, local businesses or non-governmental organisations may assist with funding a helpline, providing information about specific services, identifying service gaps or conducting a customer survey" - The White Paper on Local Government (1998).

IDP

Chapter Two

Demographic Profile

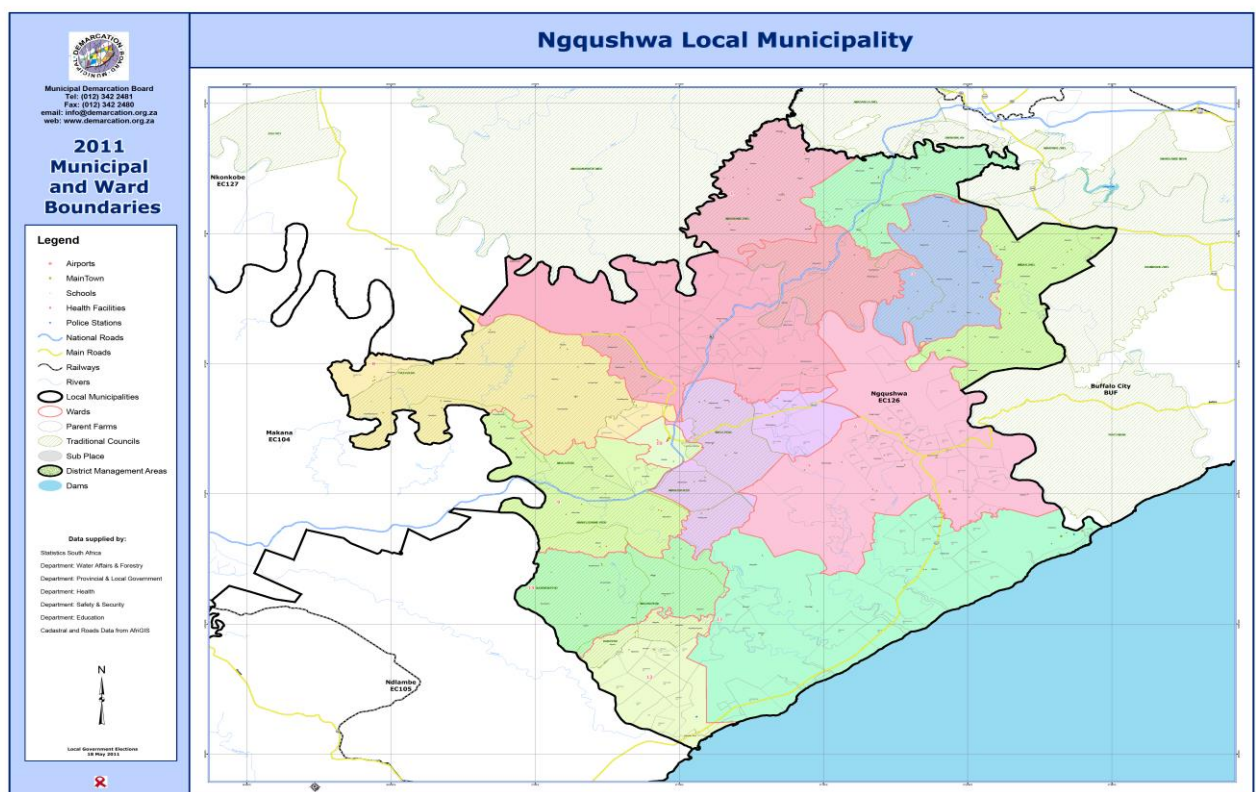
Chapter Two: Demographic Profile

2. 1 NGQUSHWA GEOGRAPHICAL INFORMATION

Ngqushwa Local Municipality falls within the jurisdiction of the Amathole District Municipality which is situated in the Eastern Cape Province, Amathole District Municipality and covers an area of 23 573km² and the Ngqushwa municipal area covers 2245 square kilometers which accounts for 10% of the district. The administrative seat of the Municipality finds itself in Peddie and the municipal area is divided into 13 wards.

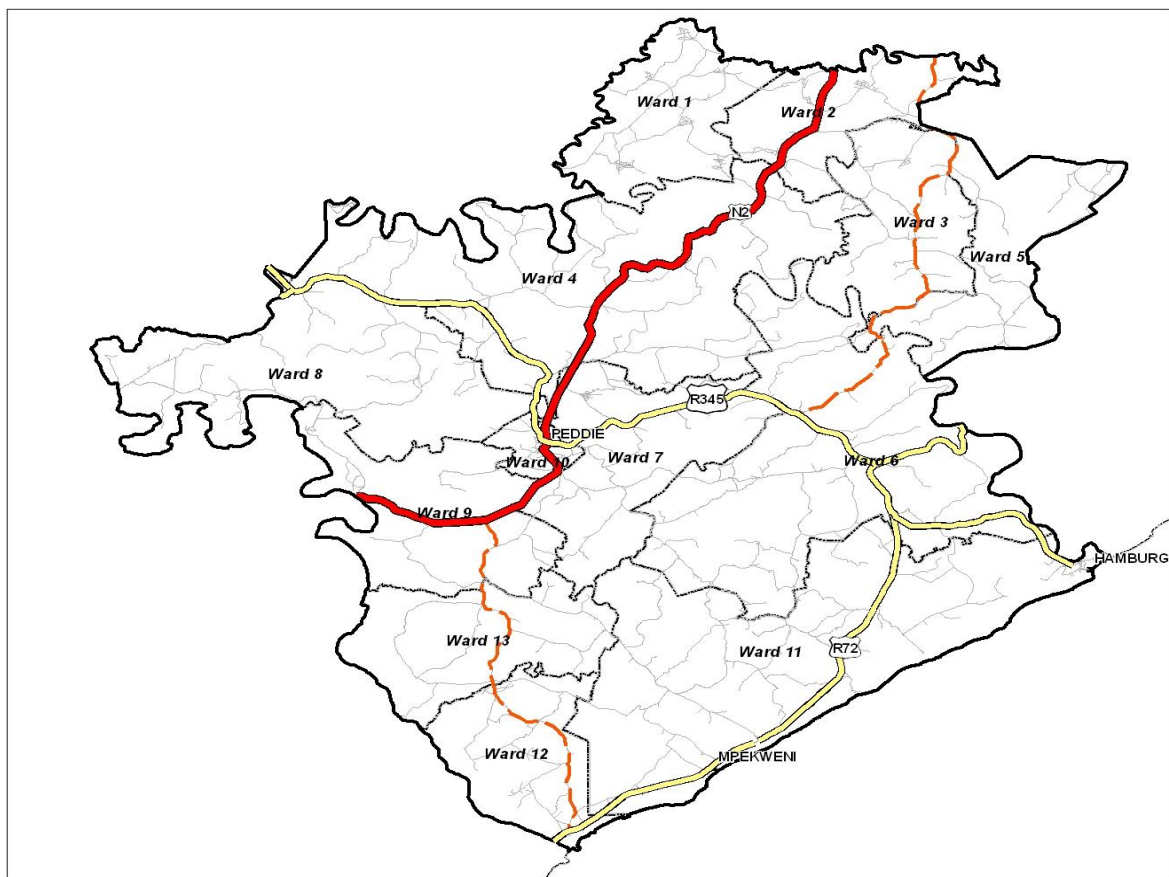
Ngqushwa is located in the west of the Amathole district and consists of two towns Peddie and Hamburg, a portion of King Williams Town villages. It is one of the eight municipalities that fall within the Amathole District Municipality. Ngqushwa Municipality consists of 118 villages. Ngqushwa is bordered by the Great Fish River to the west and the Keiskamma River to the East. The southern boundary comprises a part of the coastline of the Indian Ocean.

MAP OF NGQUSHWA LOCAL MUNICIPALITY



The table and the map below depicts the number of wards and villages that are within the jurisdiction of Ngqushwa Local Municipality:

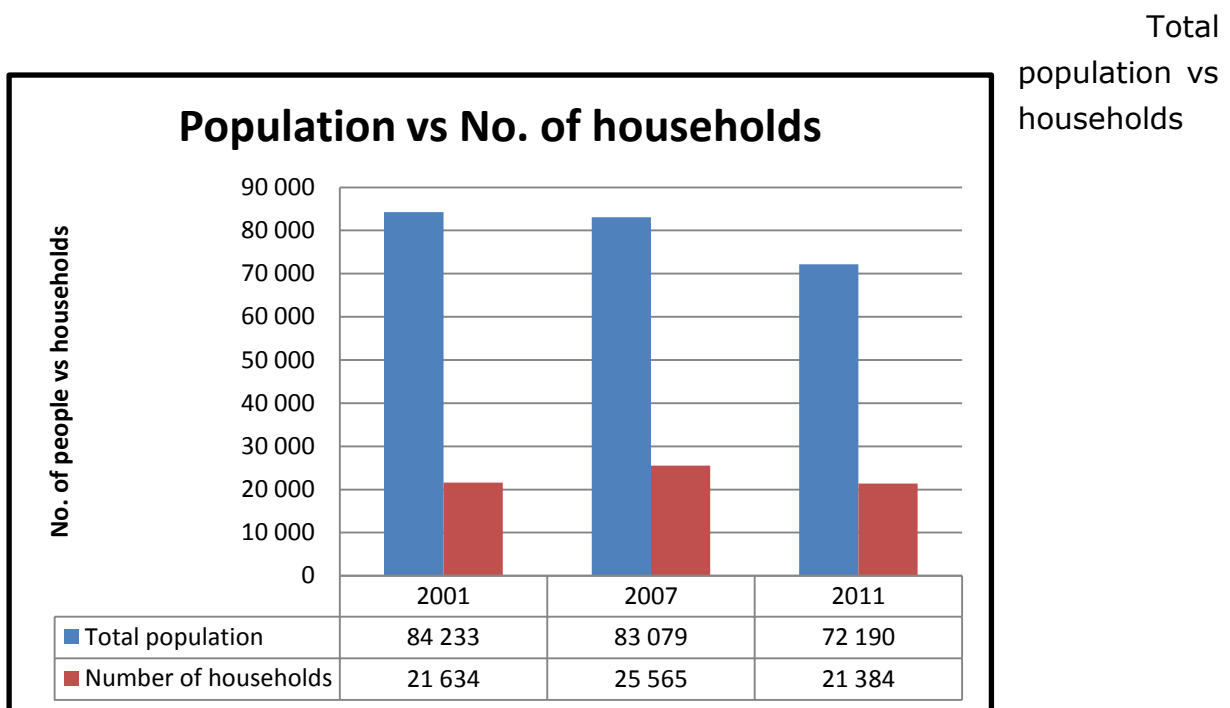
Ward	Villages
1	Zalara, Mtati, Tyeni, Ngqwele, Bhele, Nonibe, Gobozana, Nxopho
2	Qaga, Masele, Thamara, Dubu, Tsolo & Jubisa
3	Upper & Lower Mthombe, Thyatha, Mtyholo, Qugqwala, Dlova, Nquthu, Tildin, Tapushe, Rode, Zimbaba & Mavathulana
4	Qawukeni, Mabongo, Khalana, Shushu, Ntsinekana, Mqwashu, Bongweni A, Gcinisa North, Hlosini, Bongweni B, Maqosha, Nqwenerhana, Crossman/ Mgwangqa, Nomonti & Torr
5	Machibi, Moni, Twecu, Upper & Lower Dube, Cwecweni, Madliki, Phole, Moni, Nxwashu/Tyip-Tyip, Ngxakaxha & Mdolomba
6	Tyityaba/Ferndale, Bodium, Bell, Lover's Twist, Crossroads, Tuku A, B & C, Wooldridge, Hoyi, Leqeni, Begha,
7	Cisira, Feni, Dam-dam, Makhahlane, eletyuma, Mahlubini/Nyaniso
8	Ndlambe, Ndwayana, Glenmore, Qamnyana, Gwabeni, Mankone, Horton, Luxolo & Rura
9	Runletts, Woodlands, Pikoli, Nobumba, Ntloko, Mgwalana, Lewis & Paradise
10	Peddie Town, Peddie Extension, Power, Luxolweni, German village, Durban Location
11	Hamburg, Benton, Gcinisa-South, Wesley, Bhingqala/Soweto, Mqheleni, Tarfield/Nier, Qobo-qobo/Nuloets, Daninge
12	Mpheko, Mgababa, Prudhoe, Mkhanyeni
13	Mtati, Ngqowa, Upper Gwalana, Mabaleni, Ntshamanzi, Newtondale, Maxhegweni, Upper Qeto, Lower Qeto, Lower Mgwalana, eSigingqini



2.2 Demographic profile

2.2.1 Population

In accordance with the information from the census it is revealed that the total population was estimated to be 84 233 for the year 2001, with an observed slight decrease to 83 079 in 2007 to an alarming 72 190 in 2011. The number of population of 2011 vs the number of households being 21384 clearly stipulates that in each household there is quite a number of inhabitants distributed unevenly in all households. It is also shocking to note that numbers of households have also decreased over the years. This state of affairs has to be further studied to understand the prevailing dynamics within the municipality and also in the Province as a whole. The figure below displays how these changes have affected both population and the number of households.



Source: Statistics SA (2011)

2.2.1.1 Population by Gender

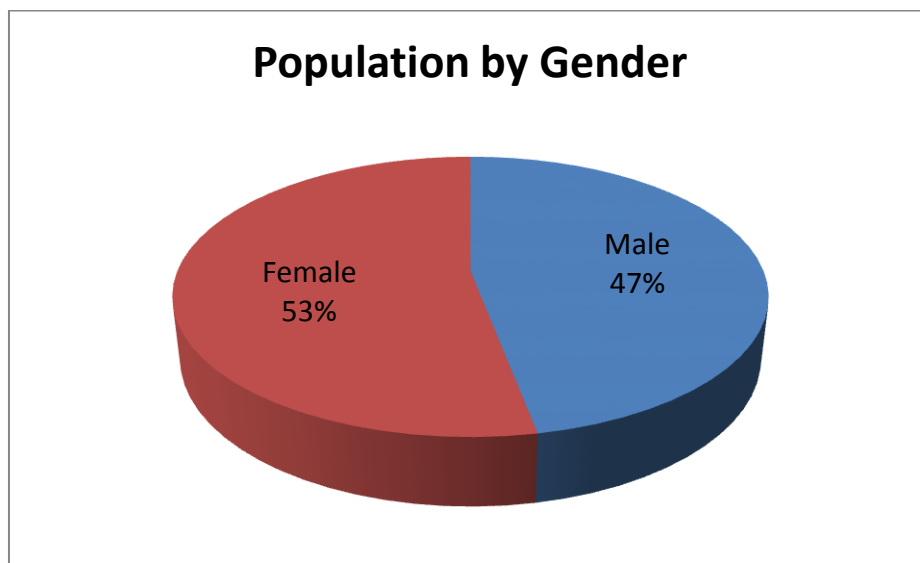
When observing the population at ward level, it is unevenly distributed as depicted on the table below as distributed on gender basis:

The following table shows a summary of key statistics by gender from statics (2011):

WARD	POPULATION BY WARD		
	MALE	FEMALE	TOTAL
1	2 593	2 962	5 555
2	2 864	3 100	5 963
3	2 789	3 041	5 830
4	2 658	2 902	5 559
5	2 899	3 166	6 065
6	2 531	2 812	5 343
7	2 827	3 224	6 051
8	2 543	2 847	5 390
9	2 322	2 574	4 897
10	2 323	2 688	5 011
11	2 798	3 167	5 964
12	2 180	2 603	4 783
13	2 658	3 120	5 777
GRAND TOTAL	33 984	38 206	72 190

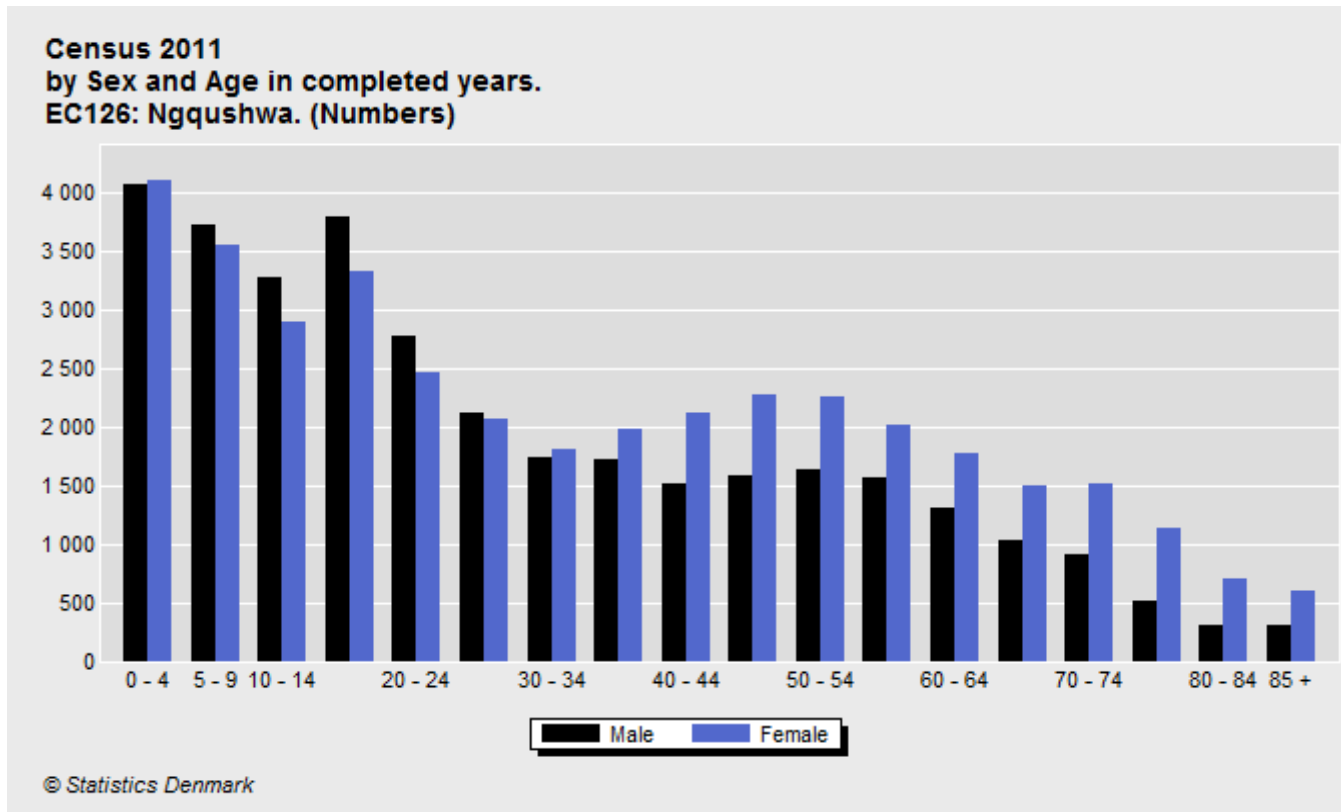
Source: Statistics SA (2011)

Thus in total on the composition of male and female with the jurisdiction of Ngqushwa is distributed as such:



2.2.1.2 Population by Age

Gender distribution by Age



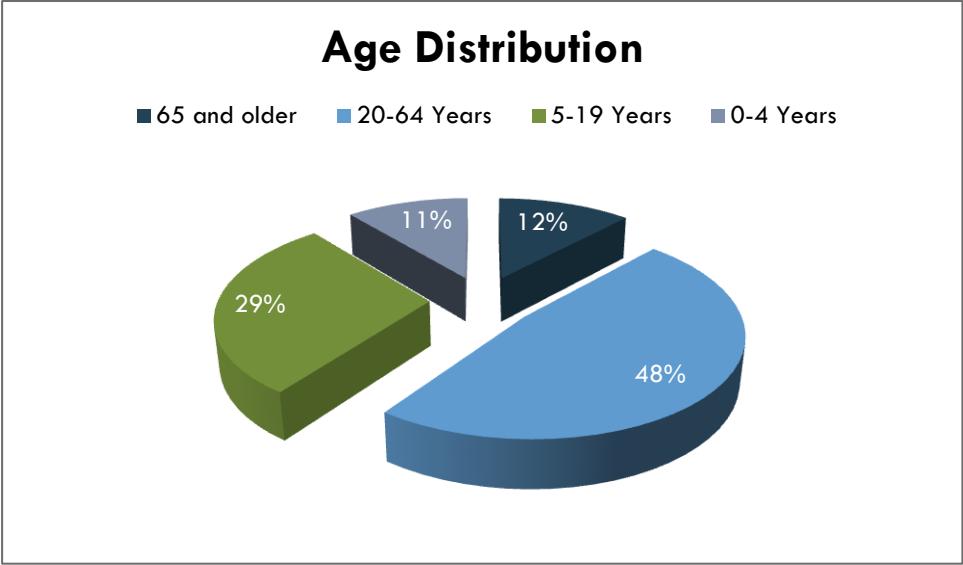
Source: Statistics SA (2011)

The above figure reflects a high dependency rate with numbers of children aged between 0 and 19 years, school going age estimated at 28 800 with approximately 14 899 being males and 13 901 females. On the other hand, the numbers of those who fall above the economically active population (above 60 years) are estimated at 11 675. Of those, approximately 7 260 are women and about 4 415 are men. This means that the total number of children, youth and elderly is 40 475 which accounts for about 56% of the total population. This is very high and means that the municipality has to focus more efforts and funding towards children and youth development as well as caring for the aged.

There is a high rate of school drop outs as well as high unemployment rate. This further promotes the need to develop social and youth development programs, provision of basic services and vigorous job creation programs.

Furthermore the NLM Age is distributed as depicted the figure below where it shows the vast number of population is with the age 20-64 which takes 48% of the entire population. Whereas 0-4 years takes 11%, 5-19 is at 29% and lastly the older persons from 65 years and older take 12% of the population.

Age Distribution



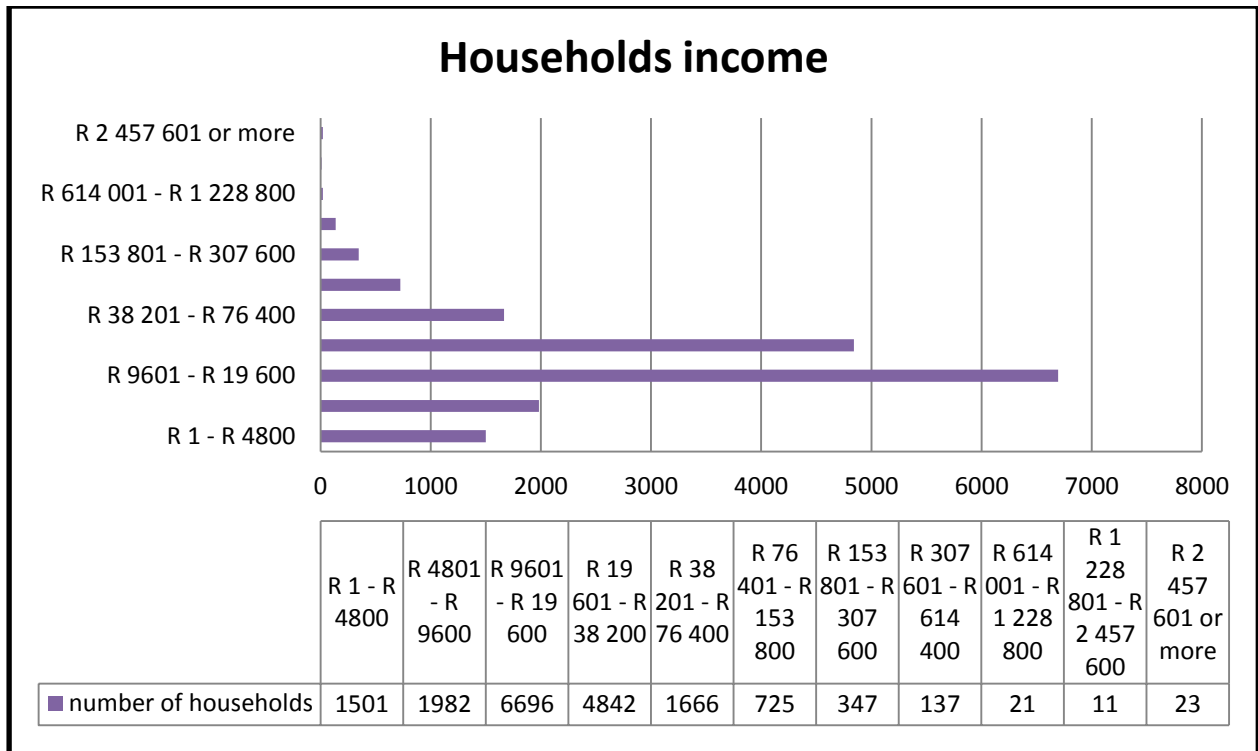
Socio Economic Profile

2.2.2 Labour Force Income and Wages

2.2.2.1 Household Income

The figure below depicts the economical standing of the population within Ngqushwa. It is potent in such that it stipulates how much the majority earns and thus economically directs the income distribution potential. It is reflected that the majority of households are earning very low incomes. Statistics SA information shows the number of the employed households being 11 538 earning between R9 601 and R38 200 per annum. Ward meetings revealed that the majority of the population relies on social grants. They raised that there is a need for projects to provide the community with food security. Proposals for skills development and provision of institutions of higher learning that will ensure improvement of the labour force also came up strongly from the wards.

The Department of Social Development, Special Programmes and the Local Economic Development is engaged and has funded a number of projects and co-operatives , ranging from vegetable, livestock & poultry farming, sewing etc. The majority of these projects and co-operatives are active and have challenges related to shortage of funding, skills and infrastructure like water, electricity, fencing, medication etc.

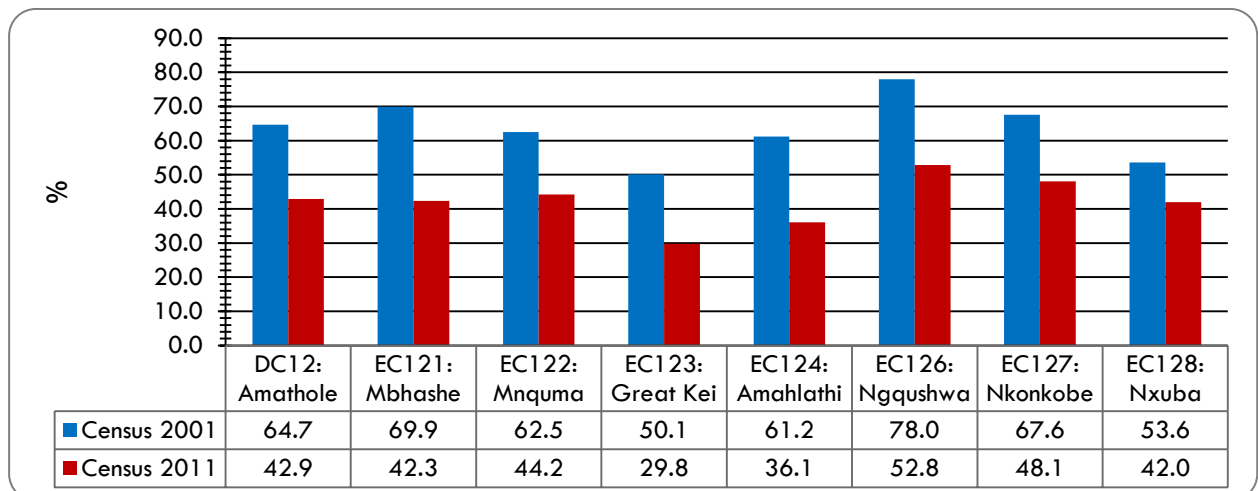


Source: Statistics SA (2011)

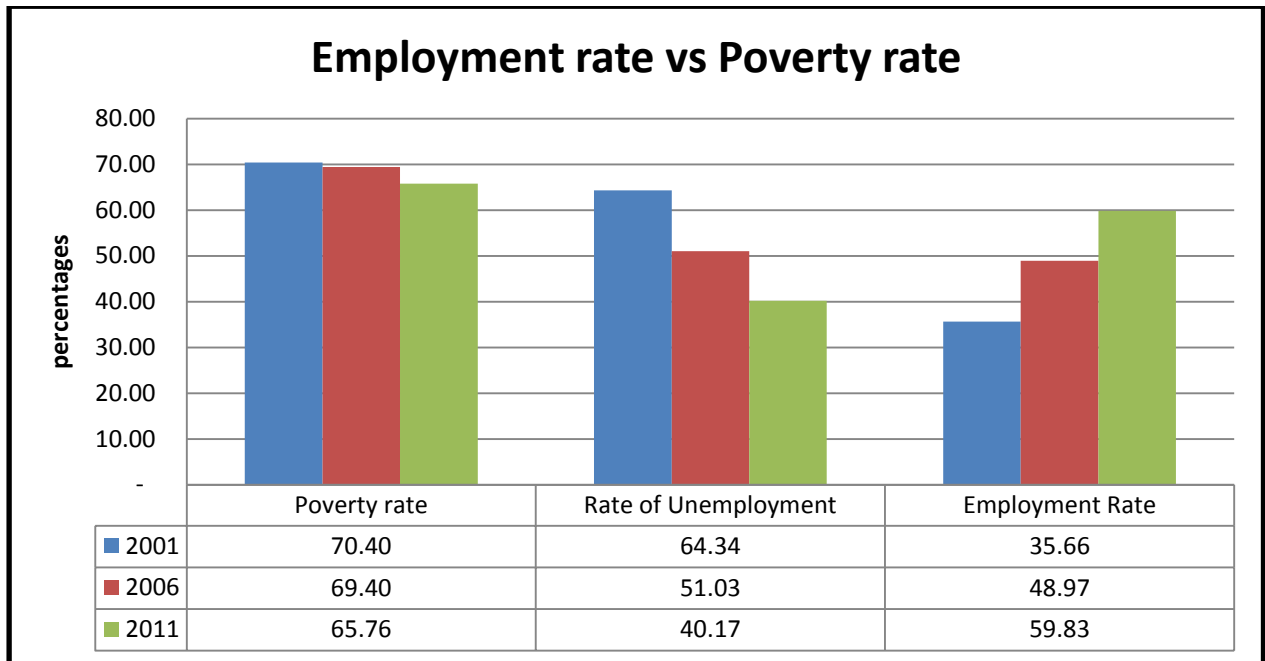
2.3.2 Unemployment Rate vs Poverty Rate

According to the information released by Statistics SA, the jurisdiction of Ngqushwa in 2001 had an unemployment rate at an atrocious rate of 78% which over the years has gradually improved to the last release of 2011 to be 52.8%. This is still rather a high rate for any economic enabling environment, but it rather depicts that there has been improvements over the years even though not that lucrative when looking at the economic scales. It is of note that as much as there has been a national decrease of the unemployment rate, looking at the Amathole District, Ngqushwa has always maintained a significantly higher level compared to other local municipalities.

Unemployment Rate within ADM



Source: Statistics SA (2011)



Source: ECSECC (2011)

The above figure reflects decreasing poverty levels between 2001, being about 70% to 66% in 2011. Unemployment on the other hand also shows a decrease from 64,34% in 2001 to about 40,17% in 2011. The employment rate is on the increase from 36% in 2001 to 60% in 2011.

Ward meetings cited poverty and unemployment as one of the major challenges. These meetings also suggested that government should provide more support to orphans and child-headed households. Over the years the government has been indeed implementing strategies that are in-line with alleviating the unemployment rate such as the Expanded Public Works Program (EPWP).

2.3 Access to Social Grants

As a result of the low level of education and high unemployment rate, the municipality experiences high levels of poverty, thus increasing dependency on government social grants. This was also confirmed by the ward meetings with communities having expressed the need for the grant to be increased as it is inadequate for their monthly commitments.

As the government provides a number of social grants, there are many challenges that have been enlightened when applicants are making their first applications. Such challenges can be from being rejected nor when a reviewal period reaches individuals no longer qualify, or themselves have not went in for reviewal at South African Social Security Agency (SASSA). Some of these challenges inherently from the Home Affairs Department where a number of

dynamics link with the social grant applications thus formulate rejections. Outlined below are the list of challenges from the sister departments

2.3.1 Challenges noted by the South African Social Security Agency:

- ✓ Old age Grant is paid out to South Africans aging from the age of 60 and above. Some of the old age group are unable to qualify for this grant due to the incorrect birth dates on their Identity Documents (ID).
- ✓ In most circumstances disability grant applicants get rejected by SASSA due to in-house doctors as referred by medical doctors whom find applicants still fit to be employable.
- ✓ Granting Aid grant applicants take a longer awaiting approval period.
- ✓ With some of the grants there are a number of fraudulent applicants which in-turn delay the process of qualifying applicants, due investigation and process that have to take place before any applications is approved.

2.3.2 Challenges noted by the Department Home Affairs:

- ✓ Some applicants have issues of appearing to be married while they are not. This is due to the foreigners whom are illegally, in possession of identity documents.
- ✓ Incorrect information on identity documents, for example age, names to name a few, such that grant applications are rejected.
- ✓ Duplication of identity documents. This is rectified by the Head office and requires supportive documents proving their differences. However the process takes long to be verified and corrected and so put a number of people in a difficult position.

2.4 Safety and Security

The Ngqushwa municipality established the Community Safety Forum as it was resolved by the MUNIMEC and is chaired by Portfolio head Councillor of Community Service. Currently its administrative support is rendered through the secretary of the Community Services Executive Manager, however personnel is needed. An administrator for all Community Safety issues is an ideal position.

There is an Integrated Community Safety Plan which is still on its draft stages and has not gone through the council for its approval. A Community Safety Policy has been developed but has not yet been approved through the correct Council Structures.

Engagement with SAPS and CPFs within the district, liquor is playing a major role in the commission of crime. The district also has a high number of drugs within the communities and some illegal firearms and ammunition. People are assaulting each other while drunk and coming from the taverns and shebeens. Elderly women and children are most victims of rape and ladies from taverns also get raped. Perpetrators are mostly known to the victims. Houses mostly left alone are broken into though some, owners were inside. Stock in some areas is stolen in the grazing lands and some in the kraals. The Community Safety Forum is thus working on a by-law on Liquor trading licence is in the process of being promulgated with its stakeholders which will in turn mitigate some of the faced challenges.

2.4.1 Crime Levels

Figure 5: Crime Levels



Source: ECSECC (2011)

Figure 5 above reflects numbers of reported cases of crime between 2006 and 2011. The highest numbers are for cases of drug related crimes but have decreased from about 2632 cases in 2006 to about 2140 in 2011. Sexual crimes have slightly increased from 542 to 587 for the same years. On the other hand, numbers of reported cases of robbery have also decreased from 438 to 326. This is commendable as the improvement is great in the area of crime prevention. Many communities have cited crime as one of the major issues. This could be attributed to the fact that some of the cases are not reported.

Highlighted from SAPS reports is that burglary in residential areas, and stock theft are rated the highest crimes in the Ngqushwa area.

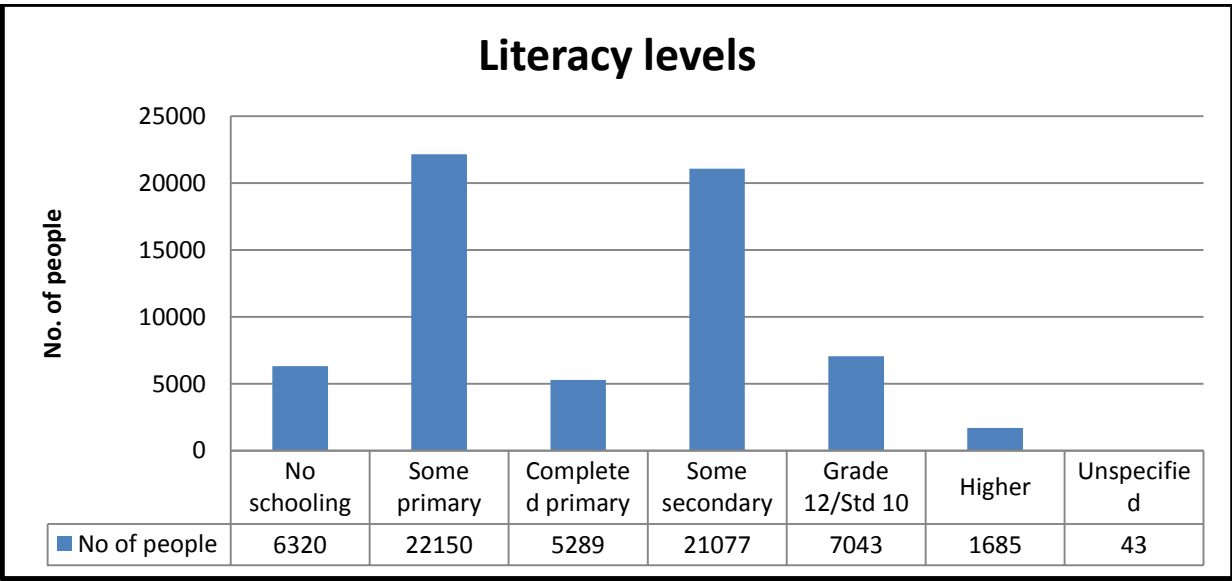
On the table below, listed is the number of available police station with Ngqushwa and the average number of Police Officers availability on the fields as well as at the stations on daily basis.

Police officers on the field and on duty on a daily average:

POLICE STATION NAME	FIELD PERSONNEL	ON DUTY PERSONNEL
Peddie	2	5
Moyeni	3	4
Bell	4	6
Hamburg	2	3
Thyefu	2	2
TOTAL	13	20

2.5 Levels of Literacy

Figure 6: Literacy levels



Source: Statistics SA (2011)

According to Figure 6, of the total population of 72 190 people, approximately 31%, being 22 150 have a primary education, whereas about 29%, being 21 077 have secondary education and only 10% have a Matriculation Certificate. This reveals a very low level of education, coupled with a high number of children dropping out of school.

Some challenges were revealed during the ward visits, including shortage of classrooms, lack of infrastructure like access roads, water, electricity and sanitation. Increasing numbers of school drop outs were also cited as some of

the issues resulting from teenage pregnancy and other related challenges. Numbers of children per grade, per school were calculated. Figure 8 below reflects that at junior level, numbers of children fluctuate probably as a result of children having to move from school to school as some only offer junior primary. At high school level, a trend of numbers drastically decreasing between grade 10 and 12 has been noted. This is as a result of either high failure rates or high rate of children dropping out of school.

It is proposed that the Department of Education should form partnership with the municipality to raise awareness and also assist to improve the failure rate. This will entail in more children completing grade 12 and thereby forming part of the community's labour force.

2.6 Human Development Index (HDI)

The Human development index (HDI) is used as an indicator of development. The HDI is calculated by measuring the overall achievement in respect of the three basic dimensions of human development namely longevity (life expectancy), knowledge (literacy) and standard of living (income).

Amathole District Municipalities HDI is 0.48 which is an indication of the low level of development. The HDI for Ngqushwa is 0.46 which is one of the lowest for the district but comparable to others in the district (e.g. Mbashe-0.42 and Buffalo City-0.59).

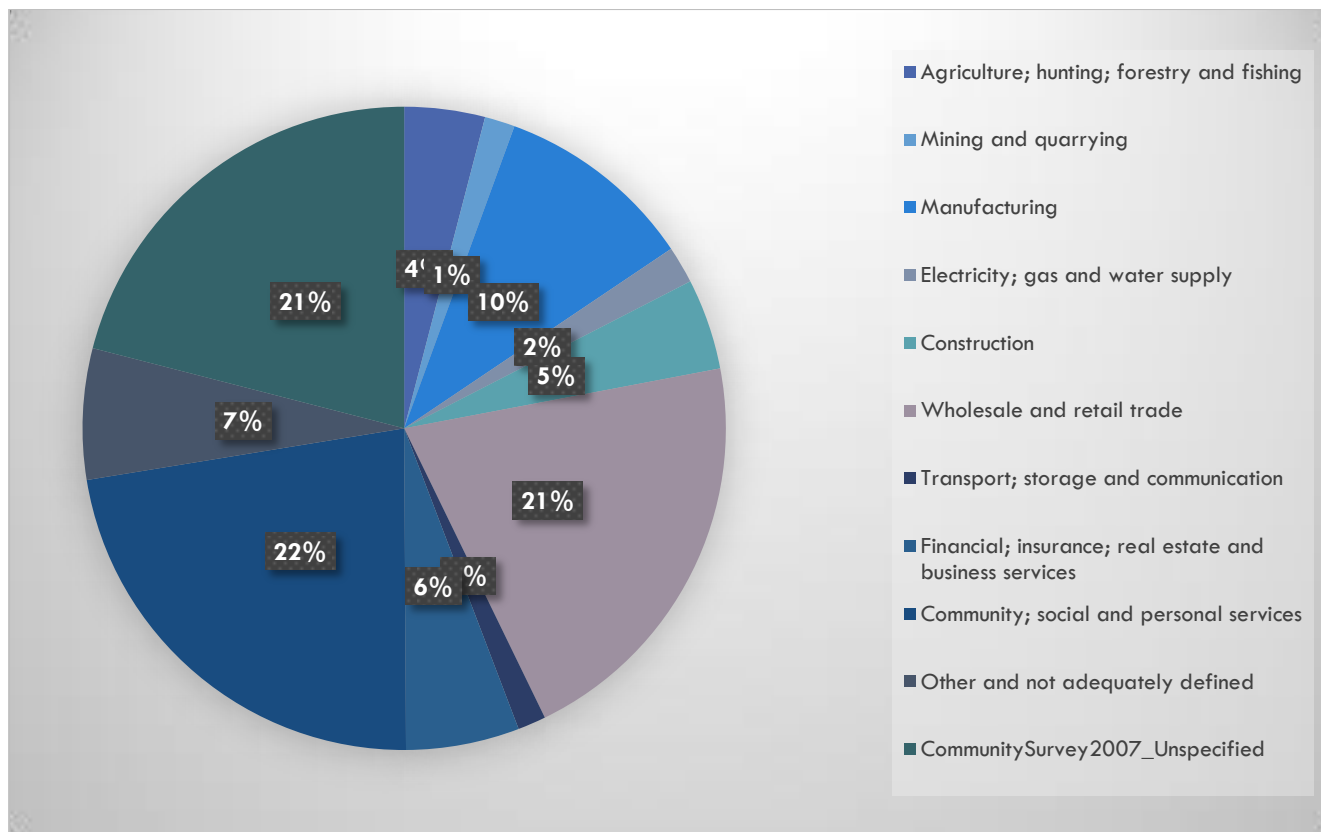
The skills levels of the population are very low as reflected by the district picture. 29% of workers in the Amathole District have either elementary skills or are unskilled workers. 4% of Amathole's working people fall into the skilled category and 14% have professional skills.

Findings:

- ❖ Only 23.5% (21 263) of the people in the area are employed.
- ❖ The situation impacts negatively on the population's dependency on social grants.
- ❖ These figures will have a negative impact on the area's growth and development potential, as there is little money in circulation.
- ❖ The low income levels reflect the inability of residents to provide basic shelter to support themselves financially and to pay for municipal services, thus influencing the functioning of the municipality.
- ❖ Human development index is low due to low life expectancy, low literacy levels and low income levels/standard of living.
- ❖ It is imperative to raise the human development index in order to be successful in project and programme implementation.

2.6.1 Economic Overview

Figure 7: Employment by Sector



The Economy of Ngqushwa is vastly distributed within the Community, Social and Personal Services sector by 22%. The Wholesale and Trade Sector is only outnumbered by 1% by Community, Social and Personal Services, which in turn both contribute the largest contribution of 43% of the entire economy. The other 21% could not be specified as per the Community Survey 2007.

