

***The municipality is named after a mountain range (Winterberg), Nkonkobe in isiXhosa. The range is of significance in that many historical events occurred around it, such as the War of the Axe and the War of Maqoma in which the great Xhosa king resisted land dispossession by the British colonialists. During the war he retreated to the peak of the mountain, called Mthontsi (now called Fordyce), where there are caves. It is here that he conducted the Guerrilla Warfare until his capture and imprisonment on Rob-ben Island.***

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**ESTABLISHMENT AND TYPE**

Nkonkobe Municipality is a third sphere of government established in terms of the following:

- Section 151 of the Constitution of the Republic of South Africa, 1996.
- Chapter 2, Section 12 of the Municipal Structures Act 1998, (Act 117 of 1998).
- Eastern Cape Province Government Gazette Extraordinary General Notice 687, 2000.

**THE ENTITY'S DOMICILE**

8 Somerset Street

P. O. Box 3 6

Fort Beaufort

5720

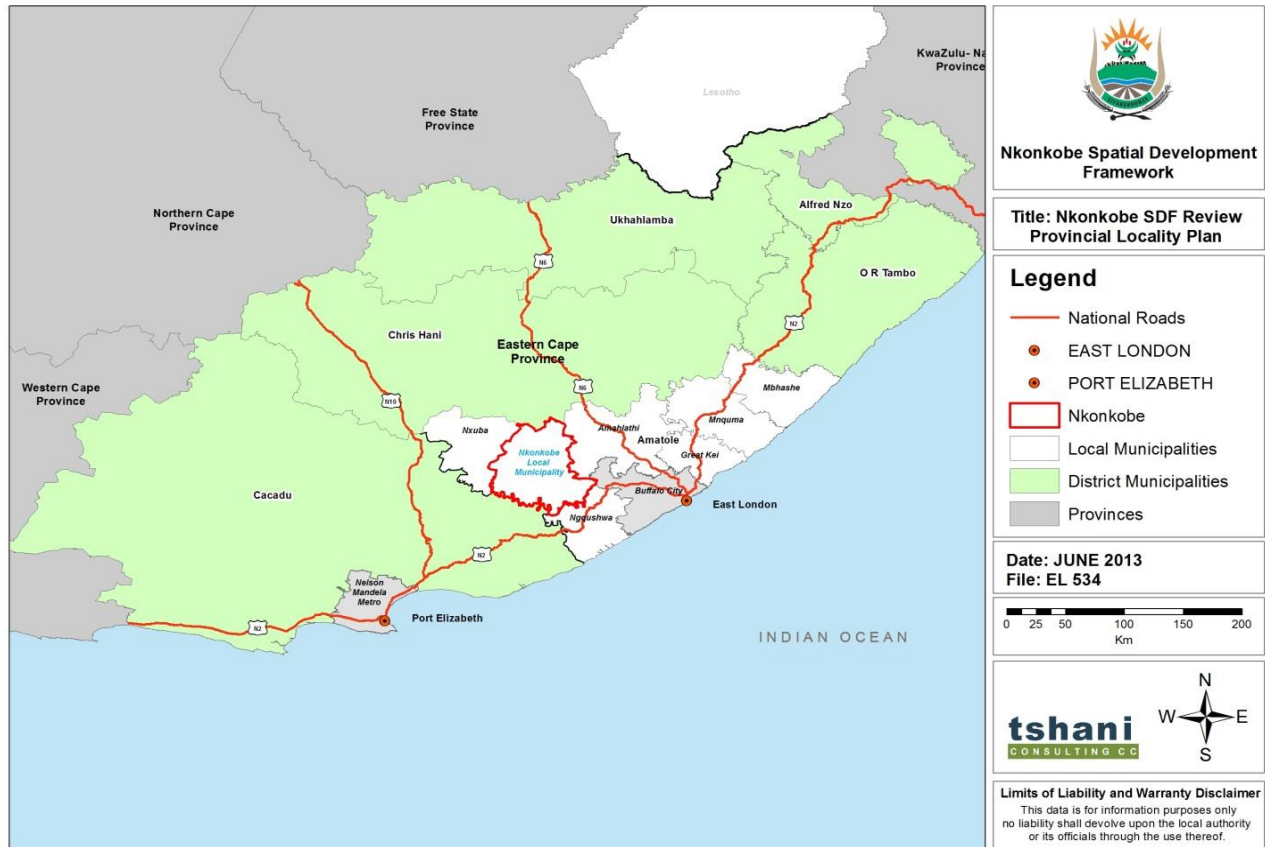
Eastern Cape – Republic of South Africa

**NKONKOBE LOCAL MUNICIPALITY**

The Nkonkobe Municipality is situated along the southern slopes of the Winterberg Mountain range and escarpment, and is within the greater Amathole District Municipality in the Province of the Eastern Cape. The municipal area covers approximately 3 725 km<sup>2</sup>, with major towns being Alice, Fort Beaufort and Middledrift. Smaller settlements include Hogsback, Seymour, Balfour, Blinkwater and Debenek.

Main access corridors are the R63 from King Williams Town through Alice and Fort Beaufort towards Adelaide and Bedford and the R67 from Grahamstown through Fort Beaufort, Blinkwater, Seymour towards Queenstown. Nkonkobe is comprised of 21 wards with a population of approximately 127 115 of which the

majority (72%) resides in rural villages and farms. Urbanisation is concentrated in Alice and Fort Beaufort. The municipal area includes parts of the former Ciskei homeland and Cape Provincial Administration (CPA) areas, which means that it has a history of land expropriation and disposition in many parts due to the consolidation of land to create Ciskei in the 1960s. A distinct land tenure and land use system prevails with two distinctly different systems in the former Ciskei homeland and Cape Province areas.



Nkonkobe is a rural municipality and the economy is largely driven by the agricultural sector, which includes citrus, forestry and crop production. The citrus industry is one of the municipality's largest employers. Forest plantations and timber processing are also undertaken in the area. Nkonkobe Local Municipality is well-known for its rich heritage and culture. The historic education institutions of Healdtown, Lovedale College and the University of Fort Hare – are important heritage sites in Nkonkobe but as yet are underutilised as tourism or cultural sites. The tourism sector remains largely unsupported and underexploited in a municipality with iconic natural resources in the form of the Amathole Mountains and national significant heritage sites. Some of the major challenges facing Nkonkobe LM include infrastructure challenges and high levels of unemployment and poverty.

## **THE VISION and MISSION**

The following vision of Nkonkobe Municipality has been adopted:

***To be a self-sufficient municipality that is responsive to the needs of the people.***

This vision is underpinned by the following principles:

- Sustainable growth and development
- Quality, affordable services and service delivery
- Financial health and fiscal discipline
- Transformation and integration
- Accountable and transparent local government
- Respectful and fundamental rights
- Equity
- Safe and secure living environment

The municipality has identified this mission statement which will guide [both] the political leadership and administrative functionality:

***By providing sustainable basic services and promoting socio-economic development through partnership.***

The vision will provide direction in the planning process and will ensure that the process is focused. In terms of the vision, there are certain fundamentals or non-negotiable, which provide guidelines for decision-making. These guidelines form basis for any decision made by Nkonkobe Municipality, stakeholders, interested and affected parties and potential investors.

In view of the above, the municipality is committed to deliver services within the framework of Batho Pele principles, and [also] as outlined below:

### ***Courtesy and 'People First'***

Residents should at all times be treated with courtesy and considerations at all times.

### ***Consultation***

Residents should at all times be consulted about service levels and quality, when possible.

### ***Service excellence***

Residents must be made aware of what to expect in terms of level and quality of service.

***Access***

Residents should at all times have equal access to the services to which they are entitled.

***Information***

Residents must receive full and accurate information about their services.

***Openness and Transparency***

Residents should be informed about government departments, operations, budgets and management structures.

***Redress***

Residents are entitled to an apology, explanation and remedial action if the promised standard of service is not delivered.

## **1.1 INTRODUCTION**

A municipal Integrated Development Plan (IDP) serves as an enabler for mutual accountability on the agreed priorities and allocation of resources to contribute to the long-term development of the municipality. It is therefore one of the most critical plans in ensuring effectiveness and efficiency, as well as, community participation at a local government level.

An IDP encourages both short- and long-term planning. In the short term it assists in addressing issues or challenges that may be resolved within the relevant term of office while at the same time it provides space for the long term development of the area in an integrated and coordinated manner.

In terms of section 34 of the Municipal Systems Act 32 of 2000 as amended, a municipal council must review its integrated development plan:

- Annually in accordance with an assessment of its performance measures; and
- To the extent that changing circumstances so demand.

Based on the review a municipal council may amend its integrated development plan in accordance with a prescribed process. In compliance with the above, Nkonkobe Local Municipality has embarked on a review to further develop its IDP and Budgets towards the 2014/15 financial year in accordance with the requirements as embedded in in Municipal Systems Act 32 of 2000, the Local Government: Municipal Planning and Performance Regulations 2001 & 2006 and the Local Government: Municipal Finance Management Act 56 of 2003.

Annual revision allows the municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning. The review and amendment of the IDP thus, further develops the IDP and ensure that it remains the principal management tool and strategic instrument for the Municipality.

## **Key Informants**

The IDP/Budget review for 2015/16 financial year has been informed by and took into consideration the following:

- Ward priorities;
- Priorities of the Ruling Party;
- State of the Nation Address;
- State of the Province Address;
- 12 Outcomes of Government;
- Outcomes of the Strategic Planning 03 – 05 March 2015;
- Millennium Development Goals;
- The Provincial Growth and Development Plan;
- The National Spatial Development Perspective;
- Spatial Development Plan;
- Mayoral Imbizo's;
- Municipal Public Accounts Road Shows;
- 2013 Local Economic Development Summit;
- Ward Committee Meetings;
- IDP Representative Forums; and
- National Development Plan.

This chapter outlines the legislative framework that guides the development of the Integrated Development Plan and municipal Budget

## **1.2 LEGISLATIVE FRAMEWORK**

Key pieces of legislation that provide guidance and define the nature of integrated development planning include the South African Constitution 1996, the Municipal Systems Act 2000, and the Municipal Finance Management Act 2003.

### **1.2.1 South African Constitution, 1996**

Section 151 of the Constitution of the Republic of South Africa provides a legal status of municipalities as thus:

- The local sphere of government consists of municipalities, which must be established for the whole of the Republic.
- The executive and legislative authority of a municipality is vested in the Municipal Council.
- A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.
- The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

Section 152 also provides the objects of local government as thus:

The objects of local government are –

- to provide democratic and accountable government for local communities;
- to ensure the provisions of services to communities in a sustainable manner;
- to provide social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organisation's in matters of local government.

A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1) of the Constitution of the Republic of South Africa.

Section 153 provides for developmental duties of municipalities as thus:

- Structure and manage its administrative and budgeting and planning processes to give priority to basic needs of the community, and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

Other legislative guidelines for Developmental Local Government include:

- White Paper on Local Government, 1998
- Municipal Demarcation Act, 1998
- Municipal Structures Act, 1998 (Amendment, 2000)
- Municipal Systems Act, 2000 regulates core municipal systems
- National Environment Management Act, 1998
- Water Services Act, 1997

- Municipal Finance Management Act, 2003

### **1.2.2 Municipal Systems Act, 2000**

Section 25 of the Municipal Systems Act 2000 (as amended), stipulates that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. An Integrated Development Plan, adopted by the Council of a municipality, is the key strategic planning tool for the municipality. Section 35 (1) (a) of the Municipal Systems Act 2000, describes an IDP as:

- The principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality;
- Binds the municipality in the exercise of its executive authority.

In terms of section 34 a municipality is required to review its IDP annually. Annual reviews allow the municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning. The review and amendment of the IDP thus, further, develops the IDP and ensures that it remains the principal management tool and strategic instrument for the municipality.

### **1.2.3 Municipal Finance Management Act, 2003**

Section 21 (1) (a) of the Municipal Finance Management Act states that the Mayor of a municipality must coordinate the process for preparing the annual budget and for reviewing the municipality integrated development plan and budget for reviewing the municipality's integrated development plan and budget related policies to ensure the budget and integrated development plan are mutually consistent and credible. The act further makes provisions for development of the Service Delivery and Budget Implementation Plan as a mechanism to strengthen alignment between the IDP and Budget.



### **1.3 Planning Context for the 2012/17 IDP**

#### **1.3.1 National Planning Context**

Nkonkobe Local Municipality takes cognisance of the essential challenges facing the country as a whole and the electoral mandate for the next coming years. The ruling party identified the following five priority areas:

- Creation of decent work and sustainable livelihoods;
- Education;
- Health;
- Rural development, food security and Land Reform; and
- The fight against crime and corruption.

These 5 priorities of the ruling party were cascaded into a Medium Term Strategic Framework (MTSF) which is aimed at translating the electoral mandate into a clear and time-bound government delivery programme. The MTSF is a statement of intent identifying the developmental challenges facing the country and outlining the medium-term strategy for improvements. The MTSF identified 10 priorities which are as follows:

- Speed up economic growth and transform the economy to create decent work and sustainable livelihoods
- Massive programmes to build economic and social infrastructure
- A comprehensive rural development strategy linked to land and agrarian reform and food security
- Strengthen the skills and human resource base
- Improve the health profile of society
- Intensify the fight against crime and corruption
- Build cohesive, caring and sustainable communities
- Pursue regional development, African advancement and enhanced international cooperation
- Sustainable resource management and use
- Building a developmental state, including improving of public services and strengthening democratic institutions.

Alignment of national programmes and municipal plans becomes very paramount. Closer interaction and cooperation between the three spheres of government is critical during the planning processes.

### 1.3.2 Provincial Planning Context

After the last General elections in 2009, the Eastern Cape Provincial Government embarked on a process to align the growth and development directions to conform to the objectives and priorities of the manifesto of the ruling party. The Provincial Strategic Framework (PSF) was endorsed by the Provincial Executive Committee in June 2009. The PSF is a high level medium term strategic framework that responds to the provincial challenges by translating the electoral mandate into a government programmes – furthermore, it allows for the cascading of the current national MTSF into the province. In the context of planning in the province, the PSF is a strategic framework that unpacks the strategic objectives, priorities of an electoral term. The PSF [also] have links to other planning instruments, which include the Provincial Growth and Development Plan (PGDP) and the Programme of Action. The PGDP is a blue-print which focuses on a longer term vision of the province. The PSF priorities are as follows:

<b>Strategic Priority 1</b>	Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
<b>Strategic Priority 2</b>	Massive programme to build social and economic infrastructure
<b>Strategic Priority 3</b>	Rural development, land and agrarian reform and food security
<b>Strategic Priority 4</b>	Strengthen education, skills and human resource base
<b>Strategic Priority 5</b>	Improving the Health profile of the Province
<b>Strategic Priority 6</b>	Intensifying the fight against crime and corruption
<b>Strategic Priority 7</b>	Building a developmental state and improving the public services, and strengthening democratic institutions
<b>Strategic Priority 8</b>	Building cohesive, caring and sustainable communities

#### PSF Priorities

Consideration will have to be given to the above provincial strategic framework priorities throughout Nkonkobe Local Municipality's IDP Processes as it is indicated in the table below in terms of the 5 Key Performance Areas that are guiding local government.

KEY PERFORMANCE AREA	10 NATIONAL PRIORITIES	8 PROVINCIAL PRIORITIES	12 OUTCOMES
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>- Improving health profile of the nation</li> <li>- Comprehensive rural development strategy linked to land agrarian reform and food security</li> <li>- Massive programme to build economic and social infrastructure</li> <li>- Sustainable resource management and use</li> </ul>	<ul style="list-style-type: none"> <li>- Improve health profile of the province</li> <li>- Rural development, land and agrarian transformation, and food security</li> <li>- Massive programme to build social and economic infrastructure</li> <li>- Building a development state</li> </ul>	<ul style="list-style-type: none"> <li>1. A long and healthy life for all South Africans</li> <li>8. Sustainable human settlements and improved quality of household life</li> <li>10. Protect and enhance our environmental assets and natural resources</li> </ul>
<b>MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>- Strengthening skills and human resource base</li> <li>- Pursuing African Advancement and enhanced international cooperation</li> <li>- Building a developmental state including improvement of public services and strengthening democratic institutions</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthening education, skills and human resource base</li> </ul>	<ul style="list-style-type: none"> <li>1. Quality basic education</li> <li>5. Skilled and capable workforce to support an inclusive growth path</li> <li>3. All people in South Africa are and feel safe</li> <li>9. Responsive, accountable, effective and efficient Local Government system</li> <li>12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</li> </ul>
<b>LOCAL ECONOMIC DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>- Speeding up economic growth and transforming economy to create decent work and sustainable livelihoods</li> <li>- Comprehensive rural development strategy linked to land and agrarian reform and food security</li> </ul>	<ul style="list-style-type: none"> <li>- Speeding up growth and transforming the economy to create decent work and sustainable livelihoods</li> <li>- Rural development, land and agrarian transformation, and food security</li> <li>- Massive programme to build social and economic infrastructure</li> <li>- Building cohesive and sustainable communities</li> <li>- Building a developmental state</li> </ul>	<ul style="list-style-type: none"> <li>2. Decent employment through inclusive economic growth</li> <li>6. An efficient, competitive and responsive economic infrastructure network</li> <li>7. Vibrant, equitable, sustainable rural communities contributing towards food security for all</li> <li>8. Sustainable human settlements and improved quality of household life</li> <li>10. Protect and enhance our environmental assets and natural resources.</li> </ul>
<b>FINANCIAL VIABILITY</b>	<ul style="list-style-type: none"> <li>- Intensifying the fight against crime and corruption</li> </ul>	<ul style="list-style-type: none"> <li>- Intensifying the fight against crime and corruption</li> </ul>	<ul style="list-style-type: none"> <li>9. Responsive, accountable, effective and efficient local government</li> </ul>
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	<ul style="list-style-type: none"> <li>- Intensifying the fight against crime and corruption</li> <li>- Building cohesive, caring and sustainable communities</li> <li>- Pursuing African advancement and enhanced international cooperation</li> <li>- Building a developmental state including improvement of public services and strengthening democratic institutions</li> </ul>	<ul style="list-style-type: none"> <li>- Intensify the fight against crime and corruption</li> <li>- Building cohesive and sustainable communities</li> </ul>	<ul style="list-style-type: none"> <li>7. Vibrant, equitable, sustainable rural communities contributing towards food security for all</li> <li>9. Responsive, accountable, effective and efficient Local Government system</li> <li>12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</li> <li>11. Create a better South Africa, better Africa and better world.</li> </ul>

### 1.3.3 Local Planning Context

At local level, a number of fundamental issues impact on the planning process of the Nkonkobe Local Municipality. The National priorities, National Planning Commission (NPC), ASGISA, PSF, and Local Economic Development Strategy (of the Municipality), strategies of the Nkonkobe Economic Development Agency (NEDA) are the key plans to be considered by the municipality in the process of planning.

## 1.4 IDP PLANNING PROCESS

### 1.4.1 Phases of the IDP

<b>PHASE 0: PLANNING</b>
During Phase 0 of the IDP the municipality have to develop an IDP Process Plan that is in line with the District IDP Framework. All organisational arrangements for the development of the IDP should be put in place during this phase.
<b>PHASE 1: ANALYSIS</b>
The Analysis phase is aimed at establishing the current developmental status of the municipal area. This will be done by comparing community needs with statistical information that is available to be able to identify priority areas, jointly with community.
<b>PHASE 2: STRATEGIES</b>
During the Strategies phase the developmental priorities of identified priorities during the analysis are used as the basis for developing a vision and a mission for the municipality. Thereafter strategic objectives and strategies are developed to ensure that the vision is achieved.
<b>PHASE 3: PROJECTS</b>
During the Projects phase projects are identified in line with the strategies developed during phase 2. These projects have to be prioritised.
<b>PHASE 4: INTEGRATION</b>
During the integration phase all sector plans and programmes are developed e.g. Spatial Development Framework, Housing Sector Plan etc. Only summaries of these plans are included in the IDP document.
<b>PHASE 5: APPROVAL</b>
During the approval phase of the IDP, the IDP document has to be advertised for 21days to enable all stakeholders and members of the public to give inputs – thereafter, the IDP has to be adopted by council before the commencement of the new financial year.

Phases of the IDP

### 1.4.2 Internal Institutional Arrangements for the IDP Process

	Composition	Responsibilities
Council	All Councillors	<ul style="list-style-type: none"> <li>- Final Decision Making in terms of approval</li> <li>- Approval of the Reviewed IDP/PMS and Budget</li> <li>- Consider and approve Process Plan</li> <li>- Approval of budget calendar</li> <li>- Ensure conclusion of management performance agreements</li> </ul>
Mayoral Committee	EXCO Members	<ul style="list-style-type: none"> <li>- Chaired by the Mayors</li> <li>- Plays pivotal role in the reviewal of the IDP</li> <li>- Considers community inputs in the IDP and motivate to Council</li> <li>- Involved in quality check of the IDP document before its tabled to Council</li> </ul>
Mayor		Ensure that IDP is reviewed annually, and that issues raised by communities find expression in the IDP and re given necessary attention and consideration
Municipal Manager		<ul style="list-style-type: none"> <li>- Preparation of the Process plan</li> <li>- Undertaking the overall management and coordination of the planning process ensuring that (participation and involvement of all different role players; time frames are adhered to; conditions for participation are provided and results of the planning and IDP review process are documented)</li> <li>- Nominating persons in charge of different roles</li> <li>- Adjusting the IDP in according with proposals from the MEC for local Government and Traditional Affairs</li> <li>- Responding to comments on the draft IDP from the public and other spheres of Government to the satisfaction of the municipal Council</li> <li>- Chairing the IDP Steering Committee</li> </ul>
IDP & PMS Manger		<ul style="list-style-type: none"> <li>- Day to day management of the IDP and PMS Process</li> <li>- Ensure that the contents of the IDP and PMS satisfy the legal requirements and the requirement of the District Framework</li> <li>- Consolidate inputs from various stakeholders to the IDP</li> </ul>
Managers and Heads of Departments		<ul style="list-style-type: none"> <li>- Managers, with the assistance of officials, will be responsible for coordination and submission of departmental inputs for all phases of the IDP and PMS</li> <li>- Reporting progress with regard to project implementation</li> <li>- Provision of relevant technical and financial information for budget preparation</li> </ul>
IDP/BUDGET/PMS Steering Committee	Municipal Manager (Chair); Senior Managers; Middle Managers IDP/PMS (Secretariat)	<ul style="list-style-type: none"> <li>- Serve a s working committee of the IDP, PMS and Budget</li> <li>- Ensure integration between the IDP, PMS and Budget by adhering to process Plan</li> <li>- Ensure alignment with Provincial Government and District Municipality Plans.</li> </ul>
IDP/PMS/BUDGET Cluster Teams	Chaired by EXCO Members Government Departments	<ul style="list-style-type: none"> <li>- Provide technical assistance in the development of the IDP</li> </ul>

#### Institutional Arrangements of IDP Structures

## 1.5 PROCESS OVERVIEW: STEPS AND EVENTS

### 1.5.1 Amathole District Municipality Process Plan

IDP Phase	Time Frames
Preparatory Phase	By the 30 June 2014
Analysis Phase	By the 31 August 2014
Strategies Phase	By the 31 December 2014
Project Phase	By the 28 February 2015
Integration Phase	By the 28 February 2015
Approval Phase (Draft IDP/Budget)	By the 31 March 2015
Approval Phase (Final IDP/Budget)	By the 31 May 2015

#### Amathole District Municipality Process Plan

### 1.5.2 IDP/Budget/PMS Process Plan for 2012/13 IDP

The municipality adopted a process plan in August 29, 2014. This process plan is in line with the District IDP Framework plan of Amathole District Municipality.

EVENTS	DATES	RESPONSIBLE DEPT
IDP Steering Committee to deliberate on draft IDP Process Plan <ul style="list-style-type: none"> <li>• Review Implementation</li> <li>• Prepare full IDP process</li> <li>• Review Performance Management System</li> </ul>	04 August 2014	Strategic Planning
First IDP Representative Forum <ul style="list-style-type: none"> <li>▪ Presentation of the Process Plan</li> <li>▪ The provision of feedback on the <i>status quo</i> and strategic framework components of the IDP; i.e. Key issues, Strategies and Objectives and other programs</li> </ul>	08 August 2014	Strategic Planning
Joint Standing Committee Finance & LED (Special)	12 August 2014	Speaker's Office
Presentation to the Executive Committee (Special)	15 August 2014	Mayor's Office
Presentation to Council for Adoption(Special)	29 August 2014	Mayor's Office
Submission to Amathole District Municipality	30 August 2014	Strategic Planning
Advertisement of the IDP Process Plan to members of the public	05 September 2014	Strategic Planning
IDP Cluster Team Meetings	15-17 October 2014	Strategic Planning/Cluster Teams
Second IDP Representative Forum <ul style="list-style-type: none"> <li>▪ Presentation of Situational Analysis</li> <li>▪ IDP Vision and Mission</li> </ul>	07 November 2014	Strategic Planning
IDP and Budget Steering Committee	13 January 2015	Strategic Planning & BTO
IDP Cluster Team Meetings	20-22 January 2015	Strategic Planning/Cluster

		Teams
Steering Committee Meeting <ul style="list-style-type: none"> <li>Cluster Team Reports</li> <li>Agenda for the Rep Forum</li> </ul>	10 February 2015	Strategic Planning
Institutional Strategic Planning Session	04-06 February 2015	Strategic Planning
IDP Rep Forum <ul style="list-style-type: none"> <li>Presentation of the draft IDP and Budget ahead of public participation process</li> <li>Prioritised Projects and Programs</li> <li>Draft Revised Analysis</li> <li>Draft Revised Objectives and Strategies</li> <li>Draft Projects and Programmes linked to budget</li> </ul>	27 February 2015	Strategic Planning
Steering Committee Meeting <ul style="list-style-type: none"> <li>Confirm contents of the IDP and Budget, and consider inputs from the Rep Forum</li> <li>Review Performance Management System</li> </ul>	12 March 2015	Strategic Planning/ BTO
Table Draft IDP/Budget to LED and Finance Standing committee	16 March 2015	Speaker's Office
Table Draft IDP/Budget to Exco	20 March 2015	Mayor's Office
Table Draft IDP/Budget Council	26 March 2015	Mayor's Office
21 Days Advertisement Period for public comments	03 April 2015	Strategic Planning
Submission of draft IDP to DLGTA	March/April 2015	Strategic Planning
Provincial IDP Assessment Week	April 2015	Strategic Planning
IDP/ Budget Road-shows	14-23 April 2015	Strategic Planning
Review progress – Steering Committee <ul style="list-style-type: none"> <li>Public participation programme &amp; comments received</li> <li>Present final draft to be adopted by council</li> </ul>	24 April 2015	Strategic Planning
IDP Rep Forum <ul style="list-style-type: none"> <li>Feedback on comments received during the 21 day advert period on the Budget and IDP as well as the public participation process and suggested ways of addressing these issues.</li> <li>Presentation of the Prioritised Projects and Programmes</li> <li>Recommendations by the IDP for adoption of the IDP by Council</li> </ul>	08 May 2015	Strategic Planning
Present IDP Review to LED and Finance Standing Committee	11 May 2015	Speaker's Office
Present Final IDP/Budget to EXCO	19 May 2015	Mayor's Office
Council adopts IDP Review 14/15 <ul style="list-style-type: none"> <li>Submit copy of IDP to ADM and to MEC (DHLG&amp;TA)</li> </ul>	28 May 2015	Mayor's Office

Drafting of Service Delivery and Budget Implementation Plan(SDBIP)	02 April 2015	All HODs
Submit draft SDBIP within 14 days after approval of the Budget	June 2015	Strategic Planning
Approval of SDBIP within 28 days After adoption of the Budget	June 2015	Mayor's Office
Signing of MM and Section 57 Managers Performance agreements	June 2015	Municipal Manger
Publicise SDBIP and Performance Agreements within 14 days after the approval	30 June 2015	Strategic planning

## IDP Process Plan

### 1.6 PUBLIC PARTICIPATION

***Nkonkobe Local Municipality has established appropriate mechanisms, processes and procedures to consult the local communities in terms of Chapter 4 of the Municipal Systems Act 32 of 2000.***

In line with Chapter 4 of the Local Government: Municipal Systems Act 32 of 2000 (as amended) each municipality has to establish a culture that will promote inclusivity and participation amongst its citizens. In Nkonkobe public participation is used as a tool of fostering participatory governance. The municipal area comprises a large geographical area with an official population figure of approximately 127 215 (based on 2011 Census result). As such, this situation obviously requires that public participation be coordinated in a structured form. The structure for public participation is through Public Participation Programmes (Outreaches/Roadshows), Ward Committee Meetings, IDP Representative Forums, IDP Cluster Meetings, Local Economic Development Forums, Waste and Environmental Campaigns and SPU Programmes *etc.* In order to ensure that there is representation of the various organised and unorganised groups within our municipal area, the municipality makes use of the following approach:

- Placing adverts in newspaper(s), Daily Dispatch, in English and isiXhosa which invites people and community based organisation's to be part;
- Making use of the Municipal Website to publish our notices.
- In order to reach those parts of our community that do not read newspapers, the municipality makes use of the Community Radio Stations.
- Making use of other methods such as flyers, posters, ward councillors, announcements through church gatherings and community based organizations, *etc.*



- Making an effort to reach unorganised groups and marginalised groups to ensure that their voices are heard. We will do this by approaching non-governmental organisations and community based organisation's that represent the need of such groups.

### **1.7 INVOLVEMENT OF WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS**

Involvement of ward committees is crucial in the promotion of participatory governance as they serve as an extension of council and in communicating council programmes. The Local Government: Municipal Structures Act 117 of 1998 and the Local Government: Municipal Systems Act 32 of 2000 advocates for formation of ward committees in each ward of the municipality. These committees represent the development aspirations and needs of the wards they represent and also form an information assimilation/dissemination mechanism between a municipal council and the community. The ward committees are paramount in the development, implementation, monitoring and evaluation of municipal performance on service delivery as espoused in the municipal IDPs. This will deepen the involvement of local communities in local governance processes such as Integrated Development Planning (IDP), the budget, performance management and service delivery.

The municipality has functional ward committees, and they convene their ward committee meetings on quarterly basis, items and issues raised in ward committee meetings find expressions in Council meetings through the Office of the Speaker – which in most occasions plays the secretariat role in ward committee meetings.

In respect of the Community Development Workers (CDW's) the institution has 21 wards, therefore, each ward is supposed to have a community development worker, in Nkonkobe , participation by these CDW's is minimum, however, there are those who play a significant role together with their coordinator. This minimum participation by some CDW's thwarts the municipal efforts of participatory governance – as CDW's are supposed to directly assist communities and channel their concerns to municipality and various sector departments. Of the 21 wards, the municipality has a total of 18 CDW's.

### 1.7.1 Issues Raised

<b>Ward 1: Cllr : M Kata</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electrification of new extensions: Qamdobowa, Zigodlo, Qutubeni, Ndulini, Zalaze, Mgxotyeni, Khulile ,Qibira, Drain Provision of Free Basic Electricity, Provision of Paraffin for villages without electricity
2	Roads	Regravelling and upgrading of Roads in all villages Construction of bridge in the following areas: Middledrift River, Ndulwini & Seko, Qibira & Ndulini ,Qutubeni, Qamdobowa & Zalaze
3	Community Amenities	Construction of a multipurpose centre: Qibira Construction of community hall: Qibira, Ndulini, Zalaze, Ndindwa, Qutubeni, Mgxotyeni, Ezigodlo Fencing of Qamdobowa community hall Construction of sport field
4	SMME	Training on skills development programmes ( Cotton, candle making, juice making, brick making and soap production )
5	Agriculture	Revive irrigation scheme : Qamdobowa, Zalaze Fencing of grazing lands Dam scooping –all villages Shearing Shed Needed Market for vegetable produce needed
6	Education	Scholar transport Renovation of all schools
7	Health	Building of clinic- Mgxotyeni Renovation of clinic : Zigodlo & Qibira
8	Safety & Security	Erection of Satellite Police Station: Zigidlo & Xhukwana Revival and strengthening of CPF
9	Water & Sanitation	Installation of VIP toilets in all village Installation of taps
<b>Ward 2: Cllr : Guzi</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Free Basic Electricity- Skolweni Electrification of new extensions High Mast lights required
2	Roads	Regravelling and upgrading of roads in all areas of the ward Resurfacing and compacting of roads-Roads Maintenance Plan
3	Community Amenities	Construction of a Multi –purpose centre – Lenge Construction of Community Hall : Mqguba, Ngwabeni, Meva, Roxeni,
4	SMME	Processing of African potatoes, Aloe, Ashore Beneficiation on Mineral (ISABUNGE)

5	Agriculture	Dam Scooping in all villages Revival of Irrigation Scheme at Ngobe, Livestock farming Fencing of ploughing fields, Tractor and Supply of seedlings, and repair of boreholes.
6	Education	Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
7	Health	Renovation of clinics at Ngwabeni, HIV/AIDS awareness campaign ARV rollout in clinics and hospitals Training on home based care giver
<b>Ward 3: Cllr : N Sango –Blackie</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	<b>Electricity</b>	Electrification of new extensions Provision of Free Basic Electricity
2	Roads	Upgrading of roads /paving of internal streets Bush clearing from the location to Magaleni Installation of speed humps ( Morris area, Mpolweni main road, next to the Mpolweni crèche ) Poor state of roads in Mpolweni, Ntlekisa, Chris Hani, Mxhelo Bridge in Mxhelo was damage as a result of disaster that stroked the area Road signs and control in De Lange Street
3	Community Amenities	Renovation of Old age hall Old Age Centre in Lalini Village Day Care Centre needed in Mpolweni Community Hall in complete and chairs are also needed Maintenance of Zwelitsha Stadium
4	Tourism	Construction of memorial stone/garden in remembrance of the Heroes of Fort Beaufort Development of a Tourism center /sites in Eskolweni-Mxhelo
5	Land	Extension of Sites
6	SMME	Poultry project, Purchasing of washing machines for women project Skills development : Car wash, art & craft Construction of a mini market for hawkers
7	Agriculture	Camp for Livestock farming
8	Health	Availability of needed medicine in the clinics Training of home based care givers
9	Safety & Security	Availability of safety officers in all schools Erection of satellite /mobile police station
10	Water	More dams and tanks for the provision of water Water Outages in Mpolweni Water Connection Blocked in Mxhelo Villages

		Toilets in Chris Hani needed
11	Education	Renovation of Mxhelo primary school Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
12	Housing	RDP Houses in Chris Hani and Tyoksville needed
<b>Ward 4: Cllr : M Makeleni</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electric supply Provision of Free Basic Electricity Installation of High Mast
2	Roads	Regravelling of internal streets Tarring of the entrance road around Magaleni to Ntoleni and Mlalandle
3	Community Facilities	Construction of an Abattoir Construction of Kwepileni and Golf course hall Renovation of : Ndaba community Hall & Hillside Community Hall Day Care Centre needed
4	SMME	Projects for the reduction of high unemployment rate in the ward
5	Agriculture	Dam scooping ,reparation of windmill, dipping tank in Ntoleni Renovation of a dam at Magaleni Fencing of grazing camps
6	Education	Renovation of primary school in Mlalandle and Ndaba (Manzo & Qaka) Construction of a daycare Mlalandle
7	Water & Sanitation	Water & Sanitation of households
<b>Ward 5: Cllr : MC Nyangintaka</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electric supply for houses Installation of High Mast Lights Free Basic Electricity need
2	Telecommunication	Installation of public phones in all villages –
3	Roads	Upgrading of all bridges, Regravelling and upgrading of roads
4	Community Amenities  Fencing of cemetery: Building of crèche	Building of community halls in 14 villages -Dish, Mdlankomo, Hopefield, Upper Ncerha, Binfield, Khwezana, Mdeni, Ngwangwane, Mkhuthukeni, Zixinene, Ndlovurha, Spingweni, and Chamama. Renovations of a community hall, Khwezana, Ngwangwane,Zixinene, Mdeni, Gcatao, Krwakrwa,,Mkhobeni, Spingweni, Mqayise, Dish, Mkhobeni, Majwareni, Khwezana , Gcato,Ngwangwane,Mkhuthukeni, Zixenene, Mqhayise, Ndlovurha, Spingweni, Chamamama, Binfield,
5	Tourism	Rehabilitation of tourist sites in all villages

6	SMME	Community Development and Resource Centre Skills development (Cotton, candle making, juice making, brick making, soap production, financial & project management Piggery, poultry, bakery, beadwork, etc.)
7	Agriculture	Establishment of irrigation scheme: (Phuhlisana Poultry Project) Dam scooping, fencing of ploughing fields and grazing camps in all villages
8	Education	Ensure there are safety officers in schools Renovation of all schools in Gcado, Hopefield, Mdlankomo Primary, Machibini Primary, Mhlambiso High School – Ward 11
9	Health	Training of Home Based Care givers HIV/AIDS awareness campaign Weekly mobile clinic Building of clinic at Mkhobeni , Mdlankomo, Hopefield, Binfield, Mkhuthukeni, Machibini,
10	Safety & Security	Erection of Satellite Police Station
<b>Ward 6: Cllr : R.A Kganedi</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Upgrade electrical reticulation and supply Maintenance of Street Lights in Alice Town High Mast lights in Golf Course
2	Roads	Purchase roads construction equipment Regravelling and upgrading of roads Maintenance of all roads
3	Community Amenities	Construction of quality houses Day Care Centre in Golf Course
4	Agriculture	Processing of African potatoes, Aloe, Ashore Training on skills development (cotton, candle making, juice making, brick making, soap production, financial and project management)
5	Amathole District Municipality	Provide shelter at the taxi rank in Alice
6	Water and Sanitation	Toilets needed in Alice Shopping Mall
7	SMME	Skills Development programmes for unemployed youth
8	Education	School needs to be built in Golf Course
<b>Ward 7: Cllr : T Matu-Matya</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Provision of FBE in Ntilini Paraffin for villages without electricity
2	Roads	Regravelling and upgrading of roads all areas Maintenance of roads all villages Damaged roads and bridges in Ngquthu and Rose. Regravelling of roads in Ntilini and Amherst

3	Community Amenities	Renovation of Community Halls: Lushington Construction of a library Construction of recreation facilities /play grounds : Nobanda, and Rwantsana Construction of sports fields: Hertzog Fencing of cemeteries : Ekuphumleni, Elundini, Rwantsana and White, Hertzog Provision of Mail Boxes : Elundini and Hertzog Sport field in Platform
4	SMME	Skills development (cotton, candle making, juice making ,brick making, soap production and piggery project, poultry project, bakery and beadwork
5	Agriculture	Upgrading of citrus farms- Farms Fencing of grazing camps all villages Processing of African potatoes ,aloe and land care Reviving and establishment of dipping tanks in all villages Reparation of windmills in all villages Fencing of dams
6	Health	Building of clinic at Lushngton and Mankazana
7	Education	Construction of a crèche/ Educare centre: Mabheleni
8	Cleansing	Grass cutting and Bush clearing
9	Housing	RDP Houses needed
<b>Ward 8: Cllr : E Bantam</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electricity supply: Lowerblink water, Platform, Mt Pleasant and farm areas. Installation of high mast lights Provision of FBE: Teba/Cimezile
2	Roads	Regravelling and upgrading all villages Maintenance of all roads in Newtown Reparation of bridges and building of Bridges Construction of Sports field in Lowerblink Water Road construction and maintenance : Teba /Cimezile and Mt Pleasant Reparation of bridges: Teba/Cimezile & Dan Installation of pedestrian crossing signs at Lowerblink water
3	Community Amenities	Maintenance of community hall: Lowerblink Water and Mt Pleasant Renovations of community hall & library in Newtown Installation of an alarm system in Newtown hall Construction of recreational facilities : Skolweni ,Komkhulu/ Luzini
4	Land	Land transfer from the private owners to the community members
5	Tourism	Construction of a BnB in Mt Pleasant
6	SMME	Skills development : ( cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork

7	Agriculture	Dam scooping: Lowerblinkwater, Mdeni and Cimezile Dipping tanks :Mt Pleasant ,Teba/Cimezile
8	Education	Scholar Transport all villages and farms Rietfontein& Sparks
9	Health	Construction of health centre : Lowerblink water Training of home-based care givers
10	Safety & Security	Fencing along the road
11	Cleansing	Grass cutting and Bush Clearing : Teba /Cimezile
12	Water & Sanitation	Mt pleasant ,Teba/Cimezile ,Rietfontein and Splarklington

#### **Ward 9: Cllr : N.P Mlamla**

<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electrification of hall and houses- Maasdorp, Dyala and 14 villages without electricity Installation of Street lights/High mast –Ward: 9
2	Roads	Regravelling and upgrading of roads – All villages Maintenance of all roads, access roads and bridges
3	Community Amenities	Building of Multi-Purpose Centre in Balfour Sports field in Balfour Renovation of unused building for multi-purpose centre and VIC-Seymour Renovations of halls – Kolomane and Ekuphumleni Construction of Balfour stadium and Sport field: Seymour and Balfour. Construction of Sport field: Seymour and Balfour.
4	Land	Land for grazing and for cemeteries
5	Tourism	Funding for establishing a game reserve Training on skills development (cotton, candle making, juice making, brick making, soap production, financial and project management)
6	Agriculture	Processing of African potatoes, Pelargonium ( Mvindle),Aloe, Ashore Funding for Ikhala Co-operatives Projects-Seymour Beef Abattoir
7	Education	Intensive training of SGB in all schools Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
8	Health	Training on home based care giver ARV rollout in clinics and hospitals Health Centre (Day Hospital) to operate 24 hours a day.
9	Safety & Security	Fencing along the road side
10	Waste Management	Establish Solid waste site in Seymour
11	Housing	RDP Houses needed in Balfour
12	Water and Sanitation	No water supply in Kolomane

#### **Ward 10: Cllr: P Sixolo**

<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Upgrade electrical reticulation and supply

		Electrification of Cartcath Valley Installation of High Mast Lights Electrification of the New Extension
2	Roads	Purchase roads construction equipment Regravelling and upgrading of roads in all wards Building of Bridge
3	Community Amenities	Construction of centre for processing natural resources (Beneficiation) Renovation of Makhuzeni Sportfield Building of Khayaletu Community Hall
4	Water and Sanitation	Access to clean water for Ward 10 villages
5	Tourism	Establishment of new tourist sites in Hogsback
6	SMME	Processing of spring water in Hogsback (Ward 10) Skills development (Cotton, candle making, juice making, brick making, soap production, financial & project management Piggery, poultry, bakery, beadwork, etc.)
7	Agriculture	Fencing along the road side –all wards Scooping and fencing of all dams Installation and upgrading of dipping tanks at Makhuzeni, Nothenga, Sompondo, Gilton and Khayaletu (Ward 10) Fencing grazing camps
8	Education	Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
9	Health	HIV/AIDS awareness campaign ARV rollout in clinics and hospitals
10	Safety & Security	Erection of Satellite Police Station
<b>Ward 11: Cllr : Ngaye</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electricity supply for houses Installation of High Mast Lights
2	Telecommunication	Installation of public phones in all villages – Ward 11
3	Roads	Upgrading of all bridges Regravelling and upgrading of roads in all villages in the ward
4	Community Amenities	Multi –purpose centre – (Ward 11) Construction of a community hall Sports field
5	SMME	Community Development and Resource Centre (Ward 11) Skills development (Cotton, candle making, juice making, brick making, soap production, financial & project management Piggery, poultry, bakery, beadwork, etc.)
6	Agriculture	Establishment of irrigation schemes Dam scooping



7	Health	Training of Home Based Care givers HIV/AIDS awareness campaign Weekly mobile clinic
8	Safety & Security	Erection of Satellite Police Station
9	Water and Sanitation	Toilets for Ward 11 Villages
<b>Ward 12: Cllr : Ndevu</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electric supply at Woburn, Taylor, Skhutshwana, Melani, Magaleni and for new extensions in Magaleni, Bergplaas & Gqumashe Provision of Free Basic Electricity
2	Roads	Regravelling and upgrading of roads in all villages of the ward Construction of crossing bridges in Msobomvu, Taylor, Melani & Skhutshwana Damaged Roads in the area that needs to be fixed Provision of Bus Service for Msobomvu Residents
3	Community Amenities	Renovation of community halls – in Msobomvu, Magaleni, Melani, Ngcuka Halls Furniture and Chairs for Bergplaas Community Hall Construction of sports field in Ward 12
4	SMME	Construction of B&B in Lower Gqumashe Brickmaking at Gqumashe and Fishing project at Magaleni, Guqawe, Lower Gqumashe, Skhutshwana Skills development (Cotton, candle making, juice making, brick making, soap production, financial & project management Piggery, poultry, bakery, beadwork, etc.) Electricity and Manufacturing material for Mdeni Bakery
5	Agriculture	Resuscitation of citrus farms – Woburn, Taylor Alien species (tree) removal project – (Ngcothoyi, Magaleni, Bergplaas and Msobomvu) Processing of African potatoes, Aloe, Ashore Provision of bulls and Goat project Fencing of grazing camps and dipping tank Dam Scooping
6	Education	Renovation of Msobomvu Primary and High. Construction of Day Care Centers in Ward 12 Intensive training of SGB in all schools in Ward 12 Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
7	Health	Training on home based care giver HIV/AIDS awareness
8	Safety & Security	Appointment of camp rangers
9	Houses	RDP Houses needed
<b>Ward 13 Cllr: Mjo</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>

1	Electricity	Electricity supply Free basic electricity Installation of High Mast Lights
2	Roads	Regravelling and upgrading of roads and internal streets in all villages of the ward Construction of a bridge in Gxwederha Building of bridge in Sheshegu, Phumlani, Bulura/Masakhane, Xolani, Gxwederha and Thembisa
3	Community Amenities	Construction of hall – Ward 13 (Phumlani and Gxwederha) Fencing of cemeteries in Sheshegu, Phumlani, Balurha, Thembisa, Smith, Xolani, Skolweni, Gxwederha, Nkobonkobo Construction of sport and recreational facilities Renovation of a Day Care Centre
4	Agriculture	Fencing of grazing camps and dipping tank, Dam scooping, Reparation of windmills Employment of Rangers
5	Education	Renovation of all schools in Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
6	Health	Extension of clinics at Sheshegu Weekly mobile clinic HIV/AIDS awareness campaign ARV rollout in clinics and hospitals Training of Home Based Care givers
7	Safety & Security	Erection of Satellite Police Station a. Lower Sheshegu
8	Water and Sanitation	Construction of toilets in all villages Provision of water to all villages and installation of water stand pipes
<b>Ward 14: Cllr: M O Rawana</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electric supply for new extensions in Phewuleni, Ngqolowa Upgrading of electrical infrastructure Electrification of Phewuleni Community Hall (wiring and tubing already done). Installation of High Mast Lights Provision of Free Basic Electricity
2	Telecommunication	Public phones are needed in all the villages.
3	Roads	Regravelling and upgrading of roads – All villages Bridge crossing Colbert's for Dikidikana, Debe Marele and Ngqolowa via Ngcabasa. Construction of the road from Dikidikana via Mbizana to R63 Construction of the Road from Ngwenya to link with other areas Construction of from Ntabekonyana to Emachibini

		Upgrade of the access roads in Didikana linking it with other surrounding areas Bus Service from Dikidikana to Alice
4	Community Amenities	Upgrading sport facilities. Construction of Hall in Qhomfo; Njwaxa. Fencing and grassing of sports fields Rural housing projects Chairs in Dikidikana Community Hall
5	Land	Small scale farmers have identified land for grazing camps near Double drift.
6	Tourism	Tarring of access roads to Double drift game reserve to enhance tourism.
7	SMME	Funding for women's coops and SMME, Market for poultry and crop production in Dikidikana, Fama, Phewuleni and Qhomfo. Awareness campaigns on funding of cooperatives, SMME, market opportunities and training in business skills.
8	Agriculture	Dam scooping, shearing shed, dipping tanks, Fencing of grazing camps, repair of windmills and Siyazondla for Ngqolowa, Qhomfo, Phewuleni, Ngcabasa and Dikidikana
9	Education	Renovation of all schools : Jose Marele Renovations of Zwelimjongile, Ngqolowa Primary and Junior Secondary School, Phewuleni Pre-School Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
10	Health	Training on home based care giver HIV/AIDS awareness campaign ARV rollout in clinics and hospitals Building of Clinic in Qhomfo village
11	Safety & Security	Erection of Satellite Police Station Ngqolowa and Phewuleni
12	Water and Sanitation	Household connection of water stand pipes and building of toilets in all the villages of Ward 14 Water services/Taps stand needed in Extension Areas of Ngcabasa Construction of Toilets in Phewuleni
<b>Ward 15: Cllr: N Rulashe</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Installation of Street lights/High mast Free basic electricity-not all people receive it but have filled the indigent forms. Installation of High Mast Lights in Ward 15
2	Roads	Regravelling and upgrading of roads – All villages Construction and upgrading of Roads in Lower Ncerha Construction of road linking Lower Gqumashe and Upper Gqumashe
3	Community Amenities	Construction of Community Halls in Upper Gqumashe and in Tyhali Construction of Creche in Jonini
4	SMME	Skills development (Cotton, candle making, juice making, brick making, soap production, financial & project management Piggery, poultry, bakery, beadwork, etc.)

5	Agriculture	Agricultural projects needed for the community Dam scooping, Reparation of Wind-mills and dipping tanks Fencing of ploughing fields Processing of African potatoes, Aloe, Ashore Fencing of Dams
6	Education	Renovation of school and Crèche Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
7	Health	Strengthen of Ikhwezi Resource Centre at Dyamala – Weekly mobile clinic at Dyamala, Upper Gqumashe, Francis, Jonini – Ward 15 Construction of a clinic in Tyhali
8	Houses	Construction of quality houses in Ward 15 Rectification of Two-Roomed Houses in Ntselamanzi
<b>Ward 16: Cllr: M.E Mgengo</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electrification of Ngqele Community hall Electrification of houses- Gugulethu Phase 2 houses and new extensions Installation of Street lights/High mast –Ward16 (Town and Gugulethu)
2	Roads	Upgrading of all bridges between Lower Regu and Saki Roads in Mfiki not well maintained Regravelling and upgrading of roads – All villages Side-walks and road markings needed
3	Community Amenities	Construction of a library Construction of community hall in Zibi, Lugudwini, Cildara, Upper Regu and Ngqele 2, Mfiki Sports Field in Lower Regu
4	Land	Land Care –ward 16
5	Tourism	Construction of a garden of remembrance
6	SMME	Construction of Abattoir Middledrift town – Ward 16 Development /construction of poultry project structures
7	Agriculture	Establish New Irrigation Scheme Dam scooping all villages Renovation of dipping tanks : Ngqele and Mfiki
9	Education	Renovation of Day Care Centers in Ward 16 Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12 Provision of furniture in schools: Mfiki, Upper Regu, Town – Ward 16

10	Health	Renovation of clinics at Middledrift Health Centre – Ward 16 (and fencing) HIV/AIDS awareness campaign ARV rollout in clinics and hospitals Training of Home Based Care givers
11	Water & Sanitation	Construction of toilets VIP Toilets in 9 Villages Public Toilets in Middledrift Town
<b>Ward 17: Cllr: C.N Daniels</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Electrification of new extension :Sityi Installation of High Mast Lights Provision of FBE
2	Telecommunication	Installation of public phones
3	Roads	Purchase roads construction equipment Regravelling and upgrading of roads – All wards
4	Community Amenities	Cleaning of cemeteries Construction of a Sports field Construction Community Halls in Gqadushe and Sityi Incomplete Sakhi Sports field
5	Tourism	Rehabilitation /development of Eliweni jointly with Maqoma caves
6	SMME	Skills development (Cotton, candle making, juice making, brick making, soap production, financial & project management Piggery, poultry, bakery, beadwork, etc.)
7	Agriculture	Construction of centre for processing natural resources Renovations of dipping tanks at Gqadushe, Ngwenya, Sityi Revival of Irrigation Scheme of Gqadushe, Sityi Support for Vegetable gardens Building of a dipping tank
8	Education	Renovation of schools in Sityi, Saki, Gqadushe, Ngwenya Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12 Building of Basic Adult Education Centre in Ngwenya, Saki, Gqadushe Ensure there are safety officers
9	Health	HIV/AIDS awareness campaign ARV rollout in clinics and hospitals Training of Home Based Care givers
10	Water and sanitation	Construction of toilets
<b>Ward 18: Cllr : H Xelelwa</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>

1	Electricity	Electrification of houses Provision of free basic electricity
2	Roads	Regravelling and upgrading of roads in all villages Damaged roads joining Qanda and Mxumbu villages Damaged road from Mxumbu to Debe Nek Regravelling of Internal Streets
3	Community Amenities	Incomplete sports field in Mxumbu Renovation of Sports field's gates and grassing of grounds Renovations of halls – Trust No 2 Construction of Community hall at Thafeni and Qawukeni Day Care Centre in Qanda needed Sports field Building for St. Buchanan Project (Old Age Home)
4	Water & Sanitation	No toilets in most village and Water connection to new extensions. Damaged water pipes not fixed
5	SMME	Training on skills development (cotton, candle making, juice making, brick making, soap production, financial and project management)
6	Agriculture	Revival and establishment of dipping tanks Dam Scooping in Tafeni, Qawukeni, Trust No.1 Revival of Irrigation Schemes. Fencing of dams and animal camps in Mxumbu
7	Education	Renovation of all schools in Mngaba, Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
8	Health	Training of home based care giver Building of clinics at Qanda & Mxumbu Weekly mobile clinic in Mxumbu & Qanda Extend clinic operating time from 8hrs -24hrs Construction of Clinics in Mxumbu and Qanda

#### Ward 19: Cllr: N Matyholo

No	Community Issue	Description
1	Electricity	Electrification of hall Electrification of the New Extension sites Installation of High Mast Lights
3	Roads	Regravelling and upgrading of roads – All villages Paving in Debe Nek Regravelling of Nonaliti
4	Community Amenities	VIC not Complete Building of day care centre in Ntonga Construction of community Ntonga and Nonaliti

		Renovations of halls Construction of sports field in Mayipase, Nomaliti-Ward 19
5	SMME	Skills development (Cotton, candle making, juice making, brick making, soap production, financial & project management Piggery, poultry, bakery, beadwork, etc.)
6	Agriculture	Processing of African potatoes, Aloe, Ashore Establish cotton project in Xhukwana – Ward19
7	Health	Training on home based care giver Renovation of clinics at Nomaliti, Zihlahleni – Ward 19 Weekly mobile clinic at Ward 19 HIV/AIDS awareness campaign ARV rollout in clinics and hospitals
8	Water & Sanitation	Installation of VIP toilets in all villages Construction of Toilets in Ntonga
<b>Ward 20: Cllr : L Papu</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Free Basic Electricity Paraffin not distributed Electricity vendor too far Street lights in Fort Beaufort Town
2	Roads	Regravelling and upgrading of roads Resurfacing and compacting of roads-Roads Maintenance Plan Bridge in Laurie Street incomplete Maintenance of Tarred roads: effective patching of potholes in Fort Beaufort Town
3	SMME	Processing of African potatoes, Aloe, Ashore
4	Agriculture	Livestock farming
5	Education	Renovation of Schools Eyabantu
		Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12
6	Health	HIV/AIDS awareness campaign
		Training on home based care giver
7	Cleansing	Cleaning of an area between Sakhululeka and Municipal Traffic Department
8	Community amenities	Construction of a park at Mchatho Community Hall for Ward 20 Identification of Sports Complex
9	Waste Management	Provision of Skip and dust Bins for Refuse Refuse is not collected/picked in Ward 20
10	Housing	Construction of RDP Houses
11	Water and Sanitation	Maintenance of Stormwater Drainage

<b>Ward 21: Cllr :A Stofile</b>		
<b>No</b>	<b>Community Issue</b>	<b>Description</b>
1	Electricity	Proper transfer to ESKOM High Mast Lights Faulty electrical transformers Reparation of High Mast and Installation of new high mast lights.
2	Telecommunication	Installation of public phones
3	Roads	Regravelling and upgrading of roads Paving of De Lange Street Paving of internal roads Stormwater drainage in Mama street, Matikinca Street, Gomma-Gomma and Lande Street.
4	Community Amenities	Access to Indoor Sports /Games in Tinise sport field Recreational facilities for children in open spaces High Mast lights for sport fields. Renovation of Municipal buildings for community use such (SANCO BUILDING), Old police barracks, SMME building next to Dr.Mbethe's surgery, Mbewu street. Construction of swimming pools, access to cape college stadium, gymnasium and tennis courts, grand stands, grassing and irrigation of sport fields, caretakers for sports fields Construction of sports field in Ward 21
5	Land	Land for grazing livestock & ploughing
6	Tourism	Military Fort, Old Tower, Healdtown and FB Museum to use for tourism purposes
7	SMME	Citrus Processing into downstream products Skills development (Cotton, candle making, juice making, brick making, soap production, financial & project management Piggery, poultry, bakery, beadwork, etc.) Training of youth in electrical related matters
8	Agriculture	Camp for grazing livestock- Speed up the process of Mdala farm. Pound and Rangers to control stray animals
9	Education	Renovation of Tinis, Maqoma. Collection of refuse and installation of rubbish bins in school. Renovation of Day Care Centers at Ward 21, Improvement of food nutrition in all schools Extension of food nutrition from Grade R to Grade 12 Building of laboratories at all schools in Ward 21 (high schools)
10	Health	Change Thozamile Madakana clinic into a Day Hospital (Health Centre operating 24 hours a day) installation of electricity and ablution facilities. Shortage of ambulances and staff. HIV/AIDS awareness campaign ARV rollout in clinics and hospitals Training of nursing staff and volunteers – Ward 21



		No Clinic for Dorrington
11	Safety & Security	Anti-crime campaigns. Shortage of police vehicles, staff and re- introduction of municipal police
12	Water and Sanitation	Infrastructure challenges. Shortage of trucks Waterborne sewerage system is not functioning well. Some households still using bucket system. Improve communication and customer care at FB ADM Offices. Connection of sewerage and electricity in schools Water reticulation Stormwater drainage in Kanana
<b>COMMUNITY BASED ORGANISATIONS/NON GOVERNMENTAL ORGANISATIONS</b>		
<b>No</b>	<b>Issue Raised</b>	<b>Description</b>
1	Budget	Budget for CBO/NGO's programmes from Municipality e.g. HIV/AIDS awareness campaigns
2	Community Amenities	Office space for NGO/CBO's in Alice Leveling of grassing of sports fields
3	SMME	Start-up capital for SMME's/Cooperatives Assistance with LRED Funding Applications forms Training Cooperatives

### 1.8 MEC Comments

Over the last 3 years the municipality has always received High rating from the MEC for Local Government and Traditional Affairs. However, in prior years the rating was quite low. KPA 2 (Basic Service Deliver) is one KPA that the municipality is grappling as it has consistently received mediums and at times regressing to low ratings. Performance in other KPA's has been commendable.

<b>KPA 1: SPATIAL DEVELOPMENT FRAMEWORK</b>	
<b>MEC Comments</b>	<b>Responsible Institution</b>
Environmental plans are not in place	DEDEA, DEAT, DLGTA, Amathole DM
No statement on draft/review of SDF	DLGTA
IDP document does not contain applicable tools to address environmental challenges	DLGTA, DEAT & Amathole DM
<b>KPA 2: BASIC SERVICE DELIVERY</b>	
<b>MEC Comments</b>	<b>Responsible Institution</b>
No plan aligned to budget for the operation and maintenance of sanitation services and infrastructure	DLGTA, DPW, DHS, PT, Amathole DM
No indication of availability of the credible land asset register	Rural Development , & Land Reform, DLGTA, ADM
No indication of planned capital project that requires Environmental Impact Assessments; licenses and other legal requirements, have such been catered for	Amathole DM, DLGTA & DEAT
Don't have plans aligned to budget for the operation and maintenance of sanitation services and infrastructure-	Amathole DM. DLGTA,PT, DPW& DHS
No indication of existence of control mechanisms to respond to land invasion	DLGTA , Rural Dev. & Land Reform

No indication of whether are there any land claims that may hinder housing development-	ADM , DLGTA, DLA & DHS
No indication of budgetary provision for planned housing projects	ADM , DLGTA, DLA & DHS
No indication of adopted Environmental by-laws	DLGTA
No indication of adoption of disaster management plan	Amathole DM. & DLGTA
No indication of availability of Integrated Waste Management Plan	DEDEA, DEAT, DCoG, DLGTA DM's
No control mechanism for illegal dumping	DEDEA, DCoG, DLGTA & ADM
No indication of whether the municipality operates full time fire services	ADM , DLGTA, DEAT
<b>KPA 4: LED</b>	
<b>MEC Comments</b>	<b>Responsible Institution</b>
No mention of business retention, expansion and attraction strategies in their plans/ strategies	DLGTA, DEAT, Amathole DM
No reflection on stakeholder involvement in LED initiatives	DLGTA, DEDEA
No reflection of existence business retention, expansion and attraction strategies in the plans/ strategies	DEDEA, DLGTA
Inadequate LED institutional support and budget to implement LED strategy	DHLGTA, DEDEA
<b>KPA 6: INSTITUTIONAL ARRANGEMENTS</b>	
<b>MEC Comments</b>	<b>Responsible Institution</b>
There is no reflection of the recommendations of the previous year's IDP assessments taken into account and there is no indication of the community participation strategy/plan.	ADM & DLGTA
No indication whether workplace skill plan respond to the capacity challenges of the municipality	DLGTA, ADM
WSP is not responding to challenges	DLGTA
No reflection of recruitment, retain and succession strategy on capacity challenges	DLGTA

**CHAPTER 2**  
**DEMOGRAPHIC PROFILE OF NKKONKOBÉ LOCAL MUNICIPALITY AND**  
**ENVIRONMENTAL CHARACTERISTICS**

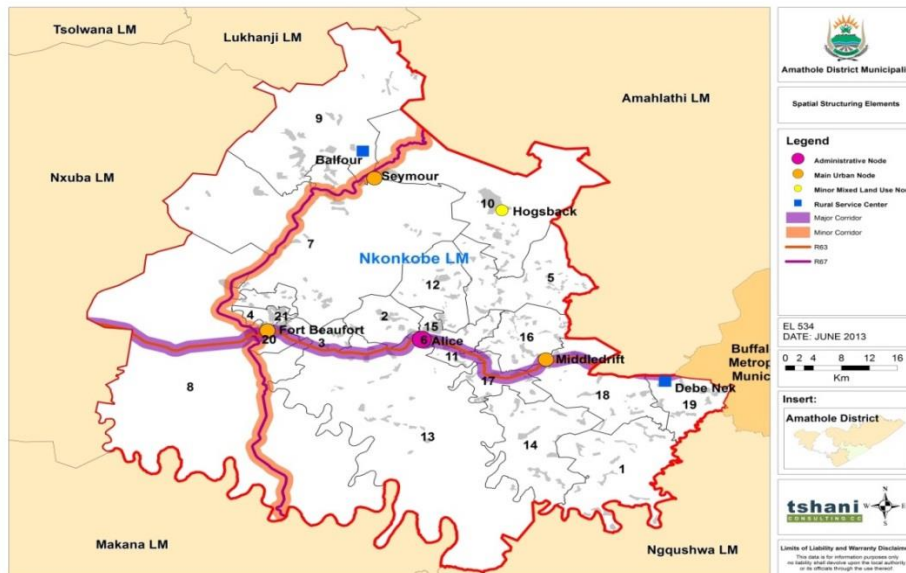
**2.1 INTRODUCTION**

This section deals with the existing situational analysis of Nkonkobe Local Municipality. It considers the brief description of the municipal area, demographic indicators, socio-economic indicators, infrastructure, land use and related issues, institutional and the physical environment.

**2.2 NKKONKOBÉ LOCAL MUNICIPALITY PROFILE**

**2.2.1 Nkonkobe Local Municipality in Context**

Nkonkobe Municipality was established in 2000 and is made of now disestablished Transitional Local Councils of Alice, Middledrift, Fort Beaufort, Hogsback and Seymour/Balfour. Alice is a legislative seat and Fort Beaufort is the administrative seat, the latter is situated about 140km North West of East London on the R63 and is approximately 200km North East of Port Elizabeth. The municipality is the second largest local municipality covering 3 725 km<sup>2</sup>, and constituting 16% of the surface area of the Amatole District Municipality. Nkonkobe municipality is a countryside municipality that sits on the foot of the ever imposing and majestic mountain range of the Winterberg (Intaba ze Nkonkobe). The municipal head-offices are located in Fort Beaufort (as already indicated above) and the council meetings and other standing committee meetings are convened at Alice. The municipality has the following administrative – Middledrift, Hogsback, Alice, and Seymour.



**Figure 1: Map of Nkonkobe Municipality**

## WARD BASED INFORMATION

Ward	Councillor	Villages
1	Cllr Kata	Khulile, Qamdobowa, Mgxotyeni, Ndulini, Qhibirha, Zigodlo, Ndindwa, Zalaze, Quthubeni
2	Cllr Guzi	Gaga, Nkobonkobo, Mavuso, Ngwabeni, Ngobe, Mgquba, Lenge, Roxeni, Meva.
3	Cllr. Blackie	Mxhelo, Ntlekisa/Tyoks, Chris Hani, Mpolweni 1, Mpolweni 2, Takalani, Memela, Skolweni, Sigingqini, Nkukwini
4	Cllr Makeleni	Jacaranda Drive/Kwepileni, Mlalandle, Ndaba, Ntoleni, Hillside, , Golf Course
5	Cllr Nyangintaka	Dish, Gcado, Binfield, Upper Ncerha, Hopefield, Mdlankomo, Ndlovurha, Ngwangwane, Chamama, Komkhulu, Mdeni, Mkhobeni, Mkhuthukeni, Zixinene, Mazotshweni, Kwezana, Emachibini, Esiphingweni, Macfarlan, Mqhayise, Majwarheni, Krwakrwa
6	Cllr Kganedi	Hillcrest, Happy Rest, Town Central, Golf Course
7	Cllr Matya	Ngwevu, Tyatyorha, Platform, Buxton, Gonzana, Paradise, Upper Blinkwater, Ntilini, Mankazana, Nobanda, Lamyeni, Elukhanysweni, Ekuphumleni, Elundini, Khayelitsha, Rwantsana, Mabheleni, Stanley, Picardy, Fairbairn, Hertzog, Tambokiesflei
8	Cllr Bantam	Tabe, Cimezile, Konkulu, Luzini, Skolweni, Mt Pleasant, Lower Blinkwater, Newtown, Kluklu Farm, Rietfontein, Emdeni, Sparkington Farm
9	Cllr Mlamla	Old location, Seymour, Joe Slovo, Marias, Ngqikana, Cains, Phakamisa, Peter, Dunedin, Votywiwe, Blackwoods, Balfour, Balfour Phola Park, Phillipton, Jurrieshoek, Maasdorp / Roma, Grafton, Katberg, Ekuphumleni, Readsdale, Tshokotshela, Chris Hani, Zinyoka
10	Cllr Sixolo	Nothenga, Gilton, Cartcathvale, Hala, Guquka, Mpundu, Hogsback, Sompondo, Gomoro, Makhuzeni, Khayaletu
11	Cllr Ngaye	Tukulu, Guburha, Lalini, Skweyiya, Fort Hare
12	Cllr Ndevu	Bergplaas, Lower Gqumashe, Ngcothoyi, Zingqayi, Magaleni, Skhutshwane, Melani, Woburn, Msobomvu, Taylor
13	Cllr Tyibilika	Lower Sheshegu, Joji, Xolani, Jim Farm, Gxwederha, Thembisa, Phumlani, Bhalurha, Kwezana West, Nofingxane, Lokwhe, Nomtayi, Joe, Khayamnandi, Khwali, Masakhane, Mpozisa
14	Cllr Rawana	Debe Marele, Machibini Banzi, Mbizana, Phewuleni, Ngcabasa, Fama, Ngqolowa, Qhomfo, Dikidikana
15	Cllr Rulashe	Tyhali, Dyamala, Upper Gqumashe, Ntselamanzi, Jonini Frances, Lower Ncerha
16	Cllr Mgengo	Middledrift, Zibi, Ngqele 2, Cildara, Ngele, Tyutyuza, Gugulethu, Mabheleni, Mfiki, Lower Regu, Upper Regu, Lugudwini
17	Cllr Daniels	Saki, Gqadushe, Njwaxa, Ngwenya, Sityi, Ngqele 1
18	Cllr Xelewa	Qanda, Mxumbu, Chwaru, Trust No2, James, Qawukeni, Annshaw, Tafeni, Perksdale, Farm B
19	Cllr Matyholo	Xhukwane, Zihlaheni, Debe Nek, Trust No 1, Nonaliti, Mayipase, Ntonga
20	Cllr Papu	Gomma Gomma, Zwelitsha, Gomma Gomma 2, Nkunkwini, Dubu, Town East, Town West
21	Cllr Stofile	Daweti 1, Daweti 2, Zwide, Kanana, Mike Valley, Kuwait, Gontsi, Group Five

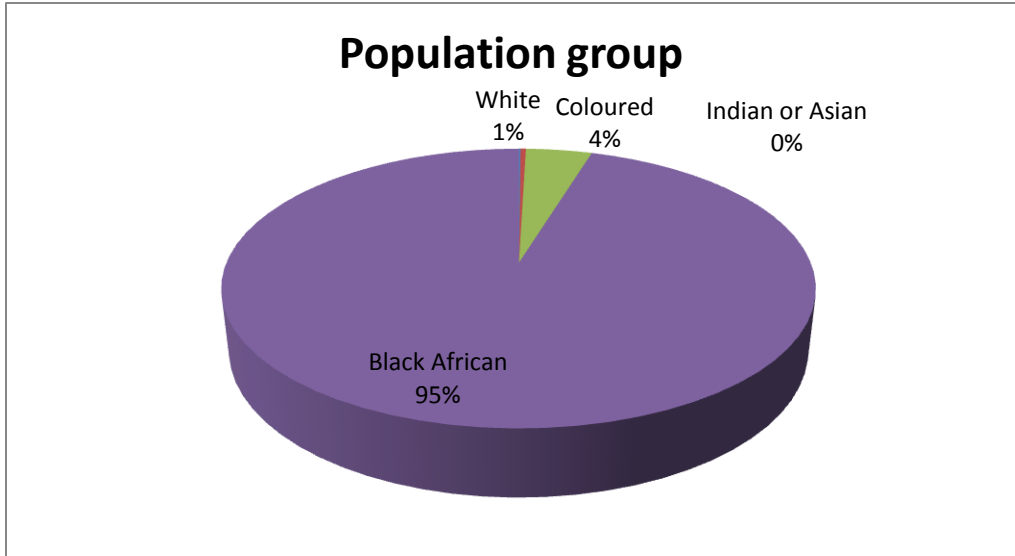
## 2.3 Demographic Indicators

### 2.3.1 Total Population

The Census 2011 results from Statistics South Africa indicates that the total population in Nkonkobe Municipality is 127 115. The municipality has 21 wards; and it is dominated by large populace which is indigent. The majority of the population of Nkonkobe (72%) resides in both villages and farms, and 28% are located in urban dwellings. Urbanisation is mainly concentrated in Alice and Fort Beaufort.