Agriculture being the largest identified sector that ought to provide a number of household with employment. Off note is that many people are involved in agriculture, but this does not reflect in economic contribution. What is reflected is only 4% contribution in the economy. This is due to its informal nature that it possess.

Mining and Quarrying contribute the least at 1% of the economy. Which is slightly believed to improve over the years as per identified nodal points within Ngqushwa. The unemployment rate of Ngqushwa is thus too high at 52.8%

IDP

Chapter Three

Status Quo Assessment

Chapter Three: Status Quo Assessment

3.1 SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

Strategic Goal: To ensure effective, efficient and economical provision of electricity services and street lights to the community of Ngqushwa by 2017 and beyond

3.1.1 Health Services

The Amathole District Municipality is responsible for the provision of comprehensive primary health care to the community. National and Provincial agencies are responsible for welfare and developmental social services as well as social security and support services.

The Eastern Cape is divided into five health regions which differ from district council boundaries. The Amathole District Municipality and subsequently Ngqushwa fall within Region C which also includes Fort Beaufort, Albany, King William's Town, East London and Butterworth. It is believed that the regional position will provide an adequate reflection of the situation in Ngqushwa.

The mortality rate in this region is the lowest in the province with a rate of 33 deaths per 1000 live births, which is even lower than the national average of 59 deaths per 1000 live births. The low rate is an expression of the low immunization rate of 58% painting a clear picture that better access to health facilities could bring about an improvement in health to the region.

The biggest threat to adult's health status in the district is HIV/AIDS. The Eastern Cape Province is rated the fifth largest province with a high HIV/AIDS prevalence, where the Amathole region is the third highest within the region. The average prevalence rate is 27.10% as recorded for the region. This relates to an infection rate of between 20300 and 24090 of the 84234 residents of Ngqushwa Municipality. In region C where Ngqushwa falls the rate is 17.8% which is the second lowest in the Eastern Cape according to statistics released in 2000.

Despite statistics indicating an increasing infection rate, the rate of infection appears to be slowing in the Ngqushwa area which is a positive indicator. Since Ngqushwa is mostly rural, HIV prevention programmes have to deal with problems surrounding access to primary health facilities and services.

The impact of HIV/AIDS is exacerbated by the prevalence of tuberculosis. TB prevalence in region C is 5.9% compared with the provincial average of 10.3%. The region therefore has the lowest incidence of tuberculosis in the Eastern Cape. TB is generally associated with poverty and over-crowding. These factors are also evident in Ngqushwa and it is essential that this be monitored to prevent an escalation of this figure.

6% of the population of Ngqushwa has some form of disability. The highest number of people have visibility impairments (25%) followed by those with physical impairments (11%). 26% have emotional and intellectual impairments.

The 2004/15 IDP review, has indicated that the provision and distribution of health facilities regarded as adequate but the quality and services rendered was found to be inadequate.

There is one hospital to serve the entire municipal area namely the Peddie Nompumelelo General Hospital which has 656 beds. The hospital has undergone major repairs and maintenance.

The remainder of the municipal area is served by 26 clinics and 3 mobile clinic units (however only 1 vehicle in operation, therefore there is need for more vehicle) that provide access to lower level health care. This means that primary health care facility serves 4476 persons. The figure was compared with the World Health Organization's indicator of one primary health care facility per 10 000 people and on the surface appears adequate however most facilities are located more than an hour's travel by local transport or foot, which reduces the adequacy of the provision. The mobile clinics provide health services on a regular monthly basis varying from once per week, to three times a week. However during the under review the department of health had indicated the challenge around mobile clinic due to non-availability of vehicles to serve this purpose.

The most crucial issue facing these primary health care facilities is to improve the services and quality of services rendered which is currently hampered by inadequate equipment and to ensure that there are facilities in each ward.

Table 3 Personnel available at clinics:

Number	Name of clinic	Personnel:	
		Nursing staff	Administration
1	Gateway Clinic	6	0
2	Bhele Clinic	3	0
3	Glenmore Clinic	4	0
4	Gwabeni Clinic	1	0
5	Hamburg	2	0
6	Horton	2	0
7	Jaji	2	0
8	Jama	3	1
9	Matomela	3	0
10	Norah	3	0

11	Peddie Extension	5	2
12	Pikoli	2	0
13	Robert Mbelekane	2	0
14	Wesley	3	0
15	Mthyolo	1	0
16	Mthombe	3	0
17	Masele	2	0
18	Ngqwele	2	0
19	Punzana	2	0
20	Tamara	2	0
21	Twecu	2	0
22	Zalara	2	0
23	Nier	2	0
24	Ndwayana	2	0
25	Qeto	4	0
26	Tyata	3	0

NB: There are 6 Medical doctors employed full time and 1 roving medical doctor and 1 dentist for the clinics.

3.1.2 ENVIRONMENTAL INDICATORS

3.1.2.1 CLIMATE

The municipal area is characterized by different levels of elevation and this result in climatic variation. The coast is subtropical and is usually cool and humid whereas the conditions inland are hot and semi-arid. Rainfall is low to moderate and varies between 400mm in inland areas and 700mm per annum along the coast. The area falls within the summer rainfall climatic zone. The coastal areas are characterized by high velocity winds.

The climate of the region is conducive to the tourism potential of the area as it is moderate throughout the year with no extremes of temperature or rainfall.

3.1.2.2 BIOPHYSICAL ENVIRONMENT

The local bio-physical environment of the Ngqushwa municipality is experiencing a steady decline. The decline has accelerated in recent years as the effects of increased human activity, population growth and concentration become more evident. This decline is evidenced by a prevalence of the following:

- ✓ Soil erosion, which is caused by poor veld management, uncontrolled burning of the veld and overgrazing. These practices result in a loss of fertile agricultural soils and cause a general ecological decline of the area. This is especially prevalent in ward 8.
- ✓ Deforestation, which is caused by the indiscriminate felling of trees for domestic purposes including firewood, construction and medicinal purposes. These practices result in a reduction of botanical diversity, loss of aesthetic value and economic potential of the area.
- ✓ Environmental pollution, resulting from the use of pit latrines, use of natural water sources for domestic purposes, indiscriminate solid waste disposal, smoke from the burning of refuse and uncontrolled veld fires. These practices result in air, soil and water pollution especially in rural areas.
- ✓ The establishment of alien and invader plants, which is caused by the introduction of alien and invader plants. This problem is compounded by deforestation and erosion which create a climate that facilitates the dispersion of these plants. The result is a loss of arable land. The Department of agriculture and the Department of Water Affairs and Forestry (DWAFF) have programmes to address this issue by eradicating these plants thus at the same time create jobs.
- ✓ A decline in the aesthetic quality and eco-tourism potential of natural areas.
- ✓ A lack of environmental regulation which results in indiscriminate utilization of natural resources and which ultimately impacts on the eco-tourism potential of the municipality.

The biophysical environment of Ngqushwa is characterized by diverse ecologically sensitive areas. The area has a high degree of aesthetic appeal and is also rich in natural resources that are ideal for the eco-tourism industry such as the physical landscape (mountains, valleys, the coastline, dune systems, sand beaches, estuaries, wetlands, etc.)

Areas of conservation importance and eco-tourism potential include:

- ✓ The coast line and marine resources
- ✓ Coastal forests occurring in close proximity to the coastline
- ✓ Wetlands including coastal and inland wetlands
- ✓ Estuaries, streams and rivers
- ✓ Nature reserves

The municipality has recognized the need and importance of developing conservation policies and practices to ensure the conservation of these areas and ensure that they are utilized in an ecologically sustainable manner which will not only promote the economic potential of the area but also ensure that they are available for use by future generations.

Awareness has increased as to the importance of environmental issues, stressing the necessity for the sustainable management of development and settlements. This has included a special focus on the persistence of poverty and the effects of economic and environmental change on low-income and population groups with limited resources.

There is also a realization that it is impossible to separate economic development issues from environmental issues. Many forms of unsustainable development models and approaches erode the environmental resources upon which they are based and environmental degradation can undermine economic development and vice versa.

High poverty levels have also become an integral part of the environmental challenges continuum. As a consequence it has become apparent that there is a need to deal with environmental problems by addressing underlying issues of poverty and economic decline in the area.

3.1.3 LAND AND HOUSING

3.1.3.1 SETTLEMENT PATTERNS

Ngqushwa is predominantly rural with only 5% of the population living in the urban areas, as opposed to 95% of the population who reside in the rural areas.

The settlement patterns of Ngqushwa can be divided into the following categories:

❖ Urban Areas

Peddie and Hamburg are the only two proclaimed towns within the municipality. There are peri-urban settlements established outside of both of these nodes which in the case of Peddie almost encircle it.

Peddie can be regarded as a regional hub for service rendering to the entire municipal area. The majority of the region's services and facilities are located here and economic and social functions are performed from here. It also plays an important administrative role as the seat of the municipality is also in Peddie. Not all areas of the town are serviced, particularly the lower income areas which are found in the main part of the town.

Hamburg is primarily a holiday destination. The municipality is gradually developing Hamburg and wants it to be a suitable site for tourism.

❖ **Rural Areas**

The majority of the population that is 95% resides in the rural area which means that access to essential services and facilities by the majority of the population is also limited. This also compromises the municipality's ability to raise revenue on the basis of services. These limitations have been recognized by the municipality and are in the process of being addressed.

There are 118 rural villages which are scattered throughout the municipal area. These villages are surrounded by commonage land that is used for a mix of agricultural purposes including crops and livestock which are farmed primarily on a subsistence basis.

Rural villages can be classified as follows:

- ✓ Traditional rural villages such as Bell, Bodium, Crossroad, Lover's Twist, etc. which owe their establishment to their proximity to an agricultural resource base.
- ✓ Rural villages established in response to commercial agricultural needs in terms of labour on commercial farms. These villages are primarily in ward 6, 7 and 11 and include Benton, Tharfield, Jamesdale, Stourpoort and Lewis.
- ✓ Holiday resorts such as Birha, Mgwana, and Mpekweni resorts which are newly developed in response to the localized resort potential of the coastal area.
- ✓ Minor and isolated farm communities scattered throughout the municipal area.

❖ **Conservation Areas**

There are a number of environmentally sensitive areas which are categorized as conservation areas and which are primarily situated along the coast.

❖ **Agricultural Areas**

Agricultural areas are characterized by diverse uses. Subsistence farming of crops and livestock takes place. Grazing is however problematic as it is uncontrolled.

The alluvial soils of the Keiskamma River terraces are suitable for subtropical fruit production, vegetable production and fodder crop production. Rain fed cropping is also a viable option on the coastal plains and plateau.

3.1.3.2 LAND TENURE AVAILABILITY AND DISTRIBUTION

There is sufficient rural and urban land available in Ngqushwa municipal area to accommodate the short, medium and long term demand for land. Land release is however problematic and numerous tenure and distribution issues needs to be addressed.

In the Ngqushwa municipal area, most urban land is owned by the Municipality. Rural land is however primarily state owned and interspersed with a number of informal land rights. A need was identified to convert the tenure of the large tracts of state owned land to communal ownership. Land release for housing projects has either been very slow, or has not been responded to in spite of the submission of applications to that effect. Ngqushwa is also characterized by a diversity of land uses and land tenure which is primarily attributable to the previous dispensation as evidenced by historical forms of land rights, such as African freehold, quitrent and permission to occupy (PTO) which are still prevalent in the area.

The land tenure arrangements prevalent in Ngqushwa are summarized in table below:

Land tenure arrangements within Ngqushwa

Bell/Bodiam	Freehold/Quitrent
Tyefu Irrigation Scheme communities of Glenmore, Ndwayana, Pikoli-Kalekeni and Ndlambe Glenmore established late 70's early 80's,	PTO's in dense settlement Others old nineteenth century settlements PTO's under TA New tenure arrangements introduced

Ndwayana	by Ulimocor/irrigation scheme, with foot plots, etc., but never with full community sanction.
All other rural settlements	PTO's
Surveyed farms, formerly white owned, purchased by SANT to consolidate former Ciskei	Currently black owned or "leased" pending transfer to black farmers (conveyancing problems) or to be transferred to groups of occupiers with IPILRA rights-CPA.
Former Ulimocor Pineapple farms, same as above. Three separate blocks of land in the south east.	Tenure still under the state, Company (Pineco) running pineapple production, workers organized under Peddie Pineapple Development Trust-intention to investigate transfer of land to Trust over time.

There are a number of surveyed farms which were acquired from former white owners, some of which are in the process of being transferred to black commercial farmers and holders of IPILRA rights. There are also farms which have been transferred to former lessees who had Deeds of Sale under the Ciskei regime. Delays are however being experienced with the transfers of the above properties due to a number of reasons including unregistered subdivisions.

Land redistribution of land is also a complex issue and is a major issue within this municipality. The Amathole District Land Reform and Settlement Plan identified the following crucial issues in respect of the current state land disposal process.

- ✓ There is a lack of consultation between the local municipality and DLA/.DoA over decisions regarding the disposal of state farms.
- ✓ There is insufficient information about the extent and availability of land earmarked for disposal available to the local authority and communities.
- ✓ Legitimate land owners do not have their title deeds.
- ✓ The process whereby the legal occupant of land is identified needs to be done faster.
- ✓ Communities need to be given information on how to access land for farming and the relevant policy provisions.

- ✓ There is a need for greater support and communication from DLA

The restructuring agreements and subsequent land rights and transfers between the former parastatal, Ulimocor and the Peddie Community Development Trust need to be finalized as there are economic benefits to this. There are unresolved land claims that still needs to be resolved

3.1.3.2 PLANNED AND SURVEYED SITES

The following settlements (Table 5) within the Municipality have recently been planned and surveyed as pilot projects in order to facilitate service and infrastructural provision as advanced by the Rapid Land Development and People's Housing Process.

Table: Planned and surveyed sites

Area	Approximate number of sites
1. Hamburg	600
2. Mpekweni	1000
3. Gcinisa	500
4. Ntilini	350
5. Glenmore	600
6. Prudhoe	350
7. Feni	1000
8. Qaga	500
9. Pikoli	820
10.Cisira	500
11.Runlets	450
12.Tuku A	527
13.Durban	500
14.Madliki	500
15.Crossroads	440

16.Upper Gwalana	598
17.Nonibe	623
18.Ntilini	121
19.Mgababa	780
20.Tamara	500
Total	11259

Additional areas have been identified and a business plan submitted to the Department of Housing, Local Government and Traditional affairs for their survey and planning. The surveying and planning of Mavathulana was in progress at the time of compilation of this report.

Table 6 Areas identified for survey and planning

Area	Approximate number of sites
Mavathulana	600
Dlova	300
Lewis	250
Mankone	500
Total	1650

Source: Ngqushwa municipality, 2008

3.1.4 HOUSING

Housing demand profile of the municipality

From the previous Housing Sector Plan the following issues (with regards to the housing demand in the municipality) were noted:

- There is no waiting list
- The demand is 10 320 housing units.
- The SDF indicates that the housing demand is 19 380 housing units
Figures provided by municipality and the discrepancies will need to be addressed in future reviews.

According to the department's database, there are only 2 military veterans within Ngqushwa.

The quantified housing demand in based on information from the 2001 Census, 2007 Household Survey and DWA structure count, can be summarised as follows:

RURAL	SOCIAL AND RENTAL	INFORMAL SETTLEMENT STRUCTURES	CHILD HEADED HOUSEHOLDS
8 776	659	876 (0)	315

The table above does provide an accurate estimation of informal settlement structures. The dot count reflects that there are no informal structures concentrated within informal settlements in Peddie, whilst the Census and Household survey figure includes informal structures within existing settlements throughout the Municipality.

Table 7 Access to housing

Type of dwelling	%
Formal	62.06
Informal	3.58
Traditional	34.14
Other	0.22

Source: Statistics South Africa, 2005 as quoted in IDP review 2006/07

3.1.4.1 Housing Subsidy Projects

There are 2 approved housing projects comprising 2177 units. Of these, 1420 is for green field's development and 500 are in-situ development. The Municipality is the sole developer of all housing projects.

3.1.4.2 PAST AND CURRENT HOUSING PROJECTS

The housing projects currently undertaken by the Municipality are in Peddie (Peddie 710 and Peddie 500). A pilot housing project, consisting of 30 low cost

houses, has been completed in Hamburg and in Peddie, as 28 low cost housing units of the pilot housing project has also been completed. In addition, 395 out of 500 housing units of the Masakhane housing project in Peddie Extension have also been completed.

The past and current project details are provided in table depicted below.

Table 8 Past and Current Housing Projects in Ngqushwa

Project Title	Ward Area	Sites	Project Value (R'000)	Houses Completed	No of units not started /under construction	Project Type	Project Status	Comments
Peddie Masakhane	10	500	7 500	395	105	Green Fields-PLS	The project is in progress	Now in rectification processes
Peddie Ph 2R/L 2	10	1420	38 802	710	710	Green Fields PHP	The project is in progress	Upgrading of services are under construction
Hamburg (Low cost Pilot Project)	11	30	-	-	-	-	Not Completed	Not Registered
Peddie Low cost pilot project	10	28	-	-	-	-	Not Completed	Not Registered
Prudhoe	12					In-situ	ADM Project	Not Completed
Gcinisa South	11	500	-	-	-	-	Planning stage	Awaiting approval from the MEC
Hamburg	11	500	-	-	-	-	Planning stage	Awaiting approval from the MEC
Mpekweni	12	500	-	-	-	-	Planning stage	Awaiting approval from the MEC
Qaga	2	500	-	-	-	-	Planning stage	Awaiting approval from the

								MEC
Peddie Alf Dlamini heights-middle income	10	150	-	-	-	-	Planning stage	Developer already
Ndlovini	10	500					Planning stage	Layout plan submitted to Surveyor General for approval
German Village	10	360					Planning stage	Feasibility Study
Total		2838	R46302	1105	815			

Source: DHLGTA, 2007; Ngqushwa Municipality 2008

Housing will always be an ongoing need in municipalities which will be hampered by affordability levels.

3.1.4.1 Housing Projects

3.1.4.2 Incomplete Project

Peddie 500 was unfinished with 106 units outstanding. The department of Housing has prepared an application for funding to complete the project.

3.1.4.3 Housing Infrastructure

A Water Services Development Plan (2008) is in place therefore the prioritization of water and sanitation projects are guided by this plan. Bulk water supply is available to accommodate for existing and additional housing projects identified. This however does not apply to sewerage infrastructure. Water borne sewerage is only available in Peddie Town where the bucket system has just been upgraded in 2007. For the rest of the municipality, VIP toilets are the main form of sanitation. The sanitation backlog in Ngqushwa is very high. 93.4% of households are below the RDP standard and approximately R97 480 950 million is required to eliminate the backlog and this in particular in the rural areas.

A major challenge facing the municipality is the difficulty in extending bulk infrastructural services to the outlying areas due to the scattered nature of the settlements. Efforts have been made to provide water up to the IDP standard

(public stand pipes) but it has not been possible to connect pipes to individual households. This problem equally affects electricity supply because the cost of providing new connections for new extensions will further stretch the resources of the Municipality. Another challenge facing housing delivery was the difficulties experienced in transporting building materials due to the poor state of rural road networks. Suppliers of materials are also not able to supply the required quantities at the given times. Local contractors are also not able to obtain contracts because they are not registered with the NHBRC.

These challenges will be addressed and explored in terms of Local Economic Development opportunities.

3.1.4.4 Housing Implementation Plan And Project Schedules

The estimated amount of housing to address the backlog and the cost of implementing the needs over the next 5 year period is indicated in table 9.below. This amount is calculated on the basis of the current housing subsidy quantum of 40m2, which is R38 984 and R15 922 for Engineering Services, totaling to R54 976. The detailed breakdown of the R38 984 is as follows: P1-P3 (R15 542), P4 (R450) and P5 (R22 992).

The tables below indicate the housing project schedules for the uncompleted projects due to backlogs, planned projects up to 2012 as well as the cash flow of current and planned projects projected between 2008 and 2012.

1. PROJECT PIPELINE AND CAPITAL BUDGET

Project Name	Target Size	Planned Instrument	FEASIBILITY PHASE							STATUS / COMMENT	PLANNED ACTIVITIES & COST ESTIMATES									
			Land Identification	Right to Develop	Beneficiary Identification	Pre-screening	Bulk Availability	Adequacy of Capacity	EIA Requirements (Basic/Full)		11/12 TARGETS ESTIMATED BUDGET	12/13 TARGETS ESTIMATED BUDGET	13/14 TARGETS ESTIMATED BUDGET	14/15 TARGETS ESTIMATED BUDGET	15/16 TARGETS ESTIMATED BUDGET					
Peddie Phase 2 500	1420	PHP	No	No	No	No	No	No	No		No activities can be projected until land, land acquisition, beneficiary identification, bulk availability and capacity confirmed									
Gcinisa 500	500	Rural	No	No	No	No	No	No	No		No activities can be projected until land, land acquisition, beneficiary identification, bulk availability and capacity confirmed									
Hamburg 500	500	IRDP	No	No	No	No	No	No	No		No activities can be projected until land, land acquisition, beneficiary identification, bulk availability and capacity confirmed									
Mpekweni 500	500	Rural	No	No	No	No	No	No	No		No activities can be projected until land, land acquisition, beneficiary identification, bulk availability and capacity confirmed									
Qaga 500	500	Rural	No	No	No	No	No	No	No		No activities can be projected until land, land acquisition, beneficiary identification, bulk availability and capacity confirmed									
Prudhoe 300	300	Rural	Yes	Yes	No	No	No	No	No		Pre Planning	R 360,900.00	Construction of 90 units and 90 partial services	R 4,667,400.00	Construction of 90 units and 90 partial services	R 6,640,200.00	Construction of 150 partial services	R 11,067,000.00		

Source: Housing Sector Plan (2011-2016)

Table Project Schedule – Current Projects

Project Name	Area/ Ward	No. of sites	Project Type	Number of units				
				Yr. 1 2008	Yr. 2 2009	Yr. 3 2010	Yr. 4 2011	Yr. 5 2012
Peddie Masakhana	Peddie	106	Green fields				105	
Peddie Phase 2	Peddie	710	R/L				285	425
Total		816					390	425

Source: Ngqushwa municipality, 20

These amounts are calculated at the current housing subsidy quantum of 40m2 which is R38 984 and R15 922 for engineering services totaling R54 976 per house.

Information from the Amathole District indicates that there is MIG funding projects within the Ngqushwa Municipality that will assist in the promotion of housing delivery.

Table 10 Project Schedule – Planned Housing Projects

Project Name	Area/ Ward	No. of sites	Project Type	Number of units					Status Quo 2014
				Yr. 1 2008	Yr. 2 2009	Yr. 3 2010	Yr. 4 2011	Yr. 5 2012	
Mpekweni	12	500	Rural housing				500		Implementation phase(Developers have been identified)
Gcinisa South	11	500	Rural housing				500		Implementation phase(Developers have been identified)
Hamburg	11	500	In-situ upgrading				500		Implementation phase(Developers have been identified)
Qaga	2	500	Rural Housing				500		Implementation phase(Developers have been identified)

Al Dlamani Heights	10	150	Middle income				50	100	
Total							2550	100	

Source: Ngqushwa municipality, 2009

Table 11 Project Schedule – Current Projects

Project Name	Area/Ward	No. of sites	Estimated amount (R'000)	Number of units				
				Yr. 1 2008	Yr. 2 2009	Yr. 3 2010	Yr. 4 2011	Yr. 5 2012
Peddie Masakhana	Peddie	106	722				722	
Peddie Phase 2	Peddie	710	245 031				11 108	233, 923
Total		816	245 753				11 830	233, 928

Source: Ngqushwa municipality, 2009

These amounts are calculated at the current housing subsidy quantum of 40m2 which is R38 984 and R15 922 for engineering services totaling R54 976 per house.

Information from the Amathole District indicates that there is MIG funding projects within the Ngqushwa Municipality that will assist in the promotion of housing delivery.

3.1.5 Infrastructure

3.1.5.1 Telecommunication

20% of the population has access to telecommunication in their homes either through a land line or their own cell phone. 65% have access to phones at a reasonable distance and make use of phones belonging to other persons or public phones. 15% have no access or access at a location far from their homes.

3.1.5.2 Electricity

The electricity supply to the area is provided and maintained by ESKOM in accordance with their Rural Electrification Programme. Approximately 90% of the population has access to electricity. In the near future the municipality will look at its capacity to sell and maintain electricity taking over from Eskom.

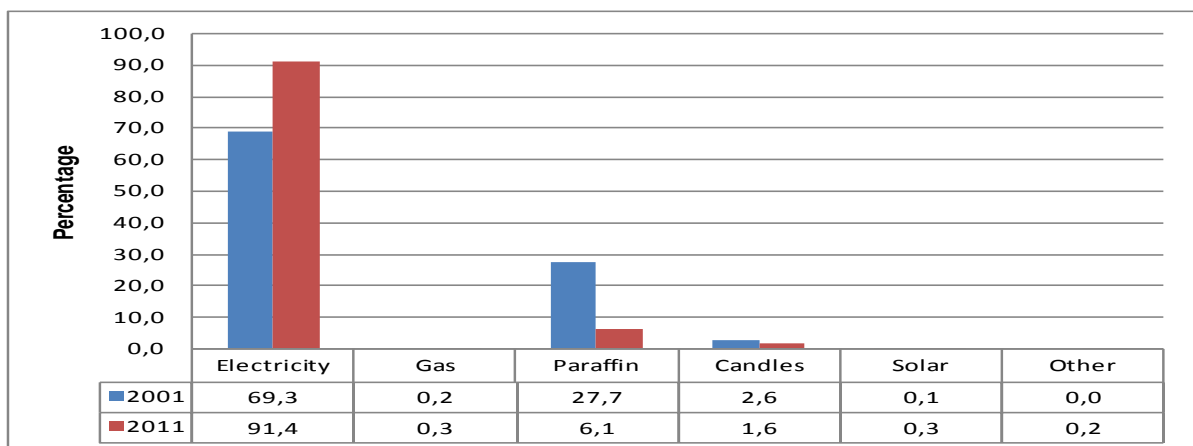
70% of the population makes use of electricity for lighting purposes, but only 11% make use of electricity for cooking purposes. Wood is the most commonly used source of energy for cooking purposes (52%) which can have serious environmental consequences. Paraffin is the second most commonly used fuel for both lighting and cooking.

The Municipality is aware of the load shedding taking place in the country and the distribution disruptions and will endeavor to save and conserve energy.

The Municipality will investigate the use of alternative renewable energy sources, such as wind turbines, solar heating and electricity generated from solid waste should industrial and commercial expansion require such.

The Municipality will also investigate ways to conserve energy in view of the current national problem of load shedding and resultant distribution disruptions.

Table 13 Sources of energy consumption



Source: Stats SA 2011

3.1.6 Water

Ngqushwa has a water service development plan which was compiled by consulting engineers. This plan provides strategic direction to the municipality in this sector and identifies the most crucial projects. It should be noted that

Ngqushwa Local municipality is not a water service authority, therefore the function of water and sanitation is solely function of the Amatole district municipality.

Bulk water infrastructure is provided by a number of dams and water purification works within the municipal area which is operated by the Amatola Water Board. Table 14 gives an indication of these facilities.

Table Dams operated by Amatola Water Board in Ngqushwa Municipal area.

DAM	DAM'S CAPACITY	FIRM YIELD (Mm3/pa)
Dabi Dam	0.23	0.50
Mankazana Dam	1.85	1.38
Ndlambe Dam	0.06	0.06
Rura Dam	0.05	0.05
Sandile Dam	7.4	4.14
Laing Dam	5.55	2.76
TOTAL	2.84	2.14

Source: Extract from the Amatola Water-Amanzi Annual Report (1999-2000) as quoted in IDP review 2006/07

The Amatola Water Board also manages and operates six water treatment plants which collectively supply 2.84 million liters of portable water. These water treatment plants are as follows:

- Dabi water treatment works
- Peddie Regional water treatment works
- Glenmore (Enxuba) water treatment works
- Sandile Dam water treatment works
- Laing dam water treatment works

In Ngqushwa there is only one pump station which is located at the Water Works in Nqwenerana also known as Kingslyn. The water treatment works at Tyefu has been closed down and all the areas it used to serve are now being served by Glenmore Water Treatment works.

In Peddie, adequate water is supplied from the King's Lynn scheme which is also operated by the Amatola Water Board. In Hamburg, water is supplied by Amatola Water Board from Birha scheme which is also considered adequate for the present purposes. This source is however supplemented by three boreholes which constituted

the town's original supply and which are capable of supplying 25% of the town's average requirement.

Table: Type of sanitation by ward

Ward	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other	Grand Total
1	178	10	15	78	57	1291	4	67	1701
2	135	14	24	221	379	870	1	40	1686
3	28	21	15	192	1114	410	5	7	1792
4	36	5	6	-	605	790	6	111	1558
5	178	3	9	13	221	483	-	8	914
6	80	15	13	13	479	1049	2	16	1667
7	36	19	13	8	599	1262	1	5	1943
8	107	10	6	4	1020	717	2	4	1871
9	22	7	8	5	1109	342	-	5	1497
10	35	821	20	14	301	356	1	81	1630
11	123	53	77	2	826	728	1	29	1839
12	27	11	15	1	150	1210	3	1	1418
13	67	6	27	14	229	1499	1	27	1870
Grand Total	1052	996	248	564	7090	11007	27	400	21384

Source: Stats SA 2011

According to the 2011 statistics, only 5.8% of the population has access to flush toilets which are either connected to a sewerage system or a septic tank. This results in a backlog of 96%. Almost 84.6% of the population makes use of pit latrines. The majority of these pit latrines have no ventilation. 2.5% of the population makes use of chemical toilets. 0.1% use bucket system and 6.8% of the population has no access to toilet facilities.

3.1.7 Roads

The district comprises national, trunk, main, district, minor and access roads. The Major towns are linked by an adequate network of roads and there is also a good network of proclaimed gravel roads traversing the municipal area. There are approximately 1271.38km of roads in the municipal area. According to the Department of Roads and Public Works only 153.9km of these roads are tarred which translates to (12.11%) of the roads in the municipal area. The roads linking the various rural settlements are in a poor state of repair and are not adequately maintained.



3.1.8 TRANSPORT

The public transport system in the area is limited and primarily constituted by private minibus taxis that service the area on a regular basis. There are inadequate facilities to accommodate this form of public transport and organized taxi ranks and commuter shelters are needed at all settlements. The municipality does not have an integrated transport plan to mitigate the above.

There are privately owned cars and bicycles and the majority of the population is pedestrians who have to rely on foot as a mode of travel. Pedestrians are not adequately catered for especially in terms of safety. There are no formal crossing arrangements to cater for pedestrians and animals between settlements and to compound this problem many of these informal crossings traverse national and trunk roads which has adverse effects on safety within the area.

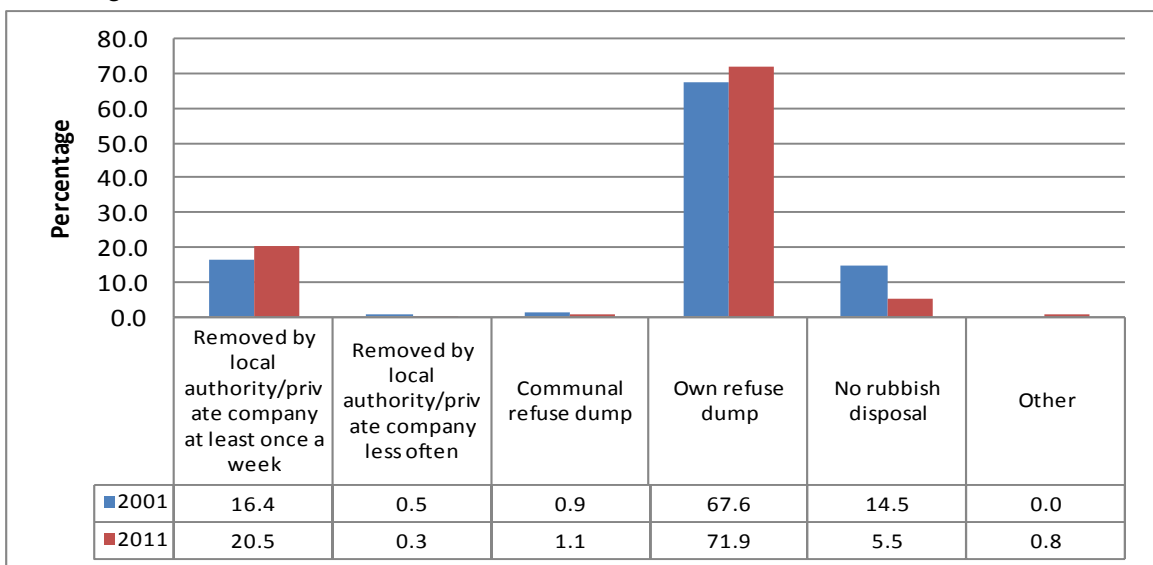
The firm Stewart Scott recently compiled a report for the Amathole District Municipality entitled "The Public Transport Status Quo and Interim Transport Plan". In this plan they identified the following as being the most crucial transportation problems:

Findings:

- There is a lack of adequate and suitably located public transport infrastructure.
- Roads are in a poor condition especially in the rural areas.
- There are inadequate public transport services to meet the needs of pensioners, scholars, the sick and the disabled.
- There are parallel services operating in competition, sub optimal passengers loading.

3.1.9 SOLID WASTE DISPOSAL SITES

Percentage of households in 2001 vs. 2011 refuse removal



Source: Stats SA (2011)

There are two approved and licensed dump sites in the municipal area which is situated at Peddie and Hamburg and which is regarded as being adequate for the current usage. 20.7% of the people have access to refuse removal service by the municipality. Where the refuse removal service is rendered it is done by means of door to door refuse removal twice a week. There are no refuse removal sites in the rural areas and as a result of the predominantly rural nature of the population this in effect means that 78% of the population either make use of informal and unlicensed dump sites or have no access to dump sites whatsoever. A further 1% makes use of communal refuse dumps.

3.1.10 COMMUNITY FACILITIES

The previous town hall in Peddie has been converted to library and 41 community halls and 1 multi- purpose centre, includes 6 community halls under construction or incomplete distributed through the remainder of the municipal area. There is a challenge on community hall distribution as there is inadequate spread of at the ward levels.

List of community halls

Ward	Community Hall	No of Villages in the ward
1	Tyeni Gobošana Mtati Ngqwele	8
2	Dubu Qaga Masele Jubisa	6
3	Zondeka Dlova RHODE (UNDER CONSTRUCTION) Qhugqwala	12
4	Qaukeni Mgwana Tyeni Bhogweni	15
5	Machibi Phole Madliki	12
6	Bell Crossroads Tuku A Leqeni	12

7	Cisira Nyaniso Location	6
8	Qamnyana Mankone Glenmore Baltein (UNDER CONSTRUCTION) Ndwayana multi-purpose (NGO sponsored)	9
9	Pikoli Lower Qeto Woodlands	8
10	Ncumisa kondlo indoor sport centre Durban Location Peddie Extension	6
11	Hamburg Wesley Benton Mabeleni	9
12	Mphekweni Mgababa Mkanyeni (UNDER CONSTRUCTION STAGE)	4
13	Upper Gwalana Mabeleni-Mthathi	11
Total Number	41 Community Halls	118

3.1.11 Sports Facilities and Municipal Facilities

Sports facilities are inadequately provided. There is only one recreational club in Peddie, of which it is in a poor state of repair and not useable. There is two organized sports facility in Peddie Extension and Glenmore village; however they are in poor state and in need of upgrading and repair. The Hamburg sports field needs to be relocated and is presently underdeveloped as a result of severe soil erosion.

Other existing sports facilities are limited to a few poorly developed sports fields which are mostly associated with the schools. There are no formal facilities in the rural areas and proper sports facilities are required in all the wards of the municipality.

The Municipality has signed an Implementation Agreement with Sport and Recreation South Africa in 2013 for the construction of Sports field in Nobumba ; Ntloko and Mphekweni Villages. These Sportsfields are attached to Sobantu S.S.S ; Minenkulu S.S.S and Cwala Primary Scool respectively.We are just awaiting SCM processes to unfold before the actual construction can commence. The Jubisa Sportfield is now in construction

There is one registered cemetery in Peddie town. All other cemeteries that are in use are not registered. One library situated in the former Peddie town is under construction and there are two semi libraries in Mpekweni and Hamburg but they are not fully fledged.

This could be a compounding factor to the low literacy and education levels in the area. There are no community facilities that can be utilized by other community organizations which are catering for the welfare and well-being of the residents.

3.1.12 Integrated Infrastructure Investment Plan

The local municipality has a Comprehensive Infrastructure Plan (CIP) 2011 that was adopted by the council. The district municipality, local municipality and government departments fully participated in the development of the comprehensive infrastructure plan for local municipality. For the investment plan Ngqushwa utilizes, MIG grant over the MTEF period. Currently the local municipality is dependent on grants as source of income for infrastructural programmes. The CIP currently covers the capital budget only.

3.1.13 Alternative Vehicles to Aid Infrastructure Investment

The local Municipality has lodge application for funding to DBSA, DPLG and DoRT, for infrastructure investment these applications.

SOCIAL SERVICES

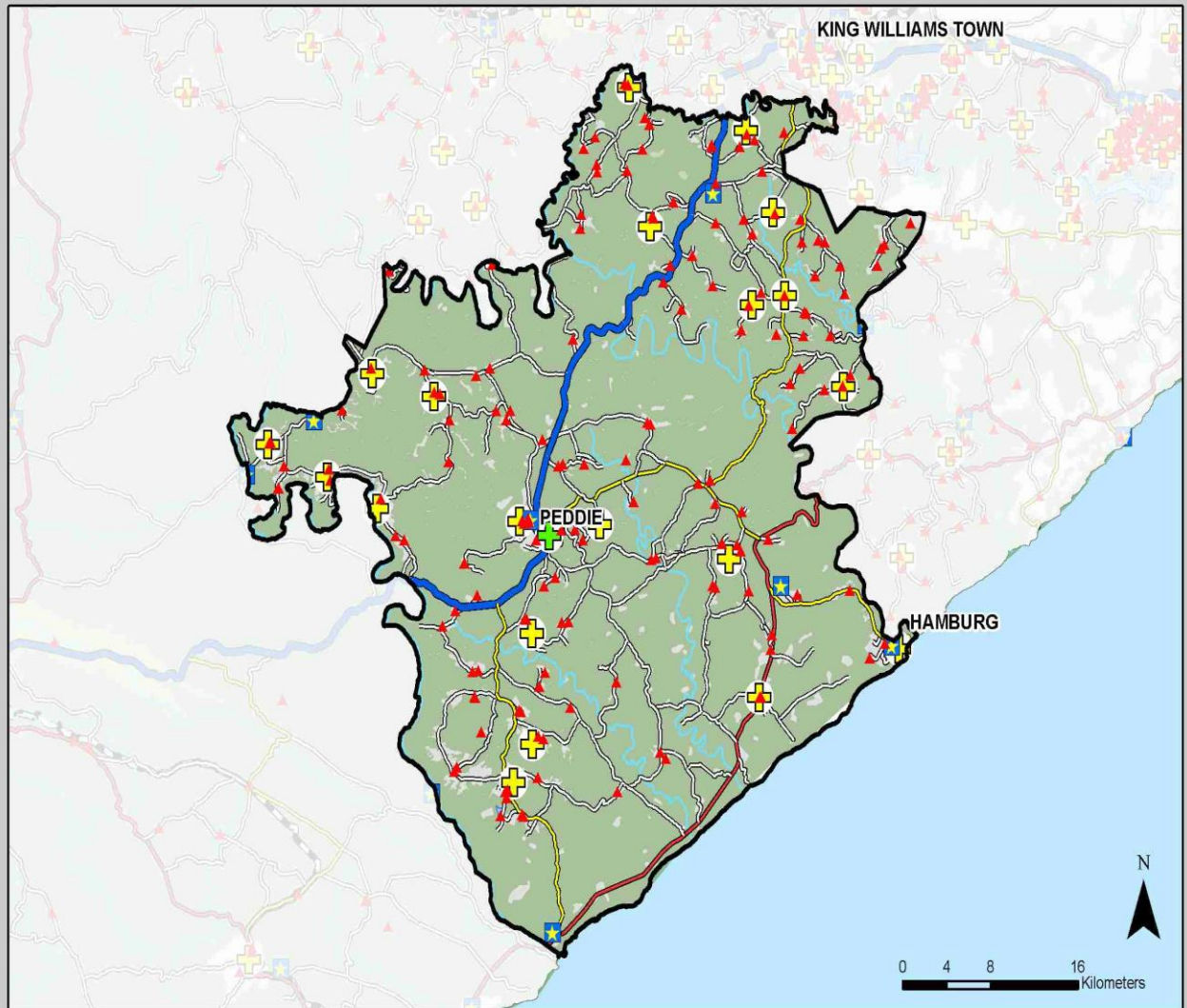
Ward	High Schools	Junior Secondary Schools	Primary School	Junior Primary Schools	Crèches	Clinics	Hospitals	Community Halls	Police stations	Sports Facilities (formal)	Post office	Pension pay points	Libraries	Dipping tanks
1	2	0	6	0	8	2	0	4	0	0	0	4	0	3
2	2	1	4	0	5	2	0	2	1	0	0	1	0	2
3	3	0	13	0	5	4	0	4	0	0	0	0	0	4
4	2	1	13	0	9	0	0	2	0	0	0	0	0	5
5	4	0	6	0	2	1	0	3	1	0	0	1	0	3
6	3	1	8	0	6	1	0	4	1	0	0	1	0	9
7	1	0	3	4	5	1	0	2	0	0	0	2	0	4
8	3	0	5	0	3	5	0	5	1	1	0	1	0	1
9	5	0	8	0	2	2	0	3	0	0	0	0	0	6
10	3	0	2	0	2	1	1	2	1	1	1	2	1	2
11	2	1	4	0	3	2	0	2	1	1	0	1	0	5
12	2	0	4	1	6	1	0	3	0	0	0	0	0	3
13	2	2	4	0	5	1	0	3	0	0	0	1	0	4
Total	34	6	80	5	61	23	1	39	6	3	1	14	1	51

Table 3: Social Services Analysis.

Source: Community Survey (2012)

NGQUSHWA LM HOUSING SECTOR PLAN

SOCIAL FACILITIES AND SERVICES



- | | | |
|--------------|----------------|---------------------------|
| • Main Towns | ▲ Schools | Health Facilities |
| 🛣️ National | 👮 Police | ⛶ Clinic |
| 🛣️ Trunk | 🏘️ Settlements | 🏠 Community Health Centre |
| 🛣️ Main | | 🏥 District Hospital |
| 🛣️ District | | |

setplan

elsset@africa.com
043 7433883

Date: JUNE 2011
Project Ref.D:\1402_Housing
SectorPlanReview

Source: Housing Sector Plan (2011)

3.2 LOCAL ECONOMIC DEVELOPMENT

Strategic Goal: Create an enabling environment that promotes the development of local economy and facilitate job creation.

3.2.1 INSTITUTIONAL ARRANGEMENT

Ngqushwa Local Municipality, Amathole District Municipality, Department of Economic Development Environment, and Tourism, the Department of Rural Development and Agrarian Reform, other government departments, development institutions and agencies have a responsibility of ensuring that Local Economic Development does take place. The LED section is comprised of Agriculture and Rural development, Smmes & Cooperatives, and Tourism all which fall under the Community Services Department; which also has the Traffic & Safety, and Waste & Environment sections but the municipality has a new orgonogram which will place the LED components under planning and development department.