### 2.3.2 Racial Distribution

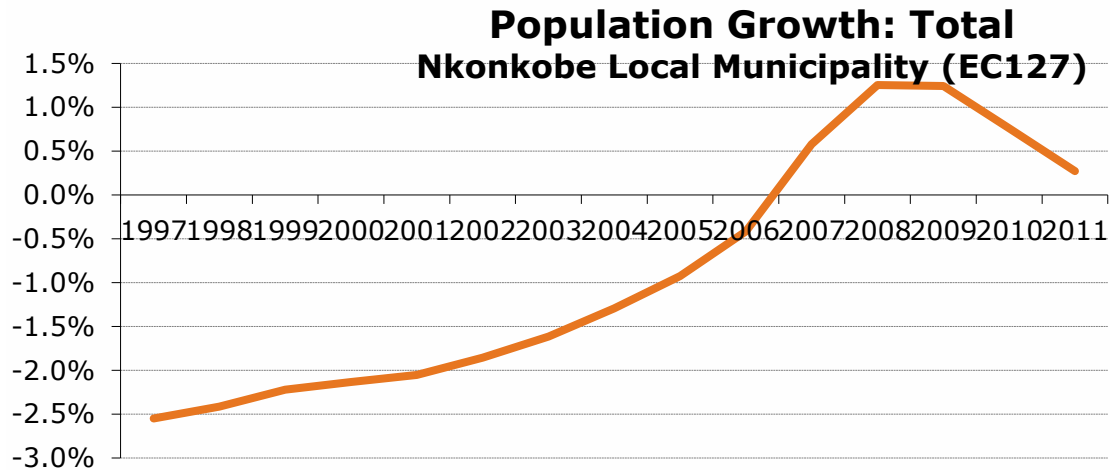
The results from the pie chart foreshadowed (below) indicate that Black Africans form majority of the total population in Nkonkobe Municipality, whereas there is small Coloured population sporadically populated around the municipal area.



Source: Census, 2011

### 2.3.3 Population Growth Rate

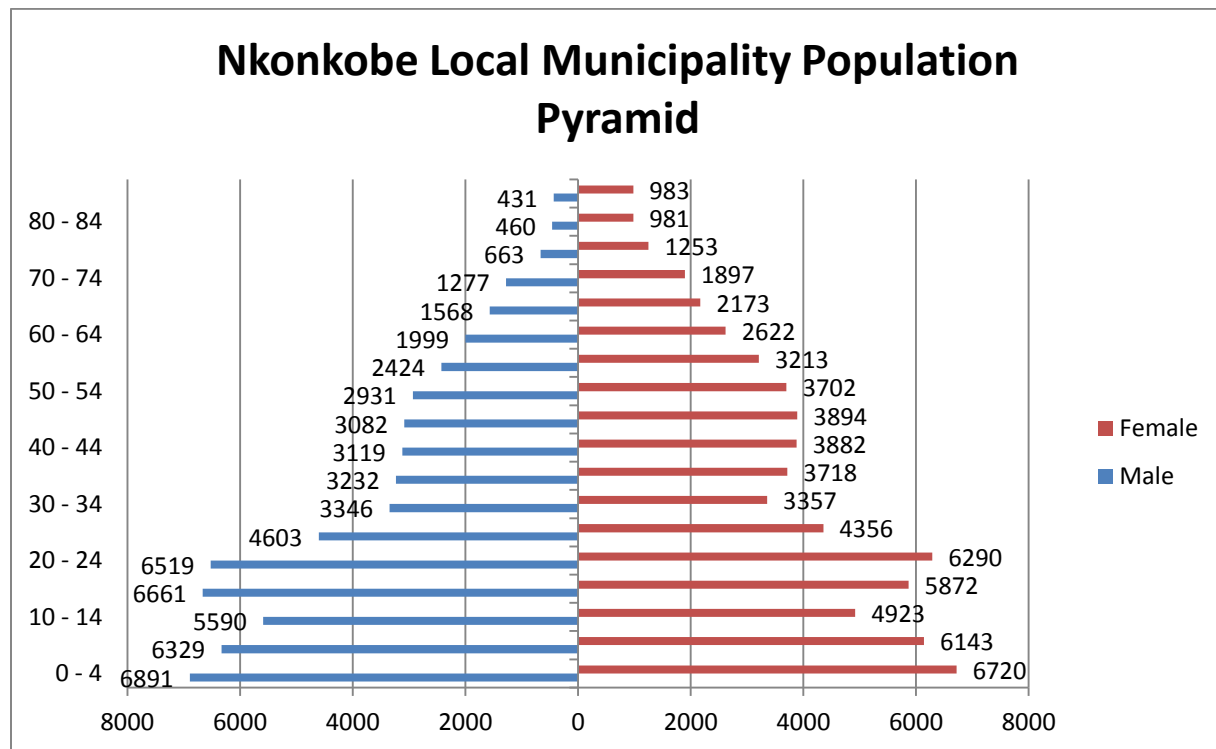
The population of Nkonkobe has moved from -2.5% in 1997 to 0.5% in 2011. This is according to Global Insight estimates for 2011 and is reflected in the graph below. However, in view of the above, population growth slowed in 2001, 2002, in view of the above, though, the growth rate shows signs of population growth this occurs at a decreasing rate.



Source: IHS Global Insight Regional eXplorer v6

### 2.3.4 Population Distribution by age and gender

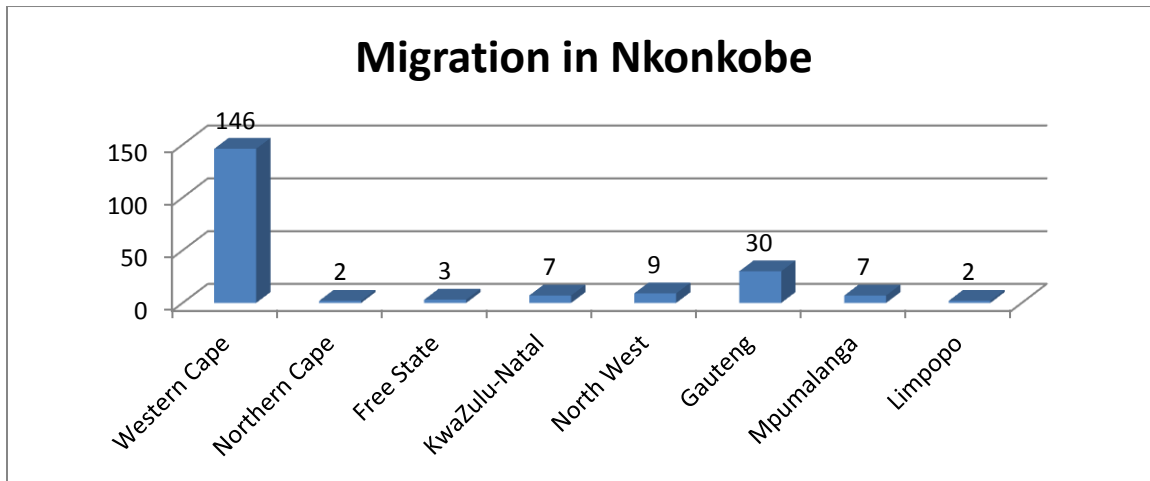
#### 2.3.4.1 Population Distribution by age and gender



Source: Census Data 2011

The population pyramid above, indicates that the population of Nkonkobe Municipality is dominated by youth and women, ages from 15-34 are in the majority. Moreover, it reveals that the women live longer than men, as there are more females at age 85 in contrast to males.

### 2.3.5 Migration



Migration rate in Nkonkobe Municipality is not a huge factor, but will do severe damage if not controlled. As illustrated on the graph above, Western Cape is a major recipient of Nkonkobe Municipality residence, generally Eastern Cape as a whole is affected by the Western Cape regarding migration.

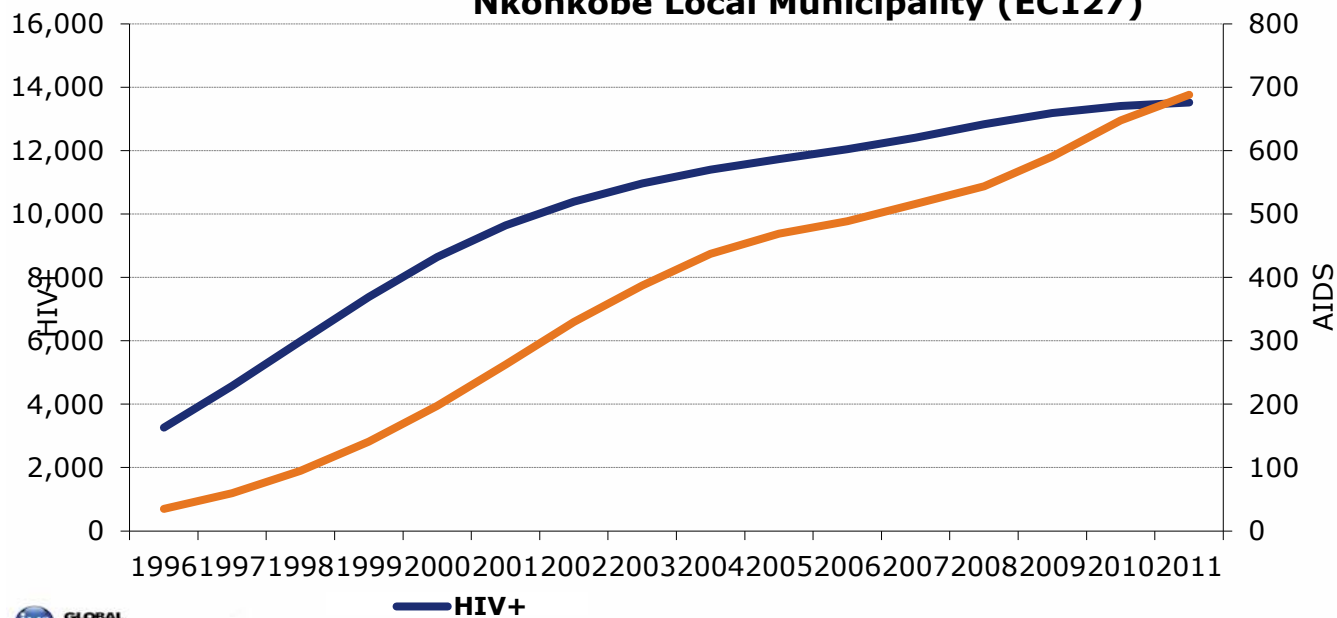
#### **Implication for Economic Growth**

Population growth is stagnant, which is indicative of people leaving the area of Nkonkobe Municipal Area. This could impact negatively on economic activity in the area as this could result in a reduction in labour supply. Currently the area has a high dependency ratio, as the working age population supports a large number of dependents.

### 2.3.6 HIV and AIDS

The population of Nkonkobe is said to be declining and one of the contributors is suspected to be the HIV/AIDS pandemic but not conclusive. The Graph below shows that HIV infections are growing, however this growth is happening at a declining rate. Taking for instance the number of infected people from 1996 to 2010 it shows that the infection numbers are growing.

## HIV+ /AIDS profile Nkonkobe Local Municipality (EC127)



Source: IHS Global Insight Regional eXplorer vers

Statistics have shown that there will be increased deaths in the 0-4 year old category and the 25-34 year old category and the majority of people will be infected between the ages of 18 and 25. It is clear then that HIV/AIDS impacts most heavily on the youth and the young adult population, which can have negative social and economic repercussions. One key repercussion is the loss of skills and experienced labour. According to an International Labour Organisation (ILO) study, more than 60% of firms, in 2000, reported that they would experience problems replacing skilled and highly skilled labour. The point at which the economy runs out of skilled labour has serious implications for the macro-economy. Due to the low number of unemployed skilled workers and rampant demand for certain skills such as engineering, any deaths in these workers from HIV/AIDS will have a large effect. The economy will be constrained by skills shortages and upward skilled wage pressure.

### **Implications for Economic Growth**

It is clear that HIV/AIDS have numerous effects and a massive social and economic impact. One of these is that it will push up the dependency ratio. There are also reductions in efficiency and productivity as people that are HIV positive tend to be less economically active than those who are not. A study (Booyesen and Molelekoa, 2001) in KZN found that on average 27 days production are lost in a 2 year cycle due to sick



leave, and visits to clinic and hospitals. There are also increased costs as a study found that the average cost per AIDS death in 2001 was approximately R44, 319.00 for an unskilled labourer, R70, 437.00 for a skilled labourer and R190, 877.00 for a highly skilled employee. There is also the implication of a loss of skills and experienced labour. Due to the shortage of highly skilled individuals in the economy, as well as the rampant demand for certain skills any losses of these individuals including from HIV/AIDS will have a huge effect and will see the economy constrained by a skills shortage as well as creating upward pressure on skilled wages.

### **2.3.7 Development**

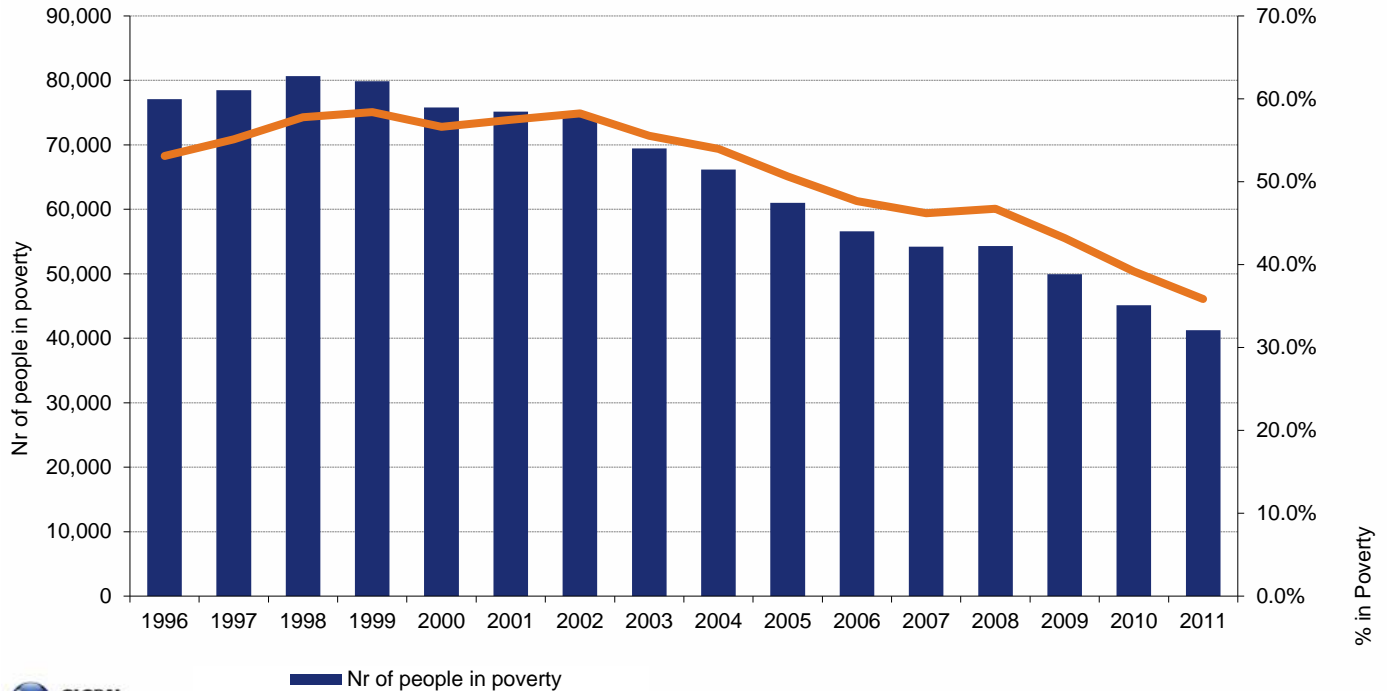
#### **2.3.7.1 Human Development Index (HDI)**

HDI is a summary of composite index that measures a country's average achievements, in the three basic aspects of the human development: longevity knowledge, and decent standard of living. Longevity is a measurement by a combination of adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio and the standard of living is measured by Gross Domestic Product (GDP) per capital. The Human Development Index (HDI) reported in the HDI report of the United Nations is an indication of where a country is, in terms of development. The index can take value between 0 and 1, countries with an index over 0.800 are part of the high Human Development Group and countries between 0.500 and 0.800 are part of the medium and countries below 0.500 are part of the HDI group. The human development for Nkonkobe Municipality is sitting at 0.60. This shows that the levels of human development are still very low.

### **2.3.8 Poverty Indicators**

The graph below shows that the level of poverty in Nkonkobe is declining. The total number of people living in poverty is less than 40%. This may be attributed to many aspects. The social grants offered by national government, seasonal jobs offered in the citrus industry and even contributions done by the municipality in terms of infrastructure development

Poverty Overview  
Nkonkobe Local Municipality (EC127), Total

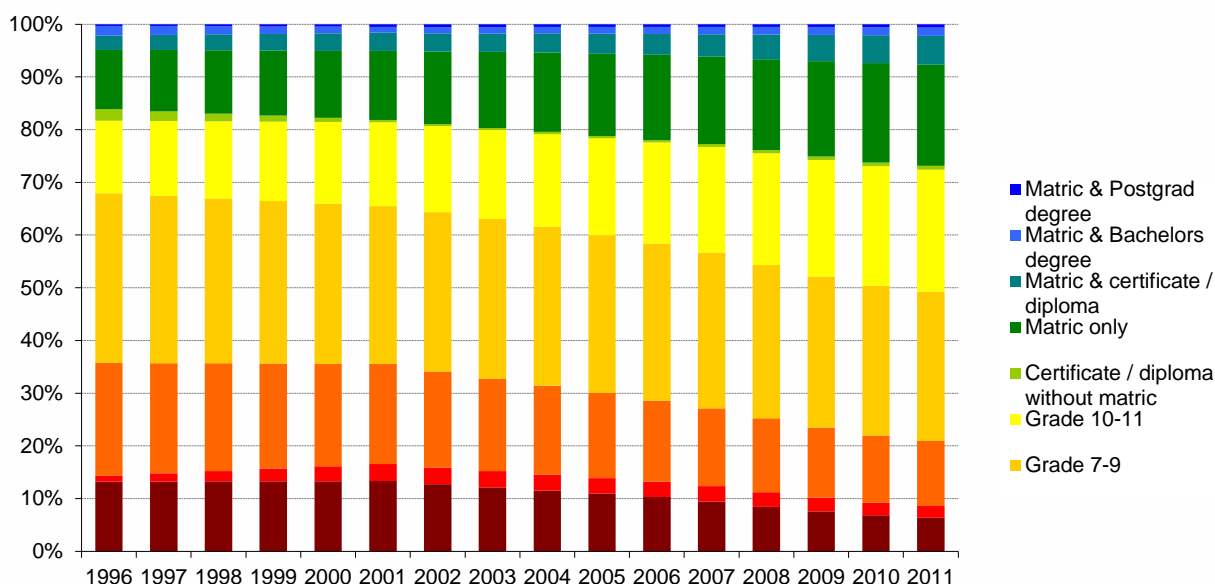


Source: IHS Global Insight Regional eXplorer version 646

### 2.3.9 Education

A key dimension that directly influences the potential employability of community members is their education background and levels of skills that they possess. The level of education and skills within a region impacts on many factors, including: the productive efficiency of investments (e.g. health, capital), employment potential, the gender gap and productivity and income levels. In view of the foregoing, education is therefore, acknowledged as being inextricably linked to the economic development of Nkonkobe Municipal area and to a growing society at large. The Nkonkobe municipality is showing great improvement in terms of education. This is reflected by the bar chart below of highest levels of education of people at age 15+.

Progress in Education  
Nkonkobe Local Municipality (EC127), Total



Source: IHS Global Insight Regional eXplorer version 646

In addition to the above graph, the following table, is sourced from SA Stats 2011, indicates the low level of education amongst the population within Nkonkobe Local Municipality.

EDUCATION LEVELS	
Level of Education	Number of People
No schooling	5 905
Some primary	36 949
Complete primary	8 832
Some secondary	36 295
Grade 12/Std 10	13 248
Higher	5 193
Other	-
Unspecified	107
Not applicable	20 586
<b>Total</b>	<b>127 115</b>

### **Implication for Economic Growth**

There has been a gradual improvement in the level of education in Nkonkobe and the population is relatively well educated compared with other municipal areas in the province, however overall education levels are still quite low. There is a large proportion of the population who are unable to be fully economically active members of the community due to the fact that they are unemployable. This impacts on income levels of the community and reduces the potential for economic growth. Another could be the lack of employment opportunities for more skilled workers, which reduces the incentives for further study. Skilled

people are more likely to leave the area to look for work or higher paying work elsewhere, reducing the skills available in the area.

### 2.3.10 Household Infrastructure

#### Formal Housing

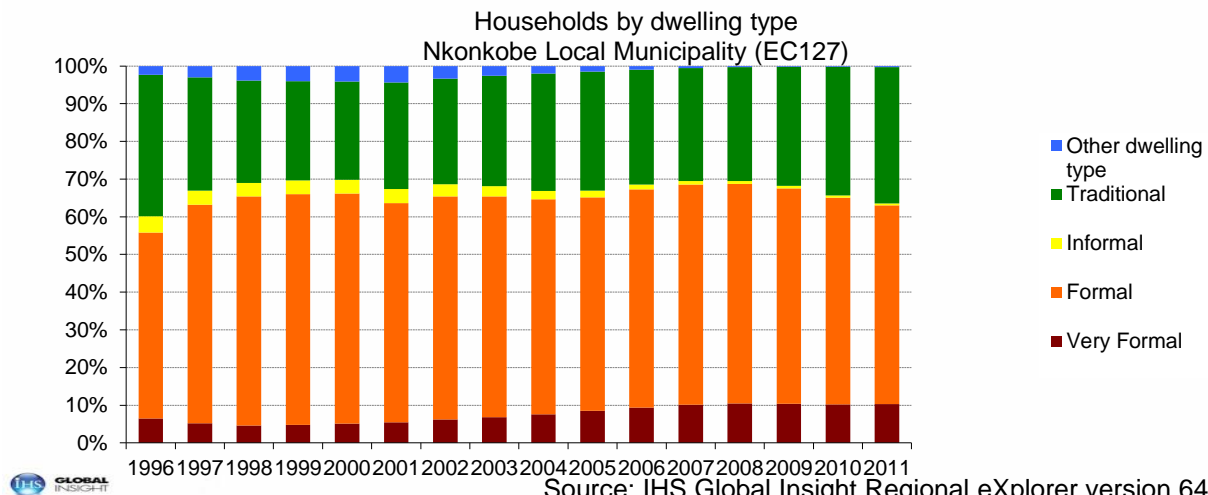
Out of 27 716 households, Nkonkobe municipality has various types of houses ranging from very formal, formal, informal, traditional and other dwellings. The following table shows the number of households by type of dwelling

#### No of households by type of dwelling unit

Very Formal	Formal	Informal	Traditional	Other	Total
3 048	15 352	182	9 119	15	27 716

Source: Global Insight, 2010

This puts 66.4% of households occupying formal dwellings in Nkonkobe municipality. The backlog of formal housing is estimated at 9 316.



### 2.3.11 Labour

#### 2.3.11.1 Economically Active Population (EAP)

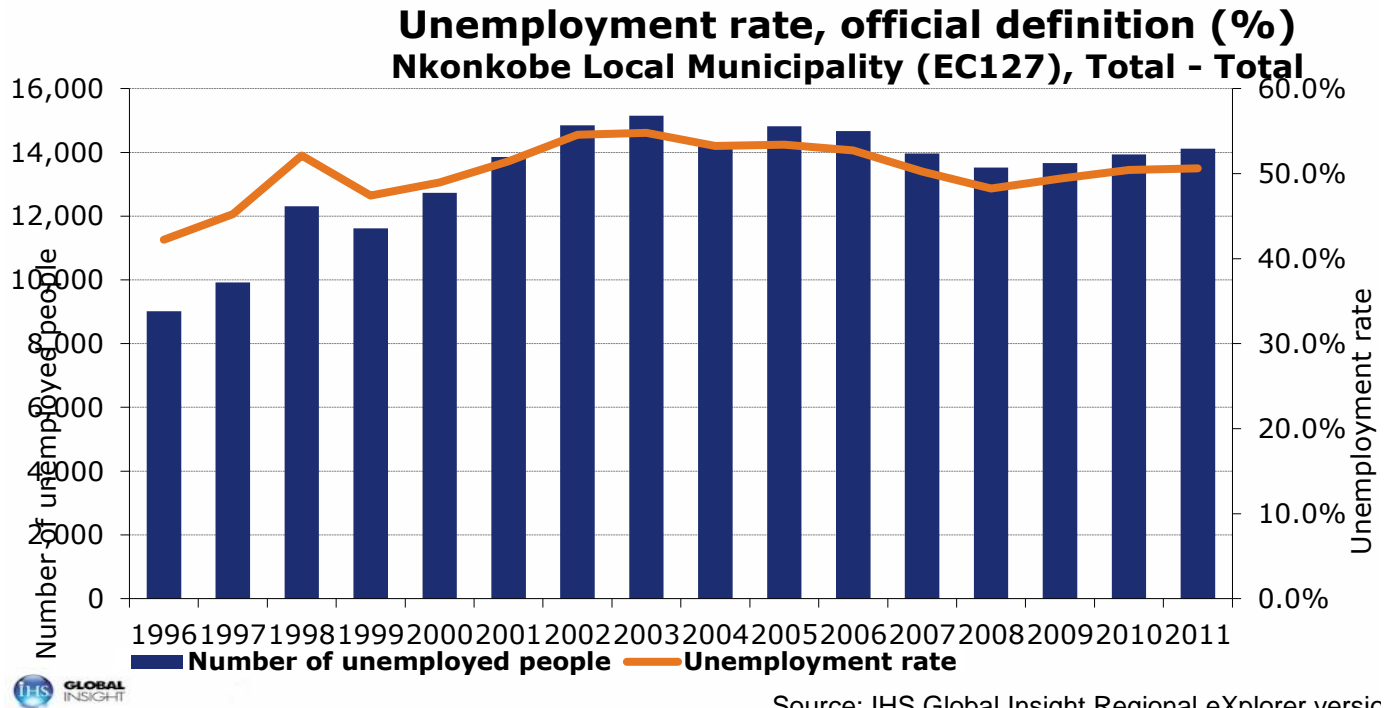
Nkonkobe municipality has 25 692 economically active people as per the official definition (Global Insight, 2010). This represents 22.5% of the total population.

YEAR	2007	2008	2009	2010
PERCENTAGE	22.4%	23.0%	22.6%	22.5 %

### 2.3.11.2 Unemployment

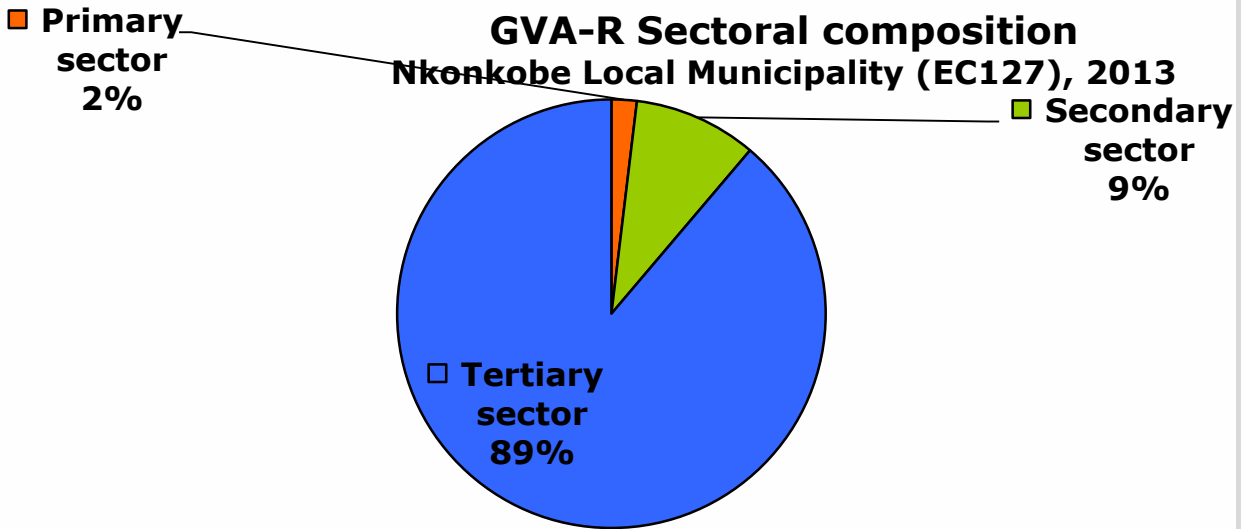
Nkonkobe municipality still experiences high levels of unemployment. According to the official definition of unemployment, there are 14 848 unemployed people in the municipality. Unemployment rate is 57.8%.

YEAR	2007	2008	2009	2010
PERCENTAGE	57.2%	55.6%	57.5%	57.8%



### 2.3.11.3 Employment

Employment refers to people who are actively engaged in the production of goods and services. The total number of people employed in Nkonkobe Municipality is 7732 as per the official definition of employment (Formal Employment). The biggest employer is the community services at 4 874, followed by Households at 1006 and agriculture at 889. Other sectors employ less than 200 people. Total number of informal employment is 1732. This gives a total of 9 969 of employed people both formal and informal in Nkonkobe municipality.

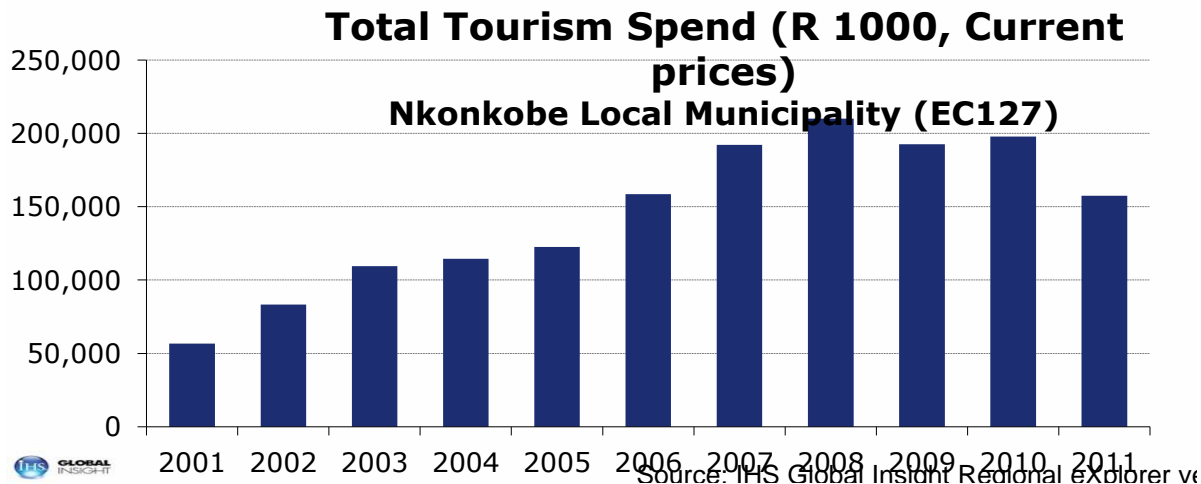


Source: IHS Global Insight Regional eXplorer ve

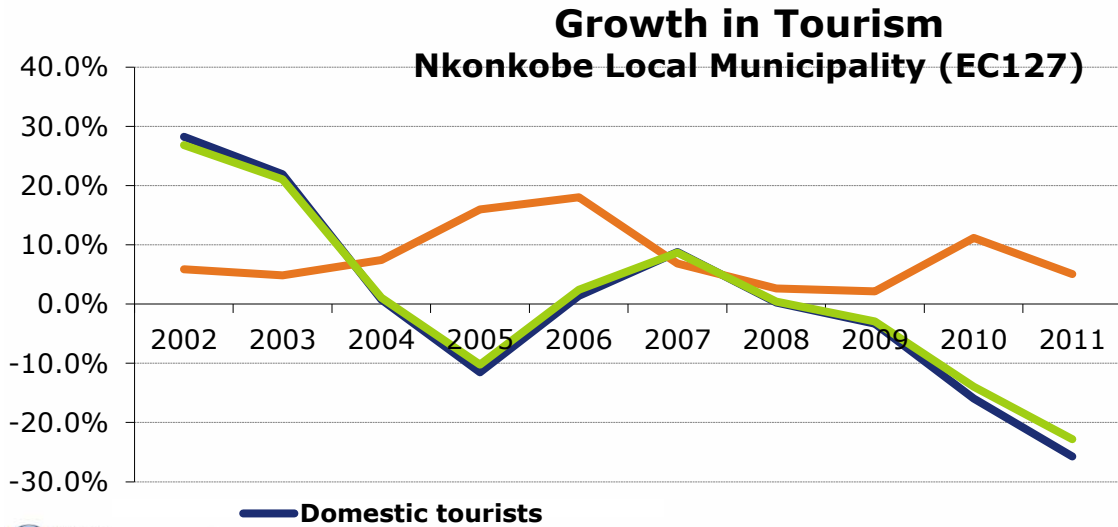
### 2.3.12 Economic Potential

#### 2.3.12.1 Tourism

Tourism in Nkonkobe is one of the key sectors of economic growth. Nkonkobe is renowned of its rich heritage and history. It is the home to the University of Fort Hare, Lovedale College, and Healdtown; moreover the municipal area boasts a number of tourism routes. This rich history and heritage however is not yet exploited.



Source: IHS Global Insight Regional eXplorer ve

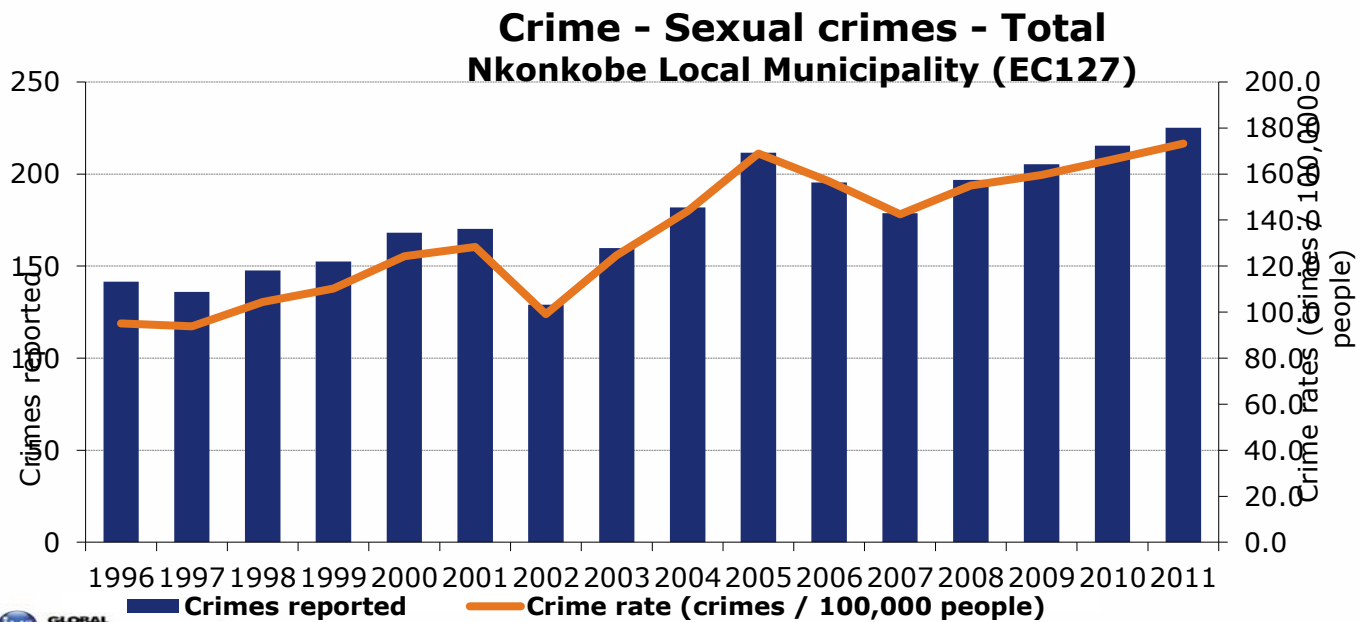


Source: IHS Global Insight Regional eXplorer v6

### 2.3.13 Crime

Like all small towns, Nkonkobe Municipality is affected by various forms of crime ranging from, rape, robbery, burglary and assault. For the purpose of this document, four types of crime are happening in Nkonkobe area have been selected ,namely sexual crimes, common robbery, burglary at residential premises and assault with the intent to inflict grievous bodily harm.