According of its Spatial Development Framework, the Ngqushwa Local Municipality has identified its key LED Principles as follows:

- ✓ Guiding developments in a spatially efficient and effective way, whilst ensuring linkage and alignment to regional and national development policies and programmes;
- ✓ Improving linkages within Ngqushwa Municipality and beyond its boundaries to stimulate effective and sustainable integrated development;
- ✓ Directing investment to areas of greatest potential and target areas of greatest need to alleviate poverty and promote economic growth;
- ✓ Directing public and private investment in areas that would ensure the most sustainable return on investment (ROI);
- ✓ Directing Development Agencies in decision – making which directly or indirectly impacts on the municipal area;
- ✓ Creating a strategic framework for the formulation of an appropriate land use management system, and
- ✓ Protecting the eco-systems (environmental stewardship) in the Ngqushwa municipal area.

According to the human resource, the section has

- ✓ LED Manager
- ✓ Agriculture & Rural Development Manager
- ✓ Intern: Agriculture and Rural Development
- ✓ Intern: LED
- ✓ Tourism Manager

- ✓ Information Officer, and the
- ✓ Cooperatives Administrator

It is strongly believed that LED is a mainstream issue and that all departments and organizations have a role to play in the creation of an enabling environment.

3.2.2 ECONOMIC PROFILE

Contribution by Sector to Employment

Just a small portion (8.6%) of the Ngqushwa population is formally employed with 91.4% of the population unemployed or not economically active. The official figure of unemployment in the municipality stands at 77%. This tallies to some extent with the population distribution and indicates that most of those who are employed live either in Peddie or Hamburg. The employment levels are way below the national average and the unemployment levels are 24% above the Provincial unemployment figures. The number of people living in poverty in the municipality has risen from 64.19% in 1996 to 80.29% in 2005. Consequently, there is a high dependence on social grants with seventy-two point five percent 72.5% of households receiving grants.

Furthermore, this also means that the rates base for the local municipality is almost non-existent. As a result, the municipality is almost completely dependent on provincial and national government for funding to support the provision of basic services. There is a desperate need for local economic development in the municipal area that will create permanent jobs for the local population.

The traditional economically active concerns such as mining, manufacturing, construction and retail make a total of 1042 for the area while there are only 136 agricultural concerns. By comparison Community Services industries total 2 411 and the overarching majority of industries – 80 235 are undetermined.

In terms of the numbers of people employed in these industries, a total of 5 876 people are formally employed.

A glimpse of the occupations in which people are employed in the formal sector reveals that that the majorities are semi-skilled and skilled labourers and employees. The figures indicated that only 351 people are legislators or senior officials and professionals. This figure points to the fact that the human resource base in the NLM is limited, especially in terms of the skills required to develop and support LED. The available educational achievement levels figures support this on conclusion.

3.2.4 SMME and Cooperative Development

Currently we have many informal trading stalls, which are your hawkers and therefore the local municipality aims to develop and invest in the SMME sector in order to create employment opportunities. The need for business advisory services was identified to be highly imperative to assist in this regard. In addition, the Municipality is taking the issue of SMME development very seriously as it remains one of the key pillars and priorities for accelerated and sustainable local economic development.

On an annual basis the municipality has a Cooperatives Indaba held for the SMME in the jurisdiction of Ngqushwa area in order to plan, develop and track progress in as far as Cooperative development is concerned.

Local government is an important sphere, within which service delivery is expected to take place; this of course takes into cognisance the creation of tools and methods necessary to aggressively deal with the impediments of smooth and accelerated socio-economic development. As the Municipality it is our responsibility therefore to take lead in the quest of bettering the standards of living and the livelihood of the locals. Externally initiated systems that will assist in the process should always be considered imperative in the attainment of our objectives and realisation of our vision as an institution. It is also in this light that we encourage and try our level best to complement any institution that seeks to transform the socio-economic conditions in Ngqushwa.

The model of Cooperative development as a mechanism and a vehicle to drive meaningful and sustainable rural socio-economic development has been most welcome by Ngqushwa local authority. To enhance the realisation of the outcome of the vision through the model, the Municipality has taken bold steps to support the initiative. With fairness the inadequacy of Municipal financial resource and muscle would not be able to demonstrate the significance, resilience and will towards supporting this sector. Whilst it is strongly believed that this could be the breakthrough for Ngqushwa, resource mobilisation is an imperative input towards the process of transforming smme development in Ngqushwa.

The Municipality has adopted Cooperative development as a vehicle to transform the smme sector in the Municipality, and the Cooperative Development Centre (CDC) is to be established as a facility to transform the Coop and smme sector

The CDC is expected to offer various services to cooperatives in Ngqushwa including:

- ✓ Facilitating registration of Cooperative with Companies and Intellectual Property Commission (CIPC).

- ✓ Provide business development advice and services
- ✓ Where an organised and sectorised database is updated and readily made available.
- ✓ A one stop shop to access all government services and programmes relating to cooperative development
- ✓ Meaningful and high impact market linkages for cooperatives
- ✓ Centre for coordinated cooperatives activity including value addition.
- ✓ Location where the Cooperatives Representative structure can hold developmental meetings for the development of cooperatives.
- ✓ A centre to accommodate other related service offerings by other spheres of government and development agencies, such as DEDEAT, the dti, SEDA, etc.
- ✓ A centre where cooperation amongst cooperatives is facilitated, highly encouraged, and realised within and outside the Ngqushwa Municipal area.

3.2.5 Tourism

Tourism development is mostly found in both the Municipality inland and in coastal areas. Our Tourism nodal points which are also priority areas for Tourism Infrastructure Development include Hamburg, Peddie Central, Pikoli and Nier. These nodal areas provide Tourism packages in the form of accommodation, Tourism Attractions and Amenities. The area of Pikoli provides homestays accommodation, hiking trails, aquaculture opportunities.

- ✓ Peddie Central offers:
 - ✓ Accommodation (B&B's)
 - ✓ Heritage sites,
 - ✓ Isikhumbuzo saseMqwashini
 - ✓ Great Fish Reserve.
 - ✓ Visitors Information Centre is operational Calvary Barracks

Hamburg offers the following tourism attraction:

- The Artist Retreat serves as an anchor project for Tourism development.
- The Keiskamma Art Project provides training and job opportunities for beadwork, crafting, carpet weaving, curio making and articles made from shells that are collected on the beaches and sold to tourists during holiday season.
- Hamburg Beach Festival which an annual event hosted to showcase unspoilt natural beach and provide opportunities to locals to showcase their products during the event.

Aquaculture opportunities in the form of fish farm

This will help stimulate economic growth particularly in the Hamburg area where opportunities already exist. Marketing Hamburg as a tourist destination, coupled with provision of required infrastructure will be key to ensure that the existing potential is utilised.

Hamburg has great potential for tourism development since it lies along the Coastal belt however there are other resorts such as Fish River Sun and Mpekeni Resort.

Adventure based tourism such as mountain and quad biking, hiking and canoe trials, holds great potential in the municipality. This is owing to its natural environment.

3.2.6 Agriculture

The achievement of sustained economic, development and the creation of competitive advantage for the municipality rely absolutely on prioritisation of interventions which will have the greatest impact both socially and economically. The competitive advantage therefore for the municipality points to the broadly defined agriculture sector as the one with the most potential to contribute to job creation, promoting of livelihoods opportunities and contributing to sustained social and economic growth and development.

The Municipality comprises of rural subsistence communities that rely solely on agricultural production as well as the government social security services for survival. The municipality has however strategies in place to reverse these high levels of dependency on social grants by stimulating agricultural development. The LED Strategy 2009, proposed the following strategies in order to stimulate agricultural development in the municipality:-

- ✓ Support and encourage intensive crop-farming on crops such as pineapples, chicory, sugar beet, cotton, citrus etc.
- ✓ Support crop farmers to acquire agricultural inputs (fertilizers, seeds, seedlings, etc.)
- ✓ Provide agricultural inputs and support with mechanization (tractors, machinery, equipment)
- ✓ Support and encourage livestock farming particularly
 - Cattle (Beef Production) – Breeding programmes Infrastructure, medication, bulls and study tours
 - Goat – Infrastructure, medication, goats
 - Poultry and Piggery – Infrastructure and production inputs
- ✓ Support and encourage livestock farming with auxiliary service such as breeding programmes, veterinary services, infrastructure, and equipment.
- ✓ Facilitate and explore market opportunities for farmers
- ✓ Provide a one-stop-shop service for all the farmers such as an Agricultural Centre (training facility, machinery, tractors, implements, nursery, etc.)
- ✓ To provide support in the form of business development to market through agro processing i.e. Aloe, honey and sale pens.

The Municipality has huge potential for agricultural development and agro-processing. In order for this rural hinterland to be developed, it is important to obtain support from all government departments and development agencies. It is strongly believed that the Agricultural Centre is the starting point for this vision to be realized.

Various potential strategic projects and actions were identified in the 2009 LED strategy as areas of focus and development in the agricultural sector. An interview with municipal officials revealed what progress has been made to date:-

- **Livestock Improvement Scheme** – a beef farming project was identified in Wesley and funded by the Municipality. The project is up and running. The site has been fenced and the municipality has already bought bulls, veterinary services, livestock equipment, and this programme has currently extending to other villages in the Municipality such as Ngqowa, Gcinisa , Mpekweni, Mthathi,Benton and Tuku.
- **Revival and expansion of Ngxakaxha and Gcinisa North Irrigation Schemes** - The revival of Tyefu irrigation scheme is in progress and is implemented by the Department Rural Development and Agrarian Reform and the Municipality provides the support needed. The Municipality also has other functional irrigation schemes such as Khalana, Dube, Lower Mthombe, and Zalarha. We are in the process of exploring other means to utilize all the schemes in the Municipality to ensure local economic development and employment creation opportunities. There is also a food security initiative taking place in one of the plots in Glenmore, Glenmore forms part of the Tyefu Irrigation scheme process. There is a need to plan and establish municipal fresh produce market to accommodate all produce that come from local farmers.

3.2.7 ANCHOR PROGRAMMES IN THE MUNICIPALITY

Small Town Revitalization Programme –

This is an initiative co-funded by the DEDEA, DBSA, the Municipality and other key partners. This initiative seeks to among others regenerate the poverty stricken Municipal area into an area where more meaningful and sustainable economic activities are evident, economic potential existing exploited, having an acceptable infrastructural base to attract investment opportunities, etc.

Hamburg Development Initiative –

An initiative coordinated by the Amathole District Municipality's development agency (ASPIRE). This initiative seeks to exploit to the maximum the massive potential that is presented by Hamburg. Currently a Hamburg Artist Retreat has been developed which is the anchor project of the initiative. Expansion of the programme will also extend towards the inland of the Municipality, where the Peddie Town is located. This

programme is funded and supported by various stakeholders including the Department of Tourism. However more funds are needed for this programme to succeed.



3.3 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Promote a culture of participatory and good governance.

Intended outcome: Entrenched culture of accountability and clean governance.

3.3.1 Political Governance

Ngqushwa Local Municipality is governed by the executive committee type led by the mayor who is the political head of the IDP processes. The municipality has four standing committees which are chaired by political heads. These standing committees report to the executive committee which is chaired by the mayor. The executive committee reports on the progress implementation processes to council. The council consists of 25 Councilors including the Mayor, the Speaker and the portfolio councilors. However the 2011 demarcation process has reduced the number of wards from 14 wards to 13 wards.

Standing Committees:

- ✓ Infrastructure Development Committee
- ✓ Budget and Treasury Office Committee
- ✓ Corporate Services Committee
- ✓ Development and Planning Committee

3.3.2 Mechanisms and procedures for community and stakeholder participation

The Constitution stipulates that one of the objectives of municipalities is to encourage the involvement of communities and community organizations in the matters of local government. The White Paper on Local Government also put emphasis on public participation. Through the Municipal Systems Act participation in the decision-making processes of the municipality is determined to be a right of communities, residents and ratepayers. The IDP has to a large extent addressed these legal requirements. In quest for sustained communication and engagement with local communities and other stakeholders, the municipality embarked on a Ward Based Planning and engagement processes. This process seek to achieve mini IDP's which were ward specific. The municipality also engaged on the verification process, where the objectives of the workshops were as follows:

- ✓ Verify the data collected and reflected in the baseline survey 2012

- ✓ To build and strengthen relationships between communities and the municipality
- ✓ To empower communities on Integrated Development Planning

The following methods are being utilized for reaching out to communities:

- ✓ IMBIZO focus weeks are set by the cabinet and enable the community to interact with politicians and officials, from all spheres and to discuss the service delivery and government programmes and opportunities available for the public. The municipality is involved in the planning these events and liaise with the Office of the Premier and Government Information Systems for the deployment of Ministers and MECs.
- ✓ In line with the legal prescripts of the Municipal Systems Act the establishment of the Representative forum is advertised in local newspaper calling upon interested parties to be part of these forums
- ✓ Language used is observed to limit the language barrier that could cause the public not to participate fully in matters of government. Two languages are being utilized in communicating with the public namely: English and Xhosa)
- ✓ IDP/Budget Roadshows are conducted after the draft IDP and Budget has been finalized for comment by the public but this has been a peculiar year where the public has been allowed to give comments before the adoption of the draft.
- ✓ The Ward Committees, the CDWs, and Ward Councilors assist in mobilization of communities towards ward meetings
- ✓ The municipality has strategies to involve traditional leaders and their communities in the IDP process

3.3.3 Communication Strategy

The Ngqushwa Municipality has developed and approved a communication strategy in 2006; however the strategy was reviewed in 2009/2010 financial year. This strategy is due for reviewal this financial year 2014/15. The purpose of developing the communication strategy is to focus in the light of changing internal and external communications that has an impact on the priority issues, objectives, strategies, and programmes of the IDP that are aimed at improving the lives of people.

The municipality, tribal authorities, ward committees, CDWs, radio, and newspapers are utilized for communication with the communities.

3.3.4 Intergovernmental Relations

The municipality has and holds quarterly Intergovernmental Relations Forum; however there are challenges due to inconsistency in attendance by sector departments. Sector departments delegate junior officials who cannot take decisions at the Forum.

The challenge that is still faced by the community of Ngqushwa is that many Government Departments do not have local offices within the municipality which makes it difficult for the communities to access other services.

3.3.5 Council Oversight

3.3.5.1 Internal Audit

The municipality has Internal Audit unit that prepare a risk based audit plan and an Internal Audit program for each financial year. Also advise the accounting officer and report to the Audit committee on the implementation of the internal audit plan and matters relating to:

- ✓ Internal Audit
- ✓ Internal Controls
- ✓ Accounting procedures and practices
- ✓ Risk and Risk Management
- ✓ Performance Management
- ✓ Loss control and
- ✓ Compliance with this, the annual Division of Revenue Act and any other applicable legislation

Currently, the Internal Audit is facilitating the Risk Management function. The risk management strategy and assessment was developed under the current year 2011/2012.

3.3.5.2 External Audit

For the past three years Ngqushwa Local Municipality received disclaimer opinion except for the 2009/2010 financial year where the municipality received a qualified audit opinion. As a corrective action the municipality prepared an action plan with the assistance of the Provincial Treasury to deal with the issues raised by the Auditor General's office.

3.3.5.2.1 Audit Committee

The Council took a resolution to appoint the Audit Committee on the 24th August 2010 but the Audit Committee was inaugurated in December 2010. Contracts have been then renewed by council on the 28th January 2014 for another period of three years, with the appointment of a new member due to the resignation of the chairperson. Mr. V. Mthimkulu temporarily pulled out of the committee by means of a council resolution to assist the administration in the re-engineering of Budget and Treasury Office and Corporate Services Department this is because of his vast knowledge and understanding of the local municipality.

The names of the members are as follows:

- ✓ Dr. A. Platjie(Newly appointed Chairperson)
- ✓ Mr. G. Bana
- ✓ Mr. W. Gama
- ✓ Ms. L. Sibanyoni

3.3.5.3 Oversight Committee/Municipal Public Accounts Committee (MPAC)

The Ngqushwa Local Municipality established the Municipal Public Accounts Committee is currently led by Cllr S Jali. This committee is comprised of the below listed 8 Councillors:

- Councillor S.A Jali
- Councillor T.M.Dyani
- Councillor N.Y. Ndabazonke
- Councillor A. Ndanda
- Councillor T. Tusani
- Councillor N.C. Gxasheka
- Councillor T.G. Dyibishe
- Councillor M.C. Mapuma
- Councillor G. Ntonjane

The responsibilities of this Committee are as follows:

- ✓ To consider and evaluate the content of the annual report and to make recommendations to Council when adopting an oversight report on the annual report;
- ✓ In order to assist with the conclusion of matters that may not be finalized, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current in-year reports, including the quarterly, mid-year and annual reports;
- ✓ To examine the financial statements and audit reports of the municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- ✓ To promote good governance, transparency and accountability on the use of municipal resources;
- ✓ To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the municipality or the Audit Committee; and
- ✓ To perform any other functions assigned to it through a resolution of council within its area of responsibility.

3.3.6 Special Programme Mainstreaming

3.3.6.1 HIV / AIDS mainstreaming

The HIV/AIDS Strategy is in place. This Plan was adopted in September 2007 and it captures Nutrition, Treatment, Care and support for people living with HIV and AIDS. Within Ngqushwa Local Municipality HIV/AIDS pandemic is prevalent at the rate approximately 27.1%. The Strategy will be reviewed. During the 2013/14 financial year there has been an establishment of the Local AIDS COUNCIL. This council seeks to advise the municipality on the prevalence of HIV/AIDS in Ngqushwa. They have assisted in the establishment of Ward Based AIDS Council in all 13 Wards.

3.3.6.2 Gender Mainstreaming

Gender equity is considered in line with the Employment Equity Plan, though it has not reached an acceptable stage.

3.3.6.3 Special Group Mainstreaming

The special groups are currently taken into consideration in the procurement processes of the municipality. The institutional arrangements in supporting the youth, women, disabled, the elderly and the children (special groups) exist within the municipality. The special programmes unit is in place but lacks funding to implement some of the programmes necessary for these groups.

3.3.6.4 Youth and Women Mainstreaming

Ngqushwa has established a Youth Council Women's Forum. The Children Advisory Forum will be established by 30th June 2014

3.3.6.5 Older Person's Forum

Older Person's Forum – Look after the needs of Ngqushwa Senior citizens which as older persons are known.

3.3.6.6 Disability Forum

A Ngqushwa Disability Forum was established. They say "Nothing about us without us" this is the slogan associated with People Living with Disabilities. This forum looks after the needs of people living with disabilities. They are running their own affairs and are advising the Municipality on new developments that affects People with Disabilities.

3.3.6.7 Sport Development

Ngqushwa Local Municipality Sports Council – Responsible for any Sport development in Ngqushwa. This is the link between Ngqushwa Local Municipality and the Community with regards to sport matters. Responsible for advising the Municipality on Sport needs

3.3.7 Monitoring and Evaluation Tools

The Municipal Systems Act and the Performance Regulations Framework specify the council structures that must be in existence as follows and in the logical chronological order:

Ideal Section 79 and section 80 committees as well as those that are IDP structures:

Tool/ system	Council structure	Administrative, Operations' management/ M&E	Councillor oversight	Frequency
IDP, budget, PMS SDBIP	Departmental SDBIP scorecard developed and approved	Section's scorecard and individual indicator activity plans developed from the section's scorecard for each custodian's scorecard	Full understanding of the SDBIP by councillors and detailed understanding of departmental scorecard by EXCO and MPAC. MPAC to assign specific members of MPAC the specific department to lead oversight of.	After approval of the SDBIP annually
Activity plans and the referred	Secretaries Forum	<ul style="list-style-type: none"> Departmental secretaries meet together as the 	-	After the SDBIP approval

<p>items, correspondence and required reports by the Accounting Officer/ MM</p>		<p>Secretaries coordination forum, which is chaired by the PA to the MM. The agenda has to cover the issues of the correspondence sent to the respective departments – what has been submitted and not responded to as per the 4 working day’s turn around cycle; the consolidation</p> <ul style="list-style-type: none"> • <i>MM submits the weekly plan with the previous week’s report to the Mayor</i> 		<p>and frequently for the weekly plans</p>
<p>SDBIP, MFMA calendar, correspondence management as informed by the secretaries’ forum and Resolutions of council</p>	<p>Management Committee [MANCO] – Bi-weekly</p>	<p>Refer to the attached draft revised agenda of MANCO</p> <p>Reports get improved as per the MANCO discussions and resolutions to the next ensuing council structures.</p> <p><i>Reports get submitted by the respective HOD to the Council support within two days after the HOD meeting for the Council support to consolidate the agenda for the standing committee.</i></p>	<p>Portfolio head to meet the HOD alone to discuss the previous bi-weeks programme and the next bi-week’s programme.</p>	<p>Bi-weekly</p>

Management of the municipal expenditure	Expenditure Management working committee	Municipal officials meeting at operations management level, constituted by the	-	Twice a month
	Extended management meeting	To discuss the SDBIP progress and report on the projects that are affecting more than one department and those projects that are internally commissioned to another project. For example, the LED infrastructure project must be commissioned for implementation by Technical Services and be handed over to LED on completion of construction. Another example is	-	Once monthly to inform the departmental and standing committee agenda.
SDBIP; expenditure management and oversighting; overlapping risk and audit issues.	Cluster meetings chaired by the portfolio head responsible for the key strategic area, like Financial Management and Viability.	This will also be attended by the HODs of the member departments as well as the section heads of the same member departments. The reports will inform the EXCO agenda for the individual cluster to report to EXCO and subsequently to Council.	Oversight by EXCO members	Once a month before the standing committees
SDBIP, MFMA	Standing	Within two days from	-	Once

<p>calendar, correspondence management for the standing committee's consideration and allocation of tasks, reports from the respective councillors and officials that have attended the training and meetings as per the correspondence and attendance and Resolutions of council</p>	<p>committee</p>	<p>the standing committee meeting the reports must be improved accordingly with recommendations to the EXCO.</p> <p>The minutes of the standing committee to both the EXCO and to Council must not be taken as reports to Council as separate individual reports must be developed and submitted.</p> <p><i>Council support must also within two days of receipt from the standing committees consolidate the EXCO agenda and be distributed accordingly.</i></p>		<p>monthly</p>
<p>SDBIP, MFMA calendar, correspondence management for the standing committee's consideration and allocation of tasks, reports from the respective councillors</p>	<p>EXCO</p>	<p><i>EXCO interrogates the reports and the process plan attached to each of the reports in line with the relevant legislation and required submission dates.</i></p> <p><i>EXCO interrogates the Internal Audit report, the SDBIP scorecard, the audit action plan to</i></p>	<p>MPAC over sights the executive</p>	<p>Once a month</p>

<p>and officials that have attended the training and meetings as per the correspondence and attendance and Resolutions of council</p>		<p><i>ensure that work has been done in order to also monitor the corrective measures and to assess if the corrective measures have made any impact on the ground. [the outcome will inform the dash board report update and direct involvement and ownership of the dashboard by the Mayor and the MM.</i></p> <p><i>Council support must also within two days of receipt from the standing committees consolidate the EXCO agenda and be distributed accordingly. The critical IAU project reports will be updated as the minutes and reports of the EXCO will be submitted to Internal Audit for review and update of the IAU reports. IAU manager to collect these from Council support as these would have been updated accordingly after the meeting.</i></p>		
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	Audit committee whether directly or in directly [this is determined by the	Review and comments for recommendations to the MPAC for consideration. [in this way, the MPAC role will no longer be an aftermath as the AG requires every council meeting to have a report on all the matters in the agenda by the MPAC].	Council as Audit committee advises Council	Once a quarter; monthly electronically and also when there is a special council meeting for the AFS and APR.
SDBIP; budget; investigations where necessary; conduct projects field visits	MPAC	Interrogates the reports and prepare the MPAC input in the Council w.r.t. the items discussed and as per recommendations of the Audit committee.	Oversight	Interrogates the quarterly report; Meet once a month to hold departmental hearings and field visits to the projects
Council meeting as per the MFMA calendar	Council	The council to be presented with the minutes of the various standing committees and the clusters. Separate items for reports must be submitted over and above the minutes of these standing committees.	Council	At least 4 times a year

Oversight

Councillors sitting in the DM need to work on the report and deliberate in the NLM council the NLM's input in the ADM agenda. The Councillors also have to make report back to Council.

The portfolio head holds at least bi-weekly one on one meeting with the HOD of the department and not sit in the departmental meeting. The portfolio heads will engage the officials outside the Council and EXCO meeting in the cluster meetings. The departmental meeting is purely an administrative platform for the officials only.

Review of the council structures' agenda:

DEPARTMENTAL MEETINGS' AGENDA:

1. Opening and welcome
2. Apologies
3. Confirmation of the agenda
4. Presentation by external parties : Do Human settlements or the private person **(the item on presentations is counter productive as the council's productivity is challenged. Therefore, the item may have to be pushed to the end of the agenda.)**
5. Minutes of the previous council
6. Minutes of the various standing committees
7. Resolutions tracking
8. Matters considered urgent by the Speaker
9. Reports (for each report the MPAC input is required as standing item on the agenda.)
10. Reports from individual departments based on project's service delivery reporting and monitoring
11. Compliance as per the MFMA and MSA calendar – this must be the standing item so that if there is no matter for reporting, a process plan for that report be tabled for noting. This will ensure that the management and oversight structures are aware of preparations for the project/report and that some work has commenced.(for each report the MPAC input is required as standing item on the agenda.)
12. Risk management (for each report the MPAC input is required as standing item on the agenda.)
13. Audit action plan (for each report the MPAC input is required as standing item on the agenda.)
14. Input by Councillors participating in the District municipal council
15. Closure

3.3.8 IDP Approval

The draft IDP and the budget was adopted by the Council on the 31st March 2015 and the final IDP document has been approved by Council on 28th May 2015 There

after the documents will be submitted to Government Departments and the District Municipality. The documents will be distributed to all relevant stakeholders within the Ngqushwa Local Municipality jurisdiction.

3.3.9 Ward Committee

The municipality has 13 functional ward committees, with 130 ward committee members who are paid a monthly stipend of R1000.00 a month. The ward committee is chaired by the Ward Councillor. Ward committees reports to the Speaker's office and all the reports are channelled through this office. The Ward Committees term of office is in line with the term of Councillors.

3.3.10 Traditional Leaders

The Member of the Executive Council responsible for Local Government and Traditional Affairs in the Eastern Cape Province published in terms of Section 81(2) (a) and (4) of Local Government: Municipal Structures Act, 1998 of (Act No. 117 of 1998) the names of the identified traditional leaders who may participate in the proceedings of the municipal council as listed in schedule 1 and also the guidelines regulating the participation of Traditional Leaders in the municipal council.

Below is the Traditional Leaders identified for participation in the Ngqushwa Municipal Council.

- Prince B. Matomela
- Prince G.L. Zitshu
- Prince N. Mhlauli
- Princess N.V. Njokweni

3.3.11 Community Development Workers

The Department of Local Government and Traditional Affairs appointed Community Development Workers to assist the municipalities in enhancing public participation by ensuring that communities are consulted and their problems are communicated through all government departments.

3.4 MUNICIPAL FINANCIAL VIABILITY

Strategic Goal: To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems

3.4.1 State of Financial Administration

The Financial Services Department is responsible for:

- ✓ Financial Management:
 - Cash management, insurance and investments
 - Revenue management [billing and collection]
 - Expenditure managements
 - Expenditure on staff benefits
 - Funds transferred to the municipality (e.g Grants)
 - Budget preparations and implementations
 - Assets and liability management

- ✓ Other responsibilities:
 - Banking and bank reconciliation
 - Supply chain management
 - Financial reporting to Council and other stakeholder
 - Annual Financial statements

The institutional analysis has assessed the status quo with regard to service rendering at the municipality. In order to address the shortcomings, it is necessary to consider institutional factors that hamper service delivery. It is acknowledged that not all of the identified shortcomings can be addressed in the short term due to limited resources and the municipal processes that are required to put them in place. It is however essential that strategies be developed in the next phase of the project to deal with these impediments.

The following factors may play a contributing role in under performance:

- ✓ The skills levels of employees are below the required level and need to be developed to make employees more efficient and effective.
- ✓ Resources (Financial, skills and human resources are required to facilitate better service delivery).
- ✓

The rural nature of Ngqushwa, results in them having a low income base from assessment rates. The 2013/14 IDP review indicated that only 32% of their income is generated from rates and the remainder is primarily government funding.

This means that it is essential for the municipality to consider ways and means to enhance its own revenue base. To mitigate the above, the municipality is in the process of appointing debt collector on a commission bases.

The credit control by-law was adopted by the council in the year 2014/15 financial year, however the municipality still have a challenge of fully implementing the by-law because the municipality does not provide water and electricity as they both provided by Amatole District municipality and Eskom respectively.

Ngqushwa has made the necessary institutional arrangements to facilitate its financial management such as the development of policies, insurance control mechanisms and IT systems.

3.4.2 Status of Financial Position

Cash and Cash Equivalents

Even though the municipality had a favourable bank balance in the year 2013/14, the creditors were more than the amount available as at year end.

Asset management

The municipality has a fully GRAP compliant asset register and the asset management unit will continuously update the asset register.

3.4.3 Policy development and Reviews, internal control and Procedure Manual

Budget policies related to the tabling of the MTREF 2015/16 and budget procedure manual was workshopped and now waiting for Council adoption. These policies will be implemented as soon as they are adopted by Council. These policies are reviewed on an annual basis, promulgated into by-laws and gazetted.

These prescribed statutory policies are as follows;

- ✓ Cash and Investment policy
- ✓ Borrowing policy

- ✓ Asset Management policy
- ✓ Supply chain management policy
- ✓ Unforeseen and unavoidable policy
- ✓ Irregular, unauthorized, fruitless and wasteful expenditure policy
- ✓ Expenditure management policy
- ✓ Petty cash policy
- ✓ Budget management policy
- ✓ Virement policy
- ✓ Credit control and Debt collection policy
- ✓ Credit control and debt collection by-law
- ✓ Rates policy
- ✓ Appointment of Consultancy policy
- ✓ Tariffs policy
- ✓ Funding and reserves Policy
- ✓ Indigent policy
- ✓ Free basic services policy

Supply chain management

The municipality has a functional Supply chain management unit reporting directly to the Chief Finance Officer. The unit is in compliance with the Supply Chain Management Regulation with the three bid committees being appointed by the Accounting Officer; Bid Specification Committee, Bid Evaluation Committee and the Bid adjudication Committee.

The Contract Management is under the Supply Chain management Unit. The turnover rate for the procurement processes is one to two weeks depending on the procurement ranges and the nature of the service to be procured.

Revenue management

The municipality has a revenue section that bills consumers on a monthly basis as per the norms and standards of Revenue management. The collection of revenue is based on all rateable areas, off which most of people in these areas are indigent.

The percentage of budgeted income that was realised in the past two years is as per the below template;

REALISED INCOME	2012/13	2013/14	2014/15
Business	67%	64%	
Residential	57%	89,3%	
Government Improve/vacant	55%	25%	
Farms Agricultural	8,7%	33%	
PIS& servitudes	0	0	
Schools & clinics	0	0	

There has since been an improvement on the collections during 2013/14 compared to 2012/13

Valuation roll

The Supplementary Valuation SV - 2014 2.1 has been finalised and has been loaded into the billing system. The objection phase was completed on the 17th of March and the implementation date is the 17th of March 2014.

Challenges affecting the municipality

Prior to the implementation of the BTO re-engineering exercise, the municipality experienced the under mentioned challenges. The institution is not out of the woods yet, however with the enhanced management team in place, the challenges mentioned hereunder should be resolved.

- ✓ Sufficient ongoing monitoring and supervision.
- ✓ Inconsistency with reporting
- ✓ Lack of proper implementation of policies, procedures and techniques.
- ✓ High degree of noncompliance with legislation.
- ✓ IT system of the municipality which may lead to internal control deficiencies.

3.4.4 Audit Report

- ✓ Disclaimer opinion in 2013/2014
- ✓ Disclaimer opinion in 2012/2013
- ✓ Disclaimer opinion in 2011/2012
- ✓ Disclaimer opinion in 2010/2011
- ✓ Qualified audit opinion 2009/2010
- ✓ Disclaimer opinion in 2008/2009

An audit action plan to address the audit findings for 2013/14 financial year was tabled to Council on the 19th of December 2014. This plan is being implemented on daily and monthly bases by all Departments. The Management and Council took a decision that the Municipality be audited twice by AG i.e in March 2015 and April 2015 with the belief that this plan will assist our Municipality to achieve a better audit opinion.

3.4.5 Budgeting

Below is the summary of Ngqushwa Municipality Draft Annual Budget for 2015/16 which is prepared as per Municipal Finance Management Act and National Treasury Regulations:

The following are the funds allocated to Ngqushwa Municipality for budget:

✓ Equitable Share	R 82 952 000
✓ MSIG	R 967 000
✓ FMG	R 1 950 000
✓ MIG	R 24 147 000
✓ EPWP	R 1 070 000
✓ LGSETA	R 59 363

The Councillor remuneration is 7.42 % of the operational budget and the employee costs is 39.74 % of the operational budget for 2015/16 financial year.

Repairs and maintenance are 8.00% of the total budget for 2015/16 financial year.

24.85 % of municipality's capital budget has actually been spent to date for this financial year.

30% has been spent on capital budget for 2012/13 and 50% for 2013/14

The municipality has spent 82.02% of MSIG funds for 2014/15 financial year up to February 2015.

As Ngqushwa Municipality we are intending to focus more on the following project as outlined in the IDP:

- ✓ Roads as a Capital project – we are intending to buy our own equipment like grader in improving our roads infrastructure.
- ✓ Agriculture and LED are one of our pillars we are intending to direct a certain portion them.
- ✓ SMMEs
- ✓ Job creation is also identified as a priority. We are intending to employ interns and there are various posts particularly in Budget and Treasury and Corporate Services Department.
- ✓ Revenue enhancement is one of areas that we will focus on in the next financial year by implementing Revenue enhancement policy and credit control policy.
- ✓ Driver's license testing centre is up and running to boost our revenue.
- ✓ Lastly we want to direct our efforts in good Governance and improved Audit outcomes.

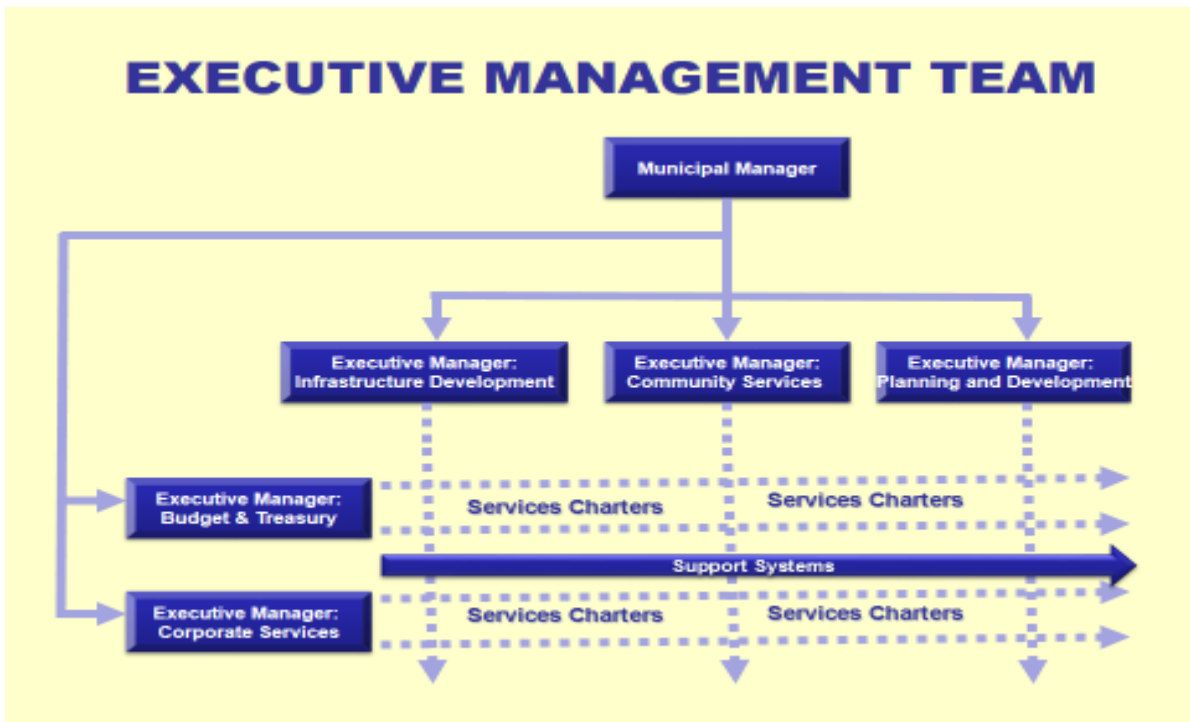
3.5 MUNICIPAL TRANSFORMATION AND INTSITUTIONAL DEVELOPMENT

Strategic Goal: Transformation and capacity building in the Municipality

3.5.1 Municipal Structure

There are 172 positions on the staff structure of the municipality. The management structure is indicated in table 18 below.

Table 16 *Management Structure*



Executive Management Team

The Municipal Manager is the Administrative Head and Accounting Officer of the Municipality. He/ she is responsible for the implementation of the IDP and SDBIP under the direction and guidance of the Municipal Council. The Municipal Manager is supported by a team of executive managers appointed in terms of section 56 of the Municipal Systems Act, 2000 in this context, efforts should be made to develop leadership and management skills at this level to ensure proper succession planning.

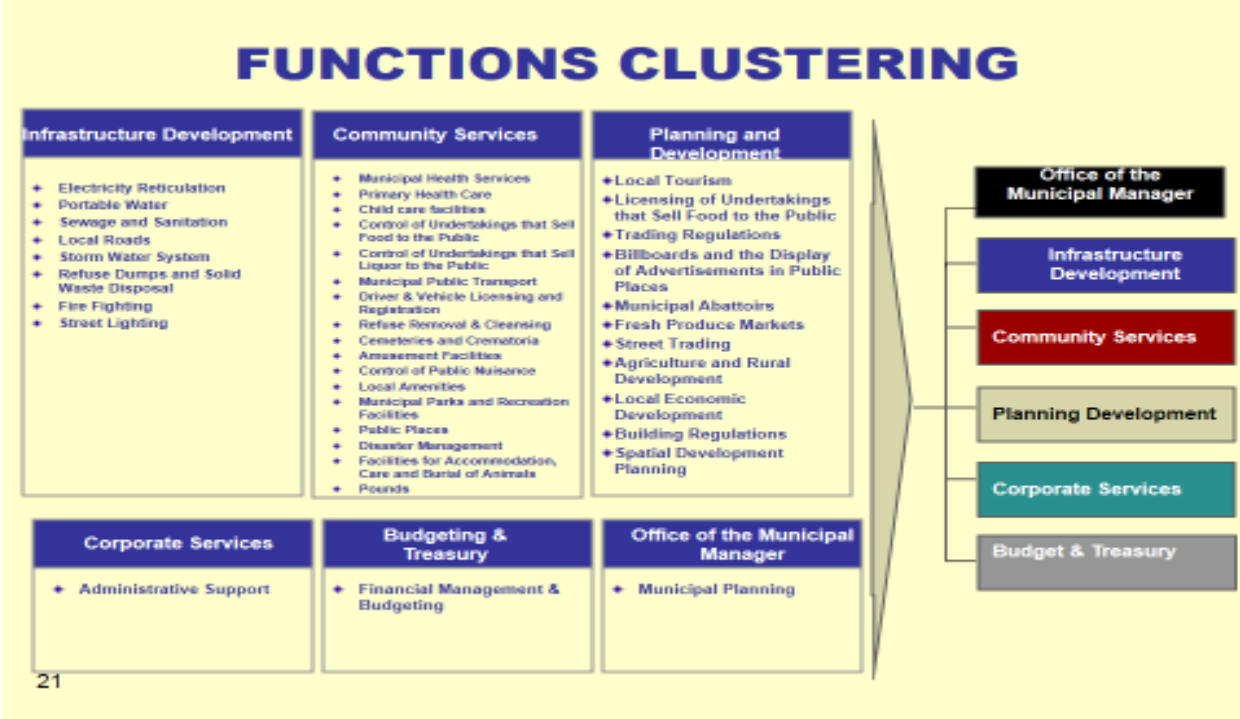


Figure 1
3.5.1.1 Office of the Municipal Manager

This is the administrative nerve centre that sends pulses throughout the Municipality and

Therefore, the office needs to be capacitated to fulfill its mandates in support of the Municipal Manager. The Municipal Manager’s office is composed of the following personnel: (IDP/ PMS Manager and Officer, PR/ Communications Manager, Internal Auditor, SPU Manager and Executive Secretary) all reporting to the Municipal Manager. In essence, the total number of direct reports to the Municipality will be nine (9) inclusive of those within his/ her office.

3.5.1.2 Infrastructure Development Department

The Infrastructure Development Department, formerly the Technical Services, is responsible for the development and implementation of processes, systems and

strategies designed to procure and sustain infrastructural capacity required by the Municipality in its quest to provide quality services to the community as well as ensuring that resources at the Municipality's disposal are equitably distributed to all areas of operation to enhance service delivery to benefit the people.

This entails ensuring the provision of acceptable technical services in respect of sewerage/ water purification / electricity and building projects. The Department is also responsible for the following:

- ✓ Ensure acceptable water and sanitation services (Develop and implement monitoring mechanisms for provision of water services by the District Municipality), Provide approved building plans and site inspections,
- ✓ Ensure effective electricity distribution to consumers (Develop and implement monitoring mechanisms for provision of electricity by Eskom),
- ✓ Ensure effective project design, planning and management of technical projects,
- ✓ Provision of effective repairs and maintenance of municipal infrastructure,
- ✓ Management of all sewer plants and operations (Develop & implement monitoring mechanisms for the actual management of sewerage system by the District Municipality)
- ✓ Appraise/ report to Council and EMT on any infrastructure related projects of the Municipality,
- ✓ Ensure compliance to building maintenance regulations as per National Building Regulations,
- ✓ Ensure compliance to building health regulations,
- ✓ Provision of municipal public works to any of the functions within the Municipality,
- ✓ Development and management of waste disposal sites,
- ✓ Construction and maintenance of roads and storm water infrastructure,
- ✓ Execution of council resolutions relating to infrastructure and technical services.

3.5.1.3 Community Service Department

The Community Services Department is responsible for ensuring provision of acceptable standard of Social Services, Emergency Services, Environmental and Health Services, Community Safety and Road Traffic Management as well as Sports, Arts and Cultural Services to the communities. The Department will also be responsible for the following:

- ✓ Provision of efficient and coordinated health and occupational health services,
- ✓ Manages and monitors the implementation of pollution and environmental degradation prevention strategy (Develop and implement monitoring mechanisms for the provision of this services by the District Municipality),
- ✓ Provision of efficient and coordinated firefighting services (Develop and implement monitoring mechanisms for provision of this services by the District Municipality),
- ✓ Manages and monitors the implementation of crime prevention strategies thereby improving safety and security in communities,

- ✓ Develops and implements strategies to stimulate, promote and develop Sports, Arts and Culture and other recreational activities,
- ✓ Manages the provision of efficient and coordinated community welfare services such as:
 - o Day-care centers,
 - o Proper pension payouts,
 - o HIV/AIDS Education / Awareness,
 - o Sports, Arts and Culture Development,
 - o The Aged and the Disabled,
- ✓ Protection and maintenance of sensitive, vulnerable areas and cultural heritage sites to sustainable levels,
- ✓ Proper management of Municipal community facilities including, sports, community halls,
- ✓ Public spaces and recreation centres, parks, facilities, etc.

3.5.1.4 Development and Planning

The primarily be responsible of the department is to promote of the local economic development initiatives and job creation in sectors such as commerce: small, medium and micro enterprises; agriculture; tourism; and labour intensive public works and includes Town Planning, land and housing and Estate. The Department will also be responsible of the following:

- ✓ Management and stimulation of economic development within the Municipality
- ✓ Develops and implements the strategic plan, policies and programmes for the local economic rejuvenation,
- ✓ Identify local economic opportunities and advise local businesses to take advantage of them,
- ✓ Identify suitable land for agricultural purposes, developed business people and render a coordinated advisory service on economic development issues,
- ✓ Develop and maintain the LED Strategy/ Plan,
- ✓ Develops investment policies that will attract funding and investment growth for various basic community needs and projects
- ✓ Conduct proper research in terms of local economic development and planning,
- ✓ Approval of Building plans and building control function

3.5.1.5 The Budget & Treasury Department

The department is responsible for providing strategic direction on financial planning, management and accounting as well as guidance and support to the senior managers within the Municipality regarding the implementation of and compliance with the Municipal

Finance Management Act and related Treasury Regulations. The Department is also responsible for the following:

- ✓ Establish/maintain an efficient and transparent system of financial management and internal controls to ensure sound financial control by developing, implementing and monitoring financial control systems.
- ✓ Establish/maintain appropriate policies, systems and procedures to ensure effective and efficient management of resources by maintaining updated financial guidelines and ensuring adherence to these policies & procedures.
- ✓ Prepare financial statements for each financial year in accordance with the generally recognized accounting practices by ensuring the production of financial reports of the Municipality as well as providing oversight and management of reconciliations of sundry and suspense accounts.
- ✓ Ensure that revenue and expenditure of the Municipality are in accordance with internal controls (budgets) and legislative prescripts governing finance within the Municipality by maximizing revenue collections, optimizing expenditure, monitoring cash flow as well as ensuring that expenditure is within allocation limits.
- ✓ Follow up on the implementation of actions resulting from Audit Committee and Auditor-General's reports by developing effective implementation strategy for implementation of corrective measures
- ✓ Supply chain management

3.5.1.6 The Corporate Services Department

The department is responsible for the general operations of the Municipality including administration, human resources, fleet and document management. In addition to oversight of the central administrative functions of the Municipality, the role of the Corporate Services Department will also be to provide secretarial services and guidance to Council and other governance structures of the Municipality, and safeguarding the interests of the municipal stakeholders (communities, staff, etc.). The Municipal Structures Act, 1998 identifies three primary areas that fall under the auspices of the corporate services:

- ✓ **The Council support:** Guides the councillors as to their duties and responsibilities and makes them aware of relevant legislation and regulations; ensures proper orientation and induction of councillors; provides practical support and guidance (including training) and raises matters of importance; ensures that councillors have access to information and manages council papers and documents (council resolutions and record keeping).
- ✓ **The Municipality:** Ensures statutory and regulatory compliance; ensure council resolutions are communicated to relevant persons for execution; provides guidance and advice on ethics and good governance.

Our organogram has been adopted on the 28 May 2015. See the table below.

Functional areas per organogram

Approved positions	Number of approved posts per department	Filled posts	Vacant posts
Municipal Manager	23	16	7
Corporate Services	36	26	10
Community Services	114	90	24
Budget and Treasury	29	17	12
Technical Services	38	24	14
Planning and Development	17	10	7
TOTAL NUMBER	257	183	74

Infrastructure Development Department staff registered with professional bodies

Infrastructure Development Department	Total number of technical service Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	4	2	0	2

Office of the Municipal Manager staff registered with professional bodies

Office of the Municipal Manager	Total number of Managers in the Office of MM	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	7	1	0	6

Corporate Services staff registered with professional bodies

Corporate Services Department	Total number of Corporate Services Managers incl. HOD	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	4	0	0	4

BTO staff registered with professional bodies

Budget & Treasury Office	Total number of BTO Managers incl. HOD	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	6	1	0	5

Community staff registered with professional bodies

Community Services Department	Total number of Community Services Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	2	0	0	2

Planning and Development registered with professional bodies

Planning and Development Department	Total number of Planning and Development Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	4	1	0	3

3.5.2 Employment Equity

Ngqushwa Local Municipality recognizes the legacy of past discrimination during which people were denied opportunities to quality education, employment and development on the basis of race, gender, HIV/AIDS, marital status, sexual orientation, religion; ethnic/social origin, age and disabilities. In endeavor to redress those imbalances, NLM has committed itself to the principles of equal opportunities, fair employment practices and people development

- ✓ The NLM is committed to the implementation of employment Equity to redress the legacy of past discrimination during which people were denied access to equal opportunities based on their race, gender, HIV/AIDS, marital status, sexual orientation, religion; ethnic/social origin, age and disabilities;
- ✓ NLM is committed to redress the past legacies through the establishment of EE Forum;
- ✓ In order to guide its implementation process and review, the municipality developed an Employment Equity Plan covering a period between 2012 and 2016;
- ✓ The plan needs to be continually reviewed and updated annually to ensure that it is consistently in line with the economic realities of the Municipality.

3.5.3.1 HUMAN RESOURCE DEVELOPMENT

The NLM has a primary purpose to provide accredited, quality training for both employed and unemployed candidates within its jurisdiction. This is in line with the Skills Development Act No. of 97 of 1998, Skills Development Levy Act No. 09 of 1999, South African Quality Assurance (SAQA) Act No 58 of 1995 and Employment Equity Act No 55 of 1998.

The unit co-ordinates, monitors and evaluates all skills development initiatives to ensure that they enhance Service Delivery and Corporate Governance, as well as improve financial viability of the municipality within its jurisdiction, stimulate local economic development which would subsequently alleviate poverty, and being change agents for effective Municipal Transformation and Institutional Development. THE MUNICIPALITY

In 2014/15 NLM undertook training for the entire Councillors and officials. The training programmes are aligned to applicable Legislation, Policies, Political pronouncements and IDP linkage as follows;

❖ **Councillors**

-CPMD

- Diploma in Local Government Law and Administration
- Councillor Development Programme
- IDP Training

❖ **Officials**

- Masters in Industrial Psychology
- CPMD- MF
- Programme in Human Resource Management
- Paving
- Risk Management
- Bricklaying
- Pothole Patching
- Operating Skills
- Bid Committee Training
- Basic Computer Training
- CIDB Training
- Adult Education Training
- VIP Training
- Labour Relations Training
- IAT

3.5.5 Employee Assistance & Occupational Health & Safety Office

The objectives of the Employee Assistance and Occupational Health & Safety Office are to promote health by providing the employees with ongoing education, information and communication in all health related aspects. They are also encouraged to be proactive about their health and modify their lifestyle for their own health benefits. The office has a responsibility of ensuring a safe work environment of all the employees at work and safety during operations.

This is to comply with the Occupational Health and Safety Act 85 of 1993, Medicine and Related Substances Control Act 101 of 1965, Employment Equity Act 55 of 1998 and the Compensation of Occupational Injuries and Diseases Act 130 of 1993.

During 2014/15 financial year the Division engaged in different programmes for Ngqushwa Municipal Councillors, Management and employees including those based in our Hamburg satellite office, to meet its objectives.

3.5.6 Employee Assistance Programme

As part of Employee Assistance Programme, Ngqushwa Local Municipality is committed to the health and wellbeing of its employees and recognises that a variety of personal problems can disrupt their personal and work lives.

Quarter 1 Target

A 4.2km and 2km fun run/walk race was organised for all municipal Councillors, Management and Staff on the 29 August 2014. The race was aimed at raising awareness about living a healthy lifestyle and exercising to keep employees wellbeing fit at all times. Due to rain the race was cancelled and we conduct an awareness day.

External stakeholders invited and made presentations on the event were Liberty Life, Old Mutual, FNB Bank and Bonitas Medical Aid. Other services organized on the day were Nurses who conduct Health Screenings such as High Blood Pressure, Glucose and Cholesterol and HIV/AIDS. Employees made use of those free health screenings services. Nine (9) employees also went for HIV/AIDS voluntary counselling and testing and the results came negative to everyone tested on the day.

Quarter 2 Target

Ngqushwa Municipality: Staff HIV/AIDS Policy states that "The municipality shall provide the following workplace HIV & AIDS programmes, as part of its broader wellness programmes for all employees:-

- a) *prevention programmes designed to prevent HIV transmission, including components such as awareness, education and training, male and female condom distribution, occupational infection control within the workplace"*

On the 1 December each year, the world observe World AIDS Day, a day dedicated to raising awareness on the AIDS pandemic caused by the spread of HIV infection. Ngqushwa Municipality, like many other institutions of workplace in South Africa have hosted awareness campaign and HIV/AIDS drive in an effort to educate staff and destigmatise the illness.

Stakeholders invited and made presentation for the awareness were Nompumelelo Hospital; Emerald Accounting and Debt Counselling; and South African National Blood Services. This awareness aimed at educating employees about HIV/AIDS prevalence within Ngqushwa areas, providing assistance to employees who are experiencing financial difficulties resulting in them being frequently absent from work or getting into more debts and recruiting employee employees to save lives by donating blood throughout the year.

Quarter 3 Target

A 4.2km Fun Run/Walk Race was organized for Councillors, Management and Staff to participate in order to live a healthy and balanced lifestyle. The race was also be linked to the commemoration of Human Rights Day on the 21st March 2015 and World TB Day on the 24th March 2015.

As we were commemoration the World TB Day, Ngqushwa Local Municipality pledges to continue in raising TB awareness to its Councillors, Management and Staff. The municipality also continued to encourage its employees to get tested regularly and, where they are diagnosed with TB, to start with the 6-months treatment programme immediately, and made a commitment to continue to invest in the health of our employees to better the service delivery to communities.

External stakeholders invited and made presentations on the event were Sanlam, Dietician and Nurses from Nompumelelo Hospital, Department of Health: Bhisho TB Educator, South African National Blood Services (SANBS) and Samwu Medical Aid. Other services organized on the day were Nurses who conduct Health Screenings such has High Blood Pressure, Glucose and Cholesterol and HIV/AIDS.

Breakdown of services offered during the day:

<u>External Stakeholder</u>	<u>Representative</u>	<u>Activities</u>
Sanlam	Ms C Rielly	Life cover, Funeral cover, Retirement Plan and Consultations of new products
South African National Blood Services (SANBS)	Ms L Ketsema	Blood grouping and blood donation awareness
Dietician – Nompumelelo Hospital	Ms S Jack	Diet plan, healthy eating and body mass index (BMI)
Department of Health: Bhisho	Ms L Bottoman	TB Awareness and screenings
SamwuMed	Mr S Gwashu	Medical Aid Consultants
Nurses – Nompumelelo Hospital	Ms Mhlauli	Health screenings – diabetics, high blood pressure, cholesterol and TB screenings.

HIV/AIDS, TB & STIs workshops are conducted for municipal employees with the aim to raise awareness and address negative attitudes towards people living with HIV/AIDS, TB & STIs and increase awareness among our employees. This is to

equip them with knowledge and skills to care for themselves and their families as well as to engage in healthy life style.

3.5.7 Occupational Safety

All work areas have safety representatives who are responsible for identifying hazards from the work environment or emanating during the work processes which may have a negative effect on the health and safety of the employees. These Representatives should make the employees and their supervisor aware of these hazards and also report them to the Safety Committee which is chaired by the Human Resources Manager.

It is the responsibility of each department to budget for protective clothing for its employees, although purchasing thereof is done by Corporate Services Department. All deserving employees were provided with protective clothing on yearly intervals and when necessary. The protective clothing is purchased and issued according to the risk that the employees are exposed to. All employees working with refuse; parks and cemeteries are issued with overall, safety boots, rain suits and warm jackets, consideration is given to employees that are exposed to risks that need special protective clothing such as masks, ear muffs, and gloves.

Challenges experienced by the Office:

- ✓ No Employee Assistance and Health & Safety Plan has been developed.
- ✓ Mismanagement of personal finances has resulted in a number of employees in debts.
- ✓ Lack of compliance in plants with regards to safety standards.
- ✓ Inadequate office space
- ✓ Delays by service providers to supply and deliver protective clothing during the procurement processes.
- ✓ No change rooms and shower space has been provided for general assistance workers
- ✓ Poor attendance of Section Managers and Councillors to EAP workshops
- ✓ Delays experiences when seeking assistance from Doctors to conduct medical check-ups to municipal employees.
- ✓ Employees working in remote areas are exposed to life threatening conditions.

SWOT analysis

Technical Services

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Experienced and competent workforce. • Efficient financial and information management systems. • Training opportunities and Employee Assistant programs in place • Good Inter-Municipal relations and support from provincial government e.g. DLGTA and ADM • Good communication arrangements with Communities in consultation with CLLRs. • Payments of creditors within 30 days. • 	<ul style="list-style-type: none"> • Under spending of allocated budgets and grants • Unavailability of operational funds that results to poor performance. • Lack of strategic leadership and decision making due to shortage of senior managers. • Lack of knowledge sharing among the staff. • Lack of SMME development programs • Working against SDBIP • Shortage of competent plant operators. • Late appointment of service providers • Silo planning •
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Geographic location of Ngqushwa situated near the coastal area • Being located between two major routes that is N2 and R 72 • External funding opportunities and twinning agreements with other countries. • Environmental Management Program. • Tourism potential zone (Hamburg and coastal towns). • Growing transportation sector due to rehabilitation of N2. • 	<ul style="list-style-type: none"> • Shortage of land to meet increasing demand of both residential and business development as the land is mostly owned by private and other departments. • Ageing infrastructure (Roads and storm water). • Increasing crime hot spots and vandalism of social amenities. • HIV/AIDS pandemic and high unemployment rate. • Illegal connections to Municipal services and uncontrolled illegal buildings without building plans. • Dented Municipal Corporate Image due negative publicity • Uncoordinated planning resulting in unfunded mandates from other levels of government. • Insufficient funds to eradicate infrastructure backlogs

- Poor implementation of maintenance plans.
- Huge backlogs from previous years.

4.3.3 Community Services

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Departmental Integration • SMME Trainings and skills development • Rural and local development initiatives by sector departments • Enterprise development – SMME’s • Geographical location of developmental nodes. • Organizational Design : Availability of organogram suitable for the section • Municipal Buildings :Scarcity of municipal buildings • Valuation of properties • Availability of property rates policy and bylaws • Use of ADM GIS • Building control policy and bylaws were adopted by Council. • Geographical location of developments per zoning • Resource management • Development of by-laws • Revenue enhancement • Basic Service Delivery • Timeous refuse collection • Regular maintenance of Parks & Cemeteries & other public 	<ul style="list-style-type: none"> • Lack of communication and silo mentality • Funding for agricultural trainings is limited • Limited infrastructure funding • Market Linkages – poor product quality • Not sustainable due to lack of resources,funding • Lack of critical personnel • Minimum monitoring and evaluation • Unfavorable climatic conditions • Lack of sustainability on projects • Land ownership • Shortage of staff • Lack of training • Gaps between valuation roll and billing system • Non collection of revenue from billboards • Non submission of building plans, leading to non collection of revenue. • Lack of Municipal owned Geographic Information System • Not all communities are aware of policies and

<p>amenities</p> <ul style="list-style-type: none"> • Great Fish River (Double Drift) Nature Reserve • Situated in a very critical position; N2 on the way between KWT and Grahamstown and boarded by Fish River and Keiskamma River which were used as a boundary during the Time of Land Dispossession. R72 between Port Alfred and East London, on the Sunshine Coast which consists of numbers of attraction. • Beautiful Beaches and Rivers; Hamburg beach, Bhirha beach. Great Fish River and Keiskamma River. • Beautiful scenery range from mountains, rivers, Heritage sites. • Bed & Breakfasts • Improved Inter- Governmental Relations • Attraction resources • The section is protected by the National Traffic Act 93/ 1996 • It give you powers to enforce law and order under the road traffic act and it give you arresting powers in the jurisdiction of Ngqushwa Municipal Area. • Strong collection strategy to generate money for the municipality with the testing of learners and drivers licences. • As uniform officers discipline play a huge role in the traffic profession. • Treat all staff with respect and lead by example • 	<p>bylaws, workshop was conducted to inform rate payers of Peddie Town, Hamburg and Coastal Ratepayers</p> <ul style="list-style-type: none"> • Lack of updated information, such as SDF map • Lack of appropriate machinery for maintenance of grounds • Lack of GIS system to monitor our projects • Limited budget • Lack of strategy to Collect outstanding traffic fines beyond Municipal jurisdiction • Working relations within the section
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> • Communication through farm structure • Farmers received accredited trainings on different sectors 	<ul style="list-style-type: none"> • Silo mentality • Minimum monitoring and evaluation • Unfavorable climatic conditions

<ul style="list-style-type: none"> • Agriculture development and food security • Suitable environment • Departmental Integration • Synchronized planning • Availability of land and properties for development of sustainable human settlements • Availability of land for development of sustainable human settlements • Synchronized planning, where all developmental locations are identified. • Numbers of jobs will be generated and sustainable • Coordination of events on these strategic positions can assist in terms of attracting or exposing heritage sites to visitors. • Sport in Tourism like Canoeing, Sunrise and Sunset boat ride, Fishing and other activities. • Sport in Tourism Motor Bike Race Ride. • Exposed to visitors. • The municipality has a unique natural environment fit for adventure based tourism • Urban greening and open space opportunities • 	<ul style="list-style-type: none"> • Climate change • Lack of sustainability on projects • Land ownership • Lack of critical personnel • Minimum monitoring and evaluation • Unfavourable climatic conditions • Lack of sustainability on projects • State owned land that is not easily accessible for development • State owned land and properties that is not easily accessible for development • Failure of Intergovernmental Relations, non attendance of Department of Rural Development and Land Reform • Failure of Intergovernmental Relations, non availability of Department of Human Settlements to conduct Consumer Education. • State owned land that is not easily accessible for development • Non availability of needs register to replace waiting list. • Change in Town Planning Regulation • No approved zoning scheme regulations, not proclaimed yet • Non submission of building plans • Cancellation of bookings at the last moments /game poacher • Lack of attendance in these events • Lack of experienced of well-trained tour guides • Additional activities around or nearby heritage sites • Signage can be a threat due to lack of recognition for
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	<p>these sites.</p> <ul style="list-style-type: none">• Crime rate• Lack of access to beaches• Corruption on the road / Motor Vehicle Registration and DLTC.• Traffic section not secure enough, staff work with money• Rebate of Rate payers• Delays on delivery of basic services• Negative climate change on the environment• None existence of a coastal management plan can lead to mismanagement of valuable coastal area
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4.3.1 Municipal Manager Office

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Sound policies are in place. • Culture of community participation • Ward committees are in place and each ward committee is assigned a responsibility in accordance to the 5 municipal KPAs • Community Development Workers (CDWs) are in place except for ward 10 and ward 13 has 2. • Special Program designated groups structures(people with disability, older persons, youth ,sports council, care givers, HIV/AIDS and primary health care givers) are in existence and fully functional at ward level. • Ward based plan is in place • There is an active MRM. • An existing Audit Committee that sits on a quarterly basis. • Community Development Workers MOU signed. • Gaps arising from Ward Committees Workers being employed in other programmes are filled. • Project steering committee meetings are now sitting. • Engagement with the traditional leaders who are not part of the Council is now effective. • Audit action plan developed and due dates set to address the AG issues. 	<ul style="list-style-type: none"> • Policy and bylaws not fully implemented • Community participation not institutionalized. (working in silos when it comes to public participation events this then gives rise to event clashes.) • CDW reports are seldom submitted, and when submitted are not talking to the core municipal functions. (KPA differential issues between the province and the municipality.) • Non-submission of reports by ward committees. • Lack of relationship between Ward Committees, Community Development Workers and Ward Councillors. • MPAC is not fully effective due to non-attendance by other members. • Non institutionalisation of Audit. • Poor build up for Audit. • Compliance is not institutionalized. • Non availability of ICT systems for Internal Audit. • Non accessibility to emails when outside the work place. • Strengthening needed for the Intergovernmental Relations Forum. • Non sitting of IDP Rep Forums
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Councillors trained on Local Government. • Learning and sharing initiative for MPAC. • Training on Corporative Governance at various levels for municipal staff. • Rebranding of municipal image starting internally between 	<ul style="list-style-type: none"> • Under staffing in critical areas such as Internal Audit and Communication etc. • Councillors not having office space and their own secretariat. • Non sitting of IDP Rep Forums. • Non sitting of both political and technical IDP/Budget

administration and councillor – Municipal Performance Regulations Section 30(3).	steering committees.
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4.3.4 Budget and Treasury

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Budget Policy, Virement Policy and Procedure manuals in place • Development of credible municipal draft budget, annual budget and adjustment budget in time. • Submission of section 71, Quarterly reports, Grants reports, and other MFMFA reports timeously. • Monitoring of budget and expenditure • Revenue polices are in place • Improved co-ordination of audit • Financial system up and running • Improved co-ordination with government grants • Fully insured assets. • Risk Management adequately managed • Leasing of properties and development within the Ngqushwa area Investment management • Asset register on the system • Depreciation is automated on the system • SCM policy is in place and reviewed annually • Quarterly reports on the implementation of scm are submitted timeously to the relevant structures • Non-performance of reconciliations • Low reliance on consultants • Improved co-ordination of the audit 	<ul style="list-style-type: none"> • Virements that take place within 3months after budget approval. • Budget that does not talk to SDBIP projects. • Delay of submitting 72 reports in time due to non availability of information from other departments e.g. performance information • Financial System that allow expenditure to votes that has no budget that leads to negative balances. • Figures that changes on the system after month end (due to control of closing of system). • Silo mentality (lack of teamwork/synergy • Incomplete information of rate payers in accurate billing • Unknown ownership of other properties • No revenue turnaround strategy in place • Incomplet / incorrect f GV roll low revenue base • The lack of capacity for infrastructure conditional assessment • 90% percent non-compliance with asset management policy and procedures • Poor co-ordination of the audit due to late submission/loss of information • Ineffective safe guarding of assets – building not fully secured. • Misallocation between votes – e.g. capital classified as operating • Lack of Capacity (staff to assist to asset management) • Inadequate asset maintenance

<ul style="list-style-type: none"> • Improvement on payment of creditors • Continual training and support on the system • Improved synergy within BTO • Improved departmental setup within BTO • Credible Financial reporting • Improved Work ethics • Weekly sections operations management meetings • Improved records /document management • Sittings of Departmental meetings do not sit as scheduled • Risk Management adequately managed • Investment management 	<ul style="list-style-type: none"> • Infrastructure backlog • Assets not fully utilised • Poor co-ordination of the audit due to late submission/loss of information • Over and under spending of vote numbers • Non availability of procurement plans • Incomplete supplier database system • Use of suppliers not in the database • Non-compliance with CIDB and MFMA • Poor Contract Management (service providers) • Incomplete register for wasteful, irregular and unauthorised expenditure • Lack of synergy within BTO and between BTO and other departments (Silo Mentality) • Poor records/ document management • Non implementation of actions entailed within the risk register and audit action plan • Silo mentality (lack of teamwork/synergy) • Lack of monitoring of the budget (Unauthorised Expenditure) • The lack of capacity (lack of understanding of GRAP 17) • Poor co-ordination of the audit due to late submission/loss of information • Misallocation between votes – e.g. capital classified as operating • Ineffective implementation of/non-compliance with Expenditure policies • Poor Contract Management (service providers) • Lack of synergy between BTO and other departments (Silo mentality) • Capacity challenges
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	<ul style="list-style-type: none"> • Electronic viewing (financial system)of budget and expenditure votes • Lack of proper review of budget expenditure(at section level) • Non adherence to set systems and controls • Non adherence to set internal controls and systems.
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> • Appointment of CFO is assisting • Appointment of Chief Accounting • Existence of Internal Audit Unit • Improved asset management plans • Technological changes for asset improvement 	<ul style="list-style-type: none"> • Ignorance to people when they make requisitions • Working outside system • Non consistence in keeping Month end procedure dates • Reluctance to pay due to discrepancies in accounts • Asset loss/Theft • Asset damages • Fraud and corruption • Negative publicity by suppliers • Difficulties of end users to adapt to new system • Urgent procurement by end users • Titanic prices charged by local suppliers • Late deliveries by suppliers • Poor Audit outcomes – risk of inability to comply with National targets for 2015

4.3.2 Corporate Services

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Dedicated person (Skills Dev. Facilitator) • Development of WSP • Internship programme • Skills Development Employment Equity Forum • Community Bursary (out) • Training is evaluated and monitored • Existence of Skills Development Employment Equity Forum • Existence of Employment Equity Plan • Existence of EEA • Existence of Recruitment policy • Alignment of Recruitment policy to national regulation on appointment of SNR Managers • Support provided by District, SALGA and COGTA and other relevant stakeholders • Policies are in existence • Reviewed annually • Records Management Policy • Policies are in existence • Reviewed annually • Developed and adopted municipal Calendar Council Support Procedure Manual • Dedicated personnel to provide support • Leave Policy • Electronic Clocking System • Functional Local Labour Forum • Bi-lateral meetings • Support from district & SALGBC • Dedicated employee dealing with the employee wellness • Developed policy • Participation of employee to sport activities 	<ul style="list-style-type: none"> • Training are not aligned/linked to performance and municipal objectives (out) • Implementation of training is not adequate • No succession plan (mentoring & coaching) • Not enough funding • Inconsistent sitting of SDEEF meetings • Lack of accredited SP • Non-sitting of SDEEF • Non reporting of members of the SDEEF to Departments • Level of nominees representing departments in the SDEEF • Inability to attract employees from designated groups (especially disabled) • Non implementation of other assessment techniques to all levels of employees • Non representation of specialists in the recruitment panel for Section 57 & 56 Managers (out) • Delays in advertising and filling of vacant posts • Lack of a strategy to attract & retain scarce skills • Non existence of procedures to implement in some policies • Non dedicated section for monitoring of implementation of policies • Non dedicated Manager for policy development • Lack of capacity • Lack of space • Unapproved file plan & Registry procedure manual • Non existence of procedures to implement in some policies

<ul style="list-style-type: none"> • Awareness of wellness programme • OHS Committee established • H&S policy • Reviewed & approved organogram • Fleet Management Policy • Fleet management system 	<ul style="list-style-type: none"> • Non dedicated section for monitoring of implementation of policies • Non dedicated Manager for policy development • Lack of capacity • Lack of space • Unapproved file plan & Registry procedure manual • Delivery of council notice in good time • Non recording of discussions leading to resolutions • Lack of management of leave from Sections • Abuse of sick leave by personnel • Minimum/and or lack of monitoring of leave/attendance by line managers • Minimum preparation / discussion of LLF issues with Top Management • Minimum management of labour relations by Section Heads • Low morale • Lack of consultation room • Minimum utilisation of employee support by staff members • Lack of OHS strategy and plan • Approved organogram not aligned to the Integrated Development Plan • Partial implementation of the policy • Partial use of the fleet management system
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OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • We surrounded by institutions of higher learning and technical colleges • Existence of employees with potential to learn • Existence of qualified females to occupy posts that used to be occupied by males. • Monitoring and support from DoL • Existence of qualified staff in the labour market • Support from other institutions • Existence of Acts & Collective Agreements • Existence of qualified staff in the labour market • Support from other institutions • Existence of Acts & Collective Agreements • Support from Department of Sport Recreation Arts & Culture • Legislations guiding running of Municipalities • Partial implementation of Council resolutions • Signing of resolution register • Room to improve by line ,managers • SALGBC Collective Agreements • Organised workforce • Inter-municipal relations • Department of Health • Professional Practitioners & advisors • Indoor sport centre • Existence of Compensation Commission • Department of Health • Private Doctors • Protective Clothing • Existence of IDP • Benchmarking with other municipalities 	<ul style="list-style-type: none"> • Rural nature of the municipality which can cause people to leave after being trained • Staff will not have time to study • No leave type for study purposes • Low percentage of people living with disabilities • Recruitment of qualified but incompetent candidates • Qualified people who are unwilling to relocate to Peddie • Other municipalities/institutions offering better salaries • Development of policies that do not compliment the legislations • Changing of national acts • Recruitment of qualified but incompetent candidates • Qualified people who are unwilling to relocate to Peddie • Other municipalities/institutions offering better salaries • Development of policies that do not compliment the legislations • Changing of national acts • Loss of valuable information • Natural disaster • Wasteful expenditure • Minimum preparation / discussion of LLF issues with

	<p>Top Management</p> <ul style="list-style-type: none">• Minimum management of labour relations by Section Heads• Labour unrest• Resignation of staff due to unattended personal problems• Fatal injuries• Communicable diseases• Qualified and competent staff• Non filling of approved posts due to financial constraints• Misuse of council fleet• Over speeding by Drivers• High maintenance costs
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3.5.10 COMMUNITY SURVEY

This desk top analysis report is a synthesis of the status quo analysis as presented in existing policy documents in the municipality. The information has been synthesized with the ward profiling information gathered during the ward visits for the Ward Based Planning Process. The purpose of this process is to present a yardstick with which to evaluate the collected data. It serves as the situational analysis to inform the Ward Based Plans and subsequently form the basis for the Integrated Development Plan Situational Analysis phase.

3.5. 11 Ward Priorities as captured per ward:

Ward 1 Cllr Jowela

Village	Priority 1	Priority 2	Priorities 3
Zalara	Hall	Water - Newly built houses	Creche
Mtati	Access Roads	Dipping Tank	Water(Ext sites)
Tyeni	Access Roads	Dam Purification	Fencing
Ngqwele	Access Roads	Water - (Ext sites)	RDP Houses
Bhele	Hall	Access Roads	Funding for Co-ops
Nonibe	Hall	Access Roads	RDP Houses
Gobozana	Water on Newly built houses.	Electricity - Newly built houses	RDP Houses
Nxopho	Access Roads	Water - (Ext sites)	Fencing

Ward 2 Cllr Coto

Village	Priority 1	Priority 2	Priorities 3
Qaga	Electricity Extensions	Roads- Internal	Youth Programmes
Masele	Roads- Internal	Water(Extensions)	Electricity Extensions
Thamara	Community Hall	Water(Extensions))	Roads- Internal
Dubu	Water(Extensions)	Roads- Internal	Electricity Extensions
Jubisa	Roads- Internal	Water(Extensions)	Youth Programmes
Tsolo Shushu	Roads- Internal	Water(Extensions)	Youth Programmes

Ward 3 Cllr Sithole

Village	Priority 1	Priority 2	Priorities 3
Upper Mthombe	Roads- Internal	Community Hall	Electricity-New Extensions
Lower Mthombe	Roads- Internal	Community Hall	Dipping Tank
Tyatha	Roads- Internal	Toilets	Water
Quqgwala	Roads- Internal	Fencing of Grave Yards	Funding of Projects
Dlova	Roads- Internal	Toilets	Water (in-fill households)
Nquthu	Roads- Internal	Community Hall	Water-New Extensions
Tildin	Community Hall	Roads	Electricity-New Extensions
Tapushe	Community Hall	Roads	Electricity-New Extensions
Rode	Community Hall (Not Complete)	Roads- Internal	Fencing
Mavathulana	Community Hall	Roads	Toilets
Nyatyorha	Roads (complete incomplete main access roads)	Electricity	Water (in-fill households)
Zimbaba	Roads- Internal		
Zondeka	Roads- Internal	Community Hall Renovation	Funding of Projects

Ward 4 Cllr Maphekula

Village	Priority 1	Priority 2	Priorities 3
Mabongo	Roads (maintenance of main access road)	Hall	RDP houses
Khalana	Roads- Internal	Scheme revalitazation	Water (in-fills)
Shushu	Hall	Roads (maintenance of main access road)	
Ntsinekana	Hall	RDP houses	Dip
Mqwashu	Clinic	Hall	RDP houses
Bongweni A	Clinic(Mqwashini Villages as the center)	Hall	Roads (maintenance of main access road)
Gcinisa North	Hall	Water	Clinic(Mqwashini Villages as the center)
Hlosini	Clinic(Mqwashini Villages as the center)	RDP houses	Roads (maintenance of main access road)
Bongweni B	Clinic(Mqwashini Villages as the center)	RDP houses	Roads (maintenance of main access road)
Maqosha	Clinic(Mqwashini Villages as the center)	Roads (maintenance of main access road)	RDP houses
Nqwenerhana	Hall	Clinic(Mqwashini Villages as the center)	Roads (maintenance of main access road)

Village	Priority 1	Priority 2	Priorities 3
Crossman	Dip	RDP houses	Roads (construction of access roads)
Nomonti	RDP houses	Roads (maintenance of main access road)	Transport
Torr	RDP houses	Roads (maintenance of main access road and widen existing bridge on main access road)	Water
Bulukazi	RDP houses	Roads (maintenance of main access roads and access road)	Water
Baltein	RDP houses	Roads (maintenance of main access road)	Fencing
Mrhathaza	RDP houses	Roads(Mrhataza to Torr)	Roads(Internal Roads)
Qawukeni	Roads-Internal	Water	Clinic (Centre for Shushu, Kalana and Mabongo)

Ward 5 Cllr Yolelo

Village	Priority 1	Priority 2	Priorities 3
Machibi	Roads- Internal	Fencing of Camps	Cleaning of Dams
Moni	Community Hall	Fencing of Camps	Roads- Internal
Twecu	Community Hall	Fencing of Camps	Roads- Internal
Upper Dube	Roads- Internal	Fencing of Camps	Crech
Lower Dube	Roads to projects	Fencing of Camps	Roads- Internal
Cwecweni	Roads- Internal	Fencing of Camps	Roads

Madliki	Access Roads and a Bridge	Fencing of Camps	Roads- Internal
Phole	Roads- Internal	Fencing of Camps	Cleaning of Dams
Nxwashu/TyipTyip	Community Hall	Phase 2-Roads	Dipping Tank
Ngxakaxha	Roads to projects	Roads- Internal	Fencing of Camps
Mdolomba	Community Hall	Fencing of Camps	Roads- Internal

Ward 6 Cllr Mapuma

Village	Priority 1	Priority 2	Priorities 3
Tyityaba	RDP houses	VIP toilets	Roads (maintenance of road from R345 to Tyityaba)
Bodium	RDP houses	Interior roads	VIP toilets
Bell	RDP houses	VIP toilets	Roads (maintenance of interior roads)
Lovers Twist	RDP houses	Roads (informal road – construction)	Toilets
Crossroads	RDP houses	VIP toilets	Roads (maintenance of road from R345 into Crossroads)
Tuku A	VIP toilets	Roads (maintenance of road from R345 into Tuku A)	RDP houses
Tuku B	RDP houses	Roads (maintenance of road from Mthwebu area to Tuku B)	VIP toilets
Tuku C	Roads (maintenance of interior access roads)	RDP houses	VIP toilets
Wooldridge	RDP houses	VIP toilets	Roads (from Mthwebu to town)
Hoyi	RDP houses	VIP toilets	Roads (maintenance of road from R345 into Hoyi)
Leqeni	RDP houses	VIP toilets	Roads (maintenance of road from R345 into Leqeni)

Ward 7 Cllr Magazi

Village	Priority 1	Priority 2	Priorities 3
Cisira	Village Access Roads	Taps to newly built houses	Sanitation
Feni	Water taps on new sites	Sanitation	Roads (Dabane – Feni - Mvemve – Magqaza)
Mahlubini/Nyaniso	Road(N2 – Mahlubini)	Sanitation	Houses
Makhahlane	Road (R345 - Makhahlane)	RDP Houses	Water taps on new houses
Celetyuma	Road (Celetyuma – Mahlubini)	RDP Houses	Electricity on new houses
Dam-Dam	Electricity on new houses	RDP houses	Water taps on new houses

Ward 8 Cllr Mtshakazi

Village	Priority 1	Priority 2	Priorities 3
Ndlambe Ndwayana Glenmore	RDP houses	Roads (maintenance of road from R345 to Rura)	More transport services (need for bus to operate in village)
Qamnyana	RDP houses	VIP toilets	Roads (maintenance of road from R345 to Rura)
Gwabeni	VIP toilets	RDP houses	Roads (maintenance of road from Gwabeni to Zizeni)
Mankone Horton	RDP houses	VIP toilets	More transport services (need for bus to operate in village)
Rura	RDP houses	Roads (maintenance	More transport services (need

Village	Priority 1	Priority 2	Priorities 3
		of road from R345 to Rura)	for a bus to operate in village)
Luxolo	VIP toilets	RDP houses	Roads (maintenance of road from R345 to Rural)

Ward 9 Cllr Ndabazonke

Village	Priority 1	Priority 2	Priorities 3
Runletts	Roads (maintenance of main access road from Peddie extension to Runletts)	RDP houses	Transport
Woodlands	Roads (construction of main access road from N2 to Woodlands)	RDP houses	Toilets
Pikoli	Roads (maintenance of main access road from N2 to Greyfish to Pikoli)	Water	RDP houses
Nobumba	RDP houses	Toilets	Water
Ntloko	RDP houses	Roads (maintenance of main access road from N2 to Ntloko)	Toilets
Mgwalana	RDP houses	Toilets	Roads (maintenance of main access road from R72 to Mrhelentuba)
Lewis	RDP houses	Toilets	Roads (maintenance of main access road from N2 to Lewis)
Paradise	RDP houses	Electricity (in-fill households)	Roads (construction of main access road from Runletts road to Paradise)

Ward 10 Cllr Seysman

Village	Priority 1	Priority 2	Priorities 3
Peddie town	Sewerage system	Roads	
Peddie Extension	Community Hall	RDP houses	
Power	Grave Yard	Roads- Internal	Solid Waste Disposal
Luxolweni	Roads- Internal & Access	Electricity Extensions	Water
German Village	Roads	Electricity	RDP houses
Durban Location	Roads- Internal & Access	RDP houses	Bush Clearing(Path from Durban to Nompulelo Hospital)
Ndlovini	RDP houses	Roads- Internal & Access	Electricity

Ward 11 Cllr Ndanda

Village	Priority 1	Priority 2	Priorities 3
Hamburg	Road (R72 - Hamburg)	Sanitation	Villages access roads
Benton	Road (R72 - N2)	RDP housing	Villages access roads
Gcinisa - South	RDP Houses	Village access roads	Sanitation
Wesley	RDP Houses	Sanitation	Village access roads
Bhinqala/Soweto	Road (Mahlubini-Bhinqala)	RDP Houses	Water Taps on newly built houses
Mqheleni	RDP houses	Road (Wesley-Mqheleni)	Sanitation
Tarfield/Nier	RDP houses	Road (Peddie - Nier - R72)	Sanitation
Qobo-Qobo/Nuloets	Water Taps	Sanitation	Roads (R72 - Qobo/Qobo - Hamburg)
Daninge	Water Taps	Sanitation	Roads (Gcinisa - Daninge)

Ward 12 Cllr Dyibishe

Village	Priority 1	Priority 2	Priorities 3
Mpheko	RDP houses	Roads (maintenance of main access road from N2 to Mpheko)	Water
Mgababa	RDP houses	Electricity (street lights to be maintained)	Roads (maintenance of main access road from N2 to R72)
Prudhoe	Roads (maintenance of main access road from R72 to Prudhoe)	Electricity (street lights to be maintained)	Water
Mkhanyeni	RDP houses	Electricity	Roads (maintenance of main access road from Fungiso to Mkhanyeni)

Ward 13 Cllr Mntanga

Village	Priority 1	Priority 2	Priorities 3
Mtati	Roads (maintenance of road from tar to Ezicrossini)	Transport	Toilets
Ngqowa	Roads (maintenance of road from tar to Ngqowa)	Transport	RDP houses
Upper Gwalana	RDP houses	Roads (maintenance of road from tar to village)	VIP toilets
Mabaleni	Roads (maintenance	VIP toilets	Taps

Village	Priority 1	Priority 2	Priorities 3
	of road from tar into the village)		
Ntshamanzi	VIP toilets	Roads (maintenance of road from tar into the village)	RDP houses
Newtondale	Roads (maintenance of road from tar into the village)	VIP toilets	Transport
Maxhegweni	VIP toilets	RDP houses	Roads (maintenance of road from tar into the village)
Upper Qeto	Roads (maintenance of road from tar to village)	RDP houses	Transport
Lower Qeto	Roads (construction of road)	Toilets	RDP houses
Lower Mgwalana	Roads (maintenance of road from tar into village)	Transport	RDP houses
Lower Gwalana	Roads (maintenance of road from tar into village)	RDP houses	VIP houses

3.5.11 NEEDS Assessment Analysis: WARD REPORTS

In reviewing the IDP 2014/15 Ngqushwa Local Municipality clustered all wards into 3 clusters, where all wards were represented. The needs assessment analysis were held as per clusters in order to ascertain the challenges faced by each individual ward. The approach was that, each cluster was divided into 5 desks, namely, Good Governance, Infrastructure, Local Economic Development, Social Responsibility and Safety and Security. These ward needs assessments were conducted during the period of November 2013 and the IDP road shows were conduct in March 2014 involved the participation of all ward committee members; community development workers; ward councilors; chairpersons of various associations, example sport bodies, school governing councils, etc. ; tribal authorities; and members from the Royal Houses all communities.

Ward Reports: Needs Assessment Analysis.