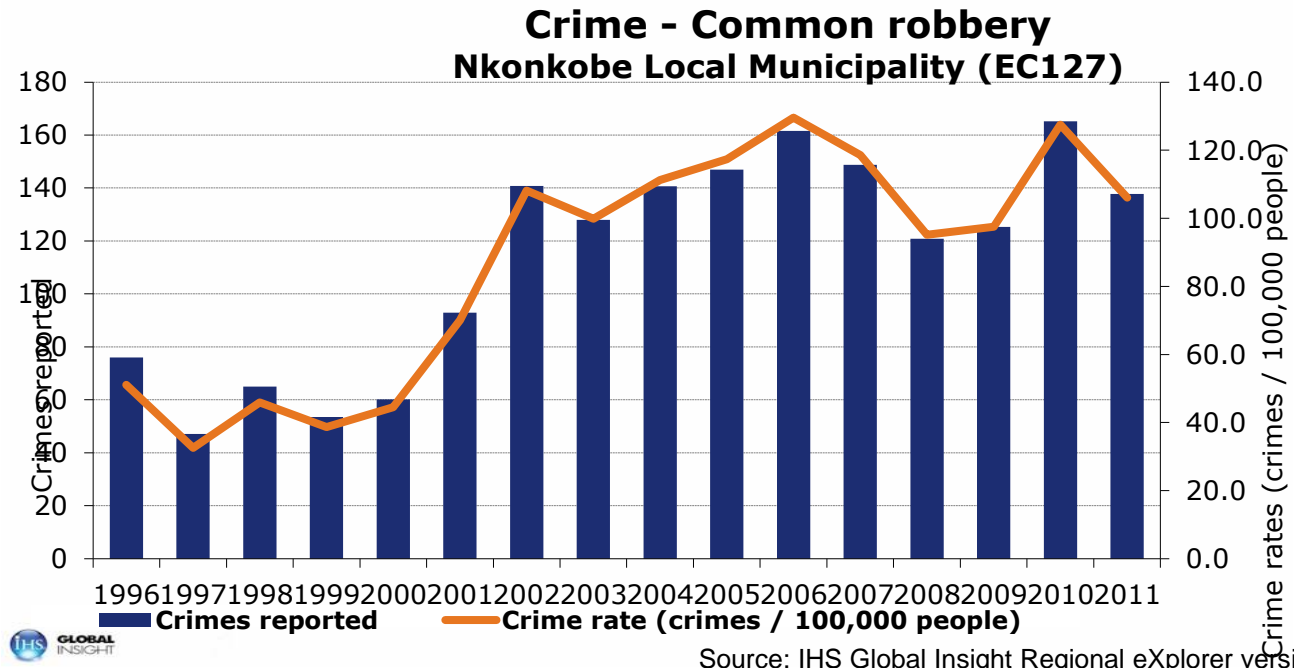
#### Sexual crimes



Source: IHS Global Insight Regional eXplorer versio

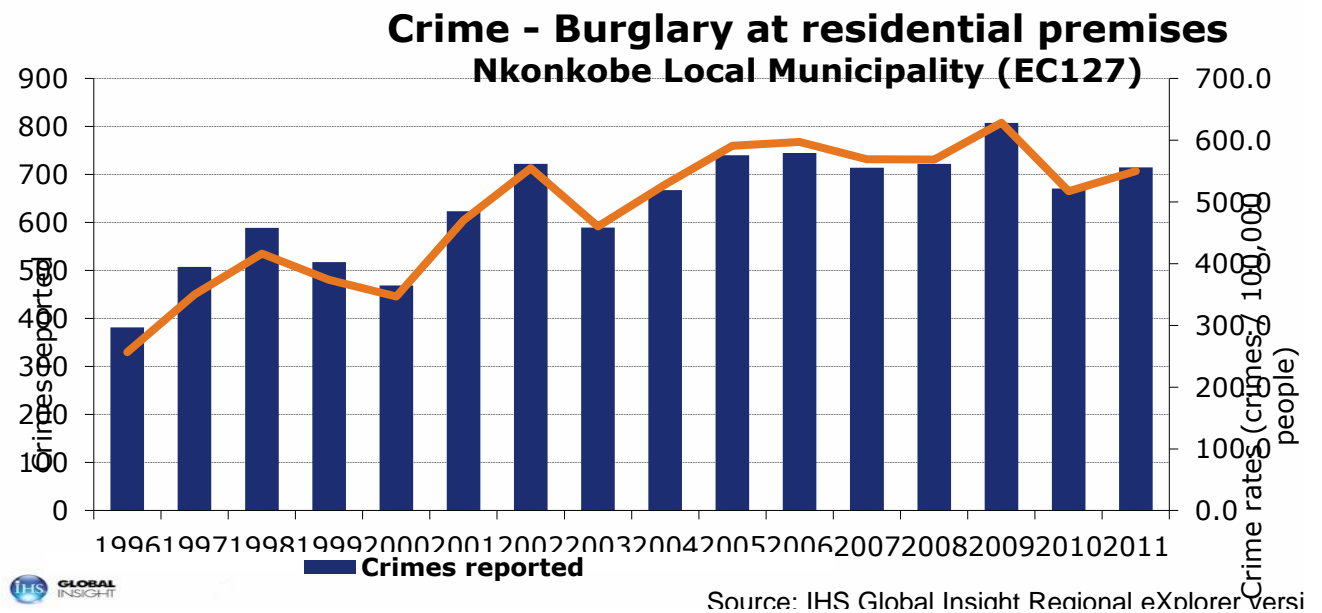
Sexual crimes reported during 2010/11 were about 250 and thus puts the rate of crime at 250 .0 per 100 000 people as reflected in the graph above.

**Common robbery**



Common robbery is as 180.0 per 100 000 people and 200 common robbery crime were reported during 2010/2011

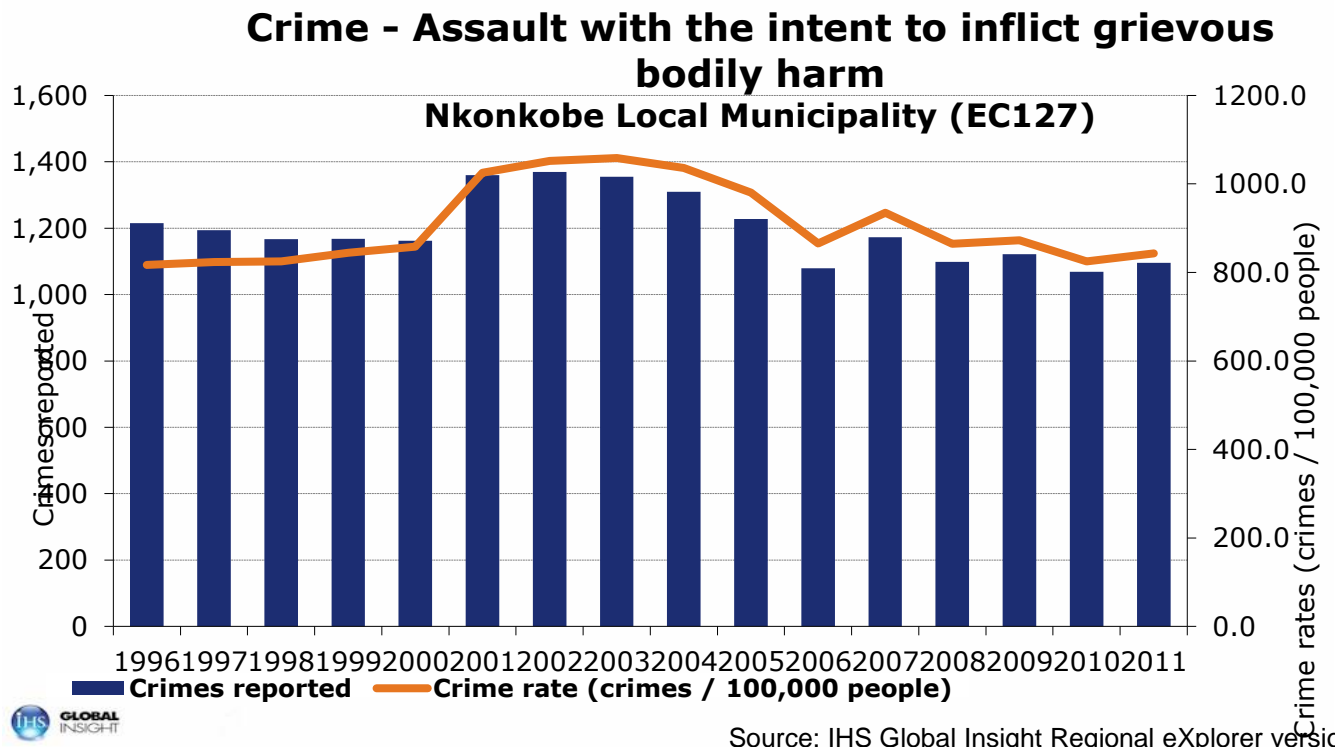
**Burglary at residential premises**





Burglary at residential premises seem to be very high as more than 800 cases were reported and the rate is just below 800.0 per 100.000 people as the graph below shows

**Assault with the intent to inflict**



Source: IHS Global Insight Regional eXplorer version 10.0

Assault is the highest of the selected crimes. Crime of this nature reported were above 1000 and also the rate is also above 1000 per 100 000 people, see the graph below.

**2.3.14 ENVIRONMENTAL CHARACTERISTICS**

This section provides background on the current status of the Environmental conditions and characteristics within Nkonkobe Local Municipality. Furthermore, this section also reflects the key issues facing the environment within the municipal area.

**2.3.14.1 Physical Attributes**

**Vegetation Types**

- **Amatole Montane Grassland:** Sweet grassland dominated by grasses such as Themeda triandra, Pennisetum sphacelatum, and Ehrharta calycina. This vegetation is good for cattle and sheep grazing. It is suitable for winter grazing but is vulnerable to transformation to sourveld, Karoo and Grassy Fynbos due to overgrazing.

- **Bedford Dry Grassland:** This grassland is composed of a few Acacia Karoo trees along water courses. It is suitable for grazing, and erratic summer rainfall makes the area high risk for agronomy.
- **Eastern Cape Escarpment Thicket:** The enclosed canopy is up to 6m in height and woody evergreen species are dominant. There is also a great variety of species in this thicket type and it is suitable for grazing of angora and Boer goats.
- **Eastern Cape Thornveld:** Open savannas dominated by Acacia Karoo bush clumps or individuals. They have a strong grassy characteristic, except in areas where overgrazing is present. Fire and grazing are important processes in the extent of this vegetation type.
- **Great Fish Thicket:** This vegetation is characterized by shrubs of an adult height, and dense and tangled shrubs with spines and thorns. On steep valleys it is characterized by tall, succulent tree euphorbias.

#### **2.3.15 Geology and Soils**

The Geology of Nkonkobe Municipality mainly consists of the Beaufort sediments that are intruded by the Karoo dolerite that have thus penetrated the formation in many areas in the form of sills and dykes. The Beaufort sediments therefore comprise of shale, mudstone and sandstone. The soils in the area are therefore derived from the Beaufort and Molteno series of the Karoo sequence, most of the soils are therefore shallow and poorly developed and rocky. Alluvium occurs in the river terraces and no mineral deposits are found in the area although there is building stones and gravel that can be obtained from the area.

#### **2.3.16 Topography**

Nkonkobe Local municipality has a landscape that has a character of a flat, regular topography; the Northern Part of the municipality is structured by high mountain ranges, having the highest peak being the Hogsback Region, which has a height level of 1700m- 2000m above the sea. Towards the southern region, the topography starts to have a relatively flat surface and evens out, having some of the southern parts with the heights of less than 200m above sea level. The topography has influenced the distribution of human activities in the area, with most of the settlements occurring at heights of 200m-400m above sea level.

### **2.3.17 Biodiversity Conservation**

Most of the Nkonkobe jurisdiction is undisturbed and untouched environment, therefore the biodiversity in the area is very rich. There are areas that are categorized as those that are of primary environmental sensitivity, and these areas include those that are around the rivers and dams, those that are along wetlands and nature reserves. These areas are those that require environmental policies that are there to protect them and to ensure that they contribute towards the thriving economy of the municipality. In the Nkonkobe Municipality the notable areas include:

- A natural corridor, which according to Terrestrial Critical Biodiversity Areas exists in the central portion of the Municipality.
- Water resources, which include Keiskamma River Basin, Tyume River, Mxhelo River, Kat River Dam, and other rivers.
- Protected areas include the Doubledrift Nature Reserve, the Great Fish River Complex, and the Mpofu Game Reserve.
- Existing forests include the forestry products such as eucalyptus, pine, wattle and indigenous forests.

### **2.3.18 Climate Change Strategy**

Climate change is a phenomenon that seems to have effect on everyone and therefore every area is affected by it, this phenomenon therefore has effects as to change climatic conditions, whether in a positive or negative way, this means that weather conditions are subject to change because of a phenomenon known as global warming, which therefore lead to temperature increase and change in seasonal patterns within a region. The effects of such are associated with heavy rainfalls, unbearably hot conditions, mudslides due to heavy rainfalls therefore resulting in soil erosion. The result of such implications therefore result in depletion of food security, depletion of water sources therefore resulting in increased poverty to those that are dependent on subsistence farming, and increased prices to consumers that rely on commercial crop production, as it requires the farmers to increase technological efforts to sustain food production. Lastly, the municipality intends to develop a Climate Change Strategy in the next financial year.

### **2.3.19 Water Resources**

- **Rivers:** Nkonkobe Local Municipality is well drained by a number of rivers, the major ones thus being the Keiskamma River that is located easterly of the municipality, the Kat River which is located on runs north to south on the western side of the municipality, the Tyume river which runs

from the mountainous Hogsback region and proceeds westerly towards Alice and then the southern- easterly to join the Keiskamma river. The Southern edge of the municipality is drained by the Koonap River and the Great Fish River.

- **Dams:** Nkonkobe Municipality is supported by two main dams, which are the Kat River Dam and the Binfield Park Dam. There are also other small dams that are found within the municipal area, and they are known as the pleasant view dam, Hogsback Dam and the Debe Dam. These dams, along with the Sandile Dam that is found in a neighbouring municipality known as the Amahlathi Municipality, serve as main water supply schemes for the area and therefore serve as water supply for both domestic and agricultural use in the area.
- **Wetlands:** The term Wetlands refers to rivers/ dams and their marginal zones, such as floodplains. A number of wetlands occur within the catchments of significant dams. According to the study, wetlands have been heavily impacted upon either by human activities cultivation, overgrazing, or soil erosion.
- **Ground Water:** Due to the high levels of rain in the region, there is an abundance of groundwater. This water is accessed through boreholes. Due to water quality, the practice is only limited to small scale use in the villages.
- **Waterfalls:** the municipal area has water falls around Hogsback area, which is one of the beautiful resorts around Nkonkobe.

### **2.3.20 Environmental Sensitivity**

As most of the area in Nkonkobe Municipality is undisturbed, the biodiversity in the area is still very rich. Areas of primary environmental sensitivity, mostly along rivers, dams, wetlands and nature reserves are categorized as conservation areas. These areas require sound environmental policies and practices to ensure a sustained and thriving economy in the municipality. In the Nkonkobe Municipality the notable areas include:

- A natural corridor, which according to Terrestrial Critical Biodiversity Areas exists in the central portion of the Municipality.
- Water resources include Keiskamma River Basin, Kat River Dam, and other rivers.
- Protected areas include the Doubledrift Nature Reserve, the Great Fish River Complex, and the Mpofu Game Reserve.

- Existing forests include the forestry products such as eucalyptus, pine, wattle and indigenous forests.

### **2.3.21 Ecosystem Status**

The ecosystem has guidelines that are attached to it that are intended to inform the land use management processes within the area and they assist with the identification of the need for Environmental Impact Assessment also known as the (EIA) in certain areas within the municipality. Endangered, vulnerable and least threatened areas describe some of the relevant characteristics of the ecosystem status that falls within the municipality.

- **Endangered Areas:** These are areas whose original ecosystem has been so reduced that they functioning and existence is under threat of collapsing. Endangered land cannot withstand loss of natural area through disturbance or development. Wards 15, 16, 20 and 21 are some of the endangered areas of the Nkonkobe Local Municipality.
- **Vulnerable Areas:** Vulnerable areas cover much of their original extent but further destructions could harm their health and functioning. Vulnerable land can only withstand limited loss of the area through disturbance or development. Vulnerable land covers a large extent of the Nkonkobe Local Municipality. Wards 2, 3, 4, 5, 6, 8, 9, 11, 13, 14, 15 and 21 are some of the vulnerable areas within the Nkonkobe Local Municipality.
- **Least Threatened Areas:** The ecosystems of the less threatened areas cover up most of their original extent which are mostly intact, healthy and functioning. These areas can withstand some loss to the natural areas through development. A greater portion of Nkonkobe Municipality is covered by least threatened eco-system status.

### **KPA 1: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT**

Basic Service Delivery and Infrastructure Development is one of the cornerstones for development and service delivery, as such, the municipality has invested in infrastructural development to ensure that basic services are accessible by everyone within the municipal area. Although, water and sanitation is a function of the district municipality, Nkonkobe Local Municipality is responsible for Electricity (in Fort Beaufort), Roads and Storm-water Management, as well as, Waste Management services.

#### **3.1 ELECTRICITY**

The supply of electricity in Nkonkobe Municipality is provided for by two suppliers, *i.e.* Eskom and Nkonkobe Municipality, it consists of two MINK lines namely Munic1 and Munic2 feeding approximately 135 660 consumers including farms, factories and informal settlements. Munic1 feeds Fort Beaufort and New Town and Munic2 feeds the old location of Fort Beaufort. The Municipality is only supplying electricity in Fort Beaufort Central Business District and its surrounding townships. Electricity in the other administrative areas of Alice, Middledrift, Hogsback, Seymour and all rural villages is supplied by Eskom. Currently, there are no backlogs in terms of electricity supply in areas that are provided by the municipality. In areas supplied by Eskom it is estimated that electricity provision stands at 87% with a backlog of 17%. This may change as new townships are established and villages extended and it takes time for Eskom to provide electricity in these areas. The existing MV lines were constructed approximately 60 years ago and it has exceeded its expected useful life span by 15 years, the malfunctioning of certain elements and the electrical equipment such as poles, surge arrestors, auto-reclosers and the conductors' deterioration is causing unreasonable downtime and loss of income.

#### **Current Electricity Projects:**

- **Energy Efficiency and Demand Side Management**

The Energy and Efficiency Demand Side Management is currently funded by the National Department of Energy. Through the Energy Efficiency Demand Side Management Programme, it is expected that Nkonkobe will reduce its electricity bill, by optimizing its energy use. This would be achieved by retrofitting

existing street lights, buildings, pumps and waste treatment plants with energy efficient technology. The work is currently undertaken, in the following towns: Fort Beaufort, Alice, Hogsback, Seymour and Middeldrift.

- **Integrated National Energy Plan**

The implementation of the Integrated National Electrification Programme is implemented through provision of capital subsidies to electricity distributors (Eskom and Municipalities) as well as, non-grid service providers licensed by National Electricity Regulator of South Africa (NERSA). Under this programme there are about 300 connections to be completed in the Dorishoek and Philipton – and this will in a way address the backlog currently facing the areas supplied by ESKOM.

**PRIORITY LIST FOR ELECTRIFICATION OF NKONKOBE**

NO	WARD NO	LOCATION
1	7	Armhest (45), Mankazana (60), Khayelitsha (34), Aokdine (21), Ngquthu (23). Platform (25), Paradise farm (25), Picardy farm (30), Upper Blinkwater (67), Buxton (102), Rose farm (8).
2	10	Cathcart valley, (pheshakomfula) 139, Gwadana (139), Dukathole (13), Gilton (16).
3	8	Lower Blink Water (300), Mt Pleasant (100) , Buxton, Witney Farm(Spaklington) 100
4	16	Gugulethu (311)
5	9	Roma (Maasdorp) 82, Jurieshoek (68), Kartberg (220), Ekuphumleni (Esingeni) 16, Roxeni (29). Mavuso (4), Ngwabeni (1),Gaga-Skolweni (1), Ngobe (3)
6	4	Ntoleni (10)
7	12	Worburn (25)
8	1	Khulile (32), Qamdobowa(3), Zigodlo(3), Qhibira(7), Ndulini (5), Ndindwa (18), Mgxotyeni (37)
10	14	Ngcabasa (19), Dikidikana (57).
11	11	Guburha (23),Ncera (1)
13	17	Njwaxa extension (2),
14	18	Mxumbu (18), Cwaru (8), Qawukeni (18), Anshaw (12), Qanda (7), Trust 2 (4), Tafeni (12), Mnqaba James (30), Perksdale (18) NOTE: The above mentioned villages under ward 18 are earmarked for future extensions.
15	2	Nkonkobo (11), Meva (6),Roxeni (29),Mavuso (4),Ngwabeni (10),Gaga-skolweni (1), Ngobe (3)
16	19	Mayipase (6), Xhukwane (20), Nomaliti (35), Zihlahleni (20), Trust no.1 (13), Ntonga (12). NOTE: The above mentioned villages under ward 18 are earmarked for future extensions.

**Key Challenges:**

- Ailing infrastructure
- Panels are very old and need to be replaced.
- No signage on exterior of substations and mini subs.
- Links and conductors damaged
- Lack of funds to commence with the rehabilitation

### 3.2 ROADS AND STORM WATER MANAGEMENT

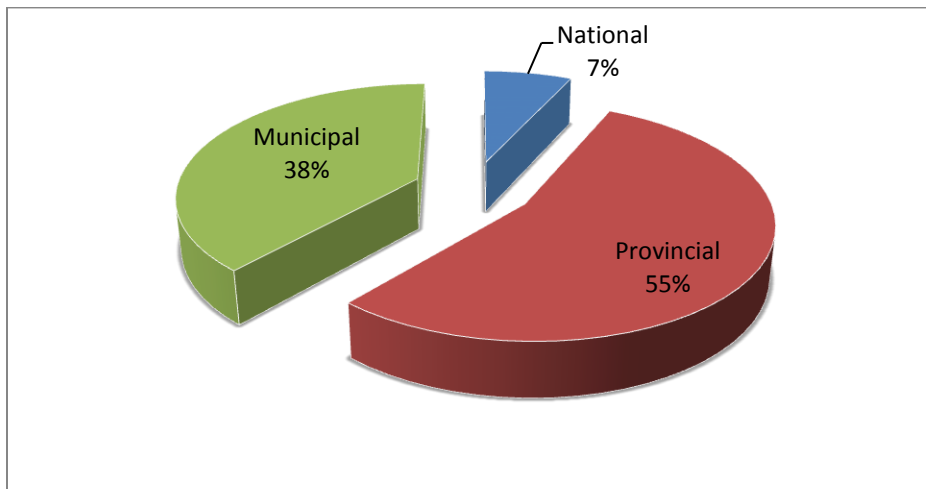
The road network within the Nkonkobe Municipal area falls under the jurisdiction of three (3) authorities, namely:

- South African National Roads Agency Limited (SANRAL) - responsible the National Route R63 and R67, which traverses the area;
- Eastern Cape Department of Roads and Public Works - responsible for the provincial trunk, main, district and minor roads within the area;
- Nkonkobe Local Municipality - responsible for all municipal roads.

The road network within the Nkonkobe Local Municipality Area, together with the relevant road authority is indicated in table below:

#### Road network in the Nkonkobe Local Municipal Area

ROAD AUTHORITY	LENGTH
SANRAL	158.35
DRPW	1234.24
NKONKOBE L.M	878.64
<b>Total</b>	<b>2 280.23</b>



#### CONDITION OF THE SURFACED ROADS:

The surfaced road network was assessed in accordance with the procedure set out in TRH 22. The condition of the roads are summarized in the table below.



## Road network in the Nkonkobe Local Municipal Area

Condition	Fort Beaufort	Alice	Middledrift	Rural/other	Total
Very Good	0.0%	0.0%	0.0%	0.0%	0.0%
Good	12.3%	73.9%	51.6%	0.0%	32.6%
Fair	51.5%	20.8%	16.1%	22.3%	40.0%
Poor	35.9%	5.3%	32.2%	77.7%	27.3%
Very Poor	0.3%	0.0%	0.0%	0.0%	0.2%

## Cost of Backlog Eradication

Town	Rehabilitation	Special Maintenance	Periodic Maintenance	Total
Fort Beaufort	R 12 472 481.00	R 21 112 492	R 9 912 227	R 43 497 200
Alice	R 0.0	R 1 355 048	R 1 185 507	R 2 540 555
Middledrift	R 0.0	R 1 497 312	R 77 761	R 1 575 073
Rural/other	R 0.0	R 503 144	R 399 497	R 902 641
<b>Total</b>	<b>R 12 472 481.0</b>	<b>R 24 467 996</b>	<b>R 11 574 992</b>	<b>R 48 515 469</b>

## CONDITION OF THE UN-SURFACED ROADS:

Below is the section that sets out in summary, the current condition of the Municipal un-surfaced roads network in terms of visual assessment.

Condition	Fort Beaufort	Alice	Middledrift	Seymour	Rural/Other	Total
Very Good	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Good	0.0%	0.0%	0.0%	0.0%	0.5%	0.4%
Fair	0.6%	1.6%	4.5%	2.3%	0.2%	0.4%
Poor	5.6%	19.1%	78.8%	7.3%	3.0%	4.8%
Very Poor	93.8%	79.4%	16.8%	90.4%	96.2%	94.3%

## Preventative Maintenance, Construction & Rehabilitation Needs

Town	Reconstruction		Regravelling		Reshaping		Total
	Length(km)	% of Town	Length(km)	% of Town	Length(km)	% of Town	
Fort Beaufort	14.52	15.38 %	73.78	78.15%	0.21	0.22%	88.51
Alice	4.44	17.10%	19.93	76.77%	0.00	0.00%	24.37
Middledrift	1.45	13.59%	8.88	83.22%	0.00	0.00%	10.33
Seymour	3.45	18.48%	14.62	78.30%	0.19	1.02%	18.27
Rural/other	565.61	81.81%	115.56	16.71%	0.00	0.00%	681.18
<b>Total</b>	<b>589.47</b>	<b>70.08%</b>	<b>232.77</b>	<b>27.68%</b>	<b>0.40</b>	<b>0.05%</b>	<b>822.64</b>



The road network has been divided between (EPWP) Expanded Public Works Programme and (MIG) Municipal Infrastructure Grant; this enables the municipality to attend to some of road network challenges. There are four Taxi ranks in Nkonkobe Municipality namely (Alice, Fort Beaufort, Middeldrift and Debe Nek), where commuters use them to board the taxis and buses in and around the villages within the municipality, as well as, to surrounding towns. Of the four, three are licensed and operate within the regulations set by the municipality. The municipality together with ASPIRE (Development Agency of Amathole District Municipality) on the Alice regeneration projects intends on rehabilitating the Alice Taxi Rank. The municipal area also has bus shelters around the R63 from Debe Nek to Alice. These shelters play a pivotal role, shielding and providing shade to the commuters against scorching heat and subsequently protecting them on rainy days.

### 3.3 STORMWATER

Storm water management system is provided for in the town of Alice, Fort Beaufort, Middeldrift and Seymour. The municipality has drafted a Storm Water Management Plan for the areas that are mentioned above. However, this plan is yet to be tabled to Council for adoption. The Municipality has prioritized storm water and storm water management needs. These are to be taken seriously as it becomes very difficult for

the communities to access their properties where storm water drainage is not attended. The network has been neglected for some time and this situation has caused major flooding during rainy seasons. This prevailing situation will cause the road network to disintegrate rapidly over the years to come resulting to high maintenance cost.

### **3.4 WASTE MANAGEMENT**

The purpose of this service is to provide appropriate waste collection service to households and businesses; cleansing services (which include: street sweeping; litter picking and removal of illegal dumping on municipal/ public spaces); waste minimization programmes, as well as, operating waste landfill sites and transfer stations.

#### **3.4.1 STATUS OF WASTE COLLECTION SERVICE**

Refuse removal is currently not done in rural areas as refuse disposal sites are situated only in the urban areas. Refuse removal service is currently done in urban areas due to the following reasons:

- Capacity of the municipality as well as readiness of rural community members.
- Long distances to and from the waste sites (waste disposal sites situated only in urban areas)
- Shortage & ageing transport system.

Domestic waste – households are serviced through a weekly kerbside black bag service. Black bags /bins kerbside collection is done once per week for households. Four (4) refuse bags are distributed to each household per month. As a measure to curb illegal dumping within residential areas; the municipality constructed refuse drop – off points in residential areas. Trade waste – each business is assessed and graded according to the volume of waste generated; and refuse is collected as per agreement between the municipality and the business based on the assessment.

#### **3.4.2 WASTE MANAGEMENT COOPERATIVES**

The municipality has waste management community cooperatives in two areas namely: Alice Golf Course and Newtown. The cooperatives are intended to improve the standard of the service by the municipality by rendering the following services: refuse collection; litter picking; street sweeping; removals of illegal dumping's and conduct environmental and waste awareness campaigns. The cooperatives were involved to achieve the following:

- render refuse removal service where the municipal cannot
- assist in job creation
- capacity building in communities
- create a sense of ownership among the citizens
- increase awareness on waste related issues

Illegal dumping is a serious challenge in residential areas; as an attempt to address this; the municipality has constructed refuse drop off points in Newtown. In order to prevent illegal dumping of refuse, the municipality has appointed peace officers that are enforcing refuse by - laws. Moreover, there are “no dumping” signs around major towns as well to caution the inhabitants of the municipality not to dump irresponsibly.

### **3.5 WASTE DISPOSAL**

Nkonkobe municipality has five (5) solid waste sites and two refuse transfer stations (Fort Beaufort and Seymour- which is still under construction). They are located in all administrative units (Middledrift; Hogsback (no longer operation); Alice; Seymour and Fort Beaufort). Three of the sites do not have licenses (Hogsback; Seymour and Fort Beaufort) and four has licenses (Fort Beaufort and Seymour refuse transfer stations; Alice and Middledrift landfill sites). The municipality is in the process of addressing the issue of non-licensed sites and poor operations. Hogsback is currently not operational, and two other sites (Seymour and Fort Beaufort) will be closed down and rehabilitated. Gibb consultants have been appointed by Amathole District Municipality (ADM) to process the application for closure of the Fort Beaufort disposal site. Public participation with Fort Beaufort residents was done and application was submitted to Department of Environmental Affairs. The municipality has constructed a refuse transfer station at Seymour which is not yet complete. There was also intention to construct a refuse transfer station also at Hogback and consultants were appointed but couldn't materialize due to lack of land; thus the project has been put on hold until the matter is resolved.

#### **3.5.1 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)**

As a mandate by the National Environmental Management: Waste Act of 2008 that all municipalities develop their own Integrated Waste Management Plans (IWMP). Nkonkobe municipality appointed a service provider to develop the IWMP – however the IWMP is still in the draft format and due to adverse

relations between the municipality and service provider who failed to adhere to the set timeframes led to the cancellation of the contract. The process of appointing a new service provider commenced – and the IWMP is ready to be tabled to a workshop of councillors. The primary objective of the IWMP is to integrate and optimize waste management services; thereby maximizing efficiency and improving the quality of the all the citizens

**THE DRAFT IWMP INCORPORATES THE FOLLOWING:**

- Reviewing the existing baseline situation
- Making projections of future requirements
- Setting objectives
- Identify system components
- Identify and evaluating alternative methods/ approaches for meeting requirements

**KEY CHALLENGES**

- Shortage and ageing fleet for transportation of refuse
- Inability to access land (Hogsback transfer station
- Non – licensed waste disposal sites

**WASTE MANAGEMENT PROGRAMMES**

**WASTE MINIMIZATION/REDUCTION/RECYCLING**

There are quite a few informal waste minimization/ reduction programmes run by individuals within the communities; however this financial year ADM has funded a formal waste minimization/ reduction programme that will be implemented in Bhofolo Township.

**3.6 CEMETERIES**

Nkonkobe municipality currently has a total of seven cemeteries that are located in urban areas which are being maintained by the municipality. Four is at Fort Beaufort (two Bhofolo townships; one in town and one in Newtown); there is one cemetery in Alice; Middledrift; Hogsback as well as Seymour. Dubu and Zwide cemeteries are about 99% full. Middledrift and Hogsback are about 85% full to capacity as such the municipality is in the process of identifying new places for the establishment of new cemeteries. Application to Department of Environmental Affairs to have Seymour cemetery extended has been objected due to

close proximity to the dam. A process of establishing new cemeteries in Seymour and Fort Beaufort is unfolding.

The municipality also has a programme of fencing rural cemeteries which are identified by ward councillors in consultation with members of the community in their respective wards in each financial year. The fencing is labour intensive; thus contractual workers are taken from the communities and trained on fencing (transfer of skill).

### **KEY CHALLENGES**

- Shortage of land for construction of Hogsback transfer station
- No allocated budget for Cemetery Management System

### **3.7 FIRE FIGHTING**

Nkonkobe Municipality does not have fire stations but is using the municipal buildings as fire stations, these buildings do not have necessary equipment / resources as to enable fire fighters to operate effectively and efficiently. The municipality has realised a need for fire station, however, that is inhibited by the low revenue base to undertake that activity. External funding for construction of the firebase is being currently explored. Nkonkobe Municipality has employed 2 permanent fire fighters however Amathole District Municipality has sent 9 additional fire fighters to fire and rescue training for a period of 3 months to reinforce the current situation in Nkonkobe Municipality. The 9 volunteers 6 are from unemployed members of Nkonkobe Municipality community and 3 are the existing employees of Nkonkobe Municipality. To remedy the situation, a chief fire officer has been appointed. Based on the current situation the following were identified as current challenges for the unit.

### **KEY CHALLENGES:**

- Skilled Staff in Fire and Rescue Services
- Lack of Fire Station Building
- Emergency vehicles

### 3.8 LAND AND HUMAN SETTLEMENTS

#### 3.8.1 Housing Developments

The Municipality facilitates the housing projects with the Department of Human Settlements. The majority of households in Nkonkobe Municipality live in a formal house on individual stands (66.1%). A relatively large percentage (29.2%) of households still resides in traditional dwellings (hurts/structures made of traditional material). This figure is relatively high if compared to other municipalities in the province (refer to Housing Sector Plan Nkonkobe Municipality 2011-2016). The housing backlog is estimated at 4500 in Nkonkobe Local Municipality. There is a rectification project currently underway in Seymour, Middledrift, and other settlements (*i.e.* Fort Beaufort) for rectification have been identified in other administrative areas. There is a plan to rectify the following projects:

- Seymour - 232
- Kanana - 300
- Hillside phase 2 - 500

The list for rectification is as follows:

- Newtown Housing project 662
- Hillside Phase 2 500
- Bhofolo Phase 1 300
- Gomma-Gomma 18
- Middledrift Phase 2 311

Further 5 new projects were identified and applications were submitted to Provincial Department of Human Settlements for approval. These projects were approved as follows:

- Bhofolo Phase 2: 1000 units,
- Lower Blinkwater: 1 500 units,
- Daweti : 260 units,
- Joji: 300 units
- Khayelitsha (Emaplangeni Alice): 260 units.

Although the municipality is still faced with a number of challenges the following projects have been completed:

PROJECT TYPE	PROJECT NAME	NO. OF UNITS
Project linked	Alice Golf Course	1 233
	F/Beaufort Bhofolo Phase 2	507
PHP	Alice Ku-Ntselamanzi	228

	Fort Beaufort – Bofolo Phase 1	500
	Middledrift	304
	Seymour Extension 6	465
	Middledrift	311

### ***Planned Projects***

<b>Project Name</b>	<b>Project Unit</b>	<b>Project Types</b>	<b>Project Status</b>	<b>Comment</b>
Readsdale	500	Rural Housing Programme	New	Procurement of Professional Services
Katberg	233	Rural Housing Programme	New	Procurement of Professional Services
Lower Blinkwater	15000	Rural Housing Programme	New	Procurement of Professional Services
Daweti	200	IRDP	New	Funding for Professional Service Approved – Procurement of Professional Services
Khayelitsha	260	IRDP	New	Funding for Professional Service Approved – Procurement of Professional Services
Bofolo Phase 1c	400	IRDP	New	Application for funding of professional services submitted
Joji	300	Rural Housing Programme	New	Process of land acquisition underway
Fort Beaufort	300	Project Linked	Unblocking Rectification	& Procurement of Contractors
Seymour	232	Project Linked	Unblocking Rectification	& Procurement of Contractors

### ***3.8.2 Informal Settlement and Backyard Structures***

There are 2 359 households living in **informal settlements** and 802 in **informal structures** in backyards. The large majority of these is likely to have incomes of R3 500 or less and would therefore be eligible for housing subsidy. Given the low income levels many would not afford the necessary formal rentals even within subsidised social housing and CRU programmes. In addition the majority are likely to be unemployed or working within the informal sector. Again this would make tenancies in formal rental very difficult. The majority of these households are likely to be eligible for government subsidy this is most achievable through in-situ **informal settlement upgrade** or **Greenfield RDP** development. In view of the foregoing, the Housing Sector Plan of the municipality reveals that informal settlements are fewer in Alice, whereas Fort



Beaufort is having the high number – and there are no evidence of informal settlements in Middledrift, Seymour and Hogsback.

### **3.8.3 Rural Housing and Farmworker Housing**

Around 18 181 households in Nkonkobe presently live in traditional structures in rural areas 17 008 households (or 95%) earn below R3 200.00 per month. It cannot be assumed that all of these are inadequately housed. More research is required within the district to better understand the actual housing need of these households also differentiating between those on communal land and those living on farms in the commercial farming sector. In the former case the initial emphasis is likely to be on the resolving of some of the tenure issues and then the provision of basic needs water and sanitation services. After this consideration can be given to the best approach to supporting improvements to top structures. In the case of farmworkers there is the need to establish more clearly the conditions and whether provision through Agric-villages will provide tangible improvements in quality of life. On the existing information it is difficult to precise such options and more focused research is required by the municipality.

## **KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT**

### **3.9 Administrative Structure of Nkonkobe Municipality**

Nkonkobe Local Municipality has an organisational structure which was adopted by a Council Meeting of May 29, 2014. The current approved organizational structure together with the proposed positions that will ensure attainment of the objectives entailed in the IDP is illustrated below. Currently only the payroll officials have been placed to Human Resources Section from the Finance Department and Housing Unit has been moved to Engineering Services from Corporate Services Department. The principal-ship of the Nkonkobe Municipality's administrative structure lies with the Municipal Manager who administers the Institution with departments and various units reporting directly to him/her. Functions of the Municipal Manager include:

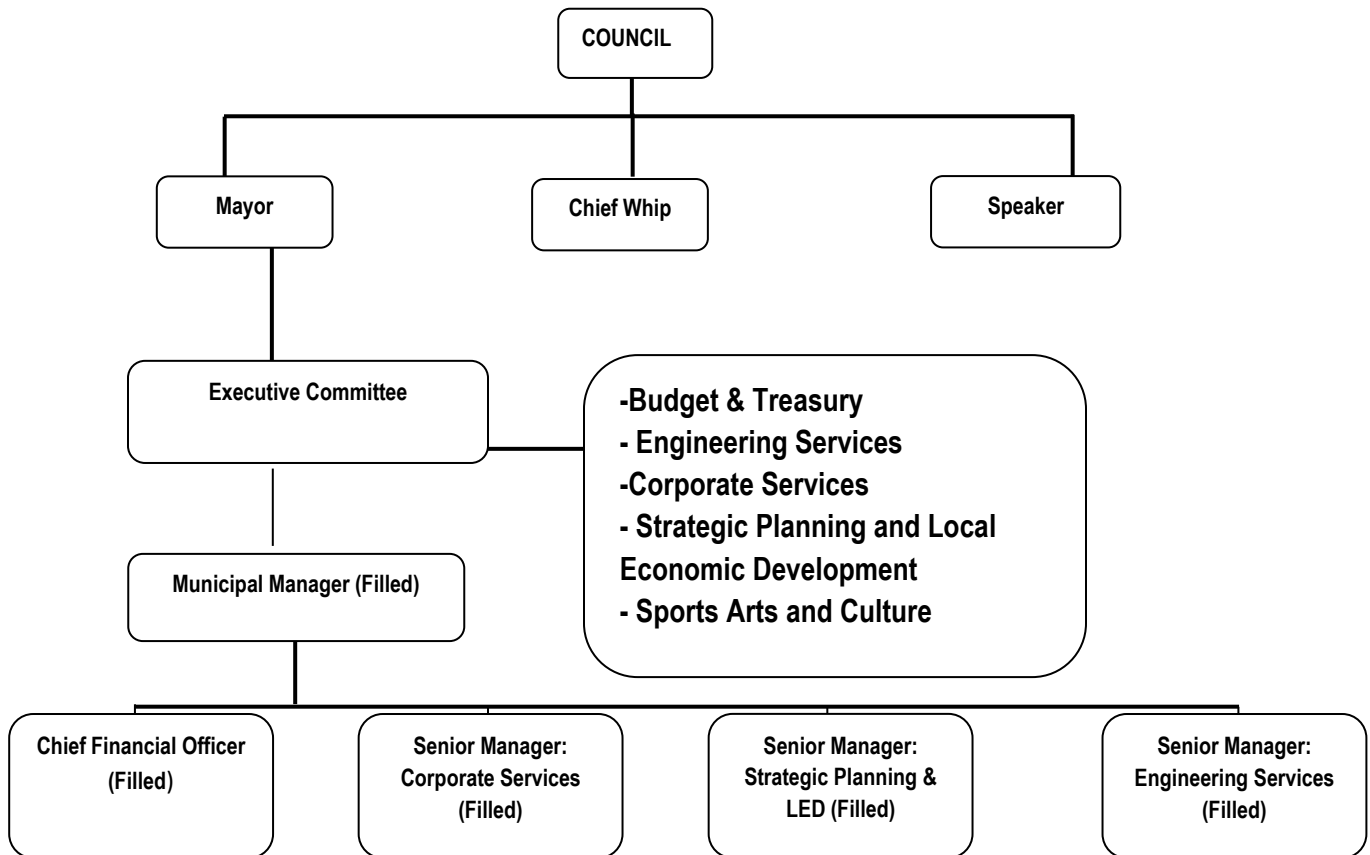
- The management of the Municipality;
- The rendering of Nkonkobe Municipality's administrative Services to the Municipality;
- The rendering of Financial Services to the Municipality;
- The rendering of Corporate Services to the Municipality;

- The rendering of Protection Services;
- The rendering of Engineering Services;
- The rendering of support to the Office of the Mayor.
- The rendering of support to the Office of the Speaker
- The rendering of support to the office of the Chief Whip.

Of the functions identified five (5) departments were established to perform the functions, these being:

- Municipal Manager’s Office
- Corporate Services
- Budget & Treasury Office
- Strategic Planning & Local Economic Development
- Engineering Services

**Illustration of the Institutional Structure of Nkonkobe Municipality is as follows:**



**A BREAKDOWN OF POSTS PER DEPARTMENT AND DIVISIONS**

Department	No of Posts per Division	Total	Filled
<b>Office of the Mayor</b>	Executive Secretary: Mayor	1	1
	Driver: Mayor	1	1
	TOTAL	2	2
<b>Office of the Speaker</b>	Manager: Speakers Office	1	1
	Executive Secretary: Speaker	1	1
	Public Participation Officer	1	0
	Speakers Driver	1	0
	TOTAL	4	2
<b>Office of the Chief Whip</b>	Secretary: Chief Whip	1	1
	Secretary: MPAC	1	0
	TOTAL	2	1
<b>Municipal Manager's Office</b>	Municipal Manager	1	1
	Executive Secretary	1	1
	Manager: Compliance	1	0
	Officer: Pre-Audit	1	1 (on contract)
	Audit Manager	1	1
	Performance Auditor	1	1
	Risk Management Auditor	1	1
	Internal Audit Clerk	1	0
Manager: MM's Office	1	0	
<b>TOTAL</b>		<b>9</b>	<b>6</b>
<b>Strategic Planning &amp;LED Special Programmes</b>	Snr Manager: Strategic Planning & LED	1	1
	Secretary	1	0
	<b>Division: IDP/PMS Manager</b>	1	1
	PMS Co-ordinator	1	1 (on contract)
	IDP Co-ordinator	1	1
	<b>Division: Local Economic Development Manager</b>	1	1
	Local Economic Development Assistant	1	1 (on contract)
	Rural Dev. Officer	1	1
	Enterprise Development Officer	1	1
	Community Development Practitioners	2	2
	Tourism & Heritage Officer	1	1
	Tourism Information Centre Officer	3	3 (on contract)
	Tourism & Heritage Assistant	1	0
	Tractor Drivers	4	2
	<b>Division: Library Service: Librarians</b>	4	3
	Library Assistant	4	0
	GA (Bev Attendant/Cleaner)	4	3
	GA (Parks)	4	2
	<b>Division: Social Needs Manager</b>	1	0
	Special Programme Officer	1	1
Outreach Officer	1	1	
Career Counsellor	1	1	
<b>TOTAL</b>		<b>40</b>	<b>27</b>
<b>Corporate Services</b>	Senior Manager: Corporate Services	1	1
	Secretary	1	0
	Division: Communications: Manager:	1	1
	Communication Officer	1	1
	Media Liaison	1	0
	Customer Care Clerk	2	0

<b>Division: Human Resources Manager</b>	1	1
Human Resources Officer	4	3
Skills Development Facilitator	1	1
Employee Wellness Practitioner	1	1
Payroll Officer	1	1
Payroll Clerk	1	1
Health & Safety Officer	1	0
Labour Relations Officer	1	1
<b>Division: IT Manager</b>	1	0
Systems Administrator	1	1
IT Security Officer	1	0
PC. Support Technician	3	1
<b>Division: Fleet Manager</b>	1	1
Transport Officer	1	1
Driver	6	6
GA: Car Wash	1	1
Sen. Artisan: Mechanical	1	1
Artisan: Mechanic	2	1
Mechanical Assistant	1	1
<b>Division: Manager: Council Support</b>	1	1
Administration Officer: Council Support & Records	1	1
Principal Clerk: Council Support	1	0
Senior Clerk: Council Support	4	3
Driver	2	2
<b>Division: Administration Manager</b>	1	1
Administration Officer: Housekeeping & Auxiliary	3	3
Switchboard Operator	1	1
Admin Clerk	1	0
Hall Caretaker	7	0
General Assistant (Beverage Attendant/Cleaner)	2	21
Registry Officer	1	1 (on contract)
Messenger	5	4
<b>Division: Traffic Section: Chief Traffic Officer</b>	1	0
Senior Examiner	1	0
Pitt Examiner	1	0
Pitt Assistant	1	0
Superintendent Law Enforcement	1	0
Traffic Officer	10	8
Principal Clerk: Licensing	2	0
Senior Clerk: Licensing	6	6
<b>Division: Protection Services: Chief Security</b>	1	1
Security Officer	4	2
Security Guard	40	30
<b>Division: Pound Master</b>	1	0
Pound Assistant	1	0
Pound Truck Driver	1	0
Rangers	9	1 (on contract)
<b>Division: Legal: Manager: Legal Services</b>	1	1
Labour Relations Officer	1	1
Senior Peace Officer	1	0
Peace Officers	20	17
<b>TOTAL</b>	<b>171</b>	<b>131</b>

<b>Engineering &amp; Infrastructure Services</b>	Senior Manager: Engineering & Infrastructure Services	1	1
	Secretary	1	1
	Project Accountant	1	0
	<b>Division: Housing: Manager: Housing</b>	1	0
	Senior Housing Officer	1	0
	Housing Officer	2	1
	Building Inspector	2	1
	Town Planner	1	0
	<b>Division: Manager: PMU</b>	1	1
	PMU Technician	2	2
	Data Capture (PMU)	1	1
	Building Foreman	2	0
	Paving Foreman	3	0
	Institutional Social Development Officer	1	1
	EPWP Co-ordinator	1	1 (on contract)
	EPWP Site Supervisor	2	0
	<b>Division: Electrical Services: Manager Electrical</b>	1	1
	Sen. Clerk (Electrical services)	1	1
	Senior Artisan (Electrician)	2	1
	Artisan (Electrician)	2	2
	Electrical Assistant	12	8
	Artisan Joiner HV & LV	1	0
	<b>Division: Manager: Emergency Services</b>	1	1
	Senior Fire Fighter	1	0
	Fire Fighters	16	6
	Disaster Management Officer	1	0
	<b>Division: Civil: Manager: Civil Works</b>	1	0
	General Foreman	1	1
	Supervisor: General Maintenance	1	0
	Plumber	3	3
	Carpenter	3	2
	Bricklayer	4	4
	General Assistant	36	7
	Roads & Storm-water Foreman	1	0
	Supervisor: Roads & Storm-water	1	0
	Plant Operator	16	6
	Supervisor: Roads Marking & Vegetation Management	1	0
	<b>Division: Waste &amp; Environmental: Waste &amp; Environmental Manager</b>	1	1
	Waste & Environmental Officer	1	0
	Cemeteries Officer	1	1
General Assistant (Cemeteries)	4	0	
Foreman	1	0	
Supervisors	6	5	

	Truck Driver	8	8
	General Assistants (Maintenance)	28	12
	Tractor Driver	2	0
	GA: Land Refill Site	5	0
	General Worker L2 (Street Cleaning)	36	34
<b>TOTAL</b>		<b>204</b>	<b>114</b>
<b>Budget &amp; Treasury Office</b>	Chief Financial Officer	1	1
	Chief Accountant	1	1
	Senior Accountant	1	1
	Secretary: Chief Financial Officer	1	0
	<b>Division: Manager: Revenue (Income)</b>	1	1
	FBS Coordinator	1	1
	Data Capturers	3	3 (on contract)
	Principal Clerk (Income)	2	1
	Senior Clerk (Income)	5	3
	Credit Controller	3	3
	Clerk (Records)	1	1
	GA Statements	6	6 (on contract)
	Cashiers	5	4
	Meter Reader	6	1 (on contract)
	Valuation Officer	1	0
	<b>Division: Expenditure: Manager: Expenditure</b>	1	1
	Principal Clerk (Expenditure)	1	1
	Senior Clerk (Expenditure)	3	2
	<b>Division: BTO: Manager (Budget &amp; Treasury)</b>	1	0
	BTO Accountant	1	1
	<b>Division: SCM: Supply Chain Manager</b>	1	1
	Supply Chain Management Practitioner	1	1
	Supply Chain Management Officer	1	0
	Contract Management Officer	1	1
	Supply Chain Management Clerk	3	3
	Principal Clerk: Stores	1	1
	Store-man	1	1
	<b>Division: Asset: Asset Manager</b>	1	0
	Asset Management Officer	1	1
	Assets Management Clerk	1	0
<b>TOTAL</b>		<b>57</b>	<b>41</b>

### **FORMULATION AND IMPLEMENTATION OF HR POLICIES, EMPLOYMENT EQUITY AND SKILLS DEVELOPMENT PLAN**

<b>No</b>	<b>Key Initiatives</b>	<b>Key successes</b>
1.	<u>Employment Policies:</u> Employee Provisioning,	Motivation for filling vacant posts is done according to the Employee Provisioning Policy Council approves the filling of vacant posts Short listing and interviewing committees are constituted according to the Employee Provisioning Policy to ensure transparency and accountability Relevant competency tests have been used as and when necessary.
2.	<u>HR Policies</u>	Human resources policies were reviewed by Council and are being implemented and some of them are to be developed and redone due to some gaps identified due to operational requirements and legislative imperatives. The need for development of new human resources policies has also been identified. Amongst those still to be developed include Succession Plan Policy.

	<p>Telephone Usage</p> <p>Vehicle Usage policies Policy</p>	<p><b>The following policies were adopted by council:</b></p> <ol style="list-style-type: none"> <li>Employee Provisioning Policy</li> <li>Cell-phone Policy</li> <li>Sexual Harassment Policy</li> <li>Smoking Policy</li> <li>Dress Code</li> <li>Telephone Usage Policy</li> <li>Fleet Management Policy</li> <li>Health and Safety Policy</li> <li>Employee Wellness Policy</li> <li>Induction Policy</li> <li>Skills Retention Policy</li> <li>Leave Management Policy</li> <li>Travel &amp; Subsistence Policy</li> </ol> <p><b>The purpose of the policy:</b></p> <p>To ensure the effective and efficient use of municipal telephones  To curb the abuse of municipal telephones by officials and councillors  To reduce the telephone costs  To prevent unauthorised access</p> <p>Policy is assisting but implementation needs to be tightened. Policy needs to be annually reviewed to close gaps.</p>
	<p><b><u>Integrated Health and Wellness Services</u></b></p>	<p><b>Background</b></p> <p>The employee assistance programme is defined as a workplace programme designed to offer short term assistance to Nkonkobe Municipality employees, managers, union and councillors in identification, prevention and treatment of personnel, social and work-related challenges that may have a negative effect on the well-being and performance of the employees and councillors.</p> <p>The wellness programmes has provided short term assessment, counselling and referrals to 281 employees and councillors. Most of these interventions have yielded positive outcome in terms of improving employee wellbeing, performance and interpersonal relations.</p> <p>In-line with the national health calendar, the four employee wellness Pillars were implemented in very professional manner within the institution, the following educational and awareness programmes were implemented for employees and councillors:</p> <ol style="list-style-type: none"> <li>1. Healthy lifestyle: weight management through aerobics classes, sport and recreation activities and medical screening services</li> <li>2. Substance abuse, Mans Health Talks</li> <li>3. Spiritual intervention</li> <li>4. After care support, marriages relationship and interpersonal relations</li> </ol> <p>Through these programmes 15% employees and councillors have managed to change their lifestyle habits for the better and I will persist until I prosper in the struggle of employee wellness four pillars:</p> <p><b>HIV/AIDS and TB Management-</b> HIV/&amp;AIDS and TB are one of the major challenges facing South Africa today and the two are closely connected causing a deadly combination when they are together than either disease is alone, therefore managing HIV/AIDS also means preventing and managing TB.</p> <ul style="list-style-type: none"> <li>• <b>Health and Productivity Management</b> –Non communicable diseases including Lifestyle diseases, chronic diseases and occupational injuries are major contributors to one’s health. Cardiovascular diseases, cancer, chronic respiratory diseases and diabetes are also responsible for more than 60% of deaths in South Africa.</li> <li>• <b>Safety, Health, Environment, Risk and Quality Management-</b> This area is concerned with the tangible and intangible factors of safety, health, environment, risk and quality management for purposes of optimal occupational health and safety of employees, the safety of citizens and also the sustainability of the environment, the management of occupational and general risks and quality of government products and services.</li> <li>• <b>Wellness Management-</b> This area addresses the Individual and Organisational Wellness in a proactive manner. It is a radical departure from the Employee Assistance Programme which was limited in scope and practice and was reactive and not strong on prevention. It is concerned with psychosocial problems, organisational climate assessments of hostile working physical and psychosocial working environments.</li> </ul>

		<p><b><u>1 OCCUPATIONAL HEALTH AND SAFETY</u></b></p> <p><b>Achievements</b></p> <p>The OHS policy has been adopted by the council and key important factors were highlighted that the wellness unit should focus on for the betterment of the organisational wellness and individual wellness. The policy should focus on Personal Protective Equipment and clothing, provision of safety measures and conditions for the employees and councillors. In line with compliance with the OHS the following strides were achieved:</p> <ol style="list-style-type: none"> <li>1. Establishment of wellness committee and Health and safety committee</li> <li>2. Development of OHS Plan for the Municipality is in process</li> <li>3. Workplace inspection has been conducted in a very professional manner and reports were forwarded to the relevant office to intervene speedily.</li> <li>4. Educational Posters for OHS are visible within the municipality buildings for awareness motives.</li> <li>5. monthly workplace inspection</li> </ol> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Lack of medical aids for employees</li> <li>• Denials from the employees is the great challenge</li> <li>• Delays in the Compensation funding registering the claims for Occupational injuries</li> <li>• Insufficient personnel to implement the programme</li> <li>• Department of Labour busy schedule is great challenge.</li> </ul>
3.	<u>Employee Capacity Building &amp; Productivity Enhancement Policies: Training &amp; Development Policy.</u>	Councillors and officials were trained in various trainings Draft Policy approved in place
4	Property valuation policy	Policy approved by Council

### **3.10 Employment Equity**

**Legislation:** Employment Equity Act (Act 55 of 1998)

**Purpose:** The plan seeks to achieve reasonable progress towards Employment Equity in the workforce.

After the analysis of the existing employee profile of Nkonkobe Municipality it was discovered that Nkonkobe Municipality race is no longer a problem but the main challenges are the:

1. Under-representation of females.
2. Gross under representation of people with disabilities.

The Municipality strives to meet the Employment Equity targets to comply with the Employment Equity Act and redress past imbalances. 100% of Section 56 employees are African and 50% of Section 56 employees are female. The Employment Equity plan expired in June 2014 and the institution is currently in the process of reviewing the plan. The institution makes submissions to the Department of Labour around equity targets.



**Total number of employees (including employees with disabilities) in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	2	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	7	1	0	2	8	0	0	0	0	0	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	41	2	0	2	23	2	0	0	0	0	70
Semi-skilled and discretionary decision making	73	2	0	0	37	1	0	0	0	0	113
Unskilled and defined decision making	38	7	0	0	29	2	0	0	0	0	76
TOTAL PERMANENT	162	12	0	4	99	5	0	0	0	0	282
Temporary employees	328	31	0	0	249	14	0	2	0	0	624
GRAND TOTAL	490	43	0	4	348	19	0	2	0	0	906

**Total number of employees with disabilities only in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	0	0	0	0	0	0	0	0	0	1
Temporary employees		0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	0	0	0	0	0	0	0	0	0	1

**Summary of Workplace Skills Plan (WSP)**

According to Government Gazette of 3 December 2012, all employers are expected to submit their Workplace Skills Plan and Annual Training Report to their respective SETA's by the 30 April of each financial year. Moreover, **the WSP in Nkonkobe Municipality was developed, adopted and implemented as per the training interventions identified**. Employers are also expected to prepare monitoring reports on any training that has taken place as per the submitted WSP and submit to LGSETA on quarterly basis. The following programs are reflected in Nkonkobe Municipality Workplace Skills Plan (WSP).

- National Treasury Minimum Competency Requirement
- Workplace Integrated Learning
- Unit Standard based and Non Unit standard based Trainings

In line with the Government Gazette no 29967 on Minimum Competency Level, The municipality commenced with the implementation of the regulations in that:

- 1 Senior Manager
- 7 Managers
- 5 Officials

#### ***Training of officials, Councillors and Ward Committees***

Training is currently being conducted in line with the Council approved Annual Training Programme and an allocated a budget for training. The training of officials, councillors and ward committees is also a target in the institutional scorecard of the municipality. Therefore training is one of the areas that is being prioritised by the municipality.

#### ***3.11 Local Labour Forum***

The above-mentioned structure serves as a consultative structure between labour and management and is functional. The structure is made up of councillors, managers and both two recognized union in the sector as prescribed in the Collective Agreement on Organizational Rights.

#### ***3.12 Human Resource Development Strategy***

Nkonkobe Local Municipality has a Human Resource strategy which was developed and endorsed by Council. This strategy was informed by a number of challenges facing local government throughout the

country, which are as a result of the prerequisite skills of employees. Nkonkobe too, is affected by that, as there is shortage of people with technical skills which then in turn inhibit the municipality in delivering on its key mandate. The HRD strategy was developed in 2011/12 financial year and it was created in-line with the national strategy 2010-30, as well as the provincial strategy and the strategy of Amathole District Municipality. This strategy has guided the municipality in its recruitment process, even though there are still slight difficulties in attracting scarce skills due to rural nature and setting of the municipality.

### **KPA 3: LOCAL ECONOMIC DEVELOPMENT**

The purpose of Local Economic Development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation. Local Economic Development offers local government, the private and not-for-profit sectors, and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth within a local area is inclusive.

#### ***Policy context for LED***

***“A municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community”*** Constitution of the Republic of South Africa (1996). The White Paper on Local Government (1998) introduces the concept of ‘developmental local government’, which is defined as: ***“Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives”***.

#### **GOVERNMENT’S PERSPECTIVE ON MUNICIPAL LED ROLE:**

***“Local Government is not directly responsible for creating jobs. It is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities”*** refer to Local Government White Paper (1998). The Local Economic Development, according to LED Guidelines (2005), is not about municipalities or other public bodies financing small local projects from the public purse. Nor is it about Mayors, Councillors or municipal

officials trying to run or manage these or even larger projects. All too frequently these have been initiated without real business plans or any serious notion of sustainability and they only last and provide temporal employment for as long as the public grant, which created them, lasts.

Nkonkobe Municipality has through many initiatives strived to strengthen the local economic development within the area as informed by the mentioned legislations. Nkonkobe local municipality has developed a Local Economic Development Strategy that was subsequently adopted by Council in an effort to streamline and accelerate service delivery. This overall LED strategy aims at promoting economic growth and redistribution, integrating the second economy, and eradicating poverty and underdevelopment by creating jobs and economic opportunities. It rests on the following five pillars:

- Attracting investment;
- Support for SMMEs;
- Skills development;
- Sustainable livelihoods; and
- Economic diversification.

In the face of historic levels of unemployment and widespread poverty, Local Economic Development (LED) has become a critical policy priority in South Africa generally and in the Eastern Cape. LED is a unique policy tool for government to build a more inclusive society and economy, to increase the numbers of people who are in sustainable economic activity, as well as to actively reduce levels of dependence, poverty and exclusion. It is designed to help build capacity of local institutions and communities – public and private – to work in common purpose with national and regional bodies to build strong, adaptable, confident, outward looking, cohesive and inclusive economies. Whereas other policies tend to work within their respective sectors – LED is cross-sectoral and integrative. It is dedicated to making the connections where these are not in place – often enabling national and provincial sectoral programmes to be better targeted and relevant to local circumstances. It is thus able to deal with complex problems that cannot be reached by standard sectoral approaches because of its ability to draw on local intelligence, networks, and commitment – and its capacity to bring a range of perspectives to bear on the issues being addressed.

LED is also the framework which brings together all the relevant stake-holding interests into a cooperative arrangement as partners focused on the development of **the local area**. Local development partnerships will typically include:-

- those with the democratic mandate: local government – elected and officials, supported by officials at other levels of the governance chain – district and provincial levels,
- those responsible for wealth generation: business and labour organisation's,
- state and Parastatals entities and agencies delivering on a range of state and provincial policies/programmes in the area, and,
- local community interests as key stakeholders in the socio-economic development of the area.

### **3.13 SETTING UP THE LED UNIT**

The LED unit consists of Agriculture, SMME/Cooperative Development, Tourism and Heritage. These sections are filled with skilled personnel to perform the LED tasks. Personnel in this unit have the relevant skills and knowhow to perform this task *e.g.in the Tourism subsection the Officer has a Diploma in that field of study, whilst there are officials with Agricultural qualifications dealing with that aspect*. The LED Unit specializes on Community Based Projects (CBP), LED Projects which are mainly soft impact projects (*what is normally referred as quick wins*). In implementing the LED programmes and LED Strategy, the municipality has an entity called Nkonkobe Economic Development Agency (NEDA), this entity focuses mainly on high impact projects and assist the municipality in the implementation of LED projects and IDP.

### **INSTITUTIONALISATION OF THE LED**

The Nkonkobe municipality has made efforts to institutionalise the LED through holding workshops that encourage participation of various stakeholders in the formulation of the strategy. The stakeholders come from various sectors including local government, government departments, business, farming community, civil society, universities/colleges and the local community. This is in line with the Thina Sinako Guide for Developing a Local Economic Development Strategy which basically advises that the LED Strategy development process needs to be inclusive and encourage maximum participation.

### **3.14 LED FORUM**

The municipality has established the LED forum for all stakeholders to participate in local economic development issues within the area. The LED forum is composed of sector departments, state institutions such as NEDA, local businesses, NGOs and Labour.

### **3.15 LED STRATEGY**

#### **Summary of Local Economic Development Strategy for Nkonkobe Local Municipality**

Nkonkobe Local Municipality has developed a Local Economic Development (LED) strategy in order to stimulate the local economy and therefore assist in providing a livelihood for the inhabitants of the municipality. Nkonkobe municipality has identified key areas which have potential to assist in the stimulation of economic activity as a starting point of their LED strategy. There are nine major economic sectors in the Nkonkobe municipality which include the following:

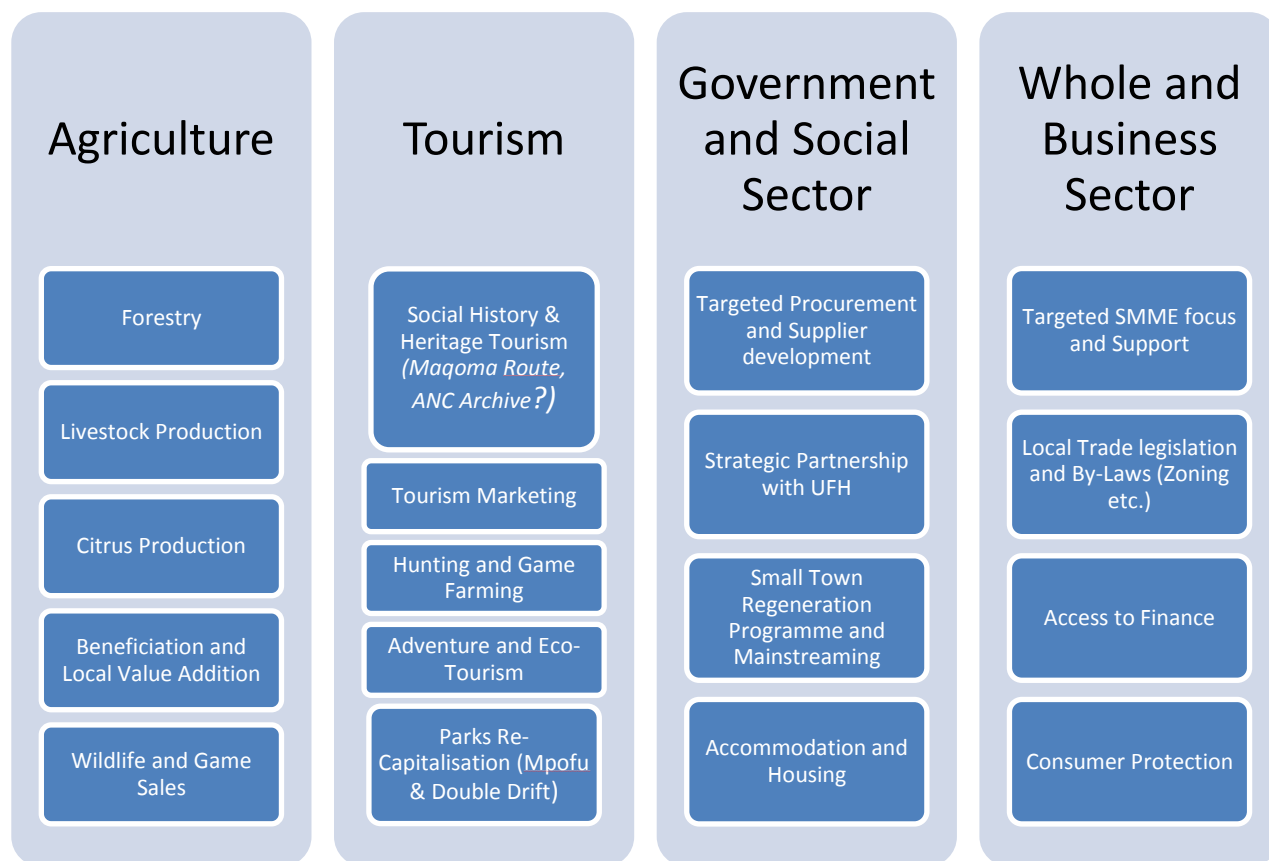
- Agriculture
- Mining and quarrying
- Manufacturing
- Electricity, gas and water supply
- Construction
- Wholesale and retail trade
- Transport, storage and communication
- Financial intermediation, insurance, real estate and business services
- Government and Community Services

#### **LED STRATEGIC FRAMEWORK**

The diagram beneath depicts the overall strategic vision for the municipality in terms of implementing a viable LED strategy. From the diagram we can see that Nkonkobe municipality has identified four pillars which will underpin the strategy, namely: Agriculture, Tourism, Government and Social Sector and Whole business Sector. Each pillar has a number of relevant drivers/priority interventions which have been designated as areas which have the potential to stimulate the local economy.

In order for these sectors to be viable, the municipality has recognised the importance of a number cross-cutting issues depicted in the arrow figure beneath, namely: Infrastructure Development, Skills

Development, Good Governance and responsive local government. These issues cut across all the pillars and economic activities and are therefore imperative for economic stimulation.



**1. Infrastructure Development / 2. Skills Development / 3. Good Governance and Responsive Local Government**

**3.16 NKONKOBÉ ECONOMIC DEVELOPMENT AGENCY (NEDA)**

Nkonkobe Economic Development Agency hereinafter referred to as NEDA was established by Nkonkobe Municipality in the year 2002. It is registered as a Section 21 Company and with the advent of the amendments to the Municipal Systems Act it is yet to be converted into a Pty (Ltd). The Agency was established along the principles of government entity with a primary role of focusing on high impact projects, whilst the municipality's focus would be on medium-term impact projects. The decision had to be made on whether it is going to be precinct-based agency or sector focused agency. The decision was made that the Agency will be neither of the two but it would rather be assuming the middle ground. The

rationale behind that approach was the fact that the Agency has been expected to operate in a relatively small area. The implications of the space constraints to the Agency were mainly the bases on its ability to create a critical mass. It has thus looked into projects in all the sectors and geographic pockets of the Nkonkobe Municipal area.

However it should be noted that the Agency's area of operation has always been characterised by a strong dominance of rural inclined economic sectors. Agriculture has always been and it still is the lead sector. In an economic turnaround it is extremely important that a balance is struck between the long term agenda which must have strong sustainability elements and the short term agenda which is mainly characterised by quick win projects and catalytic projects.

### ***3.17 ALICE REGENERATION PROGRAMME (ARP)***

The Alice Regeneration Programme initially started as the Alice Rejuvenation Project by local stakeholders and Fort Hare Alumni in the early 2000's. This has evolved with Aspire, NEDA, Nkonkobe Municipality and Amathole District Municipality playing more prominent roles in formulating the strategy for the regeneration of this forum, in alignment with Aspire's small towns Regeneration Model. Apart from the Aspire projects, Nkonkobe Municipality has also appointed the services of PriceWaterhouseCoopers, at risk, – the rationale behind this appointment, is to strengthen the already existing programme. Furthermore, PWC is also appointed to mobilise funding for the already existing projects in Alice.