Prioritised Needs	Challenges	Wards
Water	Access to clean, good quality running water.	5; 6; 7;11; 12;
	Water collected from rivers	
	No taps installed	2; 6;
	Community dependent on water stored in tanks and drums.	2
	Taps present but no water pipes installed.	6
	No taps, but water pipes present.	6; 9; 10; 11; 12
	Water pipes and taps required.	2
	No water available for agricultural activities.	5; 7; 8; 9; 10; 11; 12
	No watering holes/dams for cattle farming.	5; 13
	Existing dams and rivers need to be cleaned.	5
	Waste and alien vegetation needs to be removed from dams.	7; 12
	Frequent water interruptions	12
	Need for irrigation pipe lines for crop farming.	
	Better water supply and infrastructural delivery.	6; 8; 9; 10; 11; 13;
	Water tanks needed.	10; 13
Health	Mobile clinic needed.	1; 3; 13
	Doctors more readily available	1; 3; 6; 7; 9
	Central Clinic Needed	4;
	Anti-retro viral supply programmes needed.	1; 3; 5; 6
	Patient transport system needed.	1; 9; 13

Prioritised Needs	Challenges	Wards
	Poor health linked to poor water quality.	2; 5; 7; 13
	Clinics needed due to far distances travelled	3; 6; 9; 13
	HIV/AIDS education needed.	5; 6; 13
	Better services at clinics with medication	6; 7
	Poor health linked to poverty and poor dietary intake.	6; 13
	Mobile clinics to provide anti retro viral drugs.	9
	More staff needed in clinics due to lengthy waiting period.	All Wards
Skills development training	Need skills to create employment opportunities and to eliminate poverty.	All Wards
	Conduct skills audits	11; 10; 9; 5
	Mentoring and monitoring of projects and programmes	All Wards
	Need for the establishment of co-operatives.	10; 5
Roads	Roads to be maintained more regularly.	All Wards
	Tarred roads to replace main access roads	1
	Improved quality of access roads.	All Wards
	Upgrading of tarred roads.	5
	Tarring of roads.	6; 8; 13
	Civil engineering Infrastructure required to maintain roads.	6; 8
	Roads inaccessible during rainy periods.	6; 8
	Need for fencing along main access roads	9
	Maintenance of access roads leading to villages.	13
	Bridges to be constructed over rivers.	13
Sanitation	Pit latrines seen as unhygienic and unsafe.	2; 7; 8; 9; 10; 11; 13;

Prioritised Needs	Challenges	Wards
		14.
	Need for improved sanitation	5; 12
	Poor sanitation linked to poor water infrastructure and water shortage.	8; 9; 10; 12; 13; 7; 11
	Need for flush system to replace pit latrines	7; 8; 9; 10; 11; 12; 13;
Employment and poverty	Need for jobs.	All Wards
	Need for skills programmes to improve employability.	2; 5; 6; 12; 13
	Request for business skills training.	2; 5; 6; 12
	Need for skills audit.	2; 5; 6; 13
	Training on establishments of co-operatives.	5; 6; 12
	Need for food security.	6; 12; 13.
Crime	Patients raped on route to clinics.	2
	House breaking, violent assault and theft linked to unemployment.	2; 13
	Need for improved community police forums, law enforcement structures and job creation.	2; 13
	Need for more police stations or more personnel at existing stations.	8
	Need to establish cause of criminal activities.	8
	Need for improved resources (equipment and staff)	9; 10; 11
	Need for improved response time from police stations.	9; 10; 11; 13
	Police vehicles needed.	12
	Theft of livestock due to lack of fencing and marketing.	5; 7; 13.
	Rape.	13

Prioritised Needs	Challenges	Wards
Transport	Conditions of taxis poor.	2; 5; 6
	Unreliability of pick up times.	2; 5
	Safety of passengers.	2; 5
	Poor roads linked to poor transport.	2; 5
	Need for state buses.	6
	Need for transport to clinics for frail and elderly. (Increase number of vehicles.)	9; 12
	Need for efficient, safe and reliable public transport service.	11; 12
	Vehicles not roadworthy.	11
	Transport for children to school.	11
	Need for bridges to improve access to villages.	5
Sport and Recreation facilities	Need for better sport facilities.	2; 5
	Sport facilities not level.	2; 5
	Demarcation of municipal boundaries affecting sporting competition resulting in traveling distances to compete in sporting events.	2
	Need for community halls.	8; 7; 10
	Need for multi-purpose centres.	7; 12; 13
	Need for indoor facilities	5; 11
	Need for sports fields at schools.	10; 11
	Need to investigate sport across cultural divides	10; 11
	Need to develop water sports like canoeing, sailing and surfing.	10; 11
	New sport facility needs to be developed.	11
	Incomplete community halls or contractors not paid	8; 10; 11; 13
Poor security at halls leading to vandalism.	8	

Prioritised Needs	Challenges	Wards
	Need for community security education.	8
Economic Development	Improved agricultural development and intervention planning.	3
	Pursue commercial farming	3;10
	Make tractors available on rotational basis between villages	3
	Ensure fencing to reduce stock loses	5;7
	Infrastructure for farming activities must be well coordinated.	6
	Secure machinery for agricultural farming and cattle farming.	6
	Agricultural and beef farming potential to be investigated.	9; 10; 11; 12
	Tourism development and awareness campaigns for Xhosa and indigenous cultural groups as beneficiaries.	11
	Land redistribution challenge to be expedited.	12; 13
	Churches requested to conduct audit of arable land.	13
	Integrated LED approach required.	12
	Land released for tourism potential.	12
Housing	Need for housing	6; 8; 9; 10; 11; 12
	Skills development in housing delivery needed.	9
Electricity	Need for electricity in future developed houses	6; 7; 8; 9; 10; 11; 12
	Need for street lighting or high mast lighting.	7;8; 12
	Need for infrastructure to supply good quality electricity.	8
	No electricity (Gwabeni)	8

Prioritised Needs	Challenges	Wards
	Low voltage causing electricity supply to trip regularly.	8
Schooling	Need for properly managed and resourced schools. (Stationary and equipment).	8
	Need for qualified teachers.	8
	Need for reliable transport to schools to reduce absenteeism.	8
	Need for a Further Education and Training	All Wards(One that will be housed in Ngqushwa)
Good governance	Need for improved communication between the local, district municipalities and sector Department	12

COMMON SITUATIONAL NEEDS ACROSS ALL WARDS

CLUSTER DESK	PRIORITIES
Good Governance	SCM Systems Sustainability on projects Public Participation IGR Oversight Committee Training on good governance stakeholders
Infrastructure	Road Maintenance Sanitation RDP Houses Halls Fencing of graveyards Electricity- Street Lights Water Sport fields Renovations of vandalised RDP Houses.
Local Economic Development	Livestock improvement Fencing of grazing Camps Dipping Tanks Tractors Cleaning of Dams Craft Centre-Marketing Mealing and Feed Plant Exporting of Goods EPWP- Alien Plants Funding and Training of Coops Agricultural Centre Assistance in Land tenure
Social Responsibility	Education- Scholar Transport, Computers, Staff Shortages, Shortage of early childhood centres(Crèche), Stipend for Crèche educators Health- Clinics, Mobile clinics, Shortage of Medicines, Shortage of ambulance, Shortage of Staff, Sport- Sport gear and equipment sponsors, maintenance and formation of sport fields Home Affairs- Birth certificates for infants, Correction of older person's ID books (age) SASSA- Shortage of social grant ATMS ,Pin code problems, Food parcels

Safety and Security	Youth programmes Police patrols Formation of Police Forums Government to make funding for Sporting facilities at schools Communities being educated on crime prevention and their roles Police visibility Moral regeneration programmes Restricted operation hours of sheebens
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IDP

Chapter Four

Development Objectives and Strategies

Chapter Four: Development Objectives and Strategies

4.1 Introduction

This Strategic Plan presents Ngqushwa Local Municipality's aspirations and spells out what the municipality would like to achieve at the end of 30 June 2017. In this regard the vision, mission, strategic objectives and strategies presented in this plan serve to define both the desired state of Ngqushwa LM and in broad terms what the municipality needs to focus on in order to accomplish the envisaged state, put simpler, the strategic plan provides a **road-map** to be pursued by Ngqushwa LM from 1 July 2014 to 30 June 2017.

In context, this Strategic Plan encapsulates key institutional strategic issues/challenges identified by management per Key Performance Area (KPA) through a situational analysis exercise (strengths, weaknesses, opportunities and threats - **SWOT**), and the broad strategic objectives and strategies formulated by council and management to address the challenges and as well set the strategic direction for Ngqushwa LM for the 2014/15 financial year. Furthermore, the objectives and strategies set out in this strategic plan direct Ngqushwa LM's efforts not only to address key challenges on its core business but also enhance Ngqushwa municipality's contribution and relevance to the broader government policies and priorities.

The details in terms of accomplishing the broad strategic objectives and strategies contained in this Strategic Plan in terms of projects, budget, targets and responsible persons will be contained in the organisational and departmental Service Delivery Budget Implementation Plan to be developed by Budget and Treasury in conjunction with other user departments. The SDBIP is separate but complementary to the Strategic Plan.

**PROJECTS FOR 2014/15 FINANCIAL YEAR
NGQUSHWA MUNICIPALITY
INFRASTRUCTURE DEVELOPMENT
FIVE YEAR CAPITAL PLAN**

2011/12 MIG ALLOCATION R17,257 000.00	2012/13 MIG ALLOCATION R20,983 000.00	2013/14 MIG ALLOCATION R21,493,000.00	2014/15 MIG ALLOCATION R22,769,000.00	2015/16 MIG R24,147,000.00
Lower Gwalana Community Hall (MIG)	Ntloko(Internal) Access Road(MIG)	Durban & German Village High Mast(MIG)	Glenmore Sports field	Mgwalana Access Roads (MIG)
Jubisa Community Hall (MIG)	Feni Internal Road(MIG)	Jubisa Sportfield(MIG)	Nquthu Internal Roads	Dube Scheme AccessRoad (MIG)
Woodlands Community Hall(MIG)	Nyeleni-Qeto Access Road(MIG)	Zalara Scheme Access Road(MIG)	Lovers Twist Internal Road	Ngxakana Scheme Access Road (MIG)
Machibi Access Road (MIG)	Peddie Extension Internal Roads(MIG)	Bingqala Access Road(MIG)	Feni Community Hall	Hamburg Sportfield
Tyeni-Gobozana Access Roads (MIG)	Bongweni Community Hall(MIG)	Twecu-Phole Internal Road(MIG)	Gwabeni Community Hall	Tuku A internal roads
Peddie Extension Community Hall(MIG)	Qhugwala Community Hall(MIG)	Tyata Community Hall	Tildin Access Road	Mqwashu Community Hall(MIG)
Ngqwele Community Hall(MIG)	Prudhoe Community Hall(MIG)	Cheletyuma Community Hall	Nxopo Community Hall	Nier/Tarfield Community Hall
	Kalana Community Hall(MIG)		Tsolo Community Hall	Ndlambe Community Hall(MIG)

	Luxolweni Community Hall(MIG)		Lewis Internal Roads	
			Runlets Community Hall	
			Mkhanyeni Community Hall	

Service Delivery and Infrastructure Development

Strategic Goal: Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance

Intended outcome: Sustainable delivery of improved services to all households (in line with the term of council, 2014– 2018)

Strategic Key Priority Issues (from SWOT)	Focus Area	Department	Strategic Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
				15/16	Key Performance Indicator	16/17	17/18	18/19
Poor implementation of electrical maintenance plan	Electricity	Technical	To ensure effective, efficient and economical provision of electrical services and street lighting to the community of Ngqushwa.	Maintenance of lights in rural areas	No of lights maintained in a village	Maintenance of lights in rural areas	Maintenance of lights in rural areas	Maintenance of lights in rural areas
				Maintenance of street lights and high mast lights in urban areas.	No of street lights and high masts lights maintained in urban areas.	Maintenance of street lights and high mast lights in urban areas	Maintenance of street lights and high mast lights in urban areas.	Maintenance of street lights and high mast lights in urban areas
Lack of provision of electricity				Facilitation of Installation of electricity in village extensions	No of meetings and list of village extensions	Facilitation of Installation of electricity in village extensions	Facilitation of Installation of electricity in village extensions	Facilitation of Installation of electricity in village extensions
				Conduct feasibility studies for installation of solar water geysers	Feasibility study conducted in Peddie Town and Hamburg	Depending on the outcomes of the feasibility study done in 15/16		
			Conduct feasibility studies for converting	Feasibility studies conducted in Wesley and	Depending on the outcomes of the feasibility study done in 15/16			

Strategic Key Priority Issues (from SWOT)	Focus Area	Department	Strategic Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
				15/16	Key Performance Indicator	16/17	17/18	18/19
				of electrical street lights to solar street lights	Prudoe.			
Lack of communication between NLM and ADM in issues of water and sanitation	Technical	Technical	To ensure a proper communication between Ngqushwa LM and ADM in issues of water and sanitation	Arranging and attending of meetings for water and sanitation.	No of meetings attended	Arranging and attending of meetings for water and sanitation.	Arranging and attending of meetings for water and sanitation.	Arranging and attending of meetings for water and sanitation.
Minimise roads and storm water Backlogs and dilapidated road infrastructure	Roads and storm water	Technical	Construction of existing access roads and internal streets.	Construction of Mgwalana internal roads	No of km's of gravel road constructed			
				Construction of Dube Scheme access road	No of km's of gravel road constructed			
				Construction of Ngxakaxha Scheme access roads. (W6)	No of km's of gravel road constructed			
				Construction of Tuku A access road.(W11)	No of km's of gravel road constructed			
			Maintenance of existing access roads and	Blading of existing gravel roads	No of km's of existing gravel roads	Blading of existing gravel roads in rural areas.	Blading of existing gravel roads in rural	Blading of existing gravel roads in rural

Strategic Key Priority Issues (from SWOT)	Focus Area	Department	Strategic Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
				15/16	Key Performance Indicator	16/17	17/18	18/19
			related storm water.	in rural areas.	bladed		areas.	areas.
				Pothole patching in urban areas	Square meters of pothole patched in urban areas.	Pothole patching in urban areas	Pothole patching in urban areas	Pothole patching in urban areas
				Patch gravelling and storm water cleaning in urban areas	Square meters of gravel roads patched and no of storm water drains cleaned	Patch gravelling and storm water cleaning in urban areas	Patch gravelling and storm water cleaning in urban areas	Patch gravelling and storm water cleaning in urban areas
			Facilitate the maintenance of provincial roads and related stormwater.	Facilitate the maintenance of provincial roads by department of roads and transport	No of meetings arranged and attended between NLM and DRPW	Facilitate the maintenance of provincial roads by department of roads and transport	Facilitate the maintenance of provincial roads by department of roads and transport	Facilitate the maintenance of provincial roads by department of roads and transport
Minimise backlog of Community halls	Project Management Unit	Technical	Construction of Community Halls	Construction of Mqwashu Community Hall (W4)	% Completion of Mqwashu Community Hall			
				Construction of Nier Community Hall (W11)	% Completion of Nier Community hall			
				Construction of Ndlambe Community	% Completion of Ndlambe			

Strategic Key Priority Issues (from SWOT)	Focus Area	Department	Strategic Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
				15/16	Key Performance Indicator	16/17	17/18	18/19
				hall (W9)	Community Hall			
				Construction of Ntsinekana Community hall	% Completion of Ntsinekana Community Hall			
				Construction of Rhode Community hall	% Completion of Rhode Community Hall			
Lack of sports facilities	Project Management Unit	Technical	Construction of Sports field	Construction of Hamburg Sports field	% Completion of Hamburg sports field			
Under spending on conditional grants	Project Management Unit	Technical	Commitment of MIG expenditure for the 2015/16 financial year	100 % Spending of MIG funds for 2015/2016 FY	% Completion of MIG funds for 2015/2016 FY	100% Spending of MIG funds for 2016/2017 FY	100% Spending of MIG funds for 2017/2018FY	100% Spending of MIG funds for 2018/2019 FY
			Monitoring of funds in MIG projects	Monthly cash flow monitoring in 2015/16 FY projects.	% funds spent in each project.	Monthly cash flow monitoring in 2016/17 FY projects.	Monthly cash flow monitoring in 2017/18 FY projects.	Monthly cash flow monitoring in 2018/19 FY projects.
			Commitment of EPWP expenditure for the 2015/16 financial year	100 % Spending of EPWP funds for 2015/2016	% Completion of EPWP funds for 2015/2016	100 % Spending of EPWP funds for 2015/2016 FY	100 % Spending of EPWP funds for 2015/2016 FY	100 % Spending of EPWP funds for 2015/2016 FY

Strategic Key Priority Issues (from SWOT)	Focus Area	Department	Strategic Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
				15/16	Key Performance Indicator	16/17	17/18	18/19
				FY	FY			

Resolution by Plenary

The report from the commission was adopted by the plenary as adequately mapping the linkage between the strategic issues, strategic objectives and strategies.

COMMUNITY SERVICES DEPARTMENT – 2015/16 FINANCIAL YEAR

PROJECT NAME	BUDGET
Section: Waste and Environment	
Coastal Management Maintenance	R500 000
Establishment of landfill site	R120 000
Renovation of parks	R150 000
Sport Ground maintenance	R25 000
Life saviour	R228 000
Ngqushwa entrance beautification	R300 000
Phase 2 of Pound	R150 000
Fencing of Peddie cemetery	R250 000
Section: Traffic and Safety Services	
TCS Licensing Fees	R65 000
Calibration of speed cameras	R50 000
TOTAL BUDGET	R 1 838 000

PLANNING AND DEVELOPMENT – 2014/15 FINANCIAL YEAR

PROJECT NAME	BUDGET
Section: Spatial Development	
SPLUMA Implementation	R0.00
Building Plan Approvals	R14 912.00
Land Use Applications	R14 912.00
Section: Housing	
Maintenance of Municipal Building	0.00
New office furniture	R18 504
Park homes	R1 116 067.00
Office equipment	R44 666.00
Community Hall Chairs, Podiums & Tables	R314 400.00 314 400
GIS	R297 213.00
SUPPLEMENTARY VALUATION	R297 213.00
Lease Agreement	R54 198.00
Bill Boards & Signage	R3 599.00
Section: Local Economic Development	
Mentoring	R157 200.00
Section: Agriculture	
Coordinate Annual exhibitions of agricultural products, market promotions, product quality and healthy completions	R
Co-ordinate an Agricultural Indaba for participation of relevant stakeholders to capacitate Local Emerging Farmers	R
Livestock Improvement (Provision of support in fencing of camps,bulls,medication.	R

Provision of agro-processing equipment for emerging farmers	R
Mechanisation of ploughing fields(30 ha).Operation includes Ploughing,discing,planting and spraying	R
Provision of infrastructure to irrigation scheme (fencing,maintenance and production inputs)	R
Mentoring for irrigation scheme and livestock farmers	R
Provision of support to citrus farmers such packing shed and maintenance of road	R
Section: Tourism	
Maintenance of existing 8 heritage sites and 1 Hiking Trail	R
Attend Festivals and Events Tourism Indaba,Macufe Festival, Amathole District Municipality Tourism Imbizo, Amahlathi Craft Mania, Wild Coast Jikeleza Festival	R
Biking Trail and coastal events and Water sports	R
Hamburg Beach festival	R
Fish Festival and Craft Display	R
Construction of Mqwashu Heritage, Revival of Dick King Memorial	R
Community Based Organisation Projects (Isivivana Project, Mqhwashi Heritage, Dick King Memorial and Mamu James Homestay	R
TOTAL BUDGET	R

Local Economic Development

Strategic Goal: Create an enabling environment that promotes the development of the local economy and facilitate job creation

Intended outcome: Improved municipal economic viability (in line with term of council, 2014 – 2018).

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
Tourism	Planning and Development	To promote tourism in order to position Ngqushwa municipality as the Tourist destination by 2017		No. of business plans submitted to potential funders	Source and monitoring funding from DEDEA, ADM, IDC and National Heritage Council	Source and monitoring funding from DEDEA, ADM, IDC and National Heritage Council	Source and monitoring funding from DEDEA, ADM and National Heritage Council
Tourism and SAPS	Planning and Development (Tourism) and SAPS	To promote tourism in order to position Ngqushwa municipality as the Tourist destination by 2017		Number of meetings attended.	Participation in community safety forum- awareness campaigns	Participation in community safety forum- awareness campaigns	Participation in community safety forum- awareness campaigns
Tourism	Planning and Development (Tourism)	To promote Tourism within NLM area in order to position the municipality as a tourism destination in 2017		No. of Tourism sport performed	Participate in Sports tourism	Participate in Sports tourism	Participate in Sports tourism

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
Tourism	Planning and Development	To promote Tourism within NLM area in order to position the municipality as a tourism destination in 2017		No. of heritage sites identified	Revitalization and commemoration of heritage site	Revitalization and commemoration of heritage site	Revitalization and commemoration of heritage site
Heritage and Tourism				Number of reports prepared on marketing support, generated turnover and job created	Facilitate craft product development and marketing	Facilitate craft product development and marketing	Facilitate craft product development and marketing
Agriculture	Planning and Development	To maximise economic growth, and Agriculture development taking place in a conducive environment within Ngqushwa by 2017		Established and functional chicken value-chain farm % adherence to the MCPP Service Level Agreement		Monitor functionality of the chicken value-chain farm	Monitor functionality of the chicken value-chain farm
Agriculture	Planning and Development	To maximise economic growth, and Agriculture development taking place in a conducive		<ul style="list-style-type: none"> Number of agric development programmes identified and supported 	Promote and Support agriculture development	Promote and Support agriculture development	Promote and Support agriculture development

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
Agriculture	Planning and Development	environment within Ngqushwa by 2017.		<ul style="list-style-type: none"> No. of coops/SMMEs supported for agro-processing. Number of reports prepared 	To facilitate value chain and mentoring of coops and SMME	To facilitate value chain and mentoring of coops and SMME	To facilitate value chain and mentoring of coops and SMME
Traffic Services/ Human Resources	Community Services(Traffic)	To continuously reduce road accident	<ul style="list-style-type: none"> 	Collection of outstanding infringement notices, Law enforcement and awareness campaigns	<ul style="list-style-type: none"> Road Safety campaigns /awareness Reduce road carnages within NLM through promotion of road safely regulations 	<ul style="list-style-type: none"> Review of organogram Road Safety campaigns/awareness Reduce road carnages within NLM through promotion of road safely regulations 	Review of organogram

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
Land and Housing/ Spatial Planning	Planning and Development	To ensure access to land properties for development and integrated human settlement pattern by 2017		No. of business plans submitted	Monitoring the progress of these business plans	Monitoring the progress of these business plans	Monitoring the progress of these business plans
Land and Housing/ Asset Manager	Planning and Development	To continuously maintain an updated municipal asset register		No. of properties registered	Collect data on unregistered municipal properties and register	Collect data on unregistered municipal properties and register	Collect data on unregistered municipal properties and register
Land and housing	Planning and Development	To continuously ensure efficient and economical maintenance of municipal buildings by 2017 and beyond		No. of municipal buildings maintained.	Maintenance of municipal building	Maintenance of municipal building	Maintenance of municipal building
By-law Enforcement	BTO, Community Services, Planning and Development	To continuously ensure effective regulation of the environment		Number of reports submitted	Effective enforcement of by-laws	Effective enforcement of by-laws	Effective enforcement of by-laws

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
Land and Housing/ Revenue	Planning and Development	To continuously maintain an updated general valuation roll for the municipality by 2017 and beyond		Updated General Valuation Roll	Conduct supplementary valuation	Conduct supplementary valuation	Develop a new General Valuation
Land and Housing	Planning and Development	To enhance revenue, ensure security of tenure, and improve asset register		Number of disposed Municipal properties	Collection of data	Disposal of Municipal properties	Disposal of Municipal properties
Land and Housing	Planning and Development	To ensure provision of adequate and sustainable human settlements by 2017 and beyond		Needs register developed	Development of a needs register.	Development of a needs register.	Development of a needs register.
Spatial Planning	Planning and Development	To continuously ensure that property development in Ngqushwa is in line with building laws and regulations by 2017 and beyond		<ul style="list-style-type: none"> No. of submitted and adjudicated business plans Turnaround time for adjudication of applications 	Implementation, monitoring and review of policies and bylaws	Implementation, monitoring and review of policies and bylaws	Implementation, monitoring and review of policies and bylaws
Spatial	Planning and	To ensure		% compliance with	Implementation	Implementation	Implementation

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
Planning	Development	access to land and properties for development and continuous of an efficient and integrated settlement pattern by 2017		the SDF	and review of SDF	n and review of the SDF	and review of the SDF
Spatial planning	Planning and Development	To enhance Municipal revenue		<ul style="list-style-type: none"> • Number of building plans approved • Identification of land for Retail complex 	<ul style="list-style-type: none"> • Adjudicating building plans • Workshops • Engagement with prospective developers 	<ul style="list-style-type: none"> • Adjudicating building plans • Workshops Engagement with prospective developers	<ul style="list-style-type: none"> • Adjudicating building plans • Workshops Engagement with prospective developers
Spatial Planning	Planning and Development	To modernise and beautify the image of Peddie/Hamburg in order to attract investors by 2017		<ul style="list-style-type: none"> • No. of business plans developed 	Submission of business plans to relevant departments	Monitoring of implemented projects	Monitoring of implemented projects
Environmental Management	Community Services	To ensure effective, efficient and economic management of		<ul style="list-style-type: none"> • Adopted management plan • % implementation 	Implementation and monitoring	Implementation and monitoring	Implementation and monitoring

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
		the environment by 2017 and beyond.		of the EMP			
Environmental Management	Community Services	To ensure effective, efficient and economic management of the environment by 2017 and beyond		<ul style="list-style-type: none"> Number of workshops conducted. Implementation of policy 	<ul style="list-style-type: none"> Conduct capacity building. Implementation and monitoring of air quality management 	Conduct capacity building Implementation and monitoring of air quality management	Conduct capacity building Implementation and monitoring of air quality management
Waste Management/ DEDEAT / DEA	Community Services	To protect and preserve the environment of Ngqushwa through effective, efficient, and economical methods of waste management by 2017		<ul style="list-style-type: none"> No. of capacity building workshops conducted Adopted waste by-law Procurement of appropriate machinery for refuse collection 	To conduct capacity building	To conduct capacity building	To conduct capacity building
Waste Management/ DEDEAT / DEA	Community Services	To protect and preserve the environment of Ngqushwa through effective		Adopted Integrated Waste Information System	Development of Integrated Waste Information System	Implementation of the Waste Management System	Implementation of the Waste Management System

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
		,efficient, and economical methods of waste management by 2017					
Waste Management	Community Services	To protect and preserve the environment of Ngqushwa through effective ,efficient, and economical methods of waste management by 2017		Construction of new Landfill site	Site Identification, application for licensing	Construction of landfill	Construction of landfill
Parks and Cemeteries	Community Services	To ensure effective, efficient and economical management of cemeteries by 2017 and beyond		Development of cemetery policy and bylaws	Development, Implementation and monitoring bylaw and policy	Review, Implementation and monitoring bylaw and policy	Review, Implementation and monitoring bylaw and policy
Costal Management	Community Services	To ensure effective, efficient , and economical coastal area to stimulate local and		Adopted Coastal Management Plan	Review, Implementation and monitoring of Coastal Management Plan	Review, implementation and monitoring of Coastal Management Plan	Review, Implementation and monitoring of Coastal Management Plan

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
		international tourists inflow and access into the Ngqushwa Municipal area by 2015 and beyond					
Costal Management	Community Services	To ensure effective, efficient, and economical coastal area to stimulate local and international tourists inflow and access into the Ngqushwa Municipal area by 2015 and beyond		Approved maintenance plan	Implementation of Coastal maintenance plan	Implementation of maintenance plan	Implementation of maintenance plan
LED – SMME and Co-operative Development	Planning and Development	To continuously provide adequate and effective support to local SMMEs for increased local economy by 2017 and beyond		<ul style="list-style-type: none"> Number of micro-business initiatives supported 	Provide business development support through capacity building and technical support to existing micro-business initiatives	Provide business development support through capacity building and technical support to existing micro-business	Provide business development support through capacity building and technical support to existing micro-business initiatives

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
						initiatives	
LED/BTO	Planning and Development	To continuously provide adequate and effective support to local SMMEs for increased local economy by 2017 and beyond		<ul style="list-style-type: none"> Number of contractors capacitated Value of business CIDB grading 	Provide technical and business support to local contractors	Provide technical and business support to local contractors	Provide technical and business support to local contractors
LED-Anchor project (High Impact Projects)	Planning and Development	To continuously provide adequate and effective support to local businesses for increased local economy by 2017 and beyond		<ul style="list-style-type: none"> Number business plans developed submitted. 	Development and submission of business plans to source funding	Monitoring	Monitoring.

Resolution by Plenary

The report from the commission was adopted by the plenary as adequately mapping the linkage between the strategic issues, strategic objectives and strategies.

MUNICIPAL MANAGER'S OFFICE – 2014/15 FINANCIAL YEAR

PROJECT NAME	BUDGET
Section: IDP and PMS	
PMS review / Rollout	R102 704.00
IDP	R207 504.00
Section: Communications	
Intergovernmental Relations	R20 000.00
Newsletter	R73 360.00
Municipal Branding	R66 024.00
Communication Strategy Development	R0.00
PA SYSTEM	R25 680.00
Section: Risk	
Risk Management	R0.00
Section: Information Communication Technology	
Computer costs	R222 700.00
I.T infrastructure & security	R544 960.00
Software	R492 560.00
Office equipment	R463 216.00
Maintenance - I.T.	R270 000.00
Section: Municipal Manager's Office	
International Relations	R0.00
Legal Fees	R600 000.00
Institutional Realignment	R0.00
Unveiling of projects	R450 000.00
Section: Special Programs Unit	
SPU	R300 000.00

TOTAL BUDGET

R3 838 708.00

Good Governance and Public Participation

Strategic Goal: Promote a culture of public participation and good governance.

Intended outcome: Entrenched culture of accountability and clean governance (in line with term of council, 2014- 2018)

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2014/15 and Three outer Years)				
			14/15	Key Performance Indicator	15/16	16/17	17/18
Municipal Public Accounts Committee (MPAC)	Office of the Speaker	To continuously ensure an effective and compliant system of municipal governance by 2017 and beyond	<ul style="list-style-type: none"> • Effective MPAC functionality (implementation of the programme of action) • Implementation of council resolutions 	<ul style="list-style-type: none"> • No of MPAC sittings • % implementation of the programme • No of MPAC reports to council • Implementation of council resolutions 	<ul style="list-style-type: none"> • Quarterly Sittings of MPAC • MPAC meetings to form part of annual calendar • Implementation of the programme of action • Streamline strategic plans through annual action for shorter lead times 	<ul style="list-style-type: none"> • Effective MPAC functionality (implementation of the programme of action) • Implementation of council resolution • Implementation of new SALGA regulations 	<ul style="list-style-type: none"> • Effective MPAC functionality (implementation of the programme of action) • Implementation of council resolutions • Implementation of new SALGA regulations

					<ul style="list-style-type: none"> • Resourcing of Committee (Appointment of MPAC Researcher) • Oversight on Implementation of council resolutions (review and report council quarterly) • oversight on municipal performance and expenditure quarterly • Oversight on Compliance with regulations/ Circulars 		
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Public Participation	Office of the MM	To ensure effective, efficient, economical and compliant public participation systems by 2017 and beyond	<ul style="list-style-type: none"> Development of a Public Participation Framework and plan Implementation of the Public Participation Plan 	% implementation of the ward committee programme.	<ul style="list-style-type: none"> Implementation of the Ward Committee programme of action (streamlined programme for reporting of ward Committees on monthly basis) Capacitation of Ward Committees on effective implementation of Ward Operational Plans 	Implementation of the Ward Committee programme of action (streamlined programme for reporting of ward Committees)	Implementation of the Ward Committee programme of action (streamlined programme for reporting of ward Committees)
				<ul style="list-style-type: none"> % implementation of the Public Participation Plan 	<ul style="list-style-type: none"> Centralisation of institutional Public Participation Programmes to the Office of the Speaker in alignment with the institutional communication plan 	Implementation of the Public Participation Framework and plan	Implementation of the Public Participation Framework and plan

					<ul style="list-style-type: none"> • Alignment of PPP with statutory requirements • Monthly Ward meeting reports to Speakers Office to inform quarterly report to council 		
		To continuously ensure effective, efficient and compliant customer management by 2017 and beyond	<ul style="list-style-type: none"> • Establishment of the Petitions Committee. • Effective implementation of the petitions policy. 	implementation of the petitions policy	<ul style="list-style-type: none"> • Effective implementation of the petitions policy. • Acknowledgment and closing of petitions within stipulated timelines • Monthly meetings of the petitions committee 	Effective implementation of the petitions policy.	Effective implementation of the petitions policy.

					<ul style="list-style-type: none"> • Maintenance of up-to – date quarterly Petitions Register 		
Strategy Implementation and Monitoring	Office of the MM	To continuously ensure effective and compliant municipal business oversight in line with approved plans by 2017 and beyond	Monthly meetings between Mayor, Portfolio Head, MM and HOD on departmental performance.		Monthly meetings between Mayor, Portfolio Head, MM and HOD on departmental performance.	Monthly meetings between Mayor, Portfolio Head, MM and HOD on departmental performance.	Monthly meetings between Mayor, Portfolio Head, MM and HOD on departmental performance.
Audit committee	Office of the MM	To ensure effective and compliant systems of assurance on internal controls, service delivery and financial reporting in line with legislation by	<ul style="list-style-type: none"> • Submission of advisory Audit Committee reports to Council. • No of Audit Committee meetings. 	•	<ul style="list-style-type: none"> • Submission of advisory Audit Committee reports to Council and Management • 4 Ordinary Audit Committee meetings. 	<ul style="list-style-type: none"> • Submission of advisory Audit Committee reports to Council. • No of Audit Committee meetings. 	<ul style="list-style-type: none"> • Submission of advisory Audit Committee reports to Council. • No of Audit Committee meetings.

		2017 and beyond					
Internal Audit Services		To ensure effective and compliant systems of assurance on internal controls, service delivery and financial reporting in line with legislation by 2017 and beyond	<ul style="list-style-type: none"> • Implementation of AG's Action Plans • Implementation of the Risk Based Audit Plans 	<ul style="list-style-type: none"> • % implementation of the AG improvement plans • Number of audits implemented 	<ul style="list-style-type: none"> • Co-ordination and facilitation of AG's Action Plans on quarterly basis • Implementation of the Risk Based Audit Plans 	<ul style="list-style-type: none"> • Implementation of AG's Action Plans • Implementation of the Risk Based Audit Plans 	<ul style="list-style-type: none"> • Implementation of AG's Action Plans • Implementation of the Risk Based Audit Plans
Internal Audit Services		To achieve an improved audit outcome by 2016 and beyond	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 75 % implementation of Auditor General audit findings 	<ul style="list-style-type: none"> • Facilitate and co-ordinate the Implementation of the Audit Action Plan quarterly 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Communication	Office of the MM	To ensure effective,	<ul style="list-style-type: none"> • Development of the 5 year communication 	<ul style="list-style-type: none"> • Communication strategy adopted by 	<ul style="list-style-type: none"> • Effective implementation of the 	<ul style="list-style-type: none"> • Effective implementation of the 	<ul style="list-style-type: none"> • Effective implementation of the

s		efficient, economical and compliant public participation systems by 2017 and beyond	<p>n strategy and action plan.</p> <ul style="list-style-type: none"> • Workshops and trainings for Councillors, CDW's and Ward Committees on roles and responsibilities • Effective distribution of information to all relevant stakeholders. • Effective contribution to consultative meetings, (IDP ward clustered meetings) 	<p>council</p> <ul style="list-style-type: none"> • No of workshops/trainings conducted • No of times for distribution of information • No of credible WC and CDW reports to Speakers office • % contribution in IDP ward clustered meetings quarterly 	<p>communication strategy and communication action plan.</p> <ul style="list-style-type: none"> • Strengthen the Local Communicator's Forum through quarterly sittings. • Effective contribution to institutional corporate identity, image and branding of NLM • Co-ordination of common identity for municipal events 	<p>communication strategy action plan.</p> <ul style="list-style-type: none"> • Capacity building for Councillors, CDW's and Ward on roles and responsibilities • Effective distribution of information to all relevant stakeholders. • Effective contribution to institutional corporate identity, image and branding of NLM. • Co-ordination of common identity for municipal events 	<p>communication strategy action plan.</p> <ul style="list-style-type: none"> • Capacity building for Councillors, CDW's and Ward on roles and responsibilities • Effective distribution of information to all relevant stakeholders. • Effective contribution to consultative meetings, (IDP ward clustered meetings)
Inter-Governmental Relations	Office of the MM	To ensure an effective and efficient IGR function by 2017 and	Development of a Memorandum of Understanding (MOU) with the department of	MOU signed by municipality and department	Monitor implementation of signed MOU	Monitor implementation of signed MOU	Monitor implementation of signed MOU

		beyond	Health in relation to health issues in the wards.				
	Office of the MM and all departments		Development and implementation of the IGR Terms of Reference	Implementation of IGR Terms of Reference	Coordinate planning and reporting by sector departments in line with 2015/2016 IDP through IGR	Implementation of IGR Terms of Reference	Implementation of the IGR Terms of Reference
			Facilitate Health Indaba on health infrastructure and health issues (10 000 people per Clinic vs scattered areas)	No of health Indaba/seminars held.	Capacity building for local health practitioners annually	Facilitation of infrastructure development in identified areas.	Functional clinics.
Municipal Events	Office of the MM and all departments	To ensure effective, efficient and economical	Development of an event management policy and	Development and implementation of local	Development and implementation of the annual	Implementation of the Events management policy	Implementation of the Events management policy.

	nts	coordination of municipal programmes/events by 2017 and beyond	procedures	government events.and Communication plan	local government events.and Communication plan.		
			<ul style="list-style-type: none"> Adherence to the government communication cycle with regards to open council meetings. 	<ul style="list-style-type: none"> No of council open days 	<ul style="list-style-type: none"> Adherence to government communication cycle with regards to annual open council day. 	<ul style="list-style-type: none"> Adherence to government communication cycle with regards to annual open council day 	<ul style="list-style-type: none"> Adherence to government communication cycle with regards to annual open council day
Risk management	MM's Office	To continuously ensure that the NLM has and maintains an effective processes of risk management by 2017 and beyond	<ul style="list-style-type: none"> Conduct risk assessments (operational and strategic) Coordinate the Implementation of Risk Action Plans 	<ul style="list-style-type: none"> Coordinate risk committee meetings No of Risk Assessment workshops conducted Coordinate the Implementation of Risk Action Plans Implementat 	<ul style="list-style-type: none"> Conduct annual risk assessments (operational Q and strategic) Coordinate the Implementation of Risk Action Plans on a 	<ul style="list-style-type: none"> Review of the Risk Register Coordinate the Implementation of risk action Plans Implementation of Risk and anti-Fraud Policy 	

				ion of Risk and anti-Fraud Policies <ul style="list-style-type: none"> • Capacitate the Risk Management Unit • Review Risk Management Strategy 	quarterly basis <ul style="list-style-type: none"> • Workshop the Risk and anti -fraud policies annually • Capacitate/Resource Risk Unit Implementation Risk management Strategy 		
Institutional Performance Management	All departments	To continuously ensure effective, efficient, economical and compliant	75% achievement of all institutional targets		80% achievement of all institutional targets	90% achievement of all institutional targets	95% achievement of all institutional targets

ment		integrated planning, resourcing, implementation , monitoring and evaluation by 2017 and beyond	<ul style="list-style-type: none"> • Departmental meetings between Hods and Section heads • Strict monitoring of SDBIP implementation (regular meetings between the Mayor , P/Heads, MM, Hods) • Effective implementation of PMS Framework 	<ul style="list-style-type: none"> • No of meetings held between Hods and Section heads • No of meetings held between the Mayor , P/Heads, MM, Hods) 	<ul style="list-style-type: none"> • Departmental meetings between HODs and Section heads on SDBIP • Strict monitoring of SDBIP implementation (regular meetings between the Mayor , P/Heads, MM, HODs) • Effective implementation of PMS Framework 	<ul style="list-style-type: none"> • Departmental meetings between Hods and Section heads on SDBIP • Strict monitoring of SDBIP implementation (regular meetings between the Mayor , P/Heads, MM, Hods) • Effective implementation of PMS Framework 	<ul style="list-style-type: none"> • Departmental meetings between Hods and Section heads • Strict monitoring of SDBIP implementation (regular meetings between the Mayor , P/Heads, MM, Hods) • Effective implementation of PMS Framework
Institutional Performance Management			Automation of PMS	<ul style="list-style-type: none"> • % automation of PMS • No of people trained on automated system. 	N/A Pending optimisation of maturity level	Implementation of the PMS automated system.	Implementation of the PMS automated system.
TRANSFER TO MUNICIPAL TRANSFORMATION	Office of the MM/Corporate Services/	To ensure continuous institutional compliance with the legislation by	<ul style="list-style-type: none"> • Development and implementation of a compliance framework • Quarterly workshops for 	<ul style="list-style-type: none"> • % Implementation of the compliance framework • No of workshops conducted 	TRANSFER TO MUNICIPAL TRANSFORMATION • Implementation and	<ul style="list-style-type: none"> • Implementation and monitoring of the compliance framework • Quarterly workshops for 	<ul style="list-style-type: none"> • Implementation and monitoring of the compliance framework • Quarterly workshops for

ON	SDF	2017 and beyond	Councillors with SALGA, Treasury and LGTA on promulgated regulations and legislations <ul style="list-style-type: none"> Adherence to the government regulations on appointment of section 56 managers. 	<ul style="list-style-type: none"> %compliance with government regulations on appointment of section 56 managers 	<p>monitoring of the compliance framework</p> <ul style="list-style-type: none"> Quarterly workshops for Councillors with SALGA, Treasury and LGTA on promulgated regulations and legislations Adherence to the government regulations on appointment of section 56 managers. 	Councillors with SALGA, Treasury and LGTA on promulgated regulations and legislations <ul style="list-style-type: none"> Adherence to the government regulations on appointment of section 56 managers. 	Councillors with SALGA, Treasury and LGTA on promulgated regulations and legislations <ul style="list-style-type: none"> Adherence to the government regulations on appointment of section 56 managers.
Information Communication Technology		To ensure an integrated, responsive and efficient ICT function for NLM by 2017 and beyond	<ul style="list-style-type: none"> Development of ICT governance framework Alignment and implementation of ICT strategy and plan with municipal business strategies (including business continuity) 	<ul style="list-style-type: none"> Adoption of the ICT government framework, strategy and plan by council. % implementation of the ICT strategy action plan 	Implementation of the ICT strategy and action plan (including business continuity)	Implementation of the ICT governance framework and strategy action plan (including business continuity)	Implementation of the ICT governance framework and strategy action plan (including business continuity)
Special Program		To ensure effective and	Implementation of the SPU	% implementation	<ul style="list-style-type: none"> Review of the SPU Strategy Launch of 	<ul style="list-style-type: none"> Implementation of the SPU Strategy and 	<ul style="list-style-type: none"> Implementation of the SPU Strategy and

mes		compliant mainstreaming of special programmes into municipal plans and strategies by 2017 and beyond	Strategy and action plan (Facilitate development of sustainable programmes for SPU, facilitate the functionality of vulnerable group structures at ward and local levels	of the SPU action plan	integrated programmes in compliance with the municipal communication plan	action plan (Facilitate development of sustainable programmes for SPU, facilitate the functionality of vulnerable group structures at ward and local levels <ul style="list-style-type: none"> • Securing of infrastructure (Vulnerable group centres) 	action plan (Facilitate development of sustainable programmes for SPU, facilitate the functionality of vulnerable group structures at ward and local levels <ul style="list-style-type: none"> • Investor conference for funding to ensure sustainability
		To continuously promote the unearthing and nurturing of talent in various sporting codes within NLM by 2017 and beyond	Implementation of Sport Development Strategy action plan	% implementation of the Sports development action plan	Implementation of Sport Development Strategy action plan	<ul style="list-style-type: none"> • Implementation of Sport Development Strategy action plan • Securing of infrastructure (Ward based group centres) 	<ul style="list-style-type: none"> • Implementation of Sport Development Strategy action plan • Securing of infrastructure (Ward based group centres)
Communication		To promote and enhance effective and efficient internal and external	<ul style="list-style-type: none"> • Continuous update of Ngqushwa website (section 21 of the systems Act and 	<ul style="list-style-type: none"> • % compliance with the section 21 (MSA and section 75 (MFMA) 	<ul style="list-style-type: none"> • Continuous update of Ngqushwa website (section 21 of the systems Act and 	<ul style="list-style-type: none"> • Continuous update of Ngqushwa website (section 21 of the systems Act and 	<ul style="list-style-type: none"> • Continuous update of Ngqushwa website (section 21 of the systems Act and

		communication throughout NLM by 2017 and beyond.	section 75 of the MFMA). <ul style="list-style-type: none"> • Development of newsletter. • Implementation of the customer care policy action plan. 	<ul style="list-style-type: none"> • No of newsletters developed. • % implementation of Customer care policy action plan. 	section 75 of the MFMA). <ul style="list-style-type: none"> • Development of municipal newsletter per semester 	section 75 of the MFMA). <ul style="list-style-type: none"> • Development of newsletter. • Implementation of the customer care policy action plan. 	section 75 of the MFMA). <ul style="list-style-type: none"> • Development of newsletter. • Implementation of the customer care policy action plan.
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Resolution by Plenary

The report from the commission was adopted by the plenary as adequately mapping the linkage between the strategic issues, strategic objectives and strategies.

BUDGET AND TREASURY OFFICE – 2014/15 FINANCIAL YEAR

PROJECT NAME	BUDGET
Section: Revenue	
Free Basic Services	R 1 572 000.00
TOTAL BUDGET	R 1 572 000.00

Municipal Financial Viability and Management

Strategic Goal: To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems

Intended outcome: Improved financial management and accountability (in line with terms of council, 2014– 2018)

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
Expenditure Management	BTO	To have and maintain an efficient and effective system of expenditure management by 2015/16 and beyond.	<p>Reviewal of existing policies and the procedure manuals and its implementation and monitoring.</p> <p>Full compliance with MFMA sec 65 by paying service</p>	<p>Approved reviewed policies and procedure manuals by Council for control environment</p> <p>Timeously reconciliation</p>	<p>Approved reviewed policies and procedure manuals by Council for control environment</p> <p>Timeously preparation and -submission of</p>	<p>Approved reviewed policies and procedure manuals by Council for control environment</p> <p>Timeously preparation and - submission of</p>	<p>Approved reviewed policies and procedure manuals by Council for control environment</p> <p>Timeously preparation and - submission of credible payroll</p>

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
			providers within 30 days Effective management of payroll system.	prepared based on the age analysis from the financial system. Payment of all Officials, Councillors and third parties with the required period.	credible payroll reconciliation. Payment of all Officials, Councillors and third parties with the required period.	credible payroll Reconciliation. Payment of all Officials, Councillors and third parties with the required period.	reconciliation. Payment of all Officials, Councillors and third parties with the required period.

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
Financial Management and MFMA Reporting and all relevant legislation that governs local government.(Internal controls)	All departments	To continuously ensure 100% compliance with legislation on MFMA financial reporting requirements by 2015/16 and beyond	Enforce compliance with legislated deadlines and requirements Credible and compliant Financial management system and reporting.	Monthly preparation and submission of financial reporting for control environment.	Full compliance with legislation Credible and compliant Financial management system and reporting	Full compliance with legislation Credible and compliant Financial management system and reporting	<ul style="list-style-type: none"> Full compliance with legislation Credible and compliant Financial management system and reporting

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
Revenue Management	ALL DEPARTMENTS	To continuously ensure an efficient, effective system of revenue management by 2015/16 and beyond.	Development, Reviewal and Monitoring of Revenue Management Policies, procedure manuals and the development of revenue turnaround strategy. Monitor the implementation of the Revenue Turnaround Strategy as well	Approved reviewed policies and procedure manuals by Council for /control environment Monthly debtors	Monitor the implementation of Revenue Management Policies, procedure manuals. Monthly debtors and collection reports that reflects increase	Monitor the implementation of Revenue Management Policies, procedure manuals. Monthly debtors and collection reports that reflects	Monitor the implementation of Revenue Management Policies, procedure manuals. Monthly debtors and collection reports that reflects

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
			as the credit control policy to increase the collection by 60% of current and outstanding debtors.	and collection reports that reflects increase in revenue collection and approved revenue turn around strategy.	in revenue collection.	increase in revenue collection.	increase in revenue collection.
Revenue management	BTO		Ensure indigent households within Ngqushwa Local Municipality jurisdiction are registered for Free Basic Services	Developed credible indigent register.	Ensure fully updated indigent register and subsidising deserving households.	Ensure fully updated indigent register and subsidising deserving households.	Ensure fully updated indigent register and subsidising deserving households.
Revenue Management	ALL DEPARTMENTS		Data Cleansing (sound billing system for sustainability)	Accurate and reliable of monthly billing information system that will	Accurate and reliable of monthly billing information system that will	Accurate and reliable of monthly billing information system that	Accurate and reliable of monthly billing information system that

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
				be reconciled with valuation roll on a monthly bases.(Monthly billing report)	be reconciled with valuation roll.(Monthly billing report)	will be reconciled with valuation roll.(Monthly billing report)	will be reconciled with the valuation roll.(Monthly billing report)
Supply Chain Management	ALL DEPARTMENTS	To ensure and maintain an effective, efficient, fair,transparent, compatitive, economical and cost effective system of supply chain management by 2015/16 and beyond	Review of the existing scm policies and procedure manuals and implementation, monitoring and reporting Ensure that there is database management system through credible processes in line with SCM	Approved reviewed policies and procedure manuals by Council for control environment Accurate, credible and implementable database in the financial system.	Implementation and monitoring of SCM policies(monthly and quarterly SCM reporting) Accurate, credible and implementable database in the financial system.	Implementation and monitoring of SCM policies(monthly and quarterly SCM reporting) Accurate, credible and implementable database in the financial	Implementation and monitoring of SCM policies(monthly and quarterly SCM reporting) Accurate, credible and implementable database in the financial

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
			regulations and policies.			system.	system.
Supply Chain Management	BTO	To ensure and maintain an effective, efficient, fair, economical and effective system of supply chain management by 2015/16 and beyond.	Implementation of contract management system as per sec 116 of the MFMA.	Timeously reporting on performance of all municipal services providers to ensure that there is value for money for services rendered.	Timeously reporting on performance of all municipal services providers to ensure that there is value for money for services rendered.	Timeously reporting on performance of all municipal services providers to ensure that there is value for money for services rendered.	Timeously reporting on performance of all municipal services providers to ensure that there is value for money for services rendered.
Budget Management	ALL DEPARTMENTS	Effective budget management systems by 2015/16 and beyond.	Reviewal of existing policies and the procedure manuals and its implementation and monitoring.	Approved reviewed policies and procedure manuals by Council for control environment	Monitor the implementation of budget Management Policies, procedure manuals.	Monitor the implementation of budget Management Policies, procedure manuals.	Monitor the implementation of budget Management Policies, procedure manuals.

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
		To continuously ensure effective, economical and compliant municipal business operations in line with approved plans by 2015/16 and beyond	<p>Preparation of a budget process plan in line with MFMA and MSA.</p> <p>Preparation of a realistic and credible budget for sound financial administration.</p>	<p>Adopted budget process plan by council before 31 August and monitor its implementation.</p> <p>Approved credible annual budget by council and ensure its implementation</p>	<p>Adopted budget process plan by council before 31 August and monitor its implementation.</p> <p>Approved credible annual budget by council and ensure its implementation and monitoring.</p>	<p>Adopted budget process plan by council before 31 August and monitor its implementation .</p> <p>Approved credible annual budget by council and ensure its implementation and monitoring.</p>	<p>Adopted budget process plan by council before 31 August and monitor its implementation .</p> <p>Approved credible annual budget by council and ensure its implementation and monitoring.</p>

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
			Monthly preparation and submissions of budget returns and monthly required reports, quarterly and half year in line with the MFMA.	and monitoring. Proof of prepared reviewed and submitted monthly, quarterly and half year reports in line with the MFMA.	Proof of prepared reviewed and submitted monthly, quarterly and half year reports in line with the MFMA.	Proof of prepared reviewed and submitted monthly, quarterly and half year reports in line with the MFMA.	Proof of prepared reviewed and submitted monthly, quarterly and half year reports in line with the MFMA.

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
Financial Management Services to achieve clean administration.	ALL DEPARTMENTS	Monitor & ensure the implementation of Audit and Risk Action Plans by 2015/16 and beyond.	Development and implementation of audit and risk action plans.	Developed risk plan and audit action plan Reduction for best control environment in order to achieve clean administration.	Annually development and monthly implementation and monitoring of audit and risk action plans.	Annually development and monthly implementation and monitoring of audit and risk action plans.	Annually development and monthly implementation and monitoring of audit and risk action plans.
	ALL DEPARTMENTS	To develop sound financial management within the institution for financial viability to achieve clean administration	Preparation and submission of credible financial statements through daily, weekly and month end	Developed and reviewed monthly and quarterly credible reports and financial statements through weekly and monthly	Developed and reviewed monthly and quarterly credible reports and financial statements through weekly	Developed and reviewed monthly and quarterly credible reports and financial statements through weekly	Developed and reviewed monthly and quarterly credible reports and financial statements through weekly

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
		by 2015/16 and beyond.	accurate processes and high level of accountability.	updates and monitoring of G.L.	and monthly updates and monitoring of G.L.	and monthly updates and monitoring of G.L.	and monthly updates and monitoring of G.L.
			Ensure compliance with GRAP 17 standards through review and implementation of Asset Management policy.	Unqualified Audit opinion. Credible and compliant Fixed Asset Register and adopted as well as implementation of Asset Management policy and procedures for Control	Unqualified Audit opinion. Credible and compliant Fixed Asset Register and adopted as well as implementation of Asset Management policy and procedures for	Unqualified Audit opinion. Credible and compliant Fixed Asset Register and adopted as well as implementation of Asset Management policy and procedures for Control Environment.	Unqualified Audit opinion. Credible and compliant Fixed Asset Register and adopted as well as implementation of Asset Management policy and procedures for Control Environment.

Focus Area	Department	Strategic/Measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)				
			15/16	Key Performance Indicator	16/17	17/18	18/19
				Environment.	Control Environment.		

CORPORATE SERVICES – 2014/15 FINANCIAL YEAR

PROJECT NAME	BUDGET
Section: Human Resources	
Employee Study Assistance	R200 000.00
Employee Satisfaction Survey	R0.00
Health and Safety equipment	R31 614.00
TOTAL BUDGET	R231 614.00

Municipal Transformation and Institutional Development

Strategic Goal: Improve organizational cohesion and effectiveness.

Intended Outcome: Improved organizational stability and sustainability (in line with the term of council, 2014 – 2018)

Focus Area	Department	Strategic/measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)			
			15/16	Key Performance Indicator	16/17	17/18
Recruitment and selection	Corporate Services/All Departments	To ensure timeous and compliant filling of vacant and budgeted positions by 2017 and beyond	Filling of all vacant and budgeted posts within 90 days	<ul style="list-style-type: none"> Turnaround time 	Filling of all vacant and budgeted post within 90 days	Filling of all vacant and budgeted post within 90 days
Employment Equity	Corporate Services/All Departments	To ensure continuous compliance the Employment Equity Plan by 2017 and beyond	<ul style="list-style-type: none"> Enforce and monitor implementation of the EEP in line with the EE act Establishment of a functional Remuneration committee 	<ul style="list-style-type: none"> Number employees from designated groups Number of barrier interventions implemented per EEP 	<ul style="list-style-type: none"> Enforce and monitor implementation of the EEP in line with the EE act Monitor functionality of the Salary remuneration committee 	<ul style="list-style-type: none"> Enforce and monitor implementation of the EEP in line with the EE act Monitor functionality of the Salary remuneration committee

Focus Area	Department	Strategic/measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)			
			15/16	Key Performance Indicator	16/17	17/18
Training and Development	Corporate Services/ all departments	To continuously build capacity and improve performance at all levels of the municipality	Enforce implementation and adherence to the WSP	<ul style="list-style-type: none"> Number of trainings implemented per WSP Number of councillors and employees trained per WSP 	Enforce implementation and adherence to the WSP	Enforce implementation and adherence to the WSP
Performance Management	Corporate Services	To continuously improve performance at all levels of the municipality	Implementation of the PMS framework (cascading of PMS)	Number of employees with signed Service Delivery Agreements	Implementation of the PMS framework (cascading of PMS)	Implementation of the PMS framework (cascading of PMS)
Compliance to OHS legislation	Corporate Services/All Departments	To continuously create a conducive and safe working safe environment by 2017	Enforce and monitor implementation of the OHS policy in line with the Act	% compliance with the OHS policy	Enforce and monitor implementation of the OHS policy in line with the Act	Enforce and monitor implementation of the OHS policy in line with the Act

Focus Area	Department	Strategic/measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)			
			15/16	Key Performance Indicator	16/17	17/18
Human Resource Strategy	Corporate Services/All Departments	To ensure continuous implementation of Municipal vision and mission through Human Resources Management plan	Implementation of the HR plan	Number of interventions implemented per HR plan	Implementation of the HR plan	Implementation of the HR plan
Labour Relations Management	Corporate Services/All Departments	Continuously maintain a conducive working relationship between the employer and employees of NLM for the furtherance of service delivery	Coordinate forum meetings in line with as per applicable legislations and agreements	Number of meetings held	Coordinate forum meetings in line with as per applicable legislations and agreements	Coordinate forum meetings in line with as per applicable legislations and agreements
Employee Wellness	Corporate Services	Effective implementation of wellness programmes	Conduct employee wellness awareness workshops to management, councillors and staff	No. of employee wellness awareness workshops conducted	Conduct employee wellness awareness workshops to management, councillors and staff	Conduct employee wellness awareness workshops to management, councillors and staff

Focus Area	Department	Strategic/measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)			
			15/16	Key Performance Indicator	16/17	17/18
Council Support	Corporate Services	To continuously ensure the provision of effective and efficient council support services to the council and its structures by ensuring the availability and adherence to the Municipal Institutional Calendar aligned to all applicable legislations	<p>Development of Institutional Calendar by June 2015</p> <p>Distribution of council notices and agenda to council and council structures seven days before the meeting or as per the adopted Standing Rules for special meetings</p>	<p>Report on number of council and council structures meetings held</p> <p>Number of council notices distributed to council and council structures</p> <p>Signed Council and Council Structures Minutes and resolutions</p>	<p>Development of Institutional Calendar by June 2016</p> <p>Distribution of council notices and agenda to council and council structures seven days before the meeting or as per the adopted Standing Rules for special meetings</p>	<p>Development of Institutional Calendar by June 2017</p> <p>Distribution of council notices and agenda to council and council structures seven days before the meeting or as per the adopted Standing Rules for special meetings</p>

Focus Area	Department	Strategic/measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)			
			15/16	Key Performance Indicator	16/17	17/18
Registry and Document Management	Corporate Services	To continuously maintain a fully functional records management system by adhering to the principles of the National Archives Act	<p>Reviewal of Records Management Policy and Records Management Procedures by June 2015</p> <p>Capacity building on the utilisation of registry procedures by all staff</p>	<p>Reports on of Records Management Policy & Records Management Procedures</p> <p>No of trained staff on the utilisation of registry procedures</p>	<p>Reviewal of Records Management Policy and Records Management Procedures</p> <p>implementation of Records Management Policy and Records Management Procedures</p>	<p>Reviewal of Records Management Policy and Records Management Procedures</p> <p>implementation of Records Management Policy and Records Management Procedures</p>
Facilities	Corporate	To create a	Provision of adequate	Number of park	Facilitation of	Maintenance of office

Focus Area	Department	Strategic/measurable Objective	Strategies/Measurable Outputs (Plan for 2015/16 and Three outer Years)			
			15/16	Key Performance Indicator	16/17	17/18
Management	Services/Technical Services	conducive working environment by 2017 and beyond	office space	homes-purchased/leased	procurement of new offices	buildings

Resolution by Plenary

The report from the commission was adopted by the plenary as adequate to address the strategic issues as per the SWOT report.

EXTERNAL FUNDED PROJECTS FOR THE 2012-2017 FINANCIAL YEAR

Project Name	Ward	Financial Year	Actual Amount	Source or Department
Library Building	10	2009/10	R500 000.00	DoE and DISRAC
International Museums Day	Ward 10	2012/13	R10 000	DSRAC
Womens day participation for 65 participants	All Wards	2012/13	R13 000	DSRAC
Indigenous Games	All	2012/13	R26 000	DSRAC
Horse Racing	ALL	2012/13	R50 000	DSRAC
Fun Run	All	2012/13	R50 000	DSRAC
Girl Guider & Scouts	ALL	2012/13	R50 000	DSRAC
Employment of EPWP Contract Worker	Ward 10	2012/13	R33 600	DSRAC
Sanitation Project	Ward 12	2012/13	R1 000 000	Amatole District Municipality
Area Wide Sanitation Programme	Various Wards	2012/13	R8 600 000	Amatole District Municipality
Peddie Waste Water Treatment Works Upgrade	Ward 10	2012/13	R8 000 000	Amatole District Municipality
Hamburg Sewerage Treatment Plant	Ward 11	2012/13	R1 000 000	Amatole District Municipality
Ngqushwa Villages Water Reticulation	Various	2012/13	R7 000 000	Amatole District

	Wards			Municipality
Prudhoe Housing (Bulk Water)	Ward 12	2012/13	R500 000	Amatole District Municipality
Cadastral Land Audit Capture and maintance for Nkonkobe, Ngqushwa and Amahlathi LM	All	2012/13	R900 000	Amatole District Municipality
Development of the Zoning scheme/Plan for Ngqushwa LM	Ward 10	2012/13	R250 000	Amatole District Municipality
Development of a Delegation Policy for Ngqushwa LM	Internal	2012/13	R100 000	Amatole District Municipality
GRAP Compliant fixed assests register for Ngqushwa LM	Internal	2012/13	R250 000	Amatole District Municipality
Hamburg Satellite Fire Station	Ward 11	2012/13	R1 000 000	Amatole District Municipality
Electrification Programme	Peddie East (50 household)	2013/14	R800 000	ESKOM
	Peddie Town Extension (500 HH)	2013/14	R6 500 000	ESKOM
	Peddie Central Phase II	2013/14	R1 420 000	ESKOM
	Peddie	2014/15	R10 451 702	ESKOM

	Central Phase II			
Repairs and Renovations	Zimlindile SSS	2012/13	R0	Department of Education
Admin Block, Toilets, Security Fence and Renovate 5 Classrooms	July SSS	2012/13	R0	Department of Education
Nutrition Programme	All Schools	2011-2017	R0	Department of Education
Scholar Transport Programme	12 Schools and 366 learners	2011/12	R0	Department of Education
Scholar Transport Programme	21 Schools and 885 Learners	2012/13	R0	Department of Education
Moral Regeneration Programmes for youth Development	All	2009/10	R320 000.00	Seek Funding/ (GTZ)
Eradication of Mud Schools	All	2009/10	R20m	Private Sector and DoE
Revamp Packhouse for Citrus (Ripplemead/ Baltein)	Ward 4	2009/10	R5m	Source Funds
Revitalise Bingqala Pineapple	11	2009/10	R5m	Source Fund

Establish Linkages with Tertiary Institutions on fish farming and crop potential livestock	All	2009/10	R2m	Source funding
Hamburg Arts Colony/ Residence	11	2009/12	R22m	DEAT/ AEDA/ ASPIRE
Coastal Care Project	11& 12	2009/10	R9m	DEAT
Peddie Multi-faceted Development	10	2009/10		Togu Developers
Assistance with Land Preparation (tractors with Implement	All	2009/10	R1m	Source Funds
Wesley Mining	11	2009/10		Abasempuma Resources Company
Hamburg Development Initiatives	11			
Town centre development		2012/13	R14 000 000	Aspire /National Treasury
Artist Retreat		2012/13	R28m	National Treasury, Dept of Tourism
Hamburg Aquaculture		2012/13	R9,5m	DAFF
Drivers License Testing Centre	10	2008/12	R2 000 000	Dept of Roads and Transport

Ward 12 Lime Mining Project	12	2009/10	R0	Dept of Minerals and Energy
Feasibility study for Low Cost Housing Project: Ndlovini and German Village	10	2013/14		Amathole District Municipality
I.C.T. Centres in Ngqushwa Local Municipality.		2013/14	Unknown	USAASA
Construction of Sportsfields: Sobantu High School	9	2013/14	R1m	DSR (R1m)
Construction of Sportsfields: Minenkulu High School	9	2013/14	R1m	DSR (R1m)
Construction of Sportsfields: Cwala Primary School	12	2013/14	R1m	DSR (R1m)
Ngqushwa Water and Sanitation Provision	Various Wards	2014/15	R36 648 000	Amatole District Municipality
Bjorn Centre	12	2008/13	R3,000000.00	Keiskamma Trust
Eva Centre	6	2008/13	R1,900000.00	Keiskamma Trust

UNFUNDED PROJECTS

Planned Projects	Brief Description	Amount	Funding source
1. Multipurpose Centre/Government Offices	Centralise government department/entities in order to provide a one stop government services to the community of Ngqushwa	Unknown at this stage	To source funding/PPP
2. Agricultural Centre	Centralise all the farming inputs in order to yield good returns on investment on interventions, Also provide a training facility, nursery, and processing machinery for mealies and other products	R20m	To source funding
3. Middle income housing	Development of middle income housing	Unknown	PPP
4. Mall development	Development of a shopping complex around Nobumba and Lewis	Unknown	PPP
5. Ngqushwa Tourism Hub	Reviving the Calvary Barracks and the Peddie Fort as the Tourism Hub	R 21m	To source funding
6. Caravan Park upgrade	Improve, and development the caravan park to be a Centre of tourism attraction	Unknown	To source funding
7. Expansion of the Community Works Programme	Expansion of the participants in the programme to cover all wards and most villages	Unknown	COGTA
8. Lewis Game Reserve	To exploit the potential and make use of the natural environment by developing a game	Unknown	PPP

	reserve that will attract tourists and create job opportunities for the locals		
9. Hamburg Town Centre development	To develop and beautify the Hamburg town Centre as a town for investment and tourism attraction	R16m	National Treasury
10.Farming of Tomato Project	Enter into Private Public Partnership agreement with the Private sector to farm tomato for the benefit of employment creation and local economic development	Unknown	PPP
11.Expansion of the EPWP	To increase the number of participants to all wards	Unknown	Public works
12.ICT incubator	To provide the youth an ICT facility where they could be able utilize internet services for research, development and networking with local and international potential partners	R1m	To source funding
13.Skills development Centre	This is a facility to provide local communities an opportunity to develop their skills as Artisans, plumbers or builders	R2m	To source funding
14.Poultry Park	As the facility to grow the poultry sector in the Municipality	R5m	To source funding
15.Abattoir	To have a facility to process livestock into a package for human consumption	R6m	To source funding
16.Fresh Produce Market	To provide a a market for local produce	R4,5m	To source funding
17.Cooperatives Retail	All Coop sector facility able to absorb all local production and services	R4m	To source funding

18. Ward Training Centers	The aim is build effective and efficient capacity building facilities to comprehensively deal with the issue of illiteracy in the Municipality by providing skills development interventions at each Ward centre	R18m	To source funding
19. Revival of Irrigation schemes	Revival of schemes for LED and employment creation	R5m	To source funding
20. Livestock Improvement	To change the quality of livestock for commercial purposes	R3m	To source funding
21. Tarring of Hamburg Access Road	To provide access a conducive environment for visitors and locals in order to attract development and tourism in the area.	R30m	To source funding
22. Development of Beach front along the coast	(Street lighting and amenities)	R2m	MIG, and source more funding
23. Umqhwashu Heritage Site	Construction buildings and Renovation on the site	Unknown	To source funding
24. Resurfacing of Peddie Town Centre	Tarring of Peddie town Streets		To source funding
25. Orange Citrus Farm	Municipal Property. The plan is to invite potential investor to lease the property. This will benefit our community through employment, mentoring while it generates income for the municipality.		
26. Mining	Feasibility study was conducted and completed.		To source funding
27. Agricultural Mentors	Seek funding to mentor		To source

	our emerging farmers.		funding
28.Agric Centre	Concept document is available for the agric centre.		To source funding
29.Tourism	Want to engage potential hospitality investors.		To source funding
30.Hamburg 2030 Vision	Package Hamburg as a local economic development hub.		To source funding
31.I.C.T. Integrated Systems	Installation of I.C.T. Integrated systems	Unknown	To source funding
32.Working for the Coast	EC Street Cleaning and beautification (Peddie & Grahamstown)	R7.6 Million	DEA
	EC - WftC Fish River to Great Kei River	R9.100 Million	DEA
33.SMME Contractor Development		Unknown	To source funding
34.Chicken Farm - Anchor project		Unknown	To source funding
35.Wesley Truck Inn - Anchor project		Unknown	To source funding
36.Brick Manufacturing - Hydrofoam Anchor Project		Unknown	To source funding
37. Agricultural Projects		R22 Million	DRDAR

IDP

Chapter Five

Sector Plans, By-laws and Policies

Chapter Five: Sector Plans, By-laws and Policies

3.5.3 Human Resource (HR) Strategy

The premise for Human Resource Management and Organizational Development in the Ngqushwa Local Municipality is based amongst other things, the prescripts of the existing legislative framework. The development of HR Strategy and its implementation plan is a requisite of the IDP. The Strategy will serve as a framework and guide to HR functions. The development and implementation of the HR Strategy will create an enabling environment that will assist towards improving service delivery. A Service Provider has been appointed by ADM for development of the HR Plan by 28 February 2014 for implementation. This will be reviewing the current HR Strategy. There will be future financial need for the implementation of HR Strategy imperatives.

This legislative framework includes the Constitution, Municipal Systems Act, and the White Paper on Human Resource Management. This Human Resource Plan (HRP) is further contextualised by the strategic framework of the municipality, as well as the Service Delivery Budget Implementation Plan (SDBIP) and within the municipal budgetary framework as per the Municipal Finance Management Act (MFMA).

Municipal Strategic Objectives

- ✓ Ensure institutional plans, programmes and projects impact on youth, disabled, women, children, and other vulnerable groups.
- ✓ Ensure compliance with applicable legislation, policies and procedures on ongoing basis.
- ✓ Improve HR relations institutionally.
- ✓ Ensure compliance with the skills requirements of Ngqushwa municipality.
- ✓ Provide information technology governance.
- ✓ Ensure that all Ngqushwa assets, councillors and staff are adequately secured.

3.5.4 District Human Resources Development (HRD) Strategy

With the development of the HRD Strategy for South Africa 2010 -2030 as well as the Provincial HRD Strategy, ADM resolved that a District HRD Strategy be developed that would be aligned to the two HRD Strategies mentioned above. During the formulation of strategies for the 2010/2011 financial year, Amathole District Municipality (ADM) took a decision to develop and implement a District Human Resources Development Strategy (HRD strategy) and align it with the HRD Strategy for South Africa (2010-2030) as well as the Provincial HRD Strategy. This decision was informed by a number of challenges facing local government at large, which can be attributed to lack or shortage of skilled employees, among other factors. In developing this strategy, a number of applicable pieces of

legislation, policies, political announcements and relevant IDP programmes and initiatives were taken into cognisance.

The Human Resource Development Strategy was developed and adopted by Council in 2010-11 in line with the HRD Strategy for South Africa 2010 -2030 as well as the Provincial HRD Strategy. The Strategy was reviewed in 2012/13 in line with the IDP review process. As part of its implementation of the District HRD Strategy in 2012/13 conducting of the "New Venture Creation" Learnership continued into 2012/13, 1 unemployed "People With Disabilities"(PWD) from Ngqushwa was part of. An Award giving ceremony (Education Sunday) was also organized for 3 schools within Ngqushwa with top three learners. The gesture was to encourage schools to do better in future years to come. The school beneficiaries received laptops to the value of R8 242.26 each. Implementation of the HRD Strategy is on-going and will continue with new programmes for 2013/14 and the years beyond.

a) Workplace Skills Plan (WSP)

According to the Government Gazette of June 2005, all employers are expected to submit their Workplace Skills Plans to their respective SETAs by the 30 June of each financial year. The approved Workplace Skills Plan for the financial year 2013/2014 was signed off by management, Portfolio Councillor and the Union, and it also reflects all the training programmes that were identified by the departments for both Councillors and employees, and the document was submitted to the Local Government SETA within the stipulated period. Currently Corporate Services is implementing the training identified in the plan.

b) Local Economic Development Learnership (NQF4)

This programme was identified in line with the implementation the approved District HRD Strategy for 2013/2014. A Service Provider was appointed in September 2013 for implementation and coordination programme for ADM. Three candidates were selected from the unemployed youth who submitted their CVs in response to the circulated advert. Classes will commence in November 2013.

c) Training of Officials and Councillors

Training is currently being conducted in line with the Council approved Workplace Skills Plan as well as the Annual Training Programme. An allocated budget with a total amount of R1 050 000 was earmarked for training in 2013/14, and is currently being utilized for both Councillors and Officials. A sum of R450 000 was allocated for Councillor Training and R600 000 was allocated for Officials for the 2013/14 financial year.

d) Internship Programme

Nine candidates are currently participating in the internship programme, 6 of the candidates are participating in the Municipal Finance Management Internship Programme which is funded by National Treasury and 4 candidates are funded internally.

e) Experiential Training

Only 1 candidate was exposed to the world of work in the last financial year and 2 learners are currently participating in the experiential learning programme.

f) Bursary on Rare Skills

Two students from disadvantaged backgrounds are currently receiving assistance through this programme which is coordinated by HR Unit, both are currently doing final year whilst the other two have completed their qualification

g) Minimum Competency Level Training

In order to meet the requirements of National Treasury as stipulated in the Gazette 29967, 7 candidates are currently enrolled in the Municipal Finance Management Programme (MFMP) with University of Fort Hare. 1 Manager completed the programme with Wits University.

j) Employee Study Assistance Scheme

The department is currently co-ordinating a Study Assistance Programme.

3.2.3 LED STRATEGY

The Ngqushwa Municipality has adopted the reviewed LED strategy as an component of a Master Plan development process which was also approved in February 2013, The development of the municipality is based on the National Economic Development Framework; Growth and Development priorities as agreed upon by the social pact and compact; the Provincial Growth and Development pillars as well as the National Spatial Development Perspective principles. This is further entrenched in the activities of the clusters and all the IGR structures operating within the jurisdiction of Ngqushwa Municipality.

Platform for Participation

The following platforms are utilised for participation:

- ✓ Intergovernmental Relations
- ✓ Community-based Planning; Representative Forum
- ✓ Area-based Planning; SMME/Co-operatives Forum
- ✓ Local Tourism Organisation
- ✓ Ngqushwa Agricultural Stakeholders Forum
- ✓ Small Towns Revitalisation Technical Committee
- ✓ Hamburg Steering Committee.

According to the AREDS report, the historic lack of, or inappropriate, investment in Amathole District, considerable challenges to economic development are faced due to

- ✓ low level of human capital development,
- ✓ under-developed infrastructure and
- ✓ Ineffective governance.

The following specific issues are considered barriers to economic growth in Amathole in general. These can be grouped into the following categories:

- ✓ **Infrastructure** – outdated, inadequate and poorly maintained infrastructure is an impediment to cost effective enterprise. This issue is a very high priority because of the distance of the district from markets and the lack of raw materials locally. As Ngqushwa Municipality we are in the process developing a Regenerating/Master plan and part of this process is the analysis of the existing infrastructure and its capacity to absorb investment opportunities and develop means and projects to increase these in order to deal with these barriers indicated.
- ✓ **Land related issues** – this includes the resolution of land ownership and use rights, land use planning and land use management to exploit (where applicable) and protect (where applicable) the environment. The land issue relates to both rural and urban localities. In the former, it relates to use for agriculture and settlements, while in the latter it relates to land for investment in production facilities, offices and housing. A Land Audit process has been long concluded by the Department of Public Works, and the Municipality together with its stakeholders is in the process of ensuring these are transferred to the Municipality for the benefit of attracting development opportunities and unlocking development potential that exist in these land parcels.
- ✓ **Lack of competitiveness of the sectors and localities.** This resolves into two key aspects:
 - Support systems and services – there is inadequate technical and systemic (e.g.: for maintenance, provision of supply, production) support across all the sectors. However the Municipality has capacitated the LED section with human and financial resources (though not sufficient) able to create a conducive environment for the sectors to thrive. Therefore internal capacity has been built in order to drive the sectors and provide development support.
 - Skills –inadequate and inappropriate skills are a constraint to growth. There is constant engagement with relevant institutions to provide training interventions in order to address the issues of inadequate and inappropriate skills in the Municipality.
- ✓ **Governance** – across sectors and areas lack of governance systems and capacity are impediments to enterprise growth and development. The Municipality has provided platforms for engagements and to deliberate issues affecting the sectors, hence the establishment of sector forums, such as the agricultural stakeholder’s forum, hawker’s forum and others.

The economic activity that exists in the Ngqushwa LM is mainly found in the Peddie town, similarly most tourism development and facilities are mainly found along the coast but with some in the inlands of the Municipality. Peddie is the economic hub in the municipality, with economic activities concentrated within the CBD. There is a need for the development of more by-laws in the town to try and regulate the trading sector. The town is characterised by the retail shop, various shops, and informal traders. Other economic activities include a number of agricultural enterprises such as but not limited to pineapples, cattle farming, honey production, and some citrus. Some

economic activities outside the CBD of the Municipality rely on available natural resources being used for various purposes such as:-

- ✓ Water
- ✓ Land
- ✓ Fuel woods; cooking, lighting and heating
- ✓ Timber for construction material and wood carving
- ✓ Fruit
- ✓ Bark; medicinal products, ropes and weaving
- ✓ Honey production
- ✓ Grass; thatching, grazing and weaving etc.

This means that trees, tree products and woodlands play an important role for rural communities in this area both for survival and to generate a source of income. The municipality should devise means of providing support to these initiatives as part of the SMME development Strategies. The LED strategy identifies the following economic development initiatives for priority spending:-

- ✓ Tourism
- ✓ Livestock (beef, and small stock)
- ✓ Aquaculture
- ✓ Subsistence Farming (community and household food gardens)
- ✓ Arts and Crafts
- ✓ Economic activities in the coastal zone
- ✓ Citrus
- ✓ Irrigation schemes
- ✓ Poultry (layers and broilers)
- ✓ Crop production (maize, wheat, etc.)

7.2.1 REVISED PROJECT PROPOSALS

These serve as planning documents for project implementation or for further feasibility studies.

The IDP projects identified were screened by the officials, members of the community and politicians and are in line with the strategic guidelines, objectives and resource frames.

Project proposals were mutually agreed upon and reflect the people's priority needs. They were planned in a cost effective manner and can be implemented in a well co-ordinated manner.

Detailed project proposals will be drafted in a bid towards implementation readiness. These project proposals shall be related to the Methodology selected, compliance factors (environmental, poverty alleviation, gender equity, and LED potential), feasibility and the alignment with other projects.

A systematic, criteria-based and transparent process, which can be considered as fair by all parties involved for acceptance of the outcomes, will be adhered to.

7.2.2 CONSOLIDATED SECTORAL PROGRAMMES/SECTOR PLANS.

7.2.3 HOUSING

SECTOR

PLAN

The municipality is has adopted the housing sector plan in August 2012. The purpose of this document is to analyze the housing situation of the municipality. The Housing Sector Plan therefore aims to outline the needs and demands for housing, respond to issues underlying provision of housing and make proposals for strategic housing interventions.

The purpose of the Housing Sector Plan is as follows:

- To ensure the effective allocation of limited resources to a large pool of potential development interventions.
- To provide a formal and practical method of prioritising housing projects and obtaining political consensus for the sequencing of their implementation

- To ensure the more integrated development through bringing together cross sectoral role players to coordinate their development interventions.
- To ensure that there is a definite housing focus for the IDP.

This document sets the context of the existing situation in Ngqushwa Municipality area, the legal and policy setting and the various plans for the housing delivery.

7.2.4 WATER SECTOR PLAN

It should be noted that Ngqushwa LM is not water service authority, however it has developed a Water Sector Plan. The Sector plans provide a detailed description of the current situation experienced within the various areas of development. The sector plans also contain the priorities, objectives and sectoral programmes that are to be implemented by the municipality over a period in this case 2008-2012.

The Municipality is building capacity to develop and implement the various sector plans as well as review existing sector plans.

The sector plans will assist in managing the implementation of projects as they provide a concise summary of all related measures, aspects and activities indicating how the sector issues of the analysis is being addressed.

Ngqushwa has embarked on a process in order to determine whether all the sectoral activities are in line with available personnel and financial resources and has considered the time and location aspects for project implementation.

7.2.5 LAND REFORM PLAN

The policy addresses identified land reform and settlement planning objectives, it provides useful information pertaining to Ngqushwa's physical characteristics (soil, geology, topography, climate and vegetation), outlines the socio-economic climate of the area (poverty indicators, health, education levels of inhabitants), indicates the settlements,

current and previous land reform and settlement projects, provides a process for land restitution and land reform as well as settlement models for future proposed settlement development nodes.

7.2.6 ONE 5-YEAR FINANCIAL PLAN

This serves as a mid-term financial framework for managing municipal revenue collection and for expenditure planning.

Ngqushwa LM shall develop a 5 year financial plan to create the medium term strategic financial framework for allocating municipal resources through the municipal budgeting process in order to ensure the financial viability and sustainability of the Municipality's investments and operations. This is to ensure a close-"planning-budgeting link"

Ngqushwa LM has developed a Revenue Enhancement Strategy. The Municipality will be a financially viable institution. This will be achieved through effective Revenue Management and Revenue Enhancement programmes. The Municipality will maximize revenue collection and will minimize unnecessary expenditure. Intergovernmental grants will be used to achieve its strategic objectives.

The Municipality will also initiate a sound investment policy and strategy to ensure that the returns on investments are maximized and fully compliant with legislation.

Ngqushwa LM is committed to establishing a sound financial platform, aims for legislative compliance, accurate billing, providing an accurate and clean customer data base and billing system, an effective indigent subsidization and support programme and an effective credit control and revenue collection system through the provision of LED opportunity for people to work, demonstrating an improved local economy.

Ngqushwa LM has developed a tariff policy, a credit control and a debt collection policy.

A financial strategy has also been identified as a project to be undertaken by the local authority and shall include financial guidelines and procedures, capital and operating financing strategies, revenue raising strategies, asset management strategies and cost effective strategies.

The financial plan indicating a revenue collection and expenditure forecast for 5 years with appropriate adjustments has been prioritized as a project for implementation.

7.2.7 AN INTEGRATED MONITORING & PERFORMANCE MANAGEMENT SYSTEM

This includes development objectives as well as performance indicators. The development of an integrated monitoring and performance management system is an imperative control tool to ensure accountability. Refer to Chapter 6

Ngqushwa LM will develop a monitoring and performance management system as part of the implementation plan. This plan will depict the development indicators for the IDP, the objectives, output targets for all IDP projects, a time schedule, a list of performance indicators, an action plan including resource requirements and responsible actors.

The Performance Management System is in place. It considers the five Key Performance Areas, namely:

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

Currently the Performance Management System focuses on the Managers of the departments through Departmental Service Delivery and Budget Implementation Plan (SDBIP). Section 57 Managers are responsible for the implementation of their respective SDBIP and this in turn will give an indication of their performance.

The institution is in the process of cascading down the PMS to the Middle Managers. This therefore means that the SDBIP's will be cascaded down to sections which will be monitored by the Section Heads and through the performance of Middle Managers will be individually measured.

In order to ensure that the function receives the attention it deserves the Institution will have the services of a full time dedicated individual who will devote his/her time to the Integrated Development Plan and Performance Management System.

7.2.8 WORKPLACE SKILLS DEVELOPMENT PLAN

The municipality has a Workplace Skills Plan in place. The plan for 2010/11 was submitted to the Local Government Seta and the WSP for 2011/12 is being prepared for submission to the Local Government Seta on 30 June 2011. This plan seeks to identify training needs aligned to the scarce skills and IDP implementation processes. These processes are co-ordinated by the Skills Development Facilitator working together with the Training Committee as stipulated in the Skills Development Act

EMPLOYEE ASSISTANCE PROGRAMME

The municipality as an employer is committed to look after the physical emotional, psychological and social well-being of its employees. To this end an Employee Assistance Programme (EAP) is in existence but not well established to provide to employees. Policies are also in place or being developed for adoption by the Council.

7.2.9 INFORMATION AND COMMUNICATION STRATEGY

The Ngqushwa Local Municipality has a draft I.C.T. Strategy. The objective of the strategy is to provide a secure IT infrastructure which delivers appropriate levels of data Confidentiality, Integrity and availability and also incorporate effective governance and Project Management practices to promote a close alignment between ICT and Municipal Departments. The strategy also highlights the key strategic actions to be implemented in the next three years

7.2.10 AN INTEGRATED SPATIAL DEVELOPMENT FRAMEWORK

The Ngqushwa Local Municipality has adopted the framework on the 31st March 2011. On the review, the alignment with the Provincial Growth Development Strategy had been considered. The framework is currently being revised.

The Ngqushwa SDF is informed by the Provincial Spatial Development Plan that seeks to identify key spatial development issues in the context of identified nodal points and zones. These are defined as areas where socio-economic development could be encouraged, as opposed to areas where natural environment and cultural heritage conditions require that development should be carefully and sensitively managed The Provincial Spatial Development Plan has been drafted to apply the DFA General Principles. The general principles for land development as continued in chapter 1 of the DFA are as follows:-

- Development in formal and informal, existing and new settlements
- Discourage the illegal occupation of land
- Encourage efficient and integrated land development by promoting integration of social, economic, institutional and physical aspects of land development

Our SDF is also informed by the Land Use Management Guidelines. We are currently having a draft Zoning Scheme that is nearly completion.. The specific purpose of the Ngqushwa Municipality Land Use Management Guidelines is:-

- Define the edge of the urban areas
- Provide the preferred development density guidelines.
- It should integrate sectoral strategies
- Identify special resource
- Provide guidelines concerning land use and the change of land use as well as subdivisions

In terms of Sections 26(e) of the Municipal Systems Act of 2000 (Act No 32 of 2000), every Municipality is required to formulate a SDF as part of the contents of the IDP. The SDF highlights these spatial development challenges experienced by Ngqushwa, namely poverty; development integration and co-ordination; rural- urban interface; dispersal and fragmentation of settlements; development planning challenges (understaffing); underutilization of resources; environmental sustainability versus economic development and housing.

Ngqushwa's Spatial Development Framework (SDF) was developed to create a strategic, indicative and flexible forward planning tool to guide planning and decisions on land development. The SDF provides for a spatial logic which guides private sector investment and at the same time ensures social, economic and environmental sustainability of the area. Spatial priorities were identified, and places where public-private partnerships are a possibility and where areas of greatest economic potential and need for poverty alleviation are highlighted and promoted.

The SDF depicts a settlement hierarchy indicating the regional centre, sub regional centre, ward centre and village centres.

It also indicates the settlements development nodes distinguishing between rural settlements, urban settlements and coastal zones. A social services development framework, a local economic development framework, conservation areas, an infrastructural development framework, the distribution of social services (schools, clinics, hospitals, sports stadiums), road networks, rivers, villages and power lines are all indicated in the maps found in the SDF attached.

Projects identified in the IDP will be considered against the backdrop of the SDF in order to spatially arrange the locations in a logical and practical manner.

7.2.11 AN INTEGRATED POVERTY REDUCTION/GENDER EQUITY PROGRAMME

This serves as a basis for poverty and gender specific monitoring. This programme has been developed to reduce poverty in Ngqushwa and to contribute to gender equity in the municipality. Individual project proposals were developed taking poverty and gender related problems into account. This tool is seen as mainstreaming rather than side lining poverty and gender issues and shows the related efforts of all IDP projects in context.

7.2.12 AN INTEGRATED ENVIRONMENTAL PROGRAMME

Which demonstrates compliance of the IDP with environmental policies, which helps to ensure a set of measures which is conclusive with regard to their environmental impact, and which serves as a basis for environmental impact monitoring.

Ngqushwa LM has developed an Integrated Environmental Programme in order to contribute to a healthy environment by ensuring that urgent environmental issues are adequately addressed and envisaged projects have no negative impact on the natural environment.

Projects requiring EIA's were also identified and the Municipality will ensure that its projects comply with the NEMA principles and the national environmental norms and standards.

Once again it is a tool for mainstreaming the environmental contributions from all IDP projects in context.

7.2.13 AN INTEGRATED LOCAL ECONOMIC DEVELOPMENT PROGRAMME

Local Economic Development Strategy is in place and ready to be adopted by the Council on the 30th June 2010. Which provides an overview on all measures, which are meant to promote economic development and employment generation in the municipality. Thereby contributing to a consistent and coordinated promotion programme, which can help to achieve a significant impact.