### ***INTERVENTIONS IDENTIFIED***

Two catalytic interventions have been identified, which will have the maximum impact in moving Alice from its current position towards its vision. Focusing attention in these interventions is seen as something that will unlock opportunities and encourage further investments into Alice, whilst also providing tools towards the spatial integration of Alice and University of Fort Hare (UFH). These two catalytic interventions are middle-income residential developments for students and middle-upper income earners and upgrading of the CBD and creation of a civic core. However there are other key interventions that are suggested as part of Alice Regeneration Programme and they are as follows:

- ICT Development (Implementation of Broad-Band Technology)
- Heritage Preservation and Tourism
- Promotion and Development of Agriculture value chain



## **ACHIEVEMENTS**

- Alice regeneration strategy has been developed and approved by Council.
- Final LSDF (Alice Local Spatial Development Framework) has been developed and approved by council
- High level feasibility assessment report has been compiled.
- Alice Heritage Assessment report was also done
- Business Plan for the infrastructural development was submitted to National Treasury by Aspire in May 2011.

The development partners in the ARP are committed to address key enablers that underpin the strategic objectives, namely the disposal of state-owned land, the upgrading of infrastructure, and a commitment to an integrated and inclusive approach to development in Alice. The following 3 catalytic projects of the ARP will be implemented by ASPIRE in the next two years, namely:

- Upgrading the public transport hub in Alice;
- Upgrading the Alice CBD and Civic Core; and
- Upgrading of Gaga Street and the Alice Sports and Education precinct.
- Upgrading the public transport hub in Alice;
- Upgrading the Alice CBD and Civic Core; and
- Upgrading of Gaga Street and the Alice Sports and Education precinct.

### **3.18 AGRICULTURE**

Agriculture is one of the mainstays of the region's economic base; it involves the investment of basic infrastructure (water supply) as well as, poverty alleviation programmes such as crop and livestock production. In Nkonkobe, there are two types of agricultural areas, that is:

- **Agriculture and rural development:** the entire Nkonkobe area is regarded as an important as it has a potential for general agricultural purposes.
- **Intensive agriculture:** refers to areas identified for its potential for citrus and/or irrigated crop production. These areas will need to be considered for specialized infrastructure provision and appropriate land development and tenure arrangements.

The agricultural strategy has prioritised the following sectors for investment:

- Livestock production (e.g. cattle production scheme) and agro-processing
- High value crop production, e.g. citrus in the Kat River Basin and Machibini and Essential Oils in the Debe Nek area
- Revival of old irrigation schemes and establishment of new ones. Potential irrigation areas in the Nkonkobe Region are:
  - 68ha irrigation below Binfield Dam
  - 240ha irrigation below Pleasant View Dam
  - 680ha irrigation below Sandile Dam
  - 680ha irrigation after constructing new Baddafort Dam
- Promote purchase of local agricultural produce – establishment of Alice Fresh Produce Market
- Agricultural priority Debe Nek area.

The municipality has been working very close with Government departments. The Department of Agriculture, through its Agricultural programmes namely;

- Siyazondla;
- Comprehensive Agricultural Support Programme (CASAP); and
- Citrus Production.

All of these have played a big role on the development of the Nkonkobe Municipal area. A large number of communities in various wards of the municipality who were confronted by poverty and unemployment benefited from these projects. Siyazondla beneficiaries are able to consume fresh vegetables from their home gardens and also able to sell the surplus produce to the surrounding communities at low costs. The Siyazondla project slightly curbed the dependency pattern where communities were in the past heavily dependent on government for continuous assistance. Siyazondla project a government initiative will expand to benefit more communities for as long as communities are able to sustain their projects.

### ***Community Based Planning***

The municipality has funded 26 projects through Community Based Planning (CBP) and Local Economic Development fund in 2013/14 financial years. The following is the list of projects and status quo as at November 2013 during the situational analysis phase:

### 3.19 Tourism

***Nkonkobe municipality prides itself for world - class tourist destinations namely; Hogsback, Katberg, Mpofu and the Double Drift Game Reserves to mention just a few, the battle fields of the Frontier wars, the battles of the Axe and Amalinda, It cuts across water streams of the AmaGqunukhwebe tribe and to the popular sites of our rich heritage like Lovedale College across the Tyhume river and the University of Fort Hare in Alice which have both produced heroes and heroines, great sons and daughters of Africa in Dr. Tengo Jabavu, Prof. Z.K. Matthews, Nelson Mandela, Oliver Tambo, Julius Nyerere, Robert Mugabe, Seretse Kama, Robert Sobukwe, Thabo Mbeki (the list is long).***

Nkonkobe Municipality has identified Tourism as one of the catalyst to drive economic growth and development. Tourism alone cannot be exclusively looked at without considering heritage given the historic endowment of the municipal area. The Tourism sector within Nkonkobe Municipal area is clustered according to accommodation, game reserves, heritage and history, education, outdoor activities, cultural villages, craft and tour guiding. Many studies that have been undertaken in the Nkonkobe Municipal area reveals that the Tourism sector is one of the sectors that seems to possess a strong potential to regenerate the economy of the Nkonkobe Municipal area. A craft centre and cultural villages in Ngcabasa was constructed.

The following were identified as tourism products in the area:

- Nature-based attractions and activities; nature reserves, hiking trails, sport tourism.
- Heritage-based attractions and activities; the built heritage (architectural buildings), cultural heritage.

The tourism sector is clustered according to accommodation, heritage, hiking trails, cultural villages, art and craft. Some of the Nkonkobe tourism resources include the following:

- Double Drift Game Reserve, Mpofu, Hogsback, Katberg
- Battle fields of Frontier Wars
- Rich Heritage of Lovedale College and University of Fort Hare
- Tower Hospital in Fort Beaufort
- Churches, missions and shrines
- Educational facilities and hotels

- Forts, military buildings and monuments, memorials
- Gravesites – (e.g. Nontetha Grave)
- Oral History (Story Telling)
- Xhosa cultural sites and other heritage sites
- Maqoma Heritage Route comprising four routes

### **3.19.1 Tourism Supply**

Nkonkobe Local Municipality has a small selection of accommodation available to the visitors/or any prospective visitor. This includes country hotels, town-based guest houses and B&B's, guest farms (farm stays), guest cottages, game farms, lodges and facilities for camping / caravanning. In most categories, there is a relatively limited selection of different establishments. The majority (79%) of the establishments are located in and around Hogsback (53%) and Fort Beaufort (25%). The number of formal tourist beds in Nkonkobe Local Municipality and their measured average bed occupancies, divided into the categories of accommodation.

### **3.19.2 VISITOR INFORMATION CENTRES**

Nkonkobe Municipality has three operating visitors information centres, one in Alice, Hogsback and the other in Balfour. These were built as part of Amathole heritage route. Visitor Information centres can play multiple roles within a destination. The most crucial of these is the role they play as the visitor's contact with a region / destination whether by telephone, letter, fax, email or in person. They provide a welcome to the area, information on accommodation, places to eat, attractions and outdoor activities, events, transport and tours, craft and cultural villages and other essential services. The Arts and Craft centre, located in the same premises with a Visitor Information Centre in Alice has been converted into Nkonkobe Museum to house the heritage of this area. Nkonkobe Local Tourism Organisation in partnership with the municipality is in a process of decorating and refurbishing the tourism information centres in Nkonkobe in order to make the offices attractive and provide better services to the local people and visitors.

### **3.19.3 LOCAL TOURISM ORGANIZATIONS**

Nkonkobe Municipality has successfully established the Local Tourism Organisation that is a structure that will drive tourism within the Municipality. The structure is working hand in hand with the municipality and the way it is constructed it includes all sub sectors within the area that have products to offer in the tourism

sector. Various tourism development initiatives are originating from the CTO's that will be implemented by the LTO those activities include annual events and festivals. The main function and role of the LTO is ideally to market the destination, facilitating the development of the tourism products in the destination, establish a sustainable financial model upon which the Visitor Information Centre's can operate, networking and collaboration, route and itinerary development and research. The municipality in partnership with the Nkonkobe Local Tourism Organisation has developed and completed an official constitution for the Nkonkobe Local Tourism Organisation; the association is in a process of being registered as a Non-Profit Organisation.

#### **3.19.4 CRAFTERS ASSOCIATION**

Nkonkobe Crafters Association has been established, the structure is comprised of crafters across Nkonkobe, and each area has a representative on the structure. The structure's role and responsibilities is to develop and promote craft in Nkonkobe as the area is one of the unique places whereby craft is linked to the richness of the heritage of the area. Nkonkobe Local Municipality as a host municipality facilitated the establishment of the structure, and is working hand in hand with the structure as a partner by providing monitoring, financial and technical assistance. Nkonkobe Municipality Tourism Unit is in a process of converting and refurbishing the Arts and Craft Shop in Alice Tourism Information Complex into an Arts and Craft Curio Shop, whereby all the handmade arts and craft items produced in Nkonkobe will be displayed and sold. The municipality is going to partner with the Nkonkobe Crafters Association in order to monitor the centre operations and customer service.

#### **3.19.5 TOUR OPERATORS**

Nkonkobe Local Municipality trained six local youth to become accredited tourist guides in Nkonkobe. The tourist guides has been accredited, they have their own badges, licences and certificates in order for them to operate legally on tourism promotion activities in Nkonkobe. The function of the tourist guides is to promote and conduct historical, cultural and social tours in Nkonkobe. The tourist guides act as tourism ambassadors; they work in partnership with the Local Tourism Organisation and the municipality in order to promote Nkonkobe as a leading tourist destination in Amathole District Municipality. The Tourism Unit in partnership with the tour guides and Amathole District Municipality Tourism Unit are in a process of developing programme that will provide the tour guides with more extensive experience in order for the tour guides to be able to be more visible, active and promoting Nkonkobe.

### **3.20 SMME and COOPERATIVE DEVELOPMENT**

The Cooperative Act No.14 of 2005 spells out how cooperatives should operate and as such the Municipality has assisted local cooperatives in the form of training and legal registration. However there is new amendment Act No. 6 of 2013 which seeks to address the strengthening of Cooperative governess, adhering to cooperative regulations as per cooperative constitution and also to ensure the effective directorship, leadership and management of the cooperative. The municipality has ensured that the LED officials and Nkonkobe cooperative forum are well informed with the amendment Act. Furthermore to enhance the effectives and financial viability and stability, Department of Trade and Industry, Eastern Cape Development Corporation, SEDA and DEDEAT has got funding for SMME development and the municipality has explored these funding opportunities by assisting SMME in developing their business plans for funding. Auditing of SMME's is of essence to ensure that the municipality has statistical information of its SMME's. A need to develop an SMME strategy is still outstanding and has to be developed for sustainable projects. The municipality for this current FY has scheduled plans to conduct a baseline survey of all SMME's. This will yield a way for development of SMME strategy. The municipality is working hand in hand with NEDA for registration of new SMME's. Below is the table that reflects 19 cooperatives that are under the supervision of the LED unit. The table clearly shows the assistance provided by the municipality, capacity building programmes and other assessment measures that were undertaken.

#### **KPA 4:        *Municipal Financial Viability***

The municipality has adopted and reviewed the following policies:

- Indigent Policy;
- Administration Fee Management Policy;
- Budget policy;
- Rates Policy;
- Tariff Policy;
- Asset Management Policy;
- Supply Chain Management Policy;
- Credit Control Policy;
- Debt Collection Policy; and

- Subsistence and Travel Policy.

### **3.21 REVENUE**

The section mainly deals with collection and management of the municipal revenue, section 64 Municipal Finance Management Act 56 of 2003 clearly states that the municipality must have a revenue collection systems in place consistent with section 95 of the Municipal Systems Act 32 of 2000 and the municipality's credit control and debt collection policy. There has been increasing signs of undecided economic factors that also had an impact on the municipality's cash flow and collection rates. It is against this backdrop the municipality partially has done well in terms of collection and has sustained a firm cash flow.

Considerable amount of municipal revenue is obtained from levying rates and services in order for the municipality to determine its stability, efficiency and capacity to finance municipal services into the future. In order to remain financially viable and sustainable, the municipality must generate sufficient resources and balancing these resources is essential to the effective provision of services. As limited scope exists to generate alternative revenue, it is necessary to increase rates and tariffs annually. The determination of tariffs is the responsibility of Council, as per the provision of the Local Government Municipal Systems Act. Affordability is an important factor when considering the rates and tariff increases. Consideration was also given to the alignment between there sources of the municipality, level of service and customer expectations. Below is the classification of services rendered by the municipality.

### **3.22 PROPERTY RATES**

The levying of rates in terms of the Municipal Property Rates Act has had an impact in the revenue that is generated by the municipality. Properties are assessed based on the market value (which had substantial gains in value); however, the gains in terms of rates revenue are limited given the rural nature of the municipality. In addition, the impact on the indigent, pensioners, disability grants and lower and middle-income ratepayers was not considered to ensure a limited impact. As it is a major source of municipal revenue all relief measures were projected for the previous financial year as it reflects in the budget as income on the revenue side on rates but the item had remained with low figures collected in relation to the prior year's performance.

### **3.23 ELECTRICITY**

The electricity charge rates either increasing or decreasing as it is closely linked to the tariffs that are approved and monitored by National Energy Regulator of South Africa (NERSA). The challenge of the municipality is that it does not have enough electricians and resources, which partly hamper electricity revenue with the followings

- The focus of ensuring that disconnection of services for non-payment of accounts is done immediately and effectively and immediate follow up on those customers that have been disconnected and have not made any arrangements to pay electricity debt.
- Accurate meter readings for billing which results in disputes and late payments
- Monitoring of electricity usage on municipal premises and street lighting that are always on during the day also contributed in the loss.
- The municipality has been allocated funds to reduce its demand from the grid thereby reducing the amount of penalties by Eskom through energy efficiency program by DOE.

### **3.24 REFUSE REMOVAL**

The municipality is providing this service to all urban areas of its jurisdiction. A business classification form for determining the category that a business falls into has been developed. This form quantifies the volume of refuse produced by the business and then determines the amount to be charged for refuse collection. Currently, the municipality has adequate resources to perform this function on stipulated dates as agreed between the council and the consumers of this service. Service charges relating to refuse removal are recognised on a monthly basis by applying the approved tariff.

### **3.25 SOCIAL PACKAGE / FBS**

Furthermore, the cost of the basic social package is granted in order to provide a social welfare to indigent's debtors who cannot afford to pay municipal services and provided with free electricity. The cost of the social package was funded from the equitable share allocated to Council by National Treasury in terms of the Division of Revenue Act.

- The total budget for Free Basic Service for the year 2013/14, of which the total sum was utilised, amounted to R10 million as at June 2014.

#### **DEBT STATUS OF CONSUMER DEBTORS AS AT END JUNE 2014**

Service type	Debt as at June 2014
ELECTRICITY	5,743,660.80
REFUSE	18,530,593.62



RATES	39,924,243.99
TOTAL	64,198,498.41

### 3.26 GOVERNMENT DEBT

There have been successes in recovering outstanding debts. Government departments have displayed great commitment and dedication in ensuring that their accounts are up to date. Upon reconciling the government departmental accounts with the relevant departments, payment is received within few days. However, there are still challenges faced with as far as properties owned by Department of Public Works and yet not recorded into the asset register of the department. The department will not pay for such properties up until such time that they are recorded into the asset register of the department. Currently the municipality collects more revenue in Fort Beaufort area, reason being, the municipality distributes electricity in the area, therefore it is simple to implement credit control policy to defaulters e.g. blocking of electricity is exercised. For other areas where Eskom is a distributor the municipality is unable to do proper debt collection in case of defaulters all these accounts were handed over to the appointed attorneys namely Dyushu Majebe Attorneys

- Valuation roll that is currently in use is still having some gaps.
- The financial year of 2013/14 was closed with the balance of R 64,198 498.41
- Statements and invoices are delivered to all debtors on a monthly basis

### REVENUE COLLECTED BY SOURCE FOR 2013/2014

REVENUE BY SOURCE	BUDGET	ACTUAL COLLECTION	VARIANCE
Property Rates	28,152,133.00	28,094,261.00	57,872.00
Service Charges	41,787,897	27,677,042.00	14,110,854.60
Investment Revenue	2,000,000	351,256.00	1,648,744.00
Transfers Recognized - Operational	108,683,000	108,658,000.00	25,000.00
Other Own Revenue	23,163,707		23,163,707.00
	<b>203,786,737</b>	<b>164,780,559</b>	<b>39,006,178</b>

### REASONS FOR REDUCTION IN COLLECTION RATE

#### *Implementation of municipal property rates act*

The implementation of MPRA had a substantial negative impact in the collection rates of our debtors and the budget was over estimated, e.g. indigent debtors were not excluded from the valuation roll and that affected the budget's estimates. Secondly newly rated farmers also did not pay for rates because accounts

are in dispute. Government properties that do not appear on the valuation roll of the government departments also have a large impact on collection rates due to the fact payment can only be received after they have been included.

### ***Implementation of credit control policy***

The main sources of municipal income are from Grants and own generated revenue such as: property rates refuse removal and the sale of electricity and other. Credit control policy is implemented on a continuous basis. Debt handover to attorneys for recovery is also implemented as the final step of credit control policy. However, it is worth noting that Nkonkobe municipality jurisdiction area is mainly composed of rural areas where properties are exempt from rates and where majority of the households are indigent.

### ***GRANTS RECEIVED 2013/2014***

<b>Description</b>	<b>Budgeted Amount</b>	<b>Total Received</b>
Any other -MSIG Grant	-890,000.00	890,000
Equitable Share (Operating)	-94,338,000.00	94,338,000
Finance Management Grant	-1,650,000.00	1,650,000
EPWP	-2,180,000.00	2,180,000
Local Government Alice greening and Beautification		350,000
MIG	-29,147,000.00	29,147,000
Department of sport		801,000
Integrated National Electrification Programme		3,600,000
Energy Efficiency and Demand Side Management grant		4,999,700
L.G SETA skills development		120,524
Provincial LED Project		-
	<b>-128,205,000</b>	<b>138,076,224</b>

### ***ASSET MANAGEMENT***

Asset management is now controlled under Budget and Treasury Office through the Chief Accountant Office. The asset register is GRAP compliant; the institution migrated from Directive 4 which was utilised in the prior years.

#### ***3.27 GRAP 17***

The municipality has an asset management policy that is GRAP 17 compliant as per the accounting standards. Both the movable and immovable assets were evaluated. Section 63 of the MFMA No. 56 of 2003 stipulates that “the Accounting officer is responsible for the management of:-

- The assets of the municipality, including the safeguarding and the maintenance of those assets
- Ensure that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality
- That the municipality has and maintains a system of internal control of assets and liabilities including an asset and liabilities register, as may be prescribed”.

### **3.28 SUPPLY CHAIN MANAGEMENT.**

Nkonkobe Municipality’s Supply Chain Management (SCM) Policy seeks to promote an innovative form of targeted procurement, which will encourage socio-economic transformation within its locality. The SCM policy seeks to empower the municipality to will empower the Nkonkobe Municipality to continue to redress the skewed distribution of wealth. The SCM also assist in achieving the goals of poverty alleviation and job creation within its locality. The policy maintains a fair, transparent, equitable, competitive and cost effective procurement practices. The SCM unit reports to National Treasury, Provincial treasury all contracts above R100 000 on a monthly basis.

#### ***Functions of the SCM Unit***

- To manage the tender processes of the Municipality.
- To manage the day to day procurement process of the municipality.
- Manages, acquires and compiles databases of Professional Service Providers (PSP), General Service Providers (GSP) and Contractors for the Municipality.
- Manages possible procurement risks by verifying and scrutinising submission of information from tenderers and service providers.
- Manages the disposal of municipal goods no longer needed and/or are redundant.
- Manages the Municipality’s Stores.
- Develop and continuously review the SCM Policy of Nkonkobe Municipality.
- Ensuring that all additions of assets a correctly accounted for and updated on the asset register
- Effectively and efficiently overseeing the constant flow of units into and out of an existing inventory of the municipality.
- This process usually involves controlling the transfer in of goods in order to prevent the inventory from becoming too high, or dwindling to levels that could put the operation of the municipality into jeopardy.

### 3.29 EXPENDITURE MANAGEMENT

This section contains the level of spending for the whole institution; it is detailing actual expenditure incurred versus budgeted figures.

#### *Operating Expenditure*

DESCRIPTION	BUDGET/ OPEN BAL	YTD MOVEMENT	BALANCE	%
REPAIRS & MAINT-MUN ASSETS e.g.(community halls, roads, vehicles)	6 822 368.00	1 003 786.48	5 818 581.52	14.71
PURCHASE OF BULK ELECTRICITY	22 100 229.00	11 178 909.92	10 921 319.08	50.58
SECURITY SERVICES	243 936.00	57 001.55	186 934.45	23.36
GENERAL EXPENSES e.g.(consumable material, stationery, advertisement)	60 422 188.00	12 886 494.44	47 535 693.56	21.32
<b>TOTAL</b>	<b>89 588 721.00</b>	<b>25 126 192.39</b>	<b>64 462 528.61</b>	<b>28.05</b>

#### *Repairs & Maintenance*

Expenditure on repairs and maintenance was at 71.46% as at 30 June 2014.

#### *General expenses*

Expenditure on general expenses was standing at 78.82% as at 30 June 2014.

#### *Capital Expenditure*

VOTE NUMBER	DESCRIPTION	BUDGET	YTD MOVEMENT	BALANCE	%
1000/00/5/02/999 9	MIG: GRANT & SUBS e.g.(multi purposes centre, testing centre, surfacing of roads)	30 616 600.00	5 219 860.49	25 396 139.51	17.05
1000/00/5/01/999 9	REVENUE FUNDED CAPITAL e.g.(fencing of cemeteries, building of pre-schools, building of community halls)	9 700 000.00	2 596 488.27	7 103 511.73	26.77
	<b>TOTAL</b>	<b>40 316 600.00</b>	<b>7 816 348.76</b>	<b>32 499 651.24</b>	<b>19.39</b>

Capital related expenses as at end of June 2013 was sitting at 100%% for MIG and 77.77% for own revenue funded capital. Total Capex as at June 2013 was sitting at 90.36%

### **3.30 RESOLVING THE OUTSTANDING MATTERS RAISED BY THE AUDITOR GENERAL**

The Audit Report for the financial year 2011/2012 has been issued by Auditor General wherein Nkonkobe Municipality received a qualified audit opinion on a number of issues namely, comparatives, trade and other receivables; Interest earned-outstanding receivables, vat receivables, non-current provisions, prior-provisions for long-service award

- The Auditor General presented the report to the council commending the municipality from putting governance structures in place e.g. Audit Committee and internal audit unit.

The audit report stipulated the following:

#### ***Audit outcomes***

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Opinion	Qualified Audit Outcome	Qualified Audit Outcome	Qualified Audit Outcome

<b>MUNICIPALITY</b>	<b>11/12 Outcome</b>	<b>12/13 Outcome</b>	<b>13/14 Outcome</b>
Amahlathi	Unqualified	Qualified	Qualified
Ngqushwa	Qualified	Disclaimer	Qualified
Mnquma	Qualified	Unqualified	Unqualified
Mbhashe	Disclaimer	Qualified	Unqualified
Great Kei	Disclaimer	Disclaimer	Disclaimer
Nxuba	Disclaimer	Disclaimer	Qualified
Amathole	Unqualified	Unqualified	Unqualified

#### ***Reporting on performance information***

Auditor General has raised the following issues with regard to performance information

Progress made on issue raised by Auditor General:

- Effort has been put on streamlining performance information so that reported indicators are reliable and underperformance is addressed
- Implementation of PMS policy is still a challenge however efforts have been made in reviewing the performance of S57 manager; informally and the Municipal Manager formally
- The template used for reporting performance has improved to include measurement source for audit And reporting purposes.

- Internal Audit reviewed the performance reports before submitted to council and advice on areas of under achievement as required by Sec 14 of MPPR.

An Audit Action Plan to address the issues that have been raised by the Auditor General has been developed.

### **3.32 THE AUDIT COMMITTEE FUNCTIONALITY**

The function of the Audit Committee is primarily to assist the Nkonkobe Municipality in discharging its duties relating to the safeguarding of assets, the operation of adequate systems, control processes and the preparation of financial reports and statements. The Committee operates in terms of section 166 of the Municipal Finance Management Act 2003 (MFMA) (Act 56 of 2003), and has endeavored to comply with its responsibilities arising from those requirements. The Committee has performed its duties according to its terms of reference in the form of an Audit Committee Charter which stipulates amongst other issues the primary purpose of the Committee, which is:

- To monitor the integrity of the Council's financial statements and announcements relating to its financial performance, reviewing significant reporting financial reporting judgments.
- To review the effectiveness of the Council's internal controls and risk management systems.
- To monitor the effectiveness of the internal audit function and review its material findings.
- To oversee the relationship with the internal and external auditors, including agreeing the latter's audit fees and terms of engagement, monitoring their independence, objectivity and effectiveness.

The Audit Committee has no executive function and its primary objective is to review and challenge rather than assume responsibility for any matters within its remit. In view of the foregoing, the role of Audit Committee has increased its scope of work and thus focuses also on Performance Audit of the Municipality and its Entity (Nkonkobe Development Agency). The Chairperson of the Performance Audit Committee is Mr. R. Ortlieb. Both these committees convened their meeting on quarterly basis, and their sitting is embedded on the municipal calendar.

#### ***Composition of the Audit Committee and Attendance of Meetings***

The Committee commenced the year with four members and during the year under review four meetings were held.

<b>Member</b>
LM Qupe (chairperson) – Term has expired

R. Ortlieb (Audit Committee Member and Chairperson of Performance Audit Committee)
RJ Hill – Term has expired
T. Labase

## ***KPA 5 Good Governance and Public Participation***

### ***3.33 Political Structure of Nkonkobe Municipality***

The principal-ship of Nkonkobe Municipality lies with Council, which operates a number of committees. The Committees listed below are established in terms of Sections 79 and 80 of Local Government Municipal Structures Act (Act no 117 of 1998). Listed below are the committees that assist Council in carrying out its

Political responsibilities:

1. Executive Committee
2. Rules Committee
3. Remuneration Committee
4. Audit Committee and Performance Audit Committee
5. Advisory Committee
6. Municipal Public Accounts Committee

#### ***Oversight Committee & Audit Committee***

- The Audit Committee, Audit Performance Committee and Municipal Public Accounts Committee are operational.

#### ***Standing Committees:***

- Engineering Services;
- Corporate Services;
- Strategic Planning and Local Economic Development’;
- Budget & Treasury; and
- Sports, Arts and Culture.

### ***3.34 INTERACTION BETWEEN COUNCIL, STAFF AND COMMUNITY***

The municipality make uses of various mediums of communication; the institution has a functional website. Even though there is no intranet, there is instant communication that is used on the website to communication critical

information. The municipality has a newsletter called Umhlali, which is released on quarterly basis; it is used as a communication tool to disseminate council programmes to community. Information on the website gets updated regularly even though there are challenges in that regard, however information that is supposed to be posted on the website in terms of section 75 of the Local Government: Municipal Finance Management Act 2003 (Act 53 of 2003) is regularly updated.

### **3.35 COMMUNICATION STRATEGY**

The Communication Strategy was adopted by Council in 2012, and is a working document. The communication plan is reviewed annually and guides all communication activities within the municipality (internally and externally). The Strategy has assist in the following:

- help us achieve our overall organisational objectives
- engage effectively with stakeholders
- demonstrate the success of our work
- ensure people understand what we do
- Change behaviour and perceptions where necessary.

### **3.36 NEWSLETTERS**

The municipal newsletter, "*Umhlali*", is printed quarterly. However, there is no specific date of production. The current circulation is currently standing at 1500 copies – subject to the availability of funds. The whole production of the newsletter is done in-house.

### **3.37 LOCAL COMMUNICATORS FORUM (LCF)**

The main purpose for the establishment of the LCF was to close the information gap between the municipality and its communities and to ensure the co-ordination of a local level information management system advising the council and government on issues affecting the communication environment at local level. The strategy that the municipality has adopted is to include ward committees as part of the LCF to ensure that information reaches communities. An induction workshop for Councillors, Ward Committees and CDWs was held in August 2013. Seating's of the forum are on a quarterly basis.



### **3.38 INTERGOVERNMENTAL RELATIONS FORUM (IGR)**

The IGR is a forum that is chaired by the mayor, and includes senior managers of departments in Nkonkobe Municipality as well as senior managers within the municipality. Government departments in this forum present their programmes within the municipal space for the year as well as programmes they want the municipality to be involved in. Non-attendance by sector departments was reported to the office of the Premier as resolved by Council. The office of the Premier advised that all non-cooperative departments should be reported to MEC's responsible for such departments for intervention. The attendance of departments has now improved and the forum seats on a regular basis.

### **3.39 PRESIDENTIAL HOTLINE**

The presidential Hotline was launched by the President of South Africa in 2009. It is an instrument in defining a government that understands the needs of its people and responds faster to those needs. The initiative does not ask if government will or is able to provide the services. It focuses on how government should improve the service by working faster and smarter. Members of the public are allowed to raise issues pertaining to delivery of services, fraud and corruption. This will obviously assist in unblocking service delivery matters. The Municipality receives complaints through the ITMS7 System which is web-based. The turnaround time for responses is 3 days. The system has been upgraded on numerous occasions, which then presented challenges for the Public Liaison Officers to access it. The Presidency subsequently conducted a workshop in August 2013, which has seen much improvement in the handling of complaints. The Municipality is currently performing at 95% [out of 100%].

### **3.40 PUBLIC PARTICIPATION**

Chapter 4 of the Local Government Municipal Systems Act, 32 of 2000 encourages municipalities to create conditions for the local community to participate in the affairs of the municipality. In realizing the above, under the year under review, communities participated in the IDP/budget road shows where the Honourable Mayor, Cllr AW Ntsangani together with his EXCO members tabled the progress report on the implementation of the municipality IDP/Budget. Communities as well as Sector Departments also took part in the IDP Representative Forums in drafting and reviewal of the IDP that took place in the year under review.

The office of the Speaker also engages with Traditional Leaders in matters of Public Participation where there are Traditional Councils and with ward councillors to mobilize the ward committee members and community members to attend the meetings.

The IDP is summarized and presented to communities in English and presented in isiXhosa for comment and discussion. Records of these meetings are kept. Once all the comments and discussions have been taken into consideration towards an amended IDP and Budget, the above process is followed up by ward committees meeting before it goes to an IDP Representative Forum, where the amended/Draft IDP and Budget is again presented for the last time before they are submitted to Council for adoption. It is difficult though for the municipality to implement all the projects raised by communities due to budget constraints of council. The Nkonkobe Municipality also engages volunteers within the community in a wide range of activities, including community health care, disaster management, community policing forums etc.

### **3.41 WARD COMMITTEES**

Ward Committees are playing a huge role in the municipality's IDP and budget processes including Community Based Plans. The municipality has 210 ward committees in 21 wards. The municipality is experiencing a challenge in the sittings of ward committee meetings due to Councillors who do not submit agenda items as well transport problem from fleet. This therefore results in issues raised during those ward committee meetings not being able to find space in Council meetings. Ward committees are given an out of pocket expense on a monthly basis which amount to R1000 and a handset with airtime amounting to R350.00 per month. During the year in question ward committees (2 per ward) have been taken for minute taking training. The duration of the training was 3 days. The purpose of the training was to ensure that when committee clerks are not available to take minutes, ward committee secretaries will be able to carry out that task. They are also participated in the Forums and also workshops conducted by other institutions.

### **3.42 COMMUNITY DEVELOPMENT WORKERS**

The Department of Local Government and Traditional Affairs had initially appointed 21 Community Development Workers to assist the municipality in enhancing public participation by ensuring that communities are consulted and their problems are communicated through all government departments but there are 3 vacancies that had not been filled due to resignations, dismissal and due to re-determination of municipal boundaries. It still a challenge for community development workers to submit reports to the office

of the Speaker as stipulated in the MOU that was signed between the municipality and the Department of Local Government and Traditional Affairs.

### **3.43 SOCIAL COHESION**

Social cohesion is about improving a way the community interacts – ensuring that all its members can participate in social activities and access services without suffering a sense of exclusion based on their ethnic background, faith, disability and or age. It is a way that promotes interaction and understanding between different groups of people in society, and through this generates a sense of trust and community spirit. In promoting a cohesive society in Nkonkobe, the municipality has a number of programmes – these include, Mayors Cup, Community Builder of the Year, Miss Nkonkobe Beauty Pageant, Ward Championships, various programmes for elderly, disable etc. all these programmes are directed at harnessing people from all races, united in their diversity.

### **3.44 SPECIAL PROGRAMMES**

The municipality established Special Programmes Unit (SPU) under the office of the Mayor; however, the office now is currently located in the Strategic Planning and Local Economic Department. The focus of the unit is the implementation of youth, disabled, women, elderly and children programmes and projects. A policy on special programmes was adopted by the Council to manage issues related to designated groups. The vision of the municipality on special programmes: Nkonkobe Municipality envisages a future for all designated groups which:

- Is free from discrimination
- Promotes enabling environment to build capacity amongst women, youth and people with disability to be active participate in the life of the Nkonkobe municipality with the view to fulfill their potential, hopes, and aspirations.

The policy identifies the following as the focal priority areas for the Special Programmers Unit:

- Youth,
- Women
- HIV/AIDS,
- People with disabilities,
- Elderly

- Children and
- Sport

The principles and values of the policy are:

- Redressing imbalances
- Sustainability
- Empowering environment
- Gender inclusion
- Mainstreaming designated group issues

The Special Programmes Unit (SPU) facilitates the integration and mainstreaming of the designated groups into the development of the Municipality by:

1. Creating the necessary / conducive environment both internal and external through establishment of structures that will promote participation of youth, Woman, Disabled, Children, Elderly and HIV/AIDS infected individuals in our local Municipality.
2. Developing Policies, strategies and plans for the above groups for integration, mainstreaming, and alignment of such policies, plan and strategies into the sector plans of the Local Municipality.
3. Maintaining a mutual relationship between stakeholders in an endeavor to share experiences, align programmes and plans harness resources for better implementation of policies, strategies and plans

The population demographics of the Nkonkobe Municipality show that youth is the dominant group. The municipality entered into partnership with the National Youth Development Agency wherein a Youth Advisory Centre (YAC) was opened in the Municipality, subsequent to that partnership the office was then absorbed by the municipality for sustainability .The are two officers permanently employed responsible for the provision of services in the office. Their main focus is on career counselling and outreach programmers. The office has the mandate of ensuring youth development in the community and the mandate is informed by the lack of skills, high unemployment rate, poverty and crime and scarcity of required resources. The office is located in Alice town one of the municipal units. The targeted group mainly are unemployed youth, entrepreneurs and upcoming entrepreneurs, in & out of school youth, skilled & unskilled and the disabled.

## **OBJECTIVES OF THE OFFICE**

- Dissemination of information to young people on employment (finding work, job preparation, etc.), self-employment (starting your own business, financing, etc.), education and training (career planning, skills development, etc.), citizenship (life skills, rights, community work, etc.), and health and well-being (reproductive health, general health, mental health, etc.).
- Linking young people to entrepreneurship support services (business support and finance).
- Provision of basic career and business counseling and support to young people.
- Placement of young people into exit opportunities.
- Referral of young people to other specialized service providers for follow-up services.

### **3.45 EDUCATIONAL LEVEL**

Nkonkobe Municipality enjoys a high literacy rate of 61.0%, which makes the illiteracy rate 39%. There are 249 schools excluding tertiary institutions namely; the University of Fort Hare, and colleges such as MSC, Lovedale Further Education and Training, Fort Cox Agricultural College and Healdtown within Nkonkobe municipal area. It has been identified in some of the areas that children are traveling long distances from where they live to the schools and that put their lives at risk. Because the municipality is rural in nature it is difficult to provide proper accommodation to teachers and schools do not have libraries in order for children to study during breaks if they want. Due to the quality of education that is provided in our schools, children are migrating to better schools like model c schools. Lastly it has been identified that there is a lack of commitment from some teachers and learners.