Ngqushwa's will develop an Integrated LED programme which aims to ensure a consistent and conducive set of measures to promote viable local economic activities and employment generation.

Projects having economic development implications will be identified as well as projects that have economic development objectives as their sole outcome (independent LED projects).

Major constraints for economic development and employment generation will be addressed.

Major economic development potentials were adequately considered and focus was given to this aspect in all projects identified as an initiation drive.

Economic viability for each LED project will be undertaken during feasibility studies to be conducted.

Measures and approaches which tend to discourage or delay economic investment will be considered in depth and solutions and actions to minimize and overcome these obstacles will be proposed. Our LED Strategy is at draft stage.

7.2.14 AN INTEGRATED HIV/AIDS PROGRAMME)

The HIV / AIDS Plan are in place. This strategy was adopted in September 2007 and is being reviewed in the 2009/2010 financial year. The Strategy captures Nutrition, Treatment, Care and support for people living with HIV and AIDS, Care and support. Within Ngqushwa Municipality HIV AIDS pandemic is prevalent at the rate approximately 27.1%.

7.2.15 A DISASTER MANAGEMENT PLAN

Amathole District Municipality embarked on a process of developing a district disaster management plan, with the assistance of suitably qualified service providers in the field, and as such all the plan were cascaded to local municipalities.

7.2.16 REVENUE ENHANCEMENT STRATEGY

Ngqushwa Local Municipality has made substantial efforts attempting to overcome some of their Revenue Enhancement challenges with limited success. This limited success can be attributed to a few critical success factors namely skills transfer to municipal practitioners, the accurate diagnosis of the real problems and hands on management support to implement programs that will have the desired positive impact on municipal sustainability. The municipality has developed the enhancement strategy in 2008 and it currently needs a reviewal.

- The municipality currently bills for rates and refuse, water is provided by the district municipality and electricity is provided by Eskom.
- The total debt of Ngqushwa Local Municipality as at the end of September 2008 is reflected within the data as R3, 535,919.00, with Hamburg and Peddie having the highest debt being 92.2% of the total Debt.
- The municipality only has 2,573 accounts on the municipal financial system and only recovers 2% of billing. IDP suggests that there are 21,888 households in the municipality.
- Municipal debt growing monthly by 98% of monthly billing.
- Customer data inaccurate.
- Needs review of municipal indigent register or indigent customers are flagged on the municipal financial system.
- No records of FBS implementation as the catalyst for poverty relief.
- Municipal data is not accurate making income generation and credit control very difficult.
- Municipal Human Capital is not sufficiently skilled to fully utilize the municipal financial system.
- Municipal Revenue policies have not been reviewed for a number of years.

Equitable share is used to fund the municipal expenditure budget and is not used to provide FBS to the poorest of the poor

7.2.22 EDUCATION SECTOR PLAN

The integrated intervention on education seeks to address systematically entrenched inequities that thwart the progression of transformation within the education sector, with basic education as the focal point.

The strategy is being developed with aim of strategically positioning the municipality, as the local sphere of government, to play an effective coordinating role across all key sectors in addressing the disparities and barriers identified within the sector as they manifest themselves within our rural municipality.

Barriers identified have a structural and socio-economic undercurrent. A strong correlation is thus drawn between the nature and extent of socio-economic patens (as demonstrated by the 2011 Census Population Statistics, which indicate a 12 000 decline in the total population) and the nature and extent of structural disparities within centres of basic education. The logical deduction is that the municipality has not provided the infrastructure and opportunities that our developing constituents require.

While education falls outside of municipal functions and powers, as a developmental municipality, informed by the National Key Priorities, the Municipal Systems Act as well as the RSA Constitution, a diagnostic multi-stakeholder Education Indaba was undertaken in August 2013 in order to correctly classify, analyse and rectify the limiting factors within the education sector. As a continuation of the process, a multi-pronged approach premised on out-reach campaigns, Career Exhibitions and Anti-Drug Abuse campaigns continue to unfold.

Immediate goals of the plan are:

- Facilitation of access to well-resourced centres of basic and higher education {Everyone has a right to a basic education...and to further education which the state, through reasonable measures, must make progressively available and accessible-Bill of Rights}
- Facilitation of access to quality infrastructure in both basic and higher centres of learning.
- Facilitation of the mitigation of poverty, unemployment and other adverse social dynamics, as limiting factors to access to educational opportunities for NLM constituents.

Policies and By-Laws

CORPORATE SERVICES SECTOR PLANS

Name	Responsible Person
Human Resources Strategy	H.R. Manager
Employment Equity Plan	H.R. Manager
File Plan	Administration

	Manager
Information Technology Strategy	I.T. Manager

POLICIES

Department	POLICY TITLE	DATE POLICY APPROVED	APPROVED BUT REQUIRE REVIEW	ADOPTION
Corporates Services (35)	Community bursary policy	30-11-2009		Yes
	Rural community halls			
	Policy on recruitment and selection	29-08-2012		
	Induction for new employees	27-05-2013		
	Retention Policy	27-05-2013		
	Employee Sport Policy	27-05-2013		
	Attendance & punctuality Policy	27-02-2013		
	Termination Policy	New		
	Relocation policy	New		
	Other allowances policy	New		
	Policy Student trainees on rare skills	30-06-2012		Yes
	Policy on Mayoral vehicle	29-08-2012		Yes
	Records management	30-11-2011		Yes
	Fleet management policy			
	Policy on Career succession	30-11- 2009		Yes
	Policy on Confidential management	30 -11- 2009		Yes
	Policy on Dress code	29-08-2012		Yes
	Policy on Employee study assistance	30-06-2009	Yes	Yes
	Policy Promotion and transfer	30-06-2012	Yes	Yes
	Policy Sexual and other harassment	30-06-2012		Yes
	Training policy	30-06-2012		Yes
	Policy Acting and acting allowance	27-05-2013		Yes
Bereavement policy	29-08-2012		Yes	
Policy on Code of conduct	30-11-2009			

	Overtime policy	2011		
	Subsistence and travel	17-05-2009		Yes
	Policy Employee assistance programme	29-08-2012		
	Leave policy	29-08-2012		Yes
	Policy on staff HIV/AIDS	29-08-2012		Yes
	Smoking control policy	29-08-2012		Yes
	Internship policy	29-08-2012		Yes
	Policy Substance abuse	29-08-2012		Yes
	Occupational Health & Safety	30-11-2011		
	Inclément weather policy	29-08-2012		Yes
	Hall Hiring And Parks Policy	NEW		
BUDGET AND TREASURY OFFICE (13)	Policy on Anti –corruption			
	Policy on Bad debt write off	27/05/2013	Yes	Adopted
	Banking policy	27/05/2013	No	AdOpted
	Budget policy	27/05/2013		
	Indigent policy	27/05/2013	Yes	Adopted
	Investment policy			
	Credit control policy	27/05/2013	Yes	Adopted
	Rates policy	27/05/2013	Yes	Adopted
	Tarrif policy	27/05/2013		
	Asset management policy			
	Supply chain management policy			
	Reserves/Investment Policy	NEW		
	Property rates and tarrif by law	NEW		
Community Services (2)	Tractor Policy	NEW		YES
	EPWP Policy	NEW		
OFFICE OF MUNICIPAL MANAGER (8)	Risk management policy	NEW		
	Communication policy			
	SPU Policy			
	Fraud and prevention policy	27-28 May 2013		
	PMS Framework	August 2012		YES
	ICT Policy	NEW		
	Funding policy	NEW		
	Customer Care Policy	NEW		
	MIG Policy	NEW		

**TECHNICAL SERVICES
(3)**

Electricity maintenance Policy	NEW		
Building control policy	NEW		

IDP

Chapter Six

Financial Plan

Chapter Six: Financial Plan

6.1 Compliance

a) Is there a financial plan which includes the cash flow statement/ projections for the financial year and a budget projection for at least the next 3 years in line with section 26(h) of MSA and Treasury Regulations

b) Does the municipality have and implement the prescribed statutory policies regulating:

- Tariffs:
 - The purpose of this policy is to give effect to Section 74 of the Local Government, Municipal Systems Act 32 Of 2000 which requires a Municipal Council to adopt and implement a tariff policy and by-law on the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements. This policy applies to Ngqushwa Municipality for the levying of fees for municipal services provided by the municipality. This policy was adopted by Council on 28th May 2015.
- Rates:
 - Tariffs for rates are being guided by the Municipal Property Act No 6 of 2004. The Act stipulates that the tariffs should be charged according to the categories that are being identified by the general valuation, strictly those tariffs must be in line with the budget and must be approved by the Council . This policy was reviewed and adopted by Council on 28th May 2015.

- Credit control and debt collection:

The objective of the Credit Control and Debt Collection Policy of Ngqushwa LM is to :

- Ensure that households pay for the basic services that they are afforded by the municipality
- Ensure that the municipality is able to provide services as approved in its budget or its annual intergrated program and
- Ensure that the non-payment of services is minimised to an acceptable level.

- Investment management policy
 - This policy ensures that the Municipality and its dully delegated officials as trustees of public funds effectively exercise their obligation to ensure that the cash resources of the municipality are preserved and safeguarded against loss.
- Supply Chain Management
 - In the preamble of this policy it is stated that the Supply Chain Management Policy seeks to encourage Socio-Economic Transformation within its region in line with PPPFA, BBBEE and CIDB Acts. The policy seeks to achieve the above by implementing the principles of relevant applicable legislation referred to above by providing employment opportunities to BEE companies and communities, enabling Socio-economic transformation objectives procurement practices.
- Asset management and disposal policy
 - This policy ensures the effective and efficient control, utilization, safeguarding and management of a municipality's property, plant and equipment;

- To set out standards of physical management, recording and internal controls to ensure property, plant and equipment are safeguarded against inappropriate loss or utilization;
 - To ensure that preventative measures are in place to eliminate theft, loss and misuse and
 - To ensure accuracy of the depreciation charge.
- Infrastructure investment and capital projects
 - N/A
 - Indigent Policy
 - The purpose of this policy is to ensure the provision of basic services to the community in a sustainable manner within the financial and administrative capacity of Ngqushwa Municipality. This policy should be complement and be an integral part of the Municipality tariffs that is developed and implemented in a transparent manner to ensure that the sustainability of local public service to all of its citizens at an affordable costs.

c) Are these policies yearly reviewed?

- Policies were reviewed and adopted by Council on the 28th May 2015

d) Are these policies promulgated into by-laws and gazetted?

- The above policies are promulgated to by laws and gazzeted.

e) Does the municipality have and implement Revenue Enhancement Strategy?

-

f) Is there a financial recovery plan in place to address cash flow problems?

- No.

g) Does the municipality have a GRAP compliant Asset Register?

- The municipal Asset register is per GRAP 17 requirements.

h) Does the municipality have AFS Process plan/ year end preparation plan?

- In terms of section 23 of the MFMA, a schedule of key deadlines are in place that are escalated to a yearly IDP/Budget process plan. Municipality also has procedure manuals in place that talk to activities of the year. Annual Financial statements plan is in place and strides are in place to meet deadline and improve audit.

7.1 Expenditure

a) Does the IDP reflects on the percentatge of Municipality's last year's capital budget actually spent?

(i) What percentatge was spent in the past two financial years?

(ii) Included a table showing audited results for each year?

b) What is the % of expenditure on grants usage (MIG, MSIG, etc.)?

-

7.2 Expenditure

- c) Does the IDP reflect on the percentage of Municipality's last year's capital budget actually spent?
 - (iii) What percentage was spent in the past two financial years?
 - (iv) Included a table showing audited results for each year?
- d) What is the % of expenditure on grants usage (MIG, MSIG, etc.)?

- e) What is the percentage of salary budget (councillors' remuneration and employee costs) to operational budget?
 - 37.2%

7.3 Revenue Management

- a) What percentage of budgeted income was realised in the past two years, per category?
- b) What is the debtors' turnover rate?
 - 35%
- c) What is the creditors' turnover rate?
 - 90 days
- d) Does the municipality bill consumers on a monthly basis as per norms and standards of revenue management?
 - Municipal rates policy outlines that billing must be done on a monthly basis, therefore full compliance is observed.

IDP

Chapter Seven

**Performance Management
System**

Chapter Seven: Performance Management System

1. INTRODUCTION

This document constitutes a framework for Ngqushwa Municipality's Performance Management System.

It arises out of a revision of Ngqushwa's previous performance management framework completed in 2003.

The Municipal Planning and Performance Management Regulations (2001) stipulate that "a municipality's performance management-system entails 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, organized and managed, including determining the roles of the different role-players". This document is in line with this requirement

The framework acts as a municipal policy document that defines its performance management system. It constitutes council policy with regards to:

- The requirements that a PMS for Ngqushwa will need to fulfil,
- The principles that will inform its development and application,
- A model that describes what areas of performance will be managed, in Ngqushwa Municipality
- What processes will be followed in managing performance
- What institutional arrangements are necessary for this
- Who will take responsibility for parts of the system
- How this links to S57 Performance agreements
- How S57 Managers will have their performance managed
- An action plan for the development and implementation of the system

In other words the framework is a documented record of the municipality's performance management system to be implemented. This document was workshoped with municipal stakeholders on 7th August 2013 and amended accordingly.

2. POLICY AND LEGAL CONTEXT FOR NGQUSHWA PMS

1.1 The White Paper on Local Government (1998)

The White Paper on Local Government (1998) suggested that local government should introduce the idea of *performance management systems*.

The white paper acknowledges that, "involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query, others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced" (The White Paper on Local Government, 1998).

1.2 Batho Pele (1998)

The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service. Our municipality is duty bound to uphold these principles:

Consultation:

Communities should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.

Service standards:

Communities should know what standard of service to expect.

Access:

All communities should have equal access to the services to which they are entitled.

Courtesy:

Communities should be treated with courtesy and consideration.

Information:

Communities should be given full and accurate information about the public services they are entitled to receive.

Openness and transparency:

Communities should know how departments are run, how resources are spent, and who is in charge of particular services.

Redress:

If the promised standard of service is not delivered, communities should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made communities should receive a sympathetic, positive response.

Value-for-money:

Public services should be provided economically and efficiently in order to give communities the best possible value-for-money.

Importantly, the Batho Pele White Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilized to assist in building a service culture. "For example, local businesses or non-governmental organisations may assist with funding a helpline, providing information about specific services, identifying service gaps or conducting a customer survey" - The White Paper on Local Government (1998).

1.3 The Municipal Systems Act (2000)

The Municipal Systems Act (2000) enforces the idea of local government PMS and requires all municipalities to:

- Develop a performance management system
- Set *targets*, monitor and *review performance* based on indicators linked to their IDP
- Publish an *annual report* on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of *general indicators* prescribed nationally by the minister responsible for local government
- Conduct an *internal audit* on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- *Involve the community* in setting indicators and targets and reviewing municipal performance

The Department of Provincial and Local Government has published national guidelines on performance management systems.

1.4 Municipal Planning and Performance Management Regulations (2001)

The Municipal Planning and Performance Management Regulations set out in detail requirements for municipal PM systems. However the regulations do not sufficiently constitute a framework that fully proposes how the system will work. Each component of the proposed framework in this document is strongly informed by the regulations. The regulations have been attached as Appendix VI.

1.5 Municipal Finance Management Act (2003)

The Municipal Finance Management Act states requirements for a municipality to include its annual municipal performance report with its financial statements and other requirements in constituting its annual report. This must be dealt with by the municipal council within 9 months of the end of the municipal financial year.

1.6 Municipal Performance Management Regulations (2006)

The Local Government Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers (Government Gazette No.29089, 1 August 2006), sets out how the performance of Section 57 staff will be uniformly directed, monitored and improved. The regulations address both the employment contract and performance agreement of municipal managers and managers directly accountable to municipal managers. It further provides a methodology for the performance management system as well as criteria for performance bonus payments. The regulations also provide an approach for addressing under-performance, should this occur. The regulations will be discussed in greater detail in a later section of this framework document.

3. OBJECTIVES OF PERFORMANCE MANAGEMENT SYSTEM

Beyond the fulfilling of legislative requirements, Ngqushwa Municipality requires a performance management system that will be constituted as the primary mechanism to plan for performance management, monitor, review and improve the implementation of the municipality's IDP. This will have to be fulfilled by ensuring that we:

3.1. Facilitate increased accountability

The performance management system should provide a mechanism for ensuring increased accountability between

- The communities of Ngqushwa and the municipal council,
- The political and administrative components of the municipality,
- Each department and the office of the municipal manager.

3.2. Facilitate learning and improvement

While ensuring that accountability is maximised, the performance management system must also provide a mechanism for learning and improvement. It should allow for the municipality to know which approaches are having the desired impact, and enable the municipality to improve delivery. It should form the basis for monitoring, evaluation and improving IDP implementation.

3.3. Provide early warning signals

The performance management system should provide managers, the Municipal Manager, Portfolio Committees and the Executive Committee with diagnostic signal of the potential risks that are likely to affect the realisation of full IDP implementation. It is important that the system ensure decision-makers are timeously informed of risks, so that they can facilitate intervention, where it is necessary and possible to do so.

3.4. Facilitate decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly in so far as indicating where the allocation of limited resources should be prioritised.

The functions listed above are not exhaustive, but summarise the intended benefits of the performance management system to be developed and implemented. These intended functions should be used to evaluate the performance management system, periodically.

4. PRINCIPLES GOVERNING PM

The following principles are proposed to inform and guide the development and implementation of the Ngqushwa performance management system:

4.1 Simplicity

The system must be a simple user-friendly system that enables the municipality to operate it within its existing capacity of its financial, human resources and information management system.

4.2 Politically driven

Legislation clearly tasks the municipal council and mayor as the owner of the performance management system. The Executive **MUST** drive both the implementation and improvement of the system.

Legislation allows for the delegation of this responsibility or aspects of it to the municipal manager or other appropriate structure as the Executive may deem fit.

4.3 Incremental implementation

It is important that while a holistic performance management system is being developed, the municipality should adopt a phased approach to implementation, dependent on the existing capacity and resources within the municipality.

It is also important to note that municipal performance management is a new approach to local government functioning and therefore requires adequate time to be given to the organization's process of change. The performance management system will not be perfect from the start it should be constantly improved based on its workability.

4.4 Transparency and accountability

Members of the organisation whose performance will be monitored and measured must ensure that the process of managing performance is inclusive open and transparent. This can only be achieved by taking effective participation in the design and implementation of the system within the municipality.

Again, the process must involve and empower communities so that they are able to understand how the municipality and its departments are run, how resources are spent, and who is in charge of particular services. Similarly, all information on the performance of departments should be available for other managers, employees, the public and specific interest groups.

4.5 Integration

The performance management system should be integrated into other management processes in the municipality, such that it becomes a tool for more efficient and effective management rather than an additional reporting burden. It should be seen as a central tool to the ongoing management functions.

4.6 Objectivity

Performance management must be founded on objectivity and credibility. Both the processes of managing performance and the information on which it relies need to be

objective and credible. Sources of data for measuring indicators should be scrutinized to enhance credibility of information and therefore objective decision-making.

5. WHAT DO WE MONITOR AND REVIEW?

International experience in both the private and public sectors has shown that traditional approaches to measuring performance that have been heavily reliant on only financial measures are severely lacking.

It has become well accepted that in order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing as seen by differing categories of stakeholders. To ensure this balanced multi-perspective examination of Ngqushwa's performance, a model could be adopted to guide performance management in the entire municipal organisation.

5.1. What is a model?

A model for performance management is a conceptual framework that provides guidance as to what aspects of the municipality's performance should be measured and managed.

5.2. Why do we need a model?

Models have proved useful in performance management for the following reasons. They provide:

5.2.1. BALANCE

A good model will prompt the organisation to take a balanced view in terms of how it measures and manages its performance. It should prevent bias by ensuring that performance measurement does not rely heavily on one facet of performance (ie. financial viability), but rather encapsulates a multi-perspective holistic assessment of the municipality's performance.

5.2.2. SIMPLICITY

A good model should organise simply, what would otherwise be a long list of indicators attempting to comprehensively cover performance, into a set of categories sufficiently covering all key areas of performance. Models differ most significantly in what they assert are the key aspects of performance.

5.2.3. MAPPING OF INTER-RELATIONSHIPS

A good model will map out the inter-relationships between different areas of performance. These inter-relationships relate to the extent to which poor performance in one category would lead to poor performance in other related areas and the converse. These inter-relationships help in both the planning stage and the review stage, particularly in the diagnosis of causes of poor performance.

5.2.4. ALIGNMENT TO THE INTEGRATED DEVELOPMENT PLANNING (IDP) METHODOLOGY

A good model for a municipality in South Africa will align the processes of performance management to the IDP processes of the municipality. It will ensure that IDP is translated into performance plans that will be monitored and reviewed. The categories of key performance areas provided by a model should relate directly to the identified priority areas of the IDP.

5.3. The Revised Municipal Scorecard Model

It is recommended that the Ngqushwa municipal council make use of the Municipal Scorecard (Revised 2006) as their model for performance. This model is useful for the following reasons, it is

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

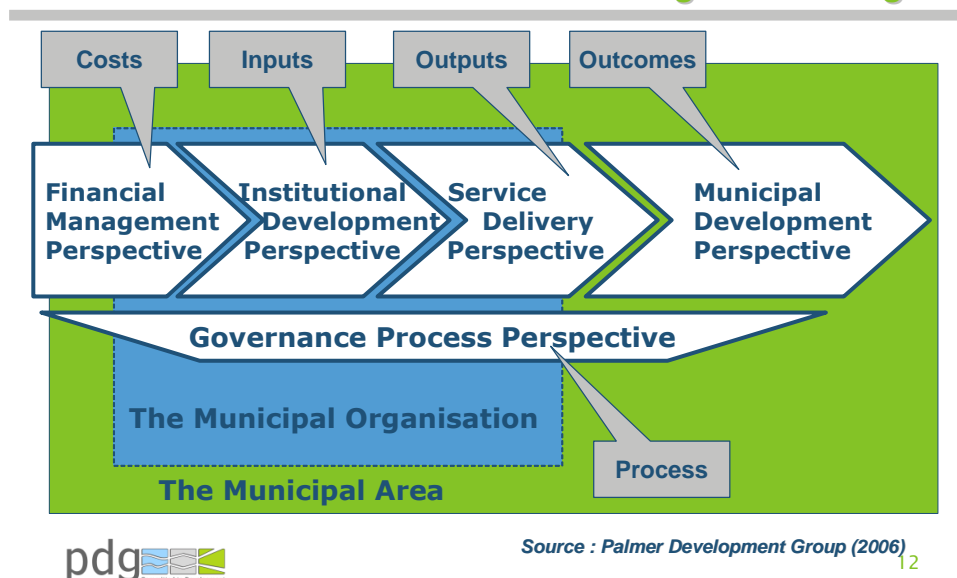
The 5 Key Performance Areas from the Five Year local Government Strategic Agenda are

1. Municipal Transformation & Organisational Development
2. Infrastructure development and Service Delivery
3. Local Economic Development
4. Municipal Financial Viability & Management
5. Good Governance & Public Participation

The Municipal Scorecard Model is based on five key perspectives, outlined in figure-1 below.

Figure 2: Structure of the Municipal Scorecard

Using the Municipal Scorecard for Strategic Planning



5.3.1. THE MUNICIPAL DEVELOPMENT PERSPECTIVE

In this perspective, the municipality will need to assess whether the desired development impact in the municipal area is being achieved. It incorporates social, environmental and economic development aspects. This perspective will constitute the development priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It will be difficult to isolate development outcomes for which the municipality is solely accountable. It is expected that the development priorities and indicators, will often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area will be useful in telling us whether our policies and strategies are having the desired development impact.

5.3.2. THE SERVICE DELIVERY PERSPECTIVE

This perspective should tell us how a municipality is performing with respect to the delivery of services and products. This relates to the output of the municipality as a whole.

5.3.3. THE INSTITUTIONAL DEVELOPMENT PERSPECTIVE

This perspective should tell us how a municipality is performing with respect to the management of its resources:

- Human Resources
- Information

- Organizational Infrastructure
- Asset management

This relates to the inputs of the municipality as a whole.

5.4. THE FINANCIAL MANAGEMENT PERSPECTIVE

This perspective tells us how a municipality is performing with respect to its financial management

- Operating income
- Operating expenditure
- Financing infrastructure investment
- Capital expenditure

5.4.1. GOVERNANCE PROCESS PERSPECTIVE:

This perspective should tell us how a municipality is performing with respect to its engagement and relationship with its stakeholders in the process of governance. This perspective should include, amongst others:

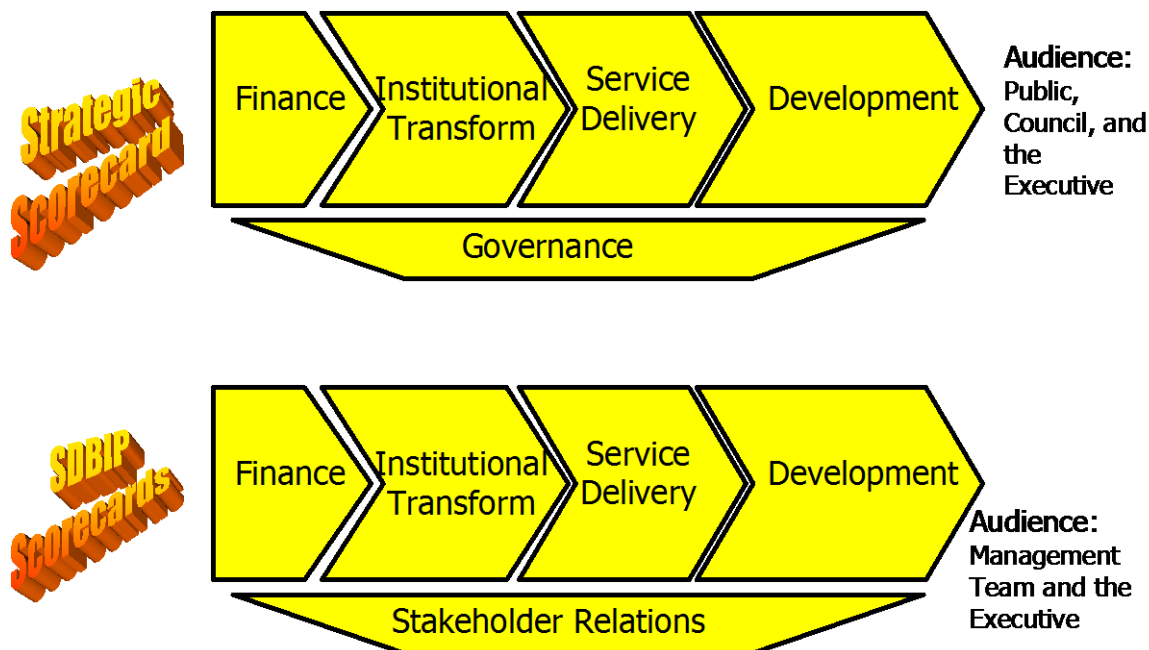
- Public participation, including the functionality and impact of ward committees
- Functionality and impact of municipal governance structures (council structures including the offices of the speaker, and portfolio committees and executive)
- Access to information
- Intergovernmental relations

This relates to the governance processes of the municipality as a whole.

5.5. Organisational Scorecards at different levels

It is proposed that there be two levels of scorecards for Ngqushwa as depicted in figure-2 that follows.

Figure 3: Two levels of scorecards



5.5.1. THE STRATEGIC SCORECARD

The strategic scorecard will provide an overall picture of performance for the municipality as a whole, reflecting performance on the strategic priorities set in the IDP. The development perspective of this scorecard will therefore necessitate that information be collected from other development role players in the municipal area for reporting purposes. These include other spheres of government, business formations and civil society organisations.

The Municipal Manager and HODs will use it, after review, as a basis for reporting to the Executive Committee, Council and the public. It is proposed that it be reported to the Executive Committee quarterly, to Council bi-annually and the Public annually for review. It must be noted that the Municipal Manager is primarily responsible for performance on the Strategic Scorecard. As such, the strategic scorecard is closely linked and forms the largest component of how the municipal managers performance will be appraised. This is dealt with in more detail in the section on employee performance.

5.5.2. SDBIP SCORECARDS

The SDBIP scorecards will capture the performance of each municipal department. Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a service scorecard will provide a comprehensive picture of the performance of that department. It will consist of objectives, indicators and targets derived from the service plan and service strategies.

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

SDBIP Scorecards will be comprised of the following components:

- A development perspective for departmental outcomes, which set out the developmental outcomes that the service is to impact on - the development perspective of this scorecard will seek to assess the extent to which the strategies that are driven by the department are contributing towards the intended developments in the municipal area
- Service Deliverables, which set out the products and services that the department will deliver. This perspective will include service delivery targets and performance indicators for each quarter.
- Institutional Transformation perspective, which sets out how the department will manage and develop its Human resources, Information and Organisational Infrastructure
- Financial Management Perspective will include
 - projections of revenue to be collected by source
 - projections of operational and capital expenditure by votePerformance reporting on this section of the scorecard will be in terms of actual against projections
- Stakeholder Relations, which sets out how the department will improve its relationship with its key stakeholders

Therefore in addition to the requirements of the MFMA and the National Treasury Guidelines for SDBIPs, the SDBIP scorecard approach thus provides an additional opportunity to set objectives, indicators, and targets for, as well as report against:

- Service Outcomes
- Institutional Transformation Issues
- Stakeholder Relations

Performance in the form of a SDBIP scorecard will be reported to the Municipal Manager and relevant portfolio committee for review. It is suggested that this happen quarterly.

It must be noted that the relevant S57 Manager is primarily responsible for performance on the SDBIP Scorecard. As such, the SDBIP scorecard is closely linked and forms the largest component of how the S57 manager's performance will be appraised. This is dealt with in more detail in the section on employee performance.

5.6 Scorecard concepts

The strategic and SDBIP scorecards should be presented in a consistent format so that they are easy to use and understand. Proposed formats are attached as appendix I and II. Several concepts that are commonly used in the scorecard concept are defined below:

Objectives: are statements (often drawn from the IDP) about what a service wants to achieve.

Indicators: are variables (qualitative or quantitative) that tell us whether we are making progress towards achieving our objectives.

A baseline measure: is the value (or status quo) of the indicator before the start of the programme or prior to the period over which performance is to be monitored and reviewed. For the purpose of standardising the setting of baselines and for the sake of clarity, the following descriptions will be used:

- If the indicator is measurable on an annual basis, the baseline will be its measure in the last financial year.
- The baseline for annual targets that are incrementally measurable per quarter or per month will be the measure at the end of the last financial year but the targets can be set incrementally
- The baseline for quarterly targets that are not incrementally contributing to an annual target will be the indicator's measure in the last quarter it was measured unless by its nature it is seasonally variable in which case it will be an average of the last four quarterly measures
- The baseline for monthly targets, that are not incrementally contributing to a quarterly or annual target, will be its measure in the last month it was measured unless by its nature it varies monthly in which case it will be an average of the last three monthly measurements

A target: is the value (or desired state of progress) of the indicator that is intended to be achieved by a specified time period.

The measurement source and frequency: should indicate where the data for measuring will emanate from, and how frequently the indicator will be measured and reported. This information is crucial for the auditing process.

Indicator custodian: refers to the person that takes responsibility for the monitoring of change in the indicator and report on it.

The performance management plan for Ngqushwa has suggested various indicators for the goals that are set in the IDP. These indicators including those that will be further developed for SDBIP scorecards should be assessed against the following criteria.

5.6. Criteria for Setting Good Indicators

5.6.1. FOCUSED AND SPECIFIC

Indicators should be clearly focused and stated unambiguously.

5.6.2. MEASURABLE

An indicator should by definition contain a unit of measurement.

5.6.3. VALID AND RELEVANT

Validity is the degree to which an indicator measures what is intended to be measured. This correlates strongly to the relevance of the indicator to the objective being measured. It is also important that the whole set of indicators chosen should be contextually relevant to the Ngqushwa municipal and South African contexts.

5.6.4. RELIABLE

Reliability is the degree to which repeated measures, under exactly the same set of conditions will produce the same result. This is particularly relevant to those indicators that use ratios (formulas) and figures.

5.6.5. SIMPLE

Good indicators will be simple, easy to communicate such that their relevance is apparent.

5.6.6. MINIMISE PERVERSE CONSEQUENCES

Poorly chosen indicators, while nobly intended can have perverse consequences in the behaviours it incentivises. Chosen indicators should ensure that the performance behaviours likely to emerge from its pursuance are those that are intended to contribute to the objectives.

5.6.7. DATA AVAILABILITY

Good indicators will also rely on data that is, or intended to be, available on a regular basis.

5.7. Core Local Government Indicators

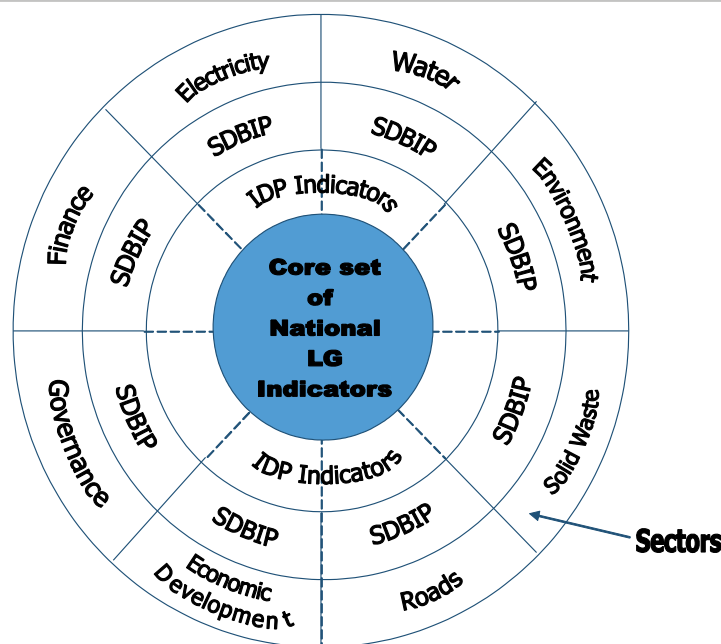
5.7.1. NATIONAL INDICATORS

While there is no legal requirement to incorporate a national set of indicators other than that prescribed by the Minister, it is recommendable that Ngqushwa municipality incorporate a core set of local government indicators into its performance management system. The indicators for the Vuna Awards for Municipal Performance Excellence are suggested in this regard for the following reasons:

- It will ensure that the municipality is tracking its performance in line with national priorities, at least the indicators that are valued nationally
- It will ensure that the municipality has the performance information on hand to enter the Vuna Awards

It will allow benchmarking and comparison with other municipalities who are also using the same set of indicators.

A core set of Local Government indicators



12

Figure 4: Local Government Indicators

The schematic above suggest an approach to incorporating a core set of LG indicators such as those used in the Vuna Awards into a municipal set of indicators. It notes that they need to be complemented for local use with IDP indicators and SDBIP indicators. Other sets of indicators deemed to be important, in each sector, such as the water sector benchmarking indicators can be included.

There is also a national initiative at dplg on establishing a local government M&E system, that intends to include a core set of local government indicators. If these differ from the Vuna indicators, and are available in time, they may be included as part of the municipality's scorecard.

5.7.2. DISTRICT INDICATORS

In order to align with a district PMS system, the municipality may also be required to include a core set of indicators required by the district PMS.

6. THE PROCESS OF MANAGING PERFORMANCE

The process of performance management is central to modern notions of management i.e. it is inseparable from the things that a manager must do. It is important that performance management is mainstreamed in municipalities as an approach to daily management.

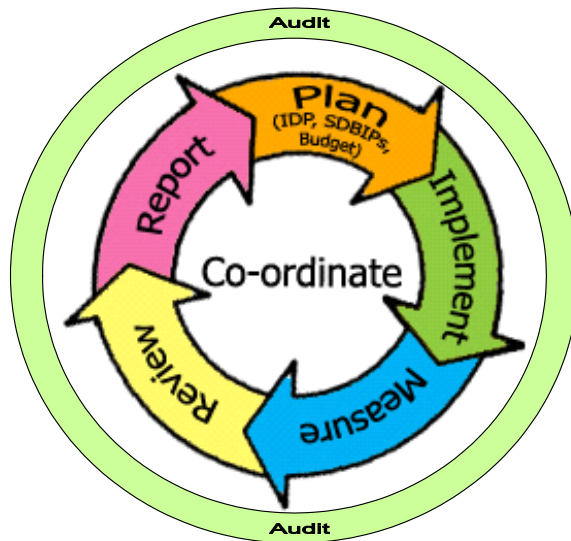


Figure 5: Performance Management as an Approach to Management

The annual process of managing the performance of the Ngqushwa Municipality will involve the following components:

- Co-ordination
- Performance Planning
- Performance Measurement, Analysis
- Performance Reviews & Reporting
- Performance Auditing

For each of these components, this chapter sets out the role stakeholders in the performance management system will play and how these components are to happen.

6.1. Co-ordination

Oversight over co-ordination of the implementation of the planning, measurement, reporting and review process is delegated to a Performance Management Team made up of:

- Municipal Manager
- IDP/PMS Manager
- All Heads of Departments
- The Mayor and two other councillors who are members of the Executive Committee appointed by the Executive Committee

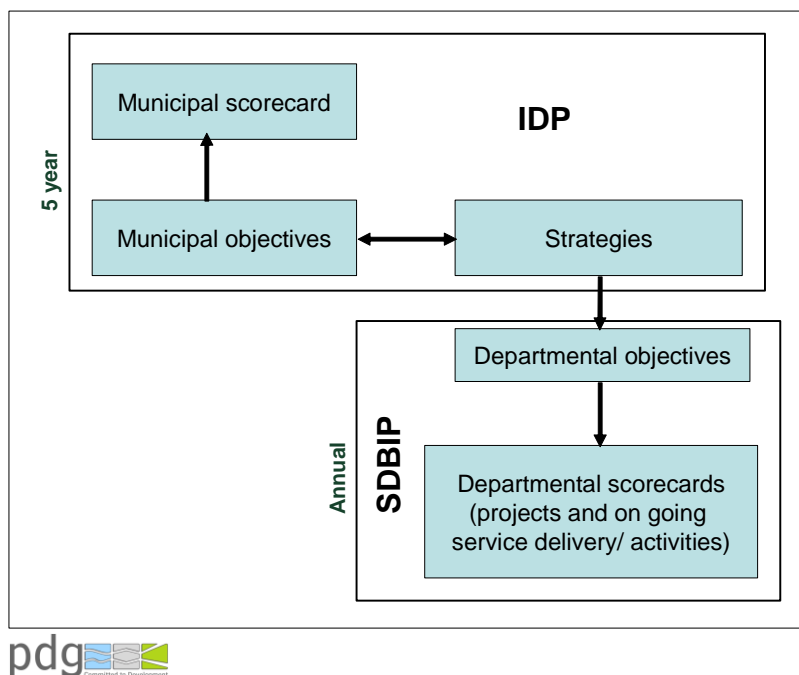
The responsibility for performance management and the IDP are to be located together, in an IDP/PM Office. Furthermore, these functions are to be located in the office of the Municipal Manager and not in any specific line department.

6.2. Performance Planning

The IDP and the Municipal Service Delivery and Budget Implementation Plans constitute the planning components for performance management. Through the IDP review process the strategic objectives, strategies and the strategic scorecard will be finalised. The next step is to develop Departmental scorecards that should support the realisation of the objectives and targets set in the strategic scorecard. These Departmental Scorecards are also known as Service Delivery and Budget Implementation Plans. With these in place, the Municipality is now on track to implement and monitor the implementation of the IDP.

The following diagram shows the link between the IDP objectives and strategies and the SDBIP scorecard

Figure 6: Municipal planning



6.3. Measurement and Analysis

Measurement is the act of collecting data on identified performance indicators while analysis is the act of interpreting the meaning of such data in terms of performance.

For each Municipal Scorecard indicator, a relevant custodian has to be designated. The custodian will not necessarily be accountable for performance he/she will be responsible for conducting measurements of the applicable indicators, analysing and reporting these for reviews.

Analysis requires that current performance be compared with targets, past performance and possibly the performance of other municipalities, where data is available, to determine whether or not performance is poor. It should provide reasons for performance levels and suggest corrective action where necessary.

There may be indicators that would require data gathering on municipal-wide outcome indicators and satisfaction surveys. This may need to be co-ordinated centrally instead of each department doing its own. The Office of the Municipal Manager will be responsible for this.

The Office of the Municipal Manager may also undertake the following annual surveys to provide data for indicators organisationally:

- An annual citizen satisfaction survey conducted for households and business in the Ngqushwa Municipality area.

- An employee satisfaction survey that is conducted internally.

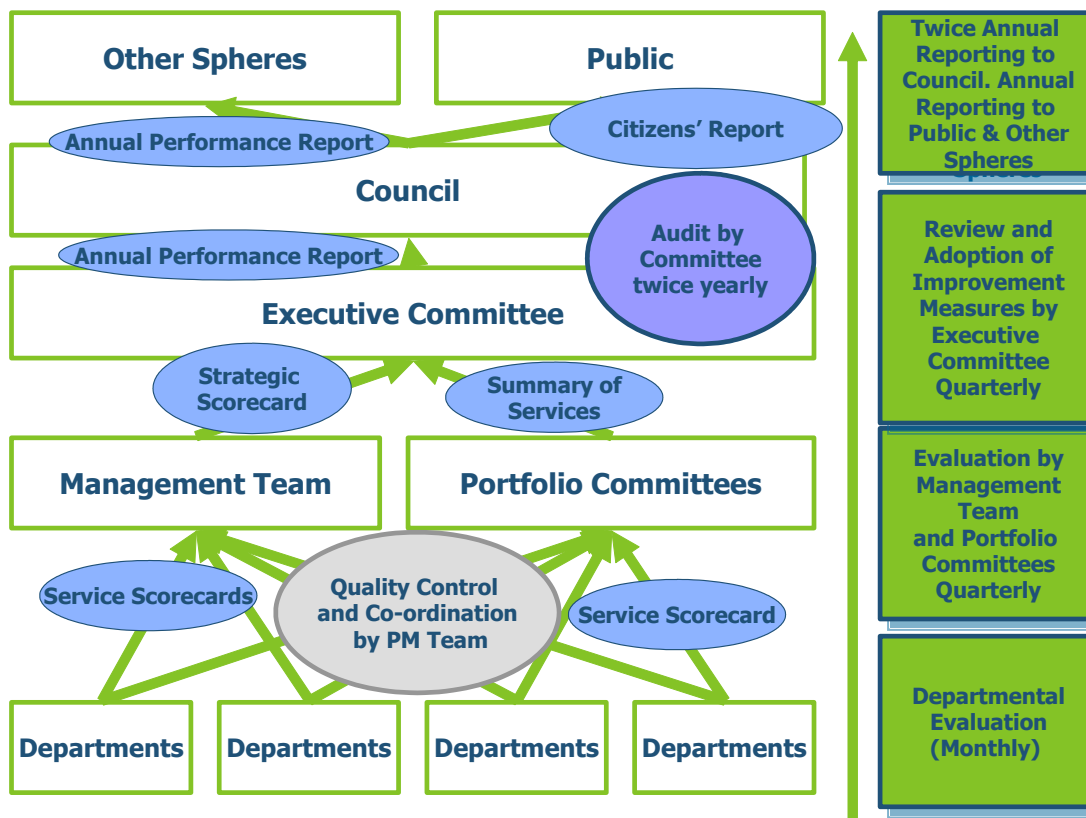
Reviews will be undertaken by the Municipal Manager, a committee of Councillors delegated a responsibility for performance management, and Council. Prior to reviews taking place, performance reporting will need to be tracked and co-ordinated. The Municipal Manager’s Office will be responsible for this process.

The Municipal Manager’s Office will provide an overall analysis of municipal performance, for quarterly and annual reviews. Such an analysis will aim to pick up trends in performance over time and over all departments.

6.4. Performance Reporting & Reviews

The figure below aims to provide a picture of the annual process of reporting and reviews.

Figure 7: The annual process of reporting and review



Once the system is embedded, a web-based reporting system can significantly enhance the reporting process and simplify it. The system can exist outside a software solution. However such a solution needs to be led by the system and not constrain it. A software solution for this methodology has recently been developed and is available. It must however be noted that a software system will only enhance the reporting processes within the municipality and potentially improve review processes. Most aspects of performance management still need human beings.

6.4.1. DEPARTMENTAL REVIEWS

It is intended that departments review their performance at least monthly, using their SDBIP scorecards. Decision-makers should be immediately warned of any emerging failures to service delivery such that they can intervene if necessary.

Departments should use these reviews as an opportunity for reflection on their goals and programmes and whether these are being achieved. Minutes of these reviews should be forwarded to the performance management team. Changes in indicators and targets may

be proposed at this meeting but can only be approved by the relevant portfolio committee, in consultation with the IDP/PM Manager.

6.4.2. MANAGEMENT TEAM REVIEWS

Departments will then need to report on their performance in the service scorecard format to the municipal manager and the heads of departments. Additional indicators that occur in the strategic scorecard will also be reviewed. The formulation of the strategic scorecard and the process of review will be co-ordinated by the performance management team.

The management team will need to reflect on whether targets are being achieved, what are the reasons for targets not being achieved where applicable and corrective action that may be necessary. Where targets need to be changed, the management team can endorse these, for approval by the portfolio committee. The management team can delegate tasks to the performance management team in developing an analysis of performance prior to management team reviews. These reviews should at least take place quarterly.

6.4.3. PORTFOLIO COMMITTEE REVIEWS

Each portfolio committee will be required to review the performance of their respective departments against their service scorecard, at least quarterly. The portfolio committee should appraise the performance of the service against committed targets. Where targets are not being met, portfolio committees should ensure that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient to address the reasons for poor performance. Changes in indicators and targets that do not appear in the strategic scorecard may be proposed to and can only be approved by the relevant portfolio committee, in consultation with the IDP/PMS Manager. Changes in indicators and targets that fall within the strategic scorecard will need to be approved by the Executive Committee.

6.4.4. EXECUTIVE COMMITTEE REVIEWS

On a quarterly basis, the Executive Committee should engage in an intensive review of municipal performance against both the SDBIP scorecards and the strategic scorecard, as reported by the municipal manager.

Many of the indicators in the strategic scorecard will only be measurable on an annual basis. The quarterly reviews should thus culminate in a comprehensive annual review of performance in terms of both scorecards.

The review should reflect on the performance of services and the strategic scorecard. The Executive Committee will need to ensure that targets committed to in the strategic scorecard are being met, where they are not, that satisfactory and sufficient reasons are provided and that the corrective action being proposed is sufficient to address the reasons for poor performance.

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

6.4.5. PERFORMANCE AUDIT COMMITTEE REVIEWS

On a quarterly basis, the Performance Audit Committee will review the departmental and municipal performance using both the SDBIP and Organisational Scorecards respectively. Other function that is linked to the Performance Audit committee is the auditing and assurance guarantee on the assessment and processes of the framework and the system. This is further detailed in section dealing with Auditing and Quality Control.

The quarterly report will be submitted to the Executive Committee and biannually to council.

The Performance Audit Committee will need to reflect on whether targets are being achieved, what are the reasons for targets not being achieved where applicable and

corrective action that may be necessary. Furthermore, they will verify and give assurance to the process of reviews undertaken by the panels and recommendation. Where targets need to be changed, a recommendation will be submitted to the Executive Committee for approval.

6.4.6. COUNCIL REVIEWS

At least twice annually, the council will be required to review municipal performance. It is proposed that this reporting take place using the strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the strategic scorecard), financial statements and an audit report.

6.4.7. PUBLIC REVIEWS

The Municipal Systems Act requires the public to be given the opportunity to review municipal performance.

It is proposed that in addition to the annual report mentioned above, a user-friendly community's report should be produced for public consumption. The communities' report should be a simple, easily readable and attractive document that translates the strategic scorecard for public consumption.

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

- Ward committees be reported to and submit their review of the municipality to council. The performance management team should be used to summarise this input.
- Various forms of media including radio, newspapers and billboards can be used to convey the communities' report. The public should be invited to submit comment via telephone, fax, email and public hearings to be held in a variety of locations.
- The public reviews should be concluded by a review by the IDP Representative Forum.

6.4.8. REPORTING TO OTHER SPHERES AND AGENCIES OF GOVERNMENT

Auditor General and MEC

The Systems Act requires the municipal manager to give written notice of meetings, in which the municipality's the annual report, is tabled or discussed by the Council, to the Auditor-General and the MEC for local government. The Municipal Manager must also submit copies of the minutes of these meetings to the Auditor-General and the MEC for local government in the province. Representatives of the Auditor-General and the MEC for local government in the province are entitled to attend and to speak at such meetings. A copy of the report must be submitted to the MEC for local government in the province and the Auditor-General.

Table 1: Reporting and Reviews

<i>Reporting Structure</i>	<i>Reviewing structure</i>	<i>Report</i>	<i>When</i>
Departments	Management Team	SDBIP Scorecard	Quarterly
Departments	Portfolio	SDBIP Scorecard	Quarterly

	Committee		
Portfolio Committee	Executive Committee	High Summary Level	Quarterly
Management Team	Executive Committee	Strategic Scorecard	Quarterly
Executive Committee	Council	Strategic Scorecard	Twice-yearly
Council	Public Forum) (IDP	Citizen's report	Annually
Council	Province	Annual Report	Annually

6.5. Critical dates and timelines

The municipality commits to influencing its partners and other spheres of government to work towards an annual cycle of municipal performance management with agreed critical dates and timelines. In such a cycle the following dates will be dates by which to complete key activities.

Activity	Completion date
1. Development of District Strategic Scorecard (as part District IDP process)	31 March
2. Development of Ngqushwa municipal scorecard (as part of the IDP process)	30 April
3. Finalisation of SDBPIs	30 June
4. Completion of the first quarter review	15 October
5. Completion of the midyear/ second quarter review	15 January
6. Completion of the third quarter review	15 April
7. Completion of the annual review	15 July
8. Submission of inputs to the ADM District Strategic scorecard	30 July
9. Participation in the District Strategic scorecard review as part of the IDP process	1 September

6.6. Auditing and Quality Control

All auditing should comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001). Auditing of performance reports must be conducted by the internal audit structure prior to submission to the municipality's external audit committee and auditor-general.

6.6.1. QUALITY CONTROL AND CO-ORDINATION

The Office of the Municipal Manager, overseen by and reporting regularly to the PMS Management Team, will be required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It will be its role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

6.6.2. PERFORMANCE INVESTIGATIONS

The Executive Committee or Audit Committee should be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies

While the internal audit function may be used to conduct these investigations, it is preferable that external service providers, preferably academic institutions, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the respective committee.

6.6.3. INTERNAL AUDIT

The municipality's internal audit function will need to be continuously involved in auditing the performance reports of SDBIPs and the strategic scorecard. As required by the regulations, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Audit Committee. The capacity of the internal audit unit will need to be improved beyond the auditing of financial information.

Auditing is necessary to prevent:

- Inconsistencies in performance management definition or methodology of data collection;
- Incorrect processing and poor documentation of performance management;
- Biased information collection and reporting by those whose image is at stake in the performance management process.

The Regulations specify that any auditing must include assessment of:

- The functionality of the municipality's performance management system;
- The compliance of the system with the legislation; and
- The extent to which performance measurements are reliable in measuring performance of the municipality

6.6.4. AUDIT COMMITTEE

The regulations require that the municipal council establish an audit committee, where the majority of members are not councillors or employees of the municipality. It is important for the council to ensure that the chairperson of the committee is neither a councillor nor an employee of the municipality.

The operation of this audit committee is governed by section 14 (2-3) of the regulations. The municipality may choose to use an existing audit committee for this purpose.

According to the regulations, the performance audit committee must

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

It is further proposed that the audit committee be tasked with assessing the reliability of information reported.

In order to fulfil their function a performance audit committee may, according to the regulations,

- communicate directly with the council, municipal manager or the internal; and external auditors of the municipality concerned;
- access any municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

The composition of the audit committee should ensure that the following competencies are sufficiently catered for within the group:

- An understanding of performance management
- An understanding of municipal finances
- An understanding of development, including rural development
- Have insight into the municipality’s IDP objectives
- Credibility within all Ngqushwa’s communities and organs of civil society

6.7. Role of Stakeholders

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Community Structures and IDP Forum	<ul style="list-style-type: none"> • Be consulted on needs • Develop the long term vision for the area • Influence the identification of priorities • Influence the choice of indicators and setting of targets 		<ul style="list-style-type: none"> • Be given the opportunity to review municipal performance and suggest new indicators and targets
Council	<ul style="list-style-type: none"> • Facilitate the development of a long-term vision. • Develop strategies to achieve vision • Identify priorities • Adopt indicators and set targets 		<ul style="list-style-type: none"> • Review municipal performance bi-annually

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Portfolio (S79) Committees	<ul style="list-style-type: none"> • Influence the preparation of SDBIP scorecards • Adopt SDBIP scorecards • Ensure involvement of communities in the setting of municipal targets (IDP) 	<ul style="list-style-type: none"> • Monitor performance of relevant services 	<ul style="list-style-type: none"> • Receive reports from service managers • Review monthly SDBIP scorecards • Report to Mayco • Adopt corrective actions where necessary and recommend to Mayco
Executive Committee	<ul style="list-style-type: none"> • Play the leading role in giving strategic direction and developing strategies and policies for the organisation • Manage the development of an IDP • Approve and adopt indicators and set targets • Communicate the plan to other stakeholders 		<ul style="list-style-type: none"> • Conduct the major reviews of municipal performance, determining where goals had or had not been met, what the causal reasons were and to adopt response strategies

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Management Team	Assist the Executive Committee in <ul style="list-style-type: none"> providing strategic direction and developing strategies and policies for the organisation Manage the development of the IDP Ensure that the plan is integrated Identify and propose indicators and targets Communicate the plan to other stakeholders Develop SDBIPs & Budget 	<ul style="list-style-type: none"> Regularly monitor the implementation of the IDP, identifying risks early Ensure that regular monitoring (measurement, analysis and reporting) is happening in the organisation Intervene in performance problems on a daily operational basis 	<ul style="list-style-type: none"> Conduct quarterly reviews of performance Ensure that performance reviews at the political level are organised Ensure the availability of information Propose response strategies to the Executive Committee Report to Exco
HODs or Departmental Managers	<ul style="list-style-type: none"> Develop service plans for integration with other sectors within the strategy of the organisation 	<ul style="list-style-type: none"> Measure performance according to agreed indicators, analyse and report regularly Manage implementation and intervene where necessary Inform decision-makers of risks to service delivery timeously 	<ul style="list-style-type: none"> Conduct reviews of service performance against plan before other reviews
Internal Audit			<ul style="list-style-type: none"> Produce quarterly audit reports for MM and Audit committee

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
	Audit Committee		<ul style="list-style-type: none"> • Review internal audit reports • Assess system and indicators • Provide audit report twice annually to council

6.8. Responding to Organisational Performance

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

6.8.1. GOOD OR EXCEPTIONAL ORGANISATIONAL PERFORMANCE

There will be a Mayoral Award for excellent performance that can take the form of rotating trophies or plaques for the best four departments / units annually. These can be designated:

- Platinum
- Gold
- Silver
- Bronze

An annual entertainment fund can be used to provide funds for at least the Platinum winners to entertain themselves as determined by the Executive on an annual basis.

6.8.2. POOR PERFORMANCE

Poorly performing departments should be asked to provide an explanation and analysis of poor performance. If this is insufficient, an investigation should be conducted to deepen the understanding of the underlying problems, whether they be policy-related, systemic, structural or attributed to the poor performance of individuals.

This section does not deal with employee performance and rewarding good performance and addressing poor employee performance. These are dealt with at the end of the next section.

7. EMPLOYEE PERFORMANCE

This section focuses on the performance management arrangements which need to be in place for employees of municipalities. The following framework can be used for all employees. However the legal framework that underpins it requires that it be enforced for all Section 57 Managers. The municipality may choose to roll-out this system for all employees.

The legislation upon which this is based includes:

- *The Local Government Municipal Systems Act, No. 32 of 2000.*
- *The Local Government Municipal Systems Amendment Act, No. 44 of 2003.*

- *Local Government Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006. Regulation Gazette No. 29089.*
- *Draft competency guidelines for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.*

7.1. Issues related to the implementation of regulations

The performance regulations, as published in Government Gazette No 29089 on 1 August 2006, seek to set out how the performance of section 57 managers will be uniformly directed, monitored and improved.

In the implementation of the regulations, a number of issues may arise that may have an effect on whether an employment contract or a performance agreement has been validly entered into.

This section deals with who bears the responsibility to implement the performance management system, the *ipso facto* (automatic) applicability of national legislation on an employment contract, the effect of a non-existing performance agreement on an employment contract, the legality of a "retrospective" performance agreement, and the legal effect of missing the 90 day deadline.

7.1.1. RESPONSIBILITIES FOR IMPLEMENTING SYSTEM

The Municipal Manager, as head of the administration (see section 55 Municipal Systems Act or MSA) or as accounting officer (see section 60 Municipal Finance Management Act or MFMA) is responsible and accountable for the formation and development of an accountable administration operating in accordance with the municipality's performance management system. She or he is also responsible for the management of the administration in accordance with legislation.

The final responsibility for ensuring that employments contracts for all staff are in place rests with the municipal manager. The final responsibility for ensuring that performance agreements with the relevant managers, including his or her own, are in place, rests with the municipal manager.

7.1.2. EMPLOYMENT CONTRACT

The Systems Act (see section 57) provides that there must be a written employment contract between the municipality and the municipal manager.

Applicable legislation

The regulations (see sub-regulation 4(1)) provide that the employment contract must be subject to the terms and conditions of the Systems Act, the MFMA, and other applicable legislation. In the event that the employment contract does not refer to the applicability of other legislation, that omission will not affect the legal validity of the employment contract. The employment contract will, in any event, be subordinate to any legislation even in the case where the parties themselves are unaware of such legislation.

Validity of employment contract

The regulations (see sub-regulation 4(4)(a)) further provide that employment in terms of an employment contract must be subject to the signing of a separate performance agreement within 90 calendar days after assumption of duty and annually within one month after the commencement of the financial year. The question arises whether the validity of the employment contract will be affected in the absence of a performance agreement as per the dictates of the regulation. It is important to bear in mind that both the employment contract and the performance agreement are entered into separately by the parties. In the event that the performance agreement has not been entered into after the expiration of the time limit, it amounts to a breach of the employment conditions and the party responsible for such breach must be put on terms. It is important to emphasise

that the failure to enter into a performance agreement does not automatically render the employment contract invalid. The party responsible for this breach must be given an opportunity to remedy the breach. Failure by the party responsible for the breach to remedy the breach may result in the other party initiating a contract termination process if it so feels.

7.1.3. PERFORMANCE AGREEMENT

The performance agreement (see sub regulation 8(2) read with sub-regulation 23) provides the basis upon which the municipality will reward good performance on the part of the employee. Performance Agreements form the basis upon which the performance of Section 57 staff are measured and monitored against targets. The performance agreement is put in place to comply with the provisions of Section 57 (1)(b), (4A),(4B) and (5) of the Municipal Systems Act as well as the employment contract entered into between the parties. This agreement must be entered into for each financial year and be reviewed annually in June. According to the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), the performance agreements fulfil the following key purposes:

- specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- monitor and measure performance against set targeted outputs;
- use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- and in the event of outstanding performance, to appropriately reward the employee;
- give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

Retrospectivity

The question arises whether it would be possible to enter into a performance agreement retrospectively, even after the end of the financial year for that financial year. The language of the MSA (see section 57(2)) is peremptory in this regard. It provides that a "performance agreement **must** be concluded with a reasonable time after a person has been appointed" (own emphasis). The regulation provides that the performance agreement must be signed within 90 calendar days after assumption of duty. The municipal council does not have the authority to change these prescripts. The absence of a performance agreement at the end of a financial year will fatally affect the ability of the municipality to pay a performance bonus to the affected employee.

Legal validity after 90 days

A further issue which may arise is the legal validity of a performance agreement that is concluded after the period of 90 days has lapsed. In this regard, it is instructive to consider that the regulation provides that **employment** is subject to the compliance with sub-regulation 4(4)(a). It would appear that one would still be able to enter into a valid performance agreement after the 90 day period provided that there is consensus between the parties that the employment contract is still in force. Thus, where the performance agreement is entered into after the expiry of the 90 day limit, the agreement can still be entered into for part of that financial year (see sub-regulation 24(1)).

It is understood that a performance agreement comprises a performance plan and a personal development plan.

7.1.4. PERFORMANCE PLAN

The performance plan establishes:

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

The specifics of the performance plan will be determined by the Executive Committee, in consultation with the employee, and will be based on the IDP, SDBIP and the Budget. It shall include the following elements:

- Key Objectives
- Key Performance Indicators
- Targets
- Weightings

In addition, the employee will be measured in terms of their contribution to the goals and strategic planning as set out in the Municipality’s IDP.

Section 57 staff will be assessed against **two components**, weighted as follows:

Key Performance Area (KPA) which is weighted at 80%

The employees assessment will in part be based on his/her performance in terms of outcomes/outputs (performance indicators) identified in the performance plan which are linked to the KPAs. This contributes to 80% of the overall assessment result. The weightings per KPA will be agreed upon between the Executive Committee and the employee. For Managers directly responsible to the Municipal Manager, the KPAs are those related to their key functional areas.

For the municipal manager this will be the organizational scorecard, not dealing with outcomes, representing the IDP. For managers reporting to the municipal manager, this component will be their SDBIP scorecards, without outcomes.

For all other staff that this system will be rolled out to, this component will need to be drawn up for them and align with their job description.

Core Competency Requirement (CCR) which is weighted at 20%

The CCRs which are deemed most critical to the employee’s specific function are selected from a list and agreed upon with the employer, with consideration for proficiency levels as agreed between the two parties. Weights are further assigned to the CCRs selected.

This refers to a separate component dealing with competency and expected behaviour.

Table 2: Core Competency Requirements from Regulations (2006)

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
Core Managerial and Occupational Competencies	<input type="checkbox"/> (Indicate choice)	Weight
<i>Core Managerial Competencies</i>		
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	compulsory	

Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	
Client Orientation and Customer Focus	compulsory	
Communication		
Honesty and Integrity		
<i>Core Occupational Competencies</i>		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of developmental local government		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

7.1.5. PERSONAL DEVELOPMENT PLAN

As part of the performance agreement, a personal development plan should be included. This section should state the activities, including training, that the employee wishes to undertake to improve themselves or is required to take to better fulfil the needs of the job.

7.2. Evaluating performance

The Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), stipulates in detail how the evaluation process should be undertaken.

7.2.1. EVALUATORS

For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- Executive Mayor or Mayor;
- Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- Member of the executive committee
- Mayor and/or municipal manager from another municipality; and
- Member of a ward committee as nominated by the Mayor.

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established

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

7.2.2. PROCESS & SCORING

Performance must be reviewed on a quarterly basis. The employer must keep a record of the mid-year review and annual assessment meetings. The performance plan must include a Personal Development Plan, in order to address any weaknesses or skills gaps which may have been identified.

In summary, the annual performance appraisal must involve an assessment of results as outlined in the performance plan, discussed below:

KPA assessment

1. Each KPA should be assessed according to whether performance indicators have been met
2. An indicative rating on a 5-point scale should be provided for each KPA
3. The applicable assessment rating calculator must be used to add to the scores and calculate the final KPA score based on a weighted average score.

CCR assessment

1. Each CCR should be assessed according to performance indicators have been met
2. An indicative rating on a 5-point scale should be provided for each CCR
3. The rating is multiplied by the weighting given to each CCR, to provide a score

4. The applicable assessment rating calculator must be used to add to the scores and calculate the final CCR score, based on a weighted average score.

Table 3: Scoring suggested by the Regulations (2006)

Level	Terminology	% Range	Description
5	Outstanding performance	Greater than 130%	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	100-129%	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	90-100%	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Performance not fully effective	60-89%	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Below 60%	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in

			<p>the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.</p>
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The combined KPA and CCR assessment scores, weighted 80% and 20% respectively, will make up the overall assessment score. While the regulations do not specify, it is assumed that the total percentage score is arrived at by dividing the combined weighted average score by three and reflecting as a percentage.

7.3. Responding to Good Employee Performance

7.3.1. BONUSES

A performance bonus, based on affordability may be paid to the employees, after:

1. the annual report for the financial year under review has been tabled and adopted by the municipal council
2. an evaluation of performance in accordance with the provisions of the Regulation
3. approval of such evaluation by the municipal council as a reward for outstanding performance
4. that the council had clean audit opinion from Auditor's General

In addition to the annual cost-of-living increase, the employee shall be eligible to be considered for a performance related increase (pay progression) on an annual basis.

Performance Bonus criteria

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

1. A score of 130% - 149% is awarded a performance bonus ranging between 5%-9%.
2. A score of 150% and above is awarded a performance bonus ranging 10% - 15%.
3. In addition to what is suggested in the regulations in Ngqushwa a score of 100%-130% should result in a bonus of between 0% to 5%.

7.3.2. DISPUTE RESOLUTION

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

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

8. EVALUATION AND IMPROVEMENT OF THE PERFORMANCE MANAGEMENT SYSTEM

8.1. THE MUNICIPAL SYSTEMS ACT REQUIRES THE MUNICIPALITY TO ANNUALLY EVALUATE ITS PERFORMANCE MANAGEMENT SYSTEM. IT IS PROPOSED THAT AFTER THE FULL CYCLE OF THE ANNUAL REVIEW IS COMPLETE, THE PERFORMANCE MANAGEMENT TEAM WILL INITIATE AN EVALUATION REPORT ANNUALLY, TAKING INTO ACCOUNT THE INPUT PROVIDED BY DEPARTMENTS. THIS REPORT WILL THEN BE DISCUSSED BY THE MANAGEMENT TEAM AND FINALLY SUBMITTED TO THE EXECUTIVE COMMITTEE FOR DISCUSSION AND APPROVAL. THE EVALUATION SHOULD ASSESS:

- The adherence of the performance management system to the Municipal Systems Act.
- The fulfilment of the objectives for a performance management system captured in section 3 of this document.
- The adherence of the performance management system to the objectives and principles captured in section 4 of this document.
- Opportunities for improvement and a proposed action plan.

8.2. IT MUST ONCE AGAIN BE EMPHASISED THAT THERE ARE NO DEFINITIVE SOLUTIONS TO MANAGING MUNICIPAL PERFORMANCE. THE PROCESS OF IMPLEMENTING A PERFORMANCE MANAGEMENT SYSTEM MUST BE SEEN AS A LEARNING PROCESS, WHERE THERE IS A CONSCIOUS BUY-IN TO INCREMENTAL IMPROVEMENT OF THE WAY THE SYSTEM WORKS IN ORDER TO FULFIL THE OBJECTIVES OF THE SYSTEM AND ADDRESS THE EMERGING CHALLENGES FROM A CONSTANTLY CHANGING ENVIRONMENT.

9. PERFORMANCE BELOW SECTION 56 MANAGERS LINKED TO OPMS

9.1. INDIVIDUAL OR STAFF PERFORMANCE MANAGEMENT DEALS WITH PERFORMANCE ON THE LEVEL OF THE INDIVIDUAL EMPLOYEES. INDIVIDUAL PERFORMANCE TARGETS ARE ALSO FORMULATED DURING THE BUSINESS PLANNING PROCESS REFERRED TO IN PAR 6.2. MEASURING STAFF PERFORMANCE PROVIDES COUNCIL AND MANAGEMENT WITH APPROPRIATE INFORMATION ON THE BEHAVIOUR OF STAFF AND OUTCOMES IN THE WORKPLACE. REVIEWING STAFF PERFORMANCE AT REGULAR INTERVALS ALSO PROVIDES INFORMATION ON PERFORMANCE GAPS AND/OR EXCELLENCE. AT SECTION 56 LEVEL THE 2006 MUNICIPAL PERFORMANCE REGULATIONS FOR MUNICIPAL MANAGERS AND MANAGERS REPORTING DIRECTLY TO MUNICIPAL MANAGERS PRESCRIBE A LEGISLATIVE FRAMEWORK FOR LINKING THE INDIVIDUAL PERFORMANCE OF SECTION 56 MANAGERS TO THE STRATEGY AND OPERATIONS OF A MUNICIPALITY.

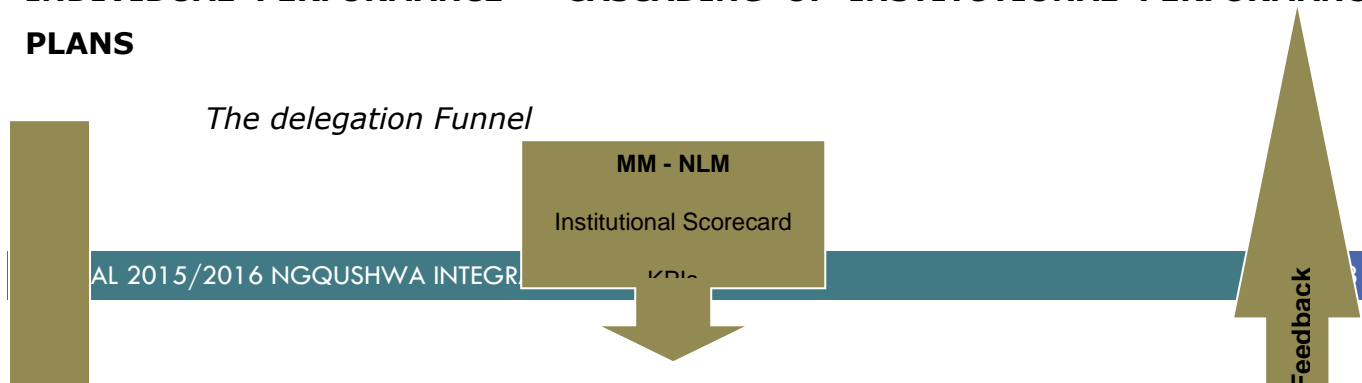
The cascading of PMS deals with delegation of performance measures from strategic to operational level, i.e. from IDP to the SDBIP, and forms the link between institutional and individual performance management. This ensures that performance management at various levels relates to one another in line with the MFMA and MSA.

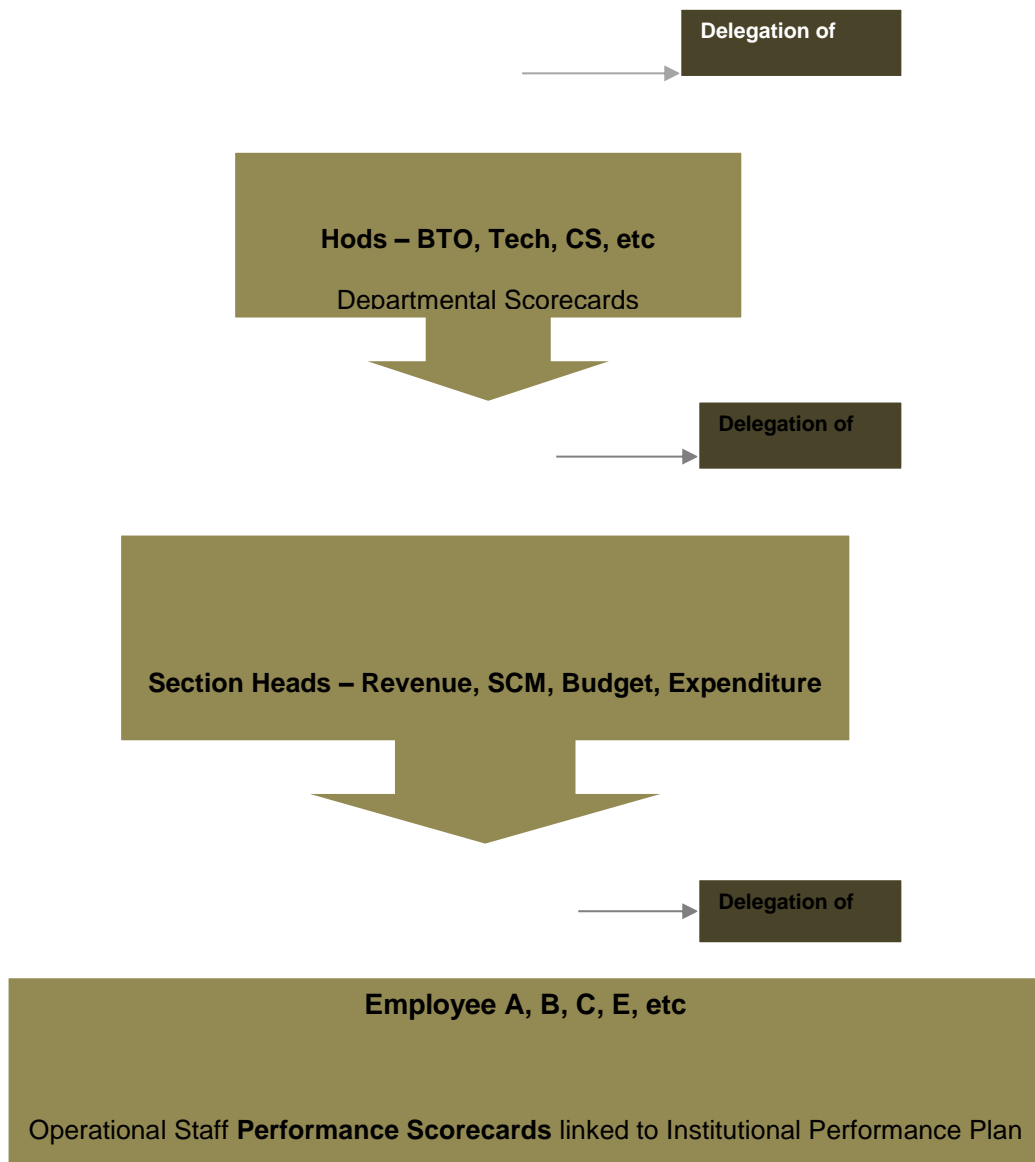
The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget (circular 13 of the MFMA). The SDBIP in essence becomes the nucleus mechanism to translate and manage the performance objectives enshrined in the IDP to individual performance.

FURTHERMORE AND IN ORDER FOR THE PMS TO PERMEATE ACROSS THE ENTIRE ORGANISATION INCLUDING LEVELS BELOW SECTION 56, THE PMS OUGHT TO BE CASCADED DOWN TO ALL STAFF THAT SUPPORT HEADS OF DEPARTMENTS. THE CASCADED OF PMS INCULCATES A CULTURE OF ACCOUNTABILITY AND ALIGNMENT OF THE DAY-TO-DAY INDIVIDUAL ACTIONS TO THE BROADER STRATEGIES AND OBJECTIVES OF THE MUNICIPALITY. THE CASCADED OF PMS ALSO ENABLES THE RECOGNITION OF GOOD PERFORMANCE WHILST CORRECTING UNDERPERFORMANCE. TO THIS END THE MUNICIPALITY MUST DEVELOP SYSTEMS AND PROCESSES THAT ENSURE THAT CASCADED OF PMS BECOMES A REALITY AND IS PRACTICAL.

This cascading process is illustrated by the diagram below.

INDIVIDUAL PERFORMANCE – CASCADED OF INSTITUTIONAL PERFORMANCE PLANS





1. PHASE	2. ACTIVITIES	3. WHAT HAPPENS?	4. TIMEFRAME	5. RESPONSIBLE PARTY
1. Planning & Implementation	<ul style="list-style-type: none"> - Sign Job description - Develop and sign SDAs linked to Supervisor KPIs and targets - Develop Personal Development Plans (PDP's) - Prepare weekly plans - Prepare weekly reports <p><u>Documents required:</u></p> <ul style="list-style-type: none"> - Job description - SDA - PDP Forms and structured questions - Departmental scorecard/SDBIP - Weekly Plan 	<ul style="list-style-type: none"> - Both parties together discuss, reach an agreement, and sign SDAs. - PDP's detail required trainings/WSP / interventions/ resources needed to facilitate ability of staff member to reach required standard. 	Before 31 July each year	Hod, manager & subordinate
2. Monitoring & Coaching	<ul style="list-style-type: none"> - Preparation of monthly plans and reports - Preparation of weekly reports - Documentation of coaching session - Signing of action plans - Subsequent review of progress <p><u>Documents required:</u></p> <ul style="list-style-type: none"> - SDAs - Action Plan - Follow up meeting notes - Portfolios of evidence - Training records, etcetera 	<ul style="list-style-type: none"> - Both parties discuss work to date against required targets on Weekly plans and SDA. Problems and causes are highlighted and appropriate action detailed on action plan with timeframes. - Follow up meetings and manage progress. 	Weekly and monthly	Hod, manager & subordinate
3. Formal Reviewing	<ul style="list-style-type: none"> • Formal performance report prepared with supporting POEs • Quarterly internal auditing of performance reports • Quarterly performance review 	<ul style="list-style-type: none"> • First Review is by the subordinate (self-score) • Manager and subordinate discuss and agree on 	Quarterly (Sept, Dec, Mar & Jun)	<p>Evaluation Panel</p> <ul style="list-style-type: none"> • Head of department • Corporate

	(signed) • Annual performance review (signed) Documents required: - SDAs - Quarterly and annual performance reports - Attendance registers - Minutes of the review - Portfolios of evidence - Evaluation Panel score-sheet and Consolidated Score-sheet	performance results, agreement sought (re-scores and sign-off of assessments sheets). • Final review requires consolidated panel score as per policy.		Services representative (secretariat) • Union representatives • M&E representative (observer)
4. Rewarding	• Submission of results to Corporate Services Manager for processing • Award as per policy (refer to the table below)	• Results audited by Audit Committee • Results read together with policy and reward applied as per policy	June (applicable for June but only conducted after Final Report tabled and approved.	Hod, manager & subordinate

NOTE: Reporting for individual staff (below section 56) is facilitated by Corporate Services Manager

PERFORMANCE MANAGEMENT IS A PROCESS (DAY TO DAY), NOT A ONE TIME EVENT!

INDIVIDUAL PERFORMANCE PLANNING BELOW SECTION 56

THE MOST EFFICIENT AND MOSTLY UTILISED APPROACH IS THAT WHICH DELEGATES THE SECTION 56 KEY PERFORMANCE INDICATORS AND TARGETS ENCAPSULATED IN THE MUNICIPAL SCORECARD AND OPERATIONAL PLANS TO LINE MANAGERS AND BELOW, AND THIS IS DONE WITHIN THE AMBITS OF THE EMPLOYEE'S JOB DESCRIPTION. **THIS PRINCIPLE APPROACH INTEGRATES AND INTERTWINES THE PERFORMANCE AT VARIOUS LEVELS OF THE ORGANISATION AND THAT EACH LEVEL IS AN INTEGRAL PART OF THE ENTIRE VALUE CHAIN PERFORMANCE MANAGEMENT SYSTEM OF MUNICIPALITY.**

To this effect, managers below section 56 managers must sign **Service Delivery Agreements (SDAs)** and **Performance Development Plans (PDPs)** linked to the **Work-place Skills Plan** of the department as demonstration of the will and confidence to deliver the KPIs and targets of the senior managers in the department.

The SDAs and PDPs shall remain in force for a period of a year and reviewed annually or at anytime at the discretion of the supervisor after consultation with the employee.

Individual Performance Monitoring and feedback below section 56

On the basis of the SDAs, each employee shall prepare Weekly Performance Plans (WPPs) to systematically implement the KPIs and targets in the SDAs. Thereafter weekly reports shall be prepared for status quo review by supervisors, decision making and support of subordinates. **Note: a portfolio of evidence and /or reasons and corrective action must form part of the weekly reports to supervisors, this is in line with the “early warning system” prescribed by the MSA.** The advantage and benefit for this is that performance will begin to be an on-going process rather than an event and performance information will be maintained efficiently to inform high-level individual and institutional performance.

Individual Performance Evaluation below section 56

On a quarterly basis, the heads of departments and unit heads must formally assess the performance of staff based on prepared performance reports and portfolio of evidence. The assessment must be based on delegated KPIs and targets from the departmental scorecard. Once completed, this assessment shall inform assessments of managers above until the level of the municipal manager.

MAYOR’S MERIT AWARD

A Mayor’s merit award will be introduced for all employees that perform excellently based on the following awards:

Score obtained on Performance Assessment	Reward Scale	The Employee may be eligible to choose ONE of the options listed below
4.5 - 5	Platinum (>100% - 129%)	Medal plus: a) Employee is granted 6 "free" leave days. or b) The Employee is eligible for a 100% study bursary to a maximum of R20000 only for a degree/diploma directly relevant to his/her job function or c) The Employee may select a work tool that will enhance his/her ability to perform better in his/her job that costs a maximum of 6 leave days for that employee
3.9 - 4.5	Gold (100% - 120%)	Medal plus: a) Employee is granted 4 "free" leave days or d) The Employee is eligible for a 70% study bursary to a maximum of R14000 only for a degree/diploma directly relevant to his/her job function or b) The Employee may select a work tool that will enhance his/her ability to perform better in his/her job that costs a maximum of 4 leave days for that employee
3.1 - 3.9	Silver (80% - 100%)	Medal plus: a) Employee is granted 2 leave days or e) The Employee is eligible for a 50% study bursary or R10000 for a degree/diploma directly relevant to his/her job function or b) The Employee may select a work tool that will enhance his/her ability to perform better in his/her job that costs a maximum of 2 leave days for that employee
3 - 3.5	60 % - 79.9%	No specific reward
0 - 4	< 60	Compulsory performance counselling

9.1.1. SALARY ADJUSTMENT

The respective employee's salary can be adjusted if it is understood that the high levels of performance can be sustained and are not once-off. This salary adjustment is over and above any inflationary adjustment.

9.1.2. SHOULD AN EMPLOYEE WHO HAS RECEIVED A NON-FINANCIAL REWARD IN THE FORM OF A WORK TOOL, LEAVE THE EMPLOYMENT OF NGQUSHWA MUNICIPALITY AND WISHES TO TAKE THE WORK TOOL, THE EMPLOYEE WILL BE REQUIRED TO PAY TAX ON THE VALUE OF THE TOOL.

9.1.3. SPECIAL OPPORTUNITIES

Special opportunities will be created such as special study opportunities and exchange programmes that could benefit high performing employees.

9.1.4. PROMOTION

Employees who consistently perform well will be given more responsibility and promoted where opportunities arise.

10. Addressing Poor Employee Performance

In the case of unacceptable performance, the municipality shall:

- Provide systematic remedial and developmental support to assist the employee to improve his/her performance.
- Provide appropriate performance counselling and support, offering reasonable time for improvements in performance.

If performance does not improve, the municipality will consider steps to terminate the contract of the employee on the grounds of poor performance or operational incapacity. The Labour Relations Act, requires an employee to be given two written warnings, before termination of employment can be sought due to poor performance.

APPENDICES

10.1. Appendix III: Extracts of relevant policies and legislation

10.1.1. THE WHITE PAPER ON LOCAL GOVERNMENT (1998)

The White Paper on Local Government (1998) ⁱ nationally introduced performance management systems to local government, as a tool to ensure Developmental Local Government. It concludes that

" Integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on development in their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands. It will enable them to direct resource allocations and institutional systems to a new set of development objectives".

The White Paper adds that

"Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query; others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced".

10.1.2. BATHO PELE (1998)

Similarly, the White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service:

Consultation:

Citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services that are provided.

Service standards:

Citizens should know what standard of service to expect.

Access:

All citizens should have equal access to the services to which they are entitled.

Courtesy:

Citizens should be treated with courtesy and consideration.

Information:

Citizens should be given full and accurate information about the public services they are entitled to receive.

Openness and transparency:

Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.

Redress:

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made citizens should receive a sympathetic, positive response.

Value-for-money:

Public services should be provided economically and efficiently in order to give citizens the best possible value-for-money.

"Importantly, the Batho Pele White Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilised to assist in building a service culture. For example, local businesses or non-governmental organisations may assist with funding a help line, providing information about specific services, identifying service gaps or conducting a customer survey" - The White Paper on Local Government (1998).

10.1.3. THE MUNICIPAL SYSTEMS ACT (2000)

The Municipal Systems Act, enacted in November 2000, requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their IDP
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

10.1.4. MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS (2001)

The Municipal Planning and Performance Management Regulations set out in detail requirements for municipal PM systems. However, the regulations do not sufficiently constitute a framework that fully proposes how the system will work. Each component of the proposed framework in this document is strongly informed by the regulations.

Municipal Finance Management Act (2003)

Chapter 12: Financial Reporting and Auditing

Preparation and adoption of annual reports

1. Every municipality and every municipal entity must for each financial year prepare an annual report in accordance with this Chapter. The council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129.
2. The purpose of an annual report is –
 - (a) to provide a record of the activities of the municipality or municipal entity during the financial year to which the report relates;
 - (b) to provide a report on performance against the budget of the municipality or municipal entity for that financial year; and
 - (c) to promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity.
3. the annual report of a municipality must include –
 - (a) the annual financial statements of the municipality, and in addition, if section 122(2) applies, consolidated annual financial statements, as submitted to the Auditor-General for audit in terms of section 126(1);
 - (b) the Auditor-General's audit report in terms of section 126(3) on those financial statements;

- (c) the annual performance report of the municipality prepared by the municipality in terms of section 46 of the Municipal System Act;
 - (d) the Auditor-General's audit report in terms of section 45(b) of the Municipal Systems Act;
 - (e) an assessment by the municipality's accounting officer of any arrears on municipal taxes and service charges;
 - (f) an assessment by the municipality's accounting officer of the municipality's performance against the measurable performance objectives referred to in section 12(3)(b) for revenue collection from each revenue source and for each vote in the municipality's approved budget for the relevant financial year;
 - (g) particulars of any corrective action taken or to be taken in response to issues raised in the audit reports referred to in paragraphs (b) and (d);
 - (h) any explanations that may be necessary to clarify issues in connection with the financial statements;
 - (i) any information as determined by the municipality;
 - (j) any recommendations of the municipality's audit committee; and
 - (k) any other information as may be prescribed.
4. The annual report of a municipal entity must include-
- (a) the annual financial statements of the entity, as submitted to the Auditor-General for audit in terms of section 126(2);
 - (b) the Auditor-General's audit report in terms of section 126(3) on those financial statements;
 - (c) an assessment by the entity's accounting officer of any arrears on municipal taxes and service charges;
 - (d) an assessment by the entity's accounting officer of the entity's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality;
 - (e) particulars of any corrective action taken or to be taken in response to issues raised in the audit report referred to in paragraph (b);
 - (f) any information as determined by the entity or its parent municipality;
 - (g) any recommendations of the audit committee of the entity or of its parent municipality; and
 - (h) any other information as may be prescribed.

IDP

Chapter Eight

Spatial Development Framework

Chapter Eight: Spatial Development Framework