- A number of challenges have been identified in this sector, those challenges include:
- The high rate of failure amongst students and that is caused by poverty and unemployment.
- Teachers for vital subjects are scarce from the area
- Learners are migrating to urban areas
- Infrastructure – shortage of buildings
- Teacher overload – teachers are reduced by staff establishment yet the number of subjects remain the same
- School needs teaching equipment to enhance teaching and learning
- Scholar transport – limited funds to cover more schools
- Quintile contestants- there are 4 primary schools that are not in the National School Nutrition Programme( NSNP) due to wrong quintile

- NSNP – 44 Post Primary Schools are benefiting from the programme
- Roads infrastructure affects scholar transport.

The remedial actions proposed for some of the challenges mentioned above are: The department needs to improve the level of education provided in schools, re-skilling of teachers and introduce attractive programmes in schools like sport and recreation. Teachers need to be motivated by provision of workshops, improving working relations and rewarding or issuing of incentives.

### **3.46 HEALTH SERVICES**

There are a total of thirty - two (32) clinics in the entire Nkonkobe Municipal area. Twenty- seven (27) clinics are run by the Provincial Department of Health for Nkonkobe communities. There are four (4) hospitals in the Nkonkobe Municipal area and one (1) Health centre, namely:

- Provincial Hospital
- Tower Hospital in Fort Beaufort
- Winterberg SANTA Hospital in Fort Beaufort
- Victoria Hospital in Alice
- Middledrift Health Centre

Three of these hospitals are in Fort Beaufort and the fourth one is situated in Alice. 500m access road to the Middledrift centre needs to be tarred. A need for health posts was identified; these should be established more especially in areas like Hogsback and Cangca, due to the financial constraints of the Department these areas are being serviced by Mobile clinics. This sector has got challenges that need to be addressed as a matter of urgency, shortage of staff has been identified and the solution to that challenge was a need to appoint an administrative staff to assist nurses. There is a need to aggressively recruit and train young people to be nurses especially locally based ones. A need to use retired nurses to assist in clinics and hospitals as some of the retired nurses are still interested in serving their communities and an increase of salaries for nurses to prevent them living the country for better salaries. Accommodation is also a challenge for the staff. The Department of Health has currently sent two (2) candidates to Cuba to be trained as Doctors and also twelve (12) candidates are currently being trained at Liliitha College of Nursing in different categories of Nursing. Eleven (11) Community Health Workers have been trained are back to work as Assistant nurses now .The Department is also in a process of sending retired Nurses for training and enrolled Nurses for training.

### **3.47 GOVERNMENT STRUCTURES**

Out of the 32 Clinics that are at Nkonkobe Municipal area only twenty nine (29) clinics that having functional Clinic Committees. Local Aids Council has recently been established, also driven by Councillor, this structure is fully functional.

### **3.48 LOCAL SPORT FACILITIES**

The municipality has listed the upgrading of sport facilities in the IDP as one of the development objectives and strategy projects. It is important for the municipality to facilitate the provision of sport facilities so as to uplift the standard of living but due to financial constraints the municipality finds it difficult to establish new sport fields and maintain the existing ones, which therefore leads to vandalism.

The following are the existing sport facilities:

- Chris Hani in Debe Nek,
- Wilton Mkwazi Stadium for cricket in Middledrift
- Alice grounds rugby field and are also utilized for soccer.
- Ntselamanzi Cricket grounds owned by Alice Cricket Board
- Victoria East Rugby Union fields in Alice
- Happy Rest Cricket Fields in Alice
- Zwelitsha Stadium in Fort Beaufort
- Gontsi in Fort Beaufort
- Newtown multipurpose fields
- Ngumbela park in partnership with Healdtown Cricket Board
- Old Country Club multipurpose fields in Fort Beaufort
- Seymour sport field for rugby and soccer
- Dyamala Sport fields
- Sakhi sport fields
- Lower Blinkwater sport fields

### **3.49 LIBRARIES**

Library service is the function of the Department of Sport, Recreation, Arts and Culture in terms of Schedule 5 of the Constitution of South Africa 1996. Nkonkobe Municipality is performing this service with

the Service Level Agreement. Libraries are local gateways to knowledge, providing individuals and social groups with the basic facilities for lifelong learning, independent decision making and cultural development. It strengthens reading habits and computer literacy in children and adults. The fundamental principle in Nkonkobe Local Municipality libraries is that its services must be accessible to all its inhabitants. Tertiary material is provided to distance higher learning students.

- Fort Beaufort Public Library- Fort Beaufort Town
- Washington Bongco Public Library- Bhofolo location
- Newtown Public Library- Fort Beaufort, Newtown
- Alice Public Library- Alice

The Fort Beaufort Public Library is manned by two Librarians (one from the Municipality and one from the Department of Sports, Recreation, Arts and Culture) and one cleaner, Newtown Public Library is manned by one Librarian and one cleaner, Alice by two Librarians, one Library assistant and one cleaner and Washington Bongco is manned by one Librarian from the Department of Sports, Recreation, Arts and Culture and one cleaner.

Libraries offer the following services:

- Assist community members by registering them to become members of the library
- Internet access free to all library members
- Give out books and other library material available to all members of the library.
- Provide information services for the benefit of use by the community.
- Promote and encourage the informal self-education of the community people.
- Offer supplementary information to those pursuing formal educational courses.
- Conserve books and other library material.
- Meet the recreational and educational needs of the community and encourage sound use leisure time.
- Design various outreach programs targeted at communities that surrounds the library



CHAPTER 4

OBJECTIVES, STRATEGIES, INDICATORS AND TARGETS

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT									
PRIORITY AREA	STRATEGIC OBJECTIVE (5 YEAR)	STRATEGY	KPI	MEASUREMENT SOURCE AND FREQUENCY	BASELINE	TOTAL TARGET 2016/17	ANNUAL TARGET		Indicator Custodian
							2015/16	2016/17	
Roads	To ensure that the communities of Nkonkobe have improved Municipal access roads by 2017	By paving streets/roads	No of km paved	Certificate of completion Annually	1km	9km's	2,5km's	2km's	Senior Manager: Engineering
		By surfacing streets/roads	No of km surfaced	Certificate of completion Annually	8.15 km's	2km's	1km	1km	Senior Manager: Engineering
		By regravelling streets/roads/culverts	No of km regravelled	Certificate of completion annually	2,5 km's	15 km's	4km's	3km's	Senior Manager: Engineering
		By developing a maintenance plan	Developed maintenance plan	Maintenance plan	nil	Audit of all road networks/ structures (bridges and culverts) Maintenance plan and No. of Km maintained.	Implementation of the maintenance plan (No. of Km maintained)	Implementation of the maintenance plan (No. of Km maintained)	Senior Manager: Engineering
		By concluding a Service Level Agreement with the DORPW	Approved SLA	Signed SLA	Nil	Signed SLA	Implementation of SLA	Review SLA	Senior Manager: Engineering
		By developing a Roads and Stormwater master plan	Approved Roads & Stormwater management Plan.	Adopted road & Stormwater master plan by Council	Nil	Developed Roads & Stormwater management plan	Develop of Roads & Stormwater Plan	Implementation of Roads and Stormwater plan	Senior Manager: Engineering
		By developing an Integrated Transport plan	Approved Integrated transport plan developed.	Adopted integrated transport plan.	Nil	Developed Integrated Transport Plan	Develop Integrated Transport Plan	Implementation of Integrated Transport Plan	Senior Manager: Engineering
Electricity	To ensure that rural communities in the Eskom area of supply have access to electricity by 2017	By conducting an audit of households that are without electricity within the Nkonkobe area	No of Beneficiaries that are without electricity	List of beneficiaries		90% of households that are without electricity reached by 2017	85% of households that are without electricity reached	90% of households that are without electricity reached	Senior Manager: Engineering
		By sourcing funding from Department of Energy for the purpose of reducing electricity backlog	No of households electrified	Closeout report	nil	180 Households electrified	60 Households electrified	60 Households electrified	Senior Manager: Engineering
		By developing alternative energy source infrastructure.	No of alternatives sources established.	Developed business for financing of solar panels	Nil	Feasibility Installed solar infrastructure in Fort Beaufort	Installation of Solar infrastructure in Fort Beaufort	Installation of Solar infrastructure in Fort Beaufort	Senior Manager: Engineering
		By developing an Electricity Master Plan	Electricity Master Plan Developed	Approved Electricity Master Plan.	Nil	Electricity Master Plan implemented.	Develop of electricity master plan	Implementation of electricity master plan	Senior Manager: Engineering

		By developing an electricity infrastructure maintenance plan.	Electricity infrastructure maintenance plan developed	Approved maintenance plan	Nil	Implementation of maintenance plan	Not set as a target	Implementation of maintenance plan	Senior Manager: Engineering
		Refurbishment of Fort Beaufort Electricity supply (Low Voltage & High Voltage)	No of km upgraded to MV and LV upgraded.	Improvements and Upgrades to Munic 1 and Munic 2	Nil	10 km Mv line upgraded. 10 km Lv upgraded line.	Development of design for MV and LV	Implementation of maintenance plan	Senior Manager: Engineering
Solid waste	To ensure access to an improved solid waste services by 2017	By facilitating the development of waste management plan	Integrated Waste Management Plan implemented	Adopted and approved IWMP	NIL	Implementation of IWMP.	Implementation of approved IWMP	Implementation of approved IWMP	Senior Manager: Engineering
		By facilitating the licensing and closure of landfill sites/ refuse transfer stations licenses/permits	No of landfill sites licensed/closed	Licenses/ permits for landfill sites/ refuse transfer stations	4 licensed landfill sites	2 landfill sites licensed	1 Transfer station licensed	Not set as a target	Senior Manager: Engineering
		By providing sustainable refuse bins at strategic points	No of refuse bins provided	Refuse bins installed	400 refuse bins	200 refuse bins	50 refuse bins	50 refuse bins	Senior Manager: Engineering
		By provision Skip bins for businesses and government departments	No. of skip bins provided	Purchased of bins supplied annually	5 skip bins	40	10	10	Senior Manager: Engineering
		By procurement of refuse collection vehicles/ trucks	No of vehicles procured	Approved budget and trucks purchased annually.	7	4	1	1	Senior Manager: Engineering
		By promoting and supporting recycling activities	No of recycling activities established and supported	Recycling initiatives in place	Nil	3 recycle activities established	1 recycle activity established	1 recycle activity established	Senior Manager: Engineering
		By developing a Solid Waste Master Plan	Solid Waste Master Plan Developed	Approved solid waste master Plan.	Nil	Solid waste master plan implemented.	Development of solid waste master plan.	Implementation of solid waste master plan.	Senior Manager: Engineering
		Cemeteries	To ensure all communities (households) have access to cemeteries by 2017	By conducting audit of remaining space in all urban cemeteries	Audit report	Audit report	Nil	8 urban cemeteries	Not set as a target
By establishing new cemeteries in Nkonkobe area	No of approved cemeteries established			Approved cemetery sites	7 cemetery sites	3 cemetery sites constructed	Construction of one cemetery site	Construction of one cemetery site	Senior Manager: Engineering
By fencing existing cemeteries	No of rural cemeteries fenced			Cemeteries fenced	34 cemeteries	72 cemeteries	18 cemeteries	18 cemeteries	Senior Manager: Engineering
By fencing of urban cemeteries	No of urban cemeteries			Approved budget and Cemeteries fenced	1	4	1	1	Senior Manager: Engineering
By developing a cemetery management system	Cemetery management system developed			Approved cemetery management system	Nil	Cemetery management system developed and in place	Implementation	Implementation	Senior Manager: Engineering
By developing a cemetery management system	Cemetery management system developed			Approved cemetery management system	Nil	Cemetery management system developed and in place	Implementation	Implementation	Senior Manager: Engineering
Environ	To conserve and improve ecological integrity of natural	By developing Environment management plan	Environment management plan developed	Resolution approving environmental management plan	Nil	Environmental management plan developed	Implementation of the environmental management plan	Implementation of environmental management plan	Senior Manager: Engineering

	recourses by 2017	By developing a climate change response strategy	developed climate change response strategy	Resolution approving climate change strategy	Nil	Climate strategy developed	Implementation of the climate change strategy	Implementation of the climate change strategy	Senior Manager: Engineering
COMMUNITY FACILITIES	To provide community facilities to Nkonkobe communities by 2017	By building community halls, child care facilities and other community facilities needed by communities	No of community facilities built	Certificate of completion Annually, <b>Massdorp, Dyamala, Zibi, Mbizana, Hala, Amathole.</b>	8	3 (13)	2 (1)	2 (1)	Senior Manager: Engineering
CHILD WELFARE CENTRES	To provide Child welfare centre's to Nkonkobe communities by 2017	By building child care centre's needed by communities	No of child welfare facilities built	Chwaru; Mlalandle; Jonini (Completion certificate)	3	3 (12)	2	2	Senior Manager: Engineering
SPORT	To encourage sport participation by all communities in promoting Social Cohesion in Nkonkobe by 2017	By building new sport facilities (To Renovate) - To propose that this target be moved to Engineering Department.	No of new sport field built (Renovate)	Physical structures of sport fields built	Nil	3 new sport facilities (Renovate at least one facility)	1 sport facility	1 sport facility	Senior Manager: Engineering
		By maintaining existing sporting facilities	No of sport fields maintained	Maintenance Reports	8 Sports fields	Maintenance of 12 Sporting Facilities	Maintenance of 4 Sporting Facilities	Maintenance of 4 Sporting Facilities	Senior Manager: Strategic Planning and LED
		By building new sport facilities (To Renovate) - To propose that this target be moved to Engineering Department.	No of new sport field built (Renovate)	Physical structures of sport fields built	Nil	3 new sport facilities (Renovate at least one facility)	Not set as a target	Not set as a target	Senior Manager: Engineering
PARKS AND OPEN SPACES	To improve the image and standard of municipality parks and open spaces in order to attract tourists by 2017	By establishing new and maintaining existing parks in partnership with private partners	No of new parks established	Reports on completion of work	Nil	2 new parks established			Senior Manager: Strategic Planning and LED
			no of existing parks maintained	Reports on completion of work	4 existing parks	4 existing parks	4 existing parks	4 existing parks	Senior Manager: Strategic Planning and LED
		By promoting clean, green and healthy environment	No of trees planted	Proof of trees planted		200 trees	40 trees	40 trees	Senior Manager: Strategic Planning and LED
FIRE AND RESCUE	To establish one firefighting base and satellite stations in Nkonkobe by 2017.	By construction of Fire Bases and procurement of firefighting engine	Constructed fire base in Fort Beaufort and satellite stations	Completion certificates Construction of fire stations.	Nil	Construction of 2 firefighting bases and one procure firefighting engine	Procuring fire engine	Construction of firefighting satellite station in Alice	Senior Manager: Engineering

Land and Human Settlement	To facilitate provision of new houses and rectification of defective houses by 2017	By reviewal of SDF and Housing Sector plan to incorporate new housing projects)	Number of households approved for funding.	Quarterly Reports on number of households approved for funding	6859 houses (Beneficiary list, SDF, Housing Sector Plan,)	Updated and approved SDF and Housing Sector Plan. Compiled, verified and approved beneficiary list	Nil	Nil	Senior Manager: Engineering
		By facilitate provision of community rental units with Human Settlements Department.	Submission of Application for community rental units with Human Settlements Departments	Quarterly Report	Resolution confirming rezoning of the site for social housing	Facilitation and co-ordination for the community rental units provisioning.	Facilitation and co-ordination for the community rental units provisioning.	No Target	Senior Manager: Engineering
	To identify land ownership within the jurisdiction of Nkonkobe by 2014 (Facilitate the land audit process)	B supporting the process by providing necessary information and documentation required by ADM.	Approved land audit report and land use plan	Developed land audit report and land use plan	Valuation roll; Deeds download; Surveyor General Diagrams	Credible land register	Implementation of the plan	No Target	Senior Manager: Engineering
		By facilitating access of land with Department of Rural Development and Public Works for rural housing projects	No of meetings held	Minutes and reports with resolutions taken	3 parcels of land	Convene 4 meeting per year	Convene 4 Meetings	Convene 4 Meetings	Senior Manager: Engineering

**INSTITUTIONAL TRANSFORMATION , ORGANIZATIONAL DEVELOPMENT , GOOD GOVERNANCE AD PUBLIC PARTICIPATION**

Priority Area	Strategic Objective (5 year)	Strategy	KPI	Measurement Source and frequency	Baseline	Total target	ANNUAL TARGETS		Indicator Custodian
							2015/ 16	2016/ 17	
Capacity Building	To ensure all employees, councillors and ward committees acquire the necessary skills to perform their duties as per IDP objectives by 2017	By conducting skills audit and develop a work place skills plan	Number of trainees and training interventions	Quarterly reports	Training & Development Policy, Training Committee	41 Cllrs & 8 traditional leaders, 200 employees and 10 programmes	21 Cllrs & 8 traditional leaders, 75 employees and 3 programmes	41 Cllrs, 8 traditional leaders, 50 employees and 4 programmes	Senior Manager: Corporate Services
	To ensure development skills of the municipal workforce in order to improve productivity in the workplace and competitiveness in the workplace by 2017	By conducting Policy Induction Workshops for Employees	No of policy induction workshops conducted	Quarterly report	Policy workshop for councillors and labour representatives was held in 2012-13	8 induction workshops	2 policy workshops	2 policy workshops	Senior Manager: Corporate Services

Intergovernmental Relations	To ensure usage of the workplace as an active learning environment and to provide opportunities for new entrance to the labour market to gain work experience by 2017	By Learnership; Internship; In-service training programmes,	No of intakes in all training interventions	Quarterly reports	Training & Development Policy, Training Committee, WSP	2 Learnership, 4 internships, 4 in-service training	continue with 2014/2015 programmes	2 Learnership, 4 internships, 4 in-service training	Senior Manager: Corporate Services
	To improve employment prospects of persons previously disadvantaged by unfair discrimination and to redress those disadvantages through training and development by 2017	By Internship Programme ISDG	No of participants	Quarterly reports	Training & Development Policy, Training Committee, WSP	10 participants recruited for the programmes	continue with 2014/2015 programme	continue with 2014/2015 programme	Senior Manager: Corporate Services
	To ensure integrated planning with other spheres of government by 2017	By enhancing and strengthening the functionality of the IGR Structures by 2017.	Number of IGR meetings held	Quarterly reports	IGR meetings are convened at District and Local Level	16 meetings	4	4	Senior Manager: Corporate Services
Communication & IT	To ensure effective communication with all stakeholders at all times by 2017	By developing Communication Strategy. Implementation of the Communication Strategy	Implementation of Communication plan and development of Communication policy	Communication Strategy; Reviewed Communication Plan and Implementation reports of the strategy	Approved communication Strategy and plan	Developed Communication Policy	Implement and Review communication plan and policy	Review communication strategy	Senior Manager: Corporate Services
		By developing Media Strategy	Approved Media Strategy	Approved media strategy and Implementation reports of the Strategy		Developed media strategy	Develop and approval of Media Plan	Implement and Review Media Plan	Senior Manager: Corporate Services
	By installing a new telephone control system and [also]	Improved telephone controls and reduced telephone bill/cost	Monthly reports from new telephone control system	Updated telephone system	100% usage of upgraded system	20%	Evaluation and reviewal of telephone control system	Senior Manager: Corporate Services	
								By improving and effectively monitoring telephone management system to ensure cost effective usage of telephones. By upgrading telephone system from analog to digital	Senior Manager: Corporate Services
To establish a functional ICT Unit by 2017	By developing and implementing IT Governance policies	Approved IT Governance policies	Monthly Reports and minutes of IT Steering Committee	Approved IT strategy; Centralized server room	Approved and implementation of IT Governance Policies	Implementation of approved policies. Renewal of licenses.	Review of IT strategy and policies.	Senior Manager: Corporate Services	
Record Management	To ensure accurate filling system and maximum safekeeping of council records by 2017	By introducing an automated records management system .	Generated reports from the automated system	Reports on the number of documents loaded	Mun-Admin system	Improved record management system and maximum utilization of the system	Utilization of Mun-Admin system in all aspects	Utilization of Mun-Admin system in all aspects	Senior Manager: Corporate Services

Leave management	To ensure improved leave management by 2017	By utilizing payday leave management system. To ensure that leave management policy is fully implemented by all levels in the municipality.	Improved leave management system, Compliance with the leave management policy.	Monthly reconciliation leave report	Payday system and leave management policy	New Payday module for leave management	Implement , monitor and report on leave management policy	Review, implement, monitor and report on leave management policy	Senior Manager: Corporate Services
		By using Clock system	Improved leave management	Monthly reports from clock system	Clock system	Improved leave management	Utilization of clock system by all employees	Utilization of clock system by all employees	Senior Manager: Corporate Services
Law Enforcement	To ensure effective law enforcement by 2017.	Effective Implementation of all By- Laws by appointing and training peace officers and rangers	Number of peace officers appointed and trained	Quarterly reports	8 peace officers	20	Not set as a target in 2015/16	Not set as a target in 2016/17	Senior Manager: Corporate Services
		Recruitment of more traffic and security officers	Number of traffic and security officers recruited	Workshops to Communities on Municipal By-Laws; appointment letters Quarterly reports; appointment letters of security and traffic officers	29 security officers 7 traffic officers	45 security officers, 10 traffic officers	No target	No target	Senior Manager: Corporate Services
	To strengthen law enforcement unit by 2017	By improving access controls within the institution	Improved access control	Quarterly reports	No access control	Improved access control	Implementation of access control measures (Middledrift)	Installation of access control measures (Hogsback/Seymour)	Senior Manager: Corporate Services
Fleet Management	To ensure effective management of municipal fleet at all times by 2017	Reviewal and effective implementation of the Fleet Management Policy	Adopted Reviewed Fleet Management Policy	Quarterly report	Fleet management policy in place and tracking system	Fully fledged vehicle tracking system	Install camera system module	Implementation and reviewal	Senior Manager: Corporate Services
		Develop essential car user policy	Adopted essential car user policy	Quarterly report	Nil	Full Implementation of Essential Car user policy	Implementation and reviewal	Implementation and reviewal	Senior Manager: Corporate Services
	To improve participation of (all sectors of society) target groups in the activities of the Municipality by 2017	Conduct ward committee meetings and public hearings for all stakeholders	Number of meetings held	Minutes and attendance register	4 meeting per ward	4 meetings per ward per year	4 meeting per ward	4 meeting per ward	Senior Manager: Corporate Services
		By developing public participation strategy	Adopted public participation and petitions policy	Reports on the number of documents loaded	Nil	Approved public participation strategy	Implementation and reviewal of the policy	Implement and Reviewal of the policy	Senior Manager: Corporate Services
	Ensure proper maintenance of municipal buildings by 2017	Audit of all municipal buildings and development of maintenance plan	Audit report on the status of municipal buildings	Audit and Quarterly reports on maintenance plan	Nil	8 buildings maintained and renovated	2 buildings maintained and renovated	2 buildings maintained and renovated	Senior Manager: Corporate Services
Internal Auditing	To ensure effective internal audit unit by 2017	By developing Annual Internal Audit assignments(plan)	By producing reports	Approved audit methodology, annual internal audit plan	Audit methodology , Annual Audit Plan and 8 Audit done.	64 audits	12 audits	12 audits	Municipal Manager

		Remove "annual" to strategic in the above sentence	Reviewed audit charter and methodology	Approved audit charter and methodology	Audit charter and methodology	(Propose to remove the above)	Reviewed and approved audit charter and methodology	Reviewed and approved audit charter and methodology	
		By reviewing internal audit charter and methodology	Plan	Minutes of Audit Committee		Approved strategic internal audit plan	Review annual plans	Review annual plan	
		By procuring an Internal Audit system	Purchased system	Quarterly Audit Reports and Service Level Agreement	None	Installed, Compliance, Audit and Risk Management System	Maintenance of IA system	Maintenance of IA system	
	To ensure effective risk management by 2017	By developing a municipal risk register	Municipal Risk register	Approved Risk register	Developed Risk register	Updated Municipal Risk Register	Approved municipal Risk register	Approved municipal Risk register	
		By establishing Fraud risk committee	Number of meetings	Minutes of meetings	None	8	2	2	
<b>Waste Management</b>	To ensure access to an improved solid waste services by 2017	By conducting community awareness on waste management (waste and environmental camp)	Awareness campaigns conducted	Annual report on awareness campaigns conducted	20 awareness campaign	20 awareness campaign	4 awareness campaign	4 awareness campaign	Senior Manager: Engineering
	To provide the municipality with reliable legal service on continuous basis by 2017	Reviewal and Develop municipal by-laws	Reviewed and promulgated by-laws	Gazette of promulgated by-laws	By-laws	5 by-laws gazette	Evaluate and Review and report thereof	Evaluate and Review and report thereof	Senior Manager: Corporate Services
<b>Legal Services</b>	To promote sound labour relations by 2017	Enhance and strengthen Local Labour Forum	Schedule, minutes and attendance register of LLF	Quarterly reports	LLF in place	4 meetings per year	4 meetings	4 meetings	Senior Manager: Corporate Services
	To provide the municipality with high level security services by 2017	Develop an integrated security strategy	Draft integrated strategy	Quarterly reports	Security Policy	Approved and implementation of Integrated security strategy	Implement and report thereof	Implement and report thereof	Senior Manager: Corporate Services

**FINANCIAL VIABILITY**

Priority Area	Objective	Strategy	KPI	Measurement Source and Frequency	Baseline	Total Target 2016/17	ANNUAL TARGETS		
							2015/ 16	2016/ 17	Indicator Custodian
Revenue Management	To ensure a self-sustained municipality through effective revenue collection by 2017	By developing, reviewing and implement Revenue enhancement strategy	Approved Revenue Enhancement strategy and improved levels of collections	Monthly collection reports. Approved Revenue enhancement Strategy.	80% revenue collection	90% of revenue collections	80%	95%	Chief Financial Officer
		By exploring other revenue collection streams	Implement Additional revenue sources	Yearly reviews of revenue sources	Billing (electricity, refuse, rates)	4 Revenue Sources	1 revenue source	1 revenue source	Chief Financial Officer
		By facilitating development of Valuation Roll	Implementation of valuation roll	Minutes of meeting and attendance register	GV, SV's and Billing system				
Free Basic Services	To ensure all Indigents households within Nkonkobe area are registered for free basic services by 2017	By developing and updating of Indigent Register	Developed register	Council approved policy and register	Policy in place	Development and Updated indigent register	Updated indigent register	Updated indigent register	Chief Financial Officer
Asset management	To ensure effective management of Municipal assets	By developing and maintaining GRAP compliant Asset Register	GRAP compliant Asset Register	Monthly Reconciliation of Assets register to GL	Monthly reports	GRAP compliant Asset Register	Maintain GRAP compliant Asset Register	Maintain GRAP compliant Asset Register	
Expenditure Management	To ensure sound and effective expenditure management systems by 2017	By payment of service provider within 30 days, improving cash flows)	Developing a compliance checklist for preventing, detecting and reporting irregular, unauthorized and fruitless & wasteful expenditure	Monthly and quarterly reports	Monthly and quarterly reports	Reduce unauthorized, irregular, fruitless and wasteful expenditure by 25%	Reduce unauthorized, irregular, fruitless and wasteful expenditure by 10%	Reduce unauthorized, irregular, fruitless and wasteful expenditure by 15%	Chief Financial Officer
			Ensuring that creditors are paid within 30days	Age analysis reports	quarterly reports	Payment of creditors within 30 days	Payment of creditors within 30 days	Payment of creditors within 30 days	
		By implementing a standard chart of accounts in line with Treasury requirements	Established SCOA committee, approved implementation plan and Standard chart of accounts			Draft Implementation Plan and established SCOA committee	Established SCOA Committee and and developed implementation plan	Full implementation of SCOA	
	To ensure timeous financial reporting and compliance with the legislation and treasury regulations	By developing and maintenance of compliance check list.	Developed and maintained compliance checklist	Submitted credible, reliable ,accurate and complete reports	Submitted credible, reliable ,accurate and complete reports	Submitted credible, reliable ,accurate and complete reports	Submitted credible, reliable ,accurate and complete reports	Submitted credible, reliable ,accurate and complete reports	Chief Financial Officer
Supply Chain Management	Ensure effective implementation of SCM policy and regulations	By reviewing, adopting the policy and monitor adherence to SCM regulation	Full implementation of SCM policy and procedures	Reviewed SCM policy and SCM implementation reports. Consistently submission of reports	Reviewed SCM policy, procedures and SCM	Updated SCM policy in line with current regulations. SCM reports continuously	Updated SCM policy in line with current regulations.	Updated SCM policy in line with current regulations.	Chief Financial Officer



					report			
		By aligning procurement plans to IDP and Budget	Developed and adopted procurement plan	Aligned procurement plan	Procurement	Aligned procurement plan	Aligned procurement plan	Aligned procurement plan
		By regular submission of bid committee reports	Monthly and quarterly submission of bid	Monthly and quarterly reports	Timeous submission of monthly and quarterly reports	Timeous submission of monthly and quarterly reports	Timeous submission of monthly and quarterly reports	Timeous submission of monthly and quarterly reports

Local Economic Development									
Priority Area	Strategic Objective (5 year)	Strategy	KPI	Measurement Source	Baseline	Total Target	Annual Targets		Indicator Custodian
					2011/12	2016/17	2015/16	2016/17	
Unemployment	To reduce unemployment by 750 by 2017	By creating 700 temporal jobs opportunities through LED initiatives and capital projects	No of jobs created through LED initiatives	Annual Reports on jobs created	9969 (both temporal and permanent )	700 temporal job opportunities created through LED Initiatives and capital projects	150 temporal job opportunities created through LED Initiatives and capital projects	150 temporal job opportunities created through LED Initiatives and capital projects	Senior Manager: Strategic Planning and LED
Agriculture	To improve support to agricultural enterprises by 2017	By providing resources to previously disadvantaged communities	No of hectors ploughed	Purchased resources and expenditure reports. Quarterly Reports on No. of hectors ploughed	2 tractors and fencing of grazing lands	Purchase of Ripper. No. of hectors ploughed	35 No. of hectors ploughed.	35 No. of hectors ploughed.	Senior Manager: Strategic Planning and LED
			No. of Hectors fenced	Completion Certificates	2 tractors and fencing of grazing lands	100 hectors of grazing land to be fenced	Fencing of 5 Hectors of grazing land	Fencing of 20 Hectors of grazing land	Senior Manager: Strategic Planning and LED
		By establishment of evaluations committee that will annually monitor impact of LED Projects	Terms of Reference of the Committee, annual visit	Reports of visit	Nil	Terms of Reference of the Committee and Report on annual visit	4 Oversight visits by Standing Committee Members	4 Oversight visits by Standing Committee Members)	Senior Manager: Strategic Planning and LED
		By capacitating emerging farmers (Propose increase on the number of training to 10 per quarter as the department is planning to formalize 25 SMME per annum)	No of trainings conducted (signing of SLA with Department of Rural Development and Land Reform on training and capacitation of emerging farmers)	Attendance register and report on trainings conducted	Nil	10 trainings	2 trainings	2 trainings	Senior Manager: Strategic Planning and LED

Tourism	To promote Nkonkobe as a leading tourism destination in the Amathole Region by 2017	By developing tourism master plan	Tourism master plan developed	Resolution adopting master plan	Nil	Tourism master plan developed	Development of Tourism Master Plan	Implementation and reviewal	Senior Manager: Strategic Planning and LED
		By facilitating the development of tourism and package tourism products including community related enterprises	No of tourism products facilitated	Reports of the products facilitated	Nil	20 tourism products	4 tourism products	4 tourism products	Senior Manager: Strategic Planning and LED
		By strengthening Local Tourism Organization's	No of LTO meetings held	Minutes of the meeting held quarterly	Nil	Convene 20 LTO meetings	Convene 4 LTO meetings	Convene 4 LTO meetings	Senior Manager: Strategic Planning and LED
SMME and Cooperatives development	To support and promote SMME and Cooperative development by 2017	By formalizing, emerging and aspiring SMME's	No of emerging and aspiring businesses formalised	Submission of applications for formal registration to CIPC	23 Formalized businesses	25 Formalized businesses	5 Formalized businesses	5 Formalized businesses	Senior Manager: Strategic Planning and LED
		By managing SMME and COOPs DATA Base	Updated DATA Base	Available database	Uncoordinated DATA BASE of COOPs is available but on application for funding	Available database	Reviewal and update database	Reviewal and update database	Senior Manager: Strategic Planning and LED
		By facilitating access to finance by SMMEs and Coops	Assist SMME/Cooperatives with applications for funding	Reports on SMME/Cooperatives supported		20 SMME's/Coops applications submitted for funding	4 SMME's/Coops applications submitted for funding	4 SMME's/Coops applications submitted for funding	Senior Manager: Strategic Planning and LED
		By applying for funding for development small business retention and expansion strategy	Application of small business retention and expansion strategy	Submission of application for Small Business Retention and Expansion Strategy	NIL	Application for funding institution for development of Small Business Retention and Expansion Strategy	Not set as a target	Not set as a target	Senior Manager: Strategic Planning and LED
ARTS AND CULTURE	To ensure promotion traditional and Ubuntu culture by 2017	By establishing a cultural village in Nkonkobe.	1. Cultural Village established with Cultural Activities	Quarterly Reports on Implementation of Programmes	Cultural Week taking place	Cultural Village Established. Cultural activities that are taking place	Cultural Village Established. Report on the programmes	Implementation of programmes	Senior Manager: Strategic Planning and LED
		By conducting Miss Nkonkobe	Miss Nkonkobe	Report on miss Nkonkobe	2 Miss Nkonkobe competitions held	5 Miss Nkonkobe competitions	1 Miss Nkonkobe competitions	1 Miss Nkonkobe competitions	Senior Manager: Strategic Planning and LED
SPORT	To encourage sport participation by all communities	By facilitating establishment of sport council to drive sports programmes	Sport council established	Resolutions of AGM for sport council	Interim structure in place	Developed sports programmes	Implementation of sports programmes	Implementation of sports programmes	Senior Manager: Strategic Planning and

	in promoting Social Cohesion in Nkonkobe by 2017	By Convening Mayors Cup	Hosting Mayors Cup Tournament	Tournament Reports	1 Mayors Cup convened	Convene 5 Mayors Cup Tournament	Convene 1 Mayors Cup Tournament	Convene 1 Mayors Cup Tournament	LED	Senior Manager: Strategic Planning and LED
IDP AND PMS	To ensure an effective developmental planning in Nkonkobe by 2017	By developing and reviewing IDP in line with the legislative requirements	Developed IDP for five years and reviewed annually	Signed five IDP	Previous five year IDP	Five year deliverable plan	Reviewed IDP	Reviewed IDP		Senior Manager: Strategic Planning and LED
		By development of performance management, monitoring and evaluation systems	Developed quarterly reports, annually reports	Assessments Performance Reports	Performance management policy and framework reports	Performance Assessment Reports	Performance Assessments Reports=	Performance Assessments Reports		Senior Manager: Strategic Planning and LED
HIV and AIDS	To ensure facilitation of the reduction and control of HIV infection by 2017	By establishing an HIV/AIDS council that will drive HIV /AIDS programmes	Established HIV/AIDS council	Resolutions establishing the HIV/AIDS council	HIV/AIDS Council	Developed HIV/AIDS Strategy and Monitor Implement of programmes	Implementation of HIV/AIDS Strategy programmes	Implementation of HIV/AIDS Strategy programmes		Senior Manager: Strategic Planning and LED
			No of awareness campaigns conducted	Annual HIV Stats reports	Nil	10 awareness campaigns	2 awareness campaigns	2 awareness campaigns		Senior Manager: Strategic Planning and LED
	To ensure development and mainstreaming of designated groups in the main economy of the municipality by 2017	By Developing SLA with provincial and national departments	SLA Developed	Signed SLA	Nil	Signed SLA with potential partners in Nkonkobe	Develop SLA with 1 potential partner (Provincial/National Department) in Nkonkobe	Develop SLA with 1 potential partner (Provincial/National Department) in Nkonkobe		Senior Manager: Strategic Planning and LED
			By implementing Youth Strategy	Developed Youth Strategy	Youth Strategy	Nil	Developed Youth Strategy and Implementation of the Strategy	Implementation of the Youth Strategy	Implementation of the Youth Strategy	

CHAPTER 5

PROJECTS

SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT: 2015/2016 Financial year

PROJECT NO	PROJECT NAME	PROJECT DESCRIPTION	BUDGET ALLOCATED	PROJECT FUNDER
1	DLTC - Fort Beaufort	Construction of Drivers Licence testing Centre - Fort Beaufort	R2,000,000.00	Municipal Infrastructure Grant
2	Chicken Abattoir -Middledrift	Construction of Chicken Abattoir	R1,000,000.00	Municipal Infrastructure Grant
3	Alice Recreation Facility	Construction of a Park in Alice	R3,000,000.00	Municipal Infrastructure Grant
4	Paving and Greening	Paving and greening Gugulethu – Phase 2	R2,000,000.00	Municipal Infrastructure Grant
		Paving and greening in Gqumashe – Phase 2	R1,372,350.00	
		Paving and greening in Ntselamanzi – Phase 2	R1,500,000.00	
		Paving and greening in Group 5 to Cape Collage – Phase 2	R1,707,563.00	
		Paving and greening in Somerset Street and Jacaranda Street – Phase 2	R1,800,000.00	
		Paving and greening Golf Course	R2,000,000.00	
		Paving Hillside to Ntoleni	R2,000,000.00	Municipal Infrastructure Grant
5	Paving and Greening in Fort Beaufort	Paving and greening in Somerset and Jacaranda Street		Municipal Infrastructure Grant
6	Ngqolowa sport field	Construction Ngqolowa sport field	R1,679,037.00	Municipal Infrastructure Grant
9	Community hall :Balfour/Massdorp	Construction of a hall – phase 2	R750,000.00	Municipal Infrastructure Grant
10	LED Projects	Mxhelo Bakery Project	R120,000.00	Municipal Budget
		Golf course Project	R500,000.00	
		LED projects : Fort Beaufort/Seymour	R430,000.00	
11	CBP Projects	21 Wards	R1,050,000.00	Municipal Budget

Social Development 14/15 Financial Year Projects

PROJECT NAME	FACILITY NO.	AMME	DISTRICT	LOCATION	WARD	MONTHLY/PRIORITY	REF NO.	P	CARIES	RATE	BENEFICIARIES	RECOMMENDED AMOUNT
Lingelethu DCC	No.10995	2.6	AMATHOLE	Ngqele 2, Mdt	16	MONTHLY	Ama/MDT/2.6/45-14	26	26	R15.00	26	R85800.00
Mrs Walker DCC	No. 10992	2.6	AMATHOLE	Mnqaba loc, Mdt	18	MONTHLY	Ama/MDT/2.6/11-14	26	26	R15.00	26	R85800.00
Qhaph'gqi DCC	No. 10993	2.6	AMATHOLE	Mbizana loc,Mdt	17	MONTHLY	Ama/MDT/2.6/41-14	32	32	R15.00	32	R105600.00
Zukhanye DCC	No. 10994	2.6	AMATHOLE	Gugulethu tship, Mdt	16	MONTHLY	Ama/MDT/2.6/22-14	23	23	R15.00	23	R75900.00
Gladys East DCC	No. 10991	2.6	AMATHOLE	Qanda loc, Mdt	18	MONTHLY	Ama/MDT/2.6/12-14	23	23	R15.00	23	R75900.00
Melani DCC	No.11031	2.6	AMATHOLE	Melani loc, Alice	12	MONTHLY	Ama/Ali/2.6/07-14	23	23	R15.00	23	R75900.00
Sisonke DCC	No.10996	2.6	AMATHOLE	Magaleni loc, Alice	12	MONTHLY	Ama/Ali/2.6/06-14	20	20	R15.00	20	R66000.00
Lalithitha ilanga DCC	No.11036	2.6	AMATHOLE	Mayipase location	19	MONTHLY	Ama/MDT/2.6/23-14	38	38	R15.00	38	R125400
Skolokhwali DCC	No.11037	2.6	AMATHOLE	Sheshegu	13	MONTHLY	Ama/Ali/2.6/05-14	25	25	R15.00	25	R82500.00
Siyazama DCC	No.11133	2.6	AMATHOLE	Ngcothoyi, Msobomvu Alice	12	MONTHLY	Ama/Ali/2.6/06-14	23	23	R15.00	23	R75900.00
Lower Gqumashe DCC	No.11042	2.6	AMATHOLE	Lower Gqumashe, Alice	12	MONTHLY	Ama/Ali/2.6/04-14	30	30	R15.00	30	R99000.00
Isiqalo Sobulumko	No. 10998	2.6	AMATHOLE	Hillside Loc. Fort Beaufort	4	MONTHLY	Ama/Fbt/2.6/15-14	25	25	R15.00	25	R82500.00
Luzini DCC	No. 10998	2.6	AMATHOLE	LuziniLocation,W ezo Fort Beaufort	8	MONTHLY	Ama/Fbt/2.6/12-14	15	15	R15.00	15	R49500.00
Kwakhanya DCC	No.11029	2.6	AMATHOLE	Mxumbu location Debenek	18	MONTHLY	Ama/MDT/2.6/12-14	40	40	R15.00	40	R13200.00
Nompendulo DCC	No.11034	2.6	AMATHOLE	Qanda loc, Mdt	18	MONTHLY	Ama/MDT/2.6/20-14	32	32	R15.00	32	R105600.00
Sakhingomso DCC	No.11035	2.6	AMATHOLE	Ntonga Location	19	MONTHLY	Ama/MDT/2.6/16-14	25	25	R15.00	25	R82500.00
Sivuyile DCC	No.11039	2.6	AMATHOLE	Mnqaba loc, Mdt	18	MONTHLY	Ama/MDT/2.6/32-14	32	32	R15.00	32	R105600.00

Mzingisi DCC	No.1103 2	2. 6	AMATHO LE	ncera ,middledrift	11	MONTHLY	Ama/MDT/2.6/ 21-14	30	30	R15.0 0	30	R99000.00
Nxanelw'imfun do DCC	No.1103 3	2. 6	AMATHO LE	Zigodlo location,Debenek	1	MONTHLY	Ama/MDT/2.6/ 40-14	34	34	R15.0 0	34	R112200.00
Khaya DCC	No.1103 8	2. 6	AMATHO LE	Xhukwana	19	MONTHLY	Ama/MDT/2.6/ 13-14	23	23	R15.0 0	23	R75900.00

### National Department of Energy

<b>Amount Allocated</b>	<b>2015/ 2016</b>	<b>2016/ 2017</b>
	R10 000 000	R15 000 000

### ESKOM

<u>Project Name</u>	<u>Project Type</u>	<u>Conn's 15/16</u>	<u>FDP Connections</u>	<u>MTEF Planned CAPEX 2015/16</u>	<u>MTEF Planned 15/16 (Incl VAT)</u>
Mpofu Extension	Household	420	264	R 7 000 499	R 7 980 569
Lower Blink Water Ph 1 14/15	Household	193	182	R 3 200 000	R 3 648 000
Middledrift Housing Development 14/15	Household	63	63	R 1 039 500	R 1 185 030
Alice Extensions Ph 2 14/15	Household	159	159	R 2 600 000	R 2 964 000
Mpofu Extension Link Line	Infrastructure			R 1 741 579	R 1 985 400

### Department of Sports, Recreation, Arts and Culture

<b>1. Infrastructure development and maintenance</b>			
<b>Project</b>	<b>Time-frames (Starting time)</b>	<b>Location</b>	<b>Budget</b>
Construction of Alice Library	June 2015	Alice	R5 500 000
Renovation of Fort Beaufort library	June 2015	Fort Beaufort	R600 000
<b>2. Human capital development</b>			
Recruitment and appointment of 2 Library staff members for - Seymour Library	May 2015	Seymour	
Training of library committees	June 2015	Fort Beaufort	R3 000
Netball training	July 2015	Alice	

Conduct Auditions for performers and selection of crafters for National Arts Festival	May 2015	TBC	
Appoint 5 Pre- schools ECD Practitioners (EPWP)	1 year contract	10 pre-schools	R99 000
Appoint Sport Coaches	1 year contract	Fort Beaufort Schools	R48 000
Sport Facility Maintenance Officers	1 year contract	Ngumbela Cricket Oval	R48 000
<b>3. Institutional support</b>			
Transfer of museum subsidy	July 2015	Fort Beaufort Museum	R112 000
Transfer of library subsidy	July 2015	Nkonkobe LM	R801 000
Provision of sport equipment and attire for the identified sport focus schools	Quarterly	<b>Alice</b> – Dalubuhle High; <b>Fort Beaufort</b> - Thubalethu High	
<b>4. Social cohesion projects and events</b>			
Rugby Heritage Tournament	September 2015	Alice	R50 000
Amacalegusha Cricket Tournament	December 2015	Middledrift	R40 000
Cricket Tournament	January 2016	Fort Beaufort- Healdtown	R100 000
Schools Leagues	April-September	Fort Beaufort, Alice, Mdantsane, Balfour, Seymour,	
Indigenous Game Tournament	1 <sup>st</sup> quarter ( June)	Balfour	
Athletics	Jan- March 2016	Alice, Mdantsane, Seymour and Balfour	
Room of Struggle	February 2016	Fort Beaufort Museum	

Facilitate Geographical Name Change	April - March	All submitted names	
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**Department of Agriculture and Agrarian Reform**

Project Name	Location	Ward	Size (Ha)	Enterprise	State of Readiness
Amagwali	Msobomvu	Ward 12	50	Maize	Maize at tasseling stage
AmaBhele aseTyume	Krwakrwa	Ward 10	50	Maize	Maize at tasseling stage
Xhukwana/ Khulile	Xhukwana Khulile	Ward 19	40	Maize	Maize at tasseling stage
Healdtown	Healdtown	Ward 07	40	Maize	Maize at tasseling stage
Gaga	Ngobe	Ward 02	50	Maize	Maize at tasseling stage
<b>TOTAL</b>	5		230ha		

**FOOD SECURITY HOMESTEADS PROJECTS FOR FUNDING**

Project Name	Enterprise & Type of assistance	Amount	Ward No:	Beneficiaries
1. Dikidikana Middledrift	Vegetables production inputs Seedlings, fertilizer, chemicals	15 625	14	20
2. Maipase Middledrift	Vegetables & Poultry feed production inputs Seedlings, fertilizer, chemicals	15 625	19	20
3. Mqhayisa Middledrift	Vegetables production inputs Seedlings, fertilizer, chemicals	15 625	05	20
4. Lower – Regu Middledrift	Vegetables production inputs Seedlings, fertilizer, chemicals	15 625	16	20
5. Nothenga Alice	Vegetables production inputs Seedlings, fertilizer, chemicals	30 000	10	24
6. Gcato: Alice	Vegetables production inputs Seedlings, fertilizer, chemicals	12 500	12	10
7. Makhuzeni: Alice	Vegetables production inputs Seedlings, fertilizer, chemicals	20 000	05	16
8. Mlalandle: Bofolo	Vegetables production inputs Seedlings, fertilizer, chemicals	12 500	04	15
9. Hillside: Bofolo	Vegetables production inputs Seedlings, fertilizer, chemicals	12 500	04	15
10. Tyatyora: Bofolo	Vegetables production inputs Seedlings, fertilizer, chemicals	12 500	07	15
11. Ngwevu: Bofolo	Vegetables production inputs Seedlings, fertilizer, chemicals	12 500	07	15



<b>12. Nondyola: Bofolo</b>	Vegetables production inputs Seedlings, fertilizer, chemicals	12 500	08	15
<b>13. Buxton: Balfour</b>	Poultry feed & equipment	10 417	08	20
<b>14. Phakamisa: Seymour</b>	Vegetables production inputs Seedlings, fertilizer, chemicals	10 417	09	10
<b>15. Black woods: Seymour</b>	Vegetables production inputs Seedlings, fertilizer, chemicals	10 417	09	20
<b>16. Ngqikana: Kolomana</b>	Vegetables production inputs Seedlings, fertilizer, chemicals	10 417	09	20
<b>17. Marit: Kolomana</b>	Vegetables production inputs Seedlings, fertilizer, chemicals	10 417	09	20
<b>18. Philipton: Balfour</b>	Vegetables production inputs Seedlings, fertilizer, chemicals	10 417	08	20

#### Department of Roads and Public Works

No.	Road no.	Length (km)	Brief Description	Activity	District	Budget	Programme
4	DR02702	29 km	Mavuso / Gaga	Patch-gravelling	Alice	R 3,000,000.00	Routine Road Maintenance contract
5	DR07266	2 km	Ndlovurha	Regravelling		R 400,000.00	
6	MR00679	25 km	Lower Hopefield / Seymour	Patch-gravelling	Seymour	R 3,500,000.00	Routine Road Maintenance contract
7	DR07335	7 km	Cimezile / Teba	Regravelling		R 1,500,000.00	
8	DR07252	4 km	Kwa Furrow / Cilidarha	Regravelling		R 480,000.00	
9	DR02718	5 km		Regravelling		R 1,700,000.00	
10	DR07244	8 km	Ngqele / Rhwarhwa	Regravelling		R 2,000,000.00	
11	DR07251	1 km	Middledrift	Regravelling	Middledrift	R 1,500,000.00	
12	DR07146	15 km		Regravelling		R 2,500,000.00	
13	DR02720	15 km	Readsdale	Patch-gravelling	Seymour	R 2,500,000.00	
14	DR07227	2 km		Regravelling		R 2,000,000.00	

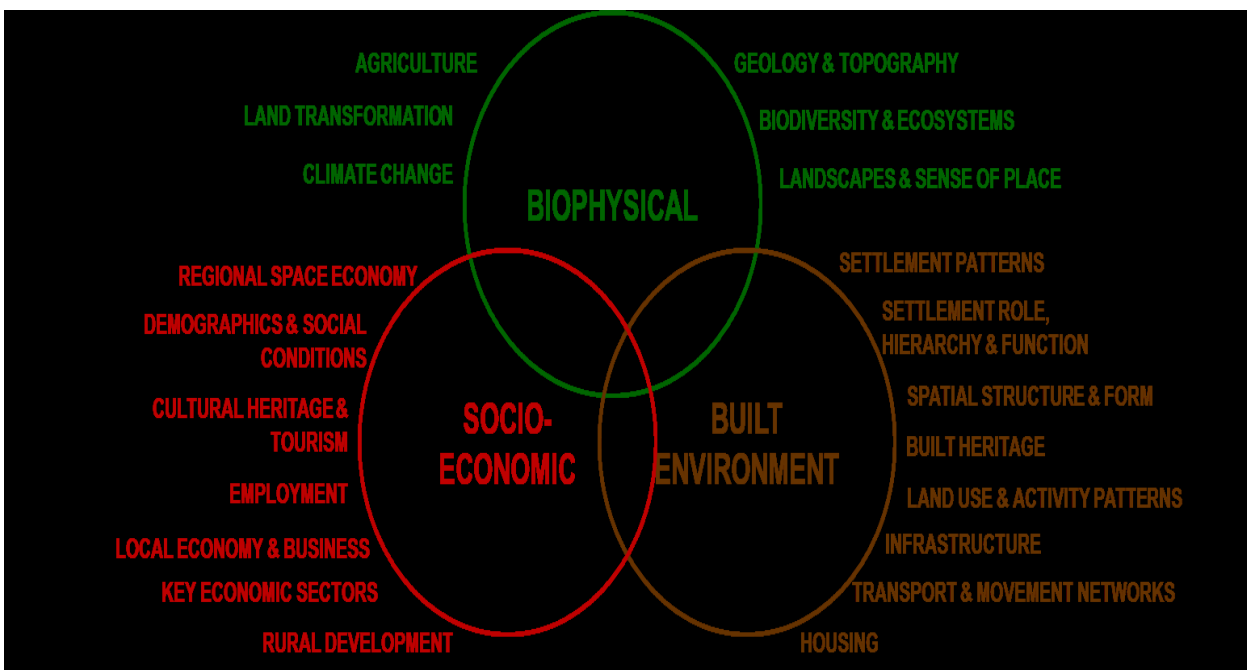
Bridge Construction

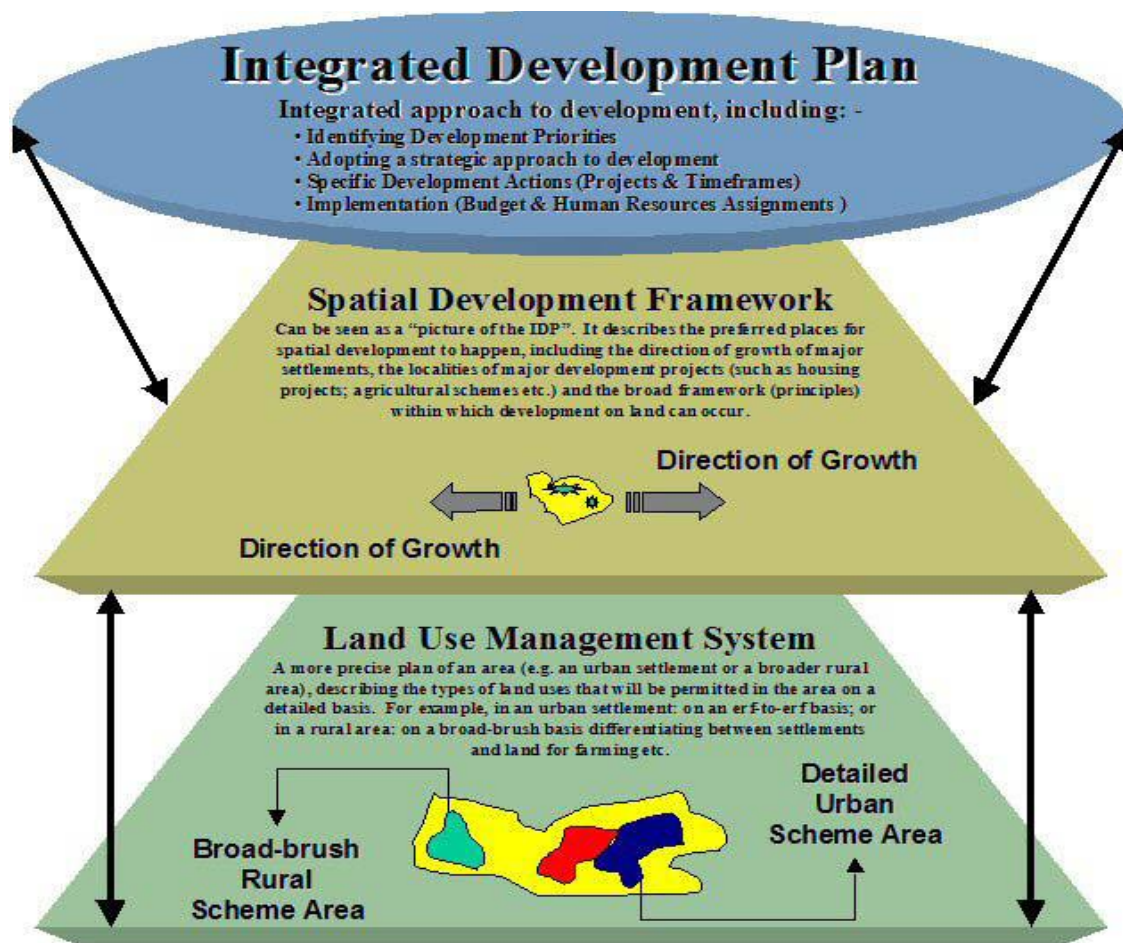
<b>No.</b>	<b>Road no.</b>	<b>Quantity</b>	<b>Brief Description</b>	<b>Activity</b>	<b>District</b>	<b>Budget</b>	<b>Programme</b>
1	DR07168	1 no.	Koloni / Esixekweni	Bridge construction		R 450,000.00	Outsourced
2	DR07219	1 no.	Mxhelo	Bridge construction		R 800,000.00	Inhouse
3	DR07182	1 no.	James	Bridge construction		R 600,000.00	Inhouse
4	DR07373	1 no.	Guquka / Magxagxeni	Bridge construction		R 1,000,000.00	Outsourced
5	DR07343	1 no.	Tall	Bridge construction		R 1,500,000.00	Outsourced
6	DR07254	1 no.	Lower Rhebhu	Bridge construction		R 1,000,000.00	Outsourced

## CHAPTER 6

### SPATIAL DEVELOPMENT FRAMEWORK

Over the years, guidelines on how to develop Spatial Development Frameworks have been prepared by various National Departments, Provincial Departments and Local Municipalities. All these guidelines worked for the areas they covered, however they never looked at linkages and interaction of adjoining Municipalities Districts, Provinces, etc. The latest guidelines developed in the Eastern Cape in 2010, was the Eastern Cape Provincial Spatial Development Plan (ECPSDP) see figure 2, however it was never formerly adopted by the Office of the Premier, but it was used as a guide by the authors of SDF's. The ECPSDP developed seven (7) pillars aligned to the Provincial Growth and Development Strategy. In 2014, the Spatial Planning Land Use Management Act (SPLUMA) developed draft regulations and specifically guidelines for SDF's. The guidelines identified three (3) pillars as depicted in figure 1 below. Although the guidelines are only in draft format currently, (September 2014) we are utilizing the guidelines. Should there be any changes in the future to the guidelines; the report will be aligned accordingly. The ECPSDP process had extremely wide public participation; we propose integrating the seven (7) pillars of the ECPSDP into the three (3) pillars of the DRDLR spatial development framework guidelines.





The formulation of the Spatial Development Framework is a legal requirement, in which, every municipality must adhere to as part of the integrated development planning processes [refer to section 26 Municipal Systems Act]. The Nkonkobe Local Municipality's Spatial Development Framework (SDF) was developed in 2010 as an overriding statutory spatial plan for the Nkonkobe Local Municipality. It is the principal instrument for forward planning and decision making on land development in the entire municipal area. It identifies certain structuring elements, such as nodal points, corridors to guide future planning in Nkonkobe Local Municipality. The municipality reviewed this SDF assisted by Amathole District Municipality sourcing the services of Tshani Consulting CC. This framework was adopted by council in 2013/14 financial year. This SDF is currently reviewed in the 2014/15 financial year to cater for changing circumstances.

The SDF Review was carried out in line with the outcome of the *ECPSDP 2010* where the following seven spatial frameworks were recommended *i.e. Environmental, Social Development and Human Settlements, Rural Development, Infrastructure, Economic Development, Human Resources; and*

**Governance.** These pillars are also identified by the National Spatial Development Framework, in which the Nkonkobe Spatial Development Framework is in adherence to.

In view of the above, the municipality has Local Spatial Development Framework for Middledrift and Alice – this LSDF identifies the key spatial features and patterns within these areas and they are aligned to the strategic plan of the municipality known as the IDP.

As already indicated above, it is paramount to indicate that the SDF addresses various pertinent issues, for example:

- Settlement
- Natural environment
- Environmental issues
- Land use analysis
- Spatial development proposals

Under Settlement, the SDF looks at the settlement pattern of the municipality which talks about the urban areas and rural areas of the municipality. It also indicates settlement growth trends within Nkonkobe. The SDF defines the types of natural environment that characterizes Nkonkobe municipality in terms of topography, soil and geology, water resources climate and vegetation. On environmental issues, the document indicates biodiversity and conservation areas, environmental sensitive areas and ecosystem status. Under land use analysis, the SDF analyses the dominant land uses in Nkonkobe which are Settlement, agriculture and Forestry and conservation. It also identifies the types of land classifications that are found in the municipality. There following classes of land are not found in Nkonkobe, Class 1, Class 11 and class v, all other classes of land can be found.

Spatial structuring elements of Nkonkobe Local Municipality are clustered into the following main components, namely:

- Development Nodes
- Development Corridors
- Special development Areas
- Environmental management systems

All of these are shown by means of maps within the Spatial Development Framework. The municipality is now focusing on developing local spatial development frameworks for its small towns in line with the broader SDF of the municipality. For example the municipality in partnership with various stakeholders has managed to develop Alice Local spatial development framework and was adopted by council in 2011. The municipality has also completed another LSDF for Middledrift and Debenek area which is due for adoption. These LSDF and SDF are aimed at addressing the spatial interventions and looking at long-term growth of the Nkonkobe municipal area, these include, housing developments, student accommodation, middle income housing and shopping complex. This kind of development is envisage to take place in the next 5 – 7 years, however, the municipality wants to take stock of the Centenary celebrations that will be taking place at University of Fort Hare in 2016. The SDF recognizes that any development to take place, issues of infrastructure development should be prioritised, therefore in order to developed, infrastructure should be addressed including (bulk infrastructure for electricity *etc.*), and all these are covered by the spatial development framework of the municipality. The municipality has rezoned land for construction of wind turbines and solar panels as alternative sources of energy, to relieve demand from national grind, and advocating green economy.

## **6.1 Middledrift/ Debenek LSDF**

### **6.1.1 Background and Introduction**

The Nkonkobe Local Municipality has embarked on the Middledrift/ Debenek Area LSDF in order to define the current space in order to work towards a desired spatial structure as well as to ensure that land use is managed efficiently.

#### **Key Issues and Objectives**

A Summary of the Key Issues as identified in the Status Quo Analysis Phase and objectives is reflected hereunder:

<b>No.</b>	<b>Key Performance Area</b>	<b>Key Spatial Issue</b>	<b>Objective</b>
1	Basic Service Delivery – Infrastructure Development Framework	Poor access to basic infrastructure due to unmanaged development	Efficient, integrated spatial development of infrastructure and transport systems with limited impact on climate change
2	Basic Service Delivery – Social Development and Human Settlement Spatial Framework	Lack of access to social infrastructure linked to unmanaged development and spatial fragmentation	manage development of compact and sustainable human settlements with appropriate infrastructure, amenities and socio-economic opportunities

3	Basic Service Delivery – Environmental spatial framework	Neglect of the natural environment and lack of conservation that results in environmental degradation	Protection of the core-bio-diversity areas, natural resources and the ecological system through adhering to the recommendations of the bio- diversity land management class (BLMC) map
4	Local Economic Development – Economic Spatial Framework	Lack of integration of rural communities into the local economy	Equal spatial distribution of economic activity that will lead to improved livelihoods
5	Local Economic Development – Economic Spatial Framework	Lack of integration of rural communities into the local economy	Fast-tracking of land reform projects in order to improve rural livelihoods
6	Municipal transformation and institutional development – human resources spatial framework	Lack of institutional capacity to implement Spatial Planning and development  Lack of enforcement of spatial planning and land administration policies and by-laws	To ensure that the local spatial development framework is implemented and its progress monitored and evaluated by dedicated officials  Creation of an awareness of policies and by-laws

### ***The Strategic Development Framework***

The Strategic Development Framework is based on the guidelines contained in the Provincial Spatial Development Plan (PSDP, October 2003) document. The PSDP suggests that policies of investment and management should be applied at three levels, namely;

- Investment should seek to address basic needs;
- Strengthen local capacity by building on existing strengths; and
- Target development zones that have the potential to attract private sector investment.

Based on the above, nodes identified are:

- Primary Node: Middledrift
- Secondary Node: Debenek
- Primary Development Corridor: R63
- Secondary Development Corridor: Refer to Map - Proposed Nodal Areas Map
- Special Development Areas: Agriculture: Areas with suitability in maize and Citrus production.
- Infrastructure or Transport Network: All the collector/distributor roads and access roads to important tourism or agricultural activities within the study area.
- Tourism Node: Towards the north of the study area (Ward 5)
- Rural Nodes: All rural villages – Maps indicating the desired direction of growth and the identification of suitable land for agricultural and future settlement purposes.

### **6.1.2 Alice LSDF**

Nkonkobe Municipality adopted its Spatial Development Framework in 2010. It then embarked on a process of developing an Alice Local Spatial Development Framework.

The Alice LSDF covers the following areas:

- Egolfini
- Alice South (Happy Rest)
- Alice East (Hillcrest)
- Ntselamanzi
- Lovedale
- University of Fort Hare

The main features of the Alice Local Spatial Development Framework are:

- Direction of growth
- Major movement routes
- Special Development areas
- Conservation: Built & natural environment
- Areas of intensity of land use

The Alice LSDF proposes a clear implementation framework which focuses on the disposal of state land, funding and partnerships. It lists projects that can be implemented as part of the Regeneration of Alice. The projects are identified as short/Medium and long term.

### **6.2 ENVIRONMENTAL PRINCIPLES**

The current SDF of the municipality emphasises the need to protect natural resources, to achieve food security by preventing loss of valuable high potential agricultural land; and connect development to the availability of sustainable water resources. Applicable legislation in this regards,

- National Environmental Management Act (NEMA)
- Eastern Cape Biodiversity Conservation Plan (ECBCP)

In general, when considering applications for land development, the following environmental principles should be considered:



- **Landscape quality:** All development proposals must be evaluated in terms of their effects on the landscape quality of the surrounding area. This must consider the visual absorption capacity of the surrounding land and the visual intrusion, which will result from the development.
- **Urban sprawl:** The development should not contribute to urban sprawl as a result of “leap-frogging” thereby promoting secondary development.
- **Carrying capacity:** New tourism developments outside of the urban edge must evaluate the impacts of the proposed influx of tourists on the immediate natural surrounding areas as well as neighbouring natural and urban areas. A value judgment may be required to determine if the development will exceed the ecological carrying capacity of the surrounding area. This should not promote secondary development (service station; shopping centre’s etc.) thus creating the need for new a development node.
- **Waste disposal and sanitation:** Any developments outside the urban edge must be self-sufficient and have a detailed plan for solid waste disposal and on-site sanitation. Developments outside of nodes must not be reliant on the municipal sewage systems as these are planned and designed to accommodate treatment volumes from the defined nodal development areas and may not have sufficient capacity to accommodate additional volumes. In all cases the environmental impacts associated with the waste disposal and sanitation systems will need to be assessed as part of the project Environmental Impact Assessment (EIA).
- **Infrastructure requirements:** The impacts on the natural environment from additional infrastructure requirements must be carefully considered and must be assessed as part of the project EIA.
- **Agriculture:** Developments should preferably not be permitted on land designated as “prime and unique” agriculture land or significantly reduce the area of high value agriculture lands, thereby reducing the potential productivity of these areas
- **Biodiversity corridors:** Development must not impact significantly on biodiversity corridors.
- **Pristine habitats:** Developments must not be situated adjacent to rivers designated as being pristine, near pristine or stressed.

### **7.1 INTRODUCTION**

Sectors are defined as fields of intervention aimed either at specific human needs (such as food, housing, water, electricity, health, transport, recreation) or as specific ways of satisfying human needs (such as agriculture, trade, mining, tourism). Sectors, as fields of intervention, are frequently related to specific planning and implementation agencies (such as departments) heading up such interventions. The key characteristics of sectors in the IDP process are that they may or may not be considered in the planning process, depending on the specific local needs and resources.

### **7.2 Role of Sector Plans in IDP**

Local government powers and functions are outlined in the Constitution of the Republic of South Africa, 1996, and in the Municipal Structures Act 1998. These sector plans vary from sector to sector and according to provincial discretion on the delegation of functions to municipalities in respect of some sectors.

The principle underlying the role of sector planning in the IDP process can be abridged as follows:

- Specific sectors which fall beyond the ambit of local competencies, such as education, may be directly related to the priority issues identified in a specific municipal area. As the municipality is not the implementation agency, attention will still need to be given to the planning process from analysis to integration; to facilitate alignment and co-ordination with other spheres of government and institutions, in the course of the IDP process. What is propounded is that even for sectors where there are no legally prescribed planning requirements, local government can use the integrated planning process to lever national and provincial sector contributions (funds and support) for development by ensuring compliance with national and provincial policy principles and sector guidelines. Local government can also use the IDP process to lobby provincial sector departments by involving them in the local planning process at appropriate points.
- Sector planning requirements contained in the national sectoral legislation in respect of municipal functions such as water and environment should be dealt with as part of the IDP process, where they are relevant to the local priority issues.

Sector planning and national sector departments have set up municipal sector-driven planning requirements, to inform their strategic planning, budgetary and implementation processes. For example the Department of Water Affairs requires municipalities that are Water Service Authorities to formulate Water Services Development Plans, and the Department of Human Settlements requires municipalities to formulate a housing strategy and targets as part of their IDP process. These planning requirements are meant to assist in the process of alignment.

### **7.2.1 List of adopted Sector Plans**

- Housing Sector Plan
- Spatial Development Framework
- Alice Local Spatial Development Framework
- Middledrift Debe Nek Local Spatial Development Framework
- Disaster Management Plan
- Workplace Skills Plan
- Employment equity plan
- Alice LSDF
- Middledrift/Debenek LSDF
- Recruitment & Retention strategy
- LED strategy
- IT Strategy
- Asset Management Strategy
- Communication Strategy
- Performance Management System Framework
- SCM Policy
- Fleet Management Policy
- Draft Integrated Waste Management Plan
- Revenue Enhancement Strategy
- Free Basic Policy
- Housing Strategy

### **7.2.2 List of outstanding Sector Plans**

- Media Strategy
- Integrated Transport plan
- Tourism Master Plan
- Environmental Management Plan
- Small Business Development Strategy
- Climate Change Strategy
- Infrastructure Plan

**STATUS OF SECTOR PLANS /POLICIES**

DEPARTMENT	FOCUS	STATUS		KEY ISSUES
		ADOPTION YEAR	REVIEWAL YEAR	
Engineering	<ul style="list-style-type: none"> <li>Housing Sector Plan</li> </ul>	2009	30 March 2012 (Draft)	<ul style="list-style-type: none"> <li>Difficulty in tracing beneficiaries regarding registration</li> <li>Municipality not engaged by Provincial departments on development projects</li> <li>A low pace by Provincial Department of Housing in approving new housing projects as well as in their supply chain management.</li> <li>Electrification of new houses.</li> </ul>
	<ul style="list-style-type: none"> <li>Disaster Management Plan</li> </ul>	2010		
	<ul style="list-style-type: none"> <li>Integrated Waste Management Plan :</li> </ul>	Draft		
LED	<ul style="list-style-type: none"> <li>Spatial Development Framework</li> </ul>	2004	2014	<ul style="list-style-type: none"> <li>Areas of development</li> <li>Environmental sensitive areas</li> <li>Agriculture, Tourism ,government and social sector and wholesale and retail</li> <li>Proposals on land capability, classification of land and spatial proposals</li> </ul>
	<ul style="list-style-type: none"> <li>LED Strategy</li> <li>Alice LSDF</li> </ul>	2012 2011	2014	
	<ul style="list-style-type: none"> <li>Middledrift / Debenek LSDF</li> </ul>	2012	March 2014	
Corporate Services	<ul style="list-style-type: none"> <li>Workplace Skills Plan</li> </ul>	Developed yearly		
	<ul style="list-style-type: none"> <li>Equity Plan</li> </ul>	2011	2014	
Finance	<ul style="list-style-type: none"> <li>Financial Plan</li> </ul>		May 2014 (annually)	<ul style="list-style-type: none"> <li>Revenue Enhancement Strategies</li> <li>Asset Management Strategies</li> <li>Financial Management Strategies</li> <li>Capital Financing Strategies</li> <li>Strategies to Enhance Cost-effectiveness.</li> <li>Free Basic Service Policy</li> <li>Rates Policy</li> <li>Supply Chain Management Policy</li> </ul>

### **8.1 INTRODUCTION**

The vision of the municipality is very explicit and it indicates that Nkonkobe Municipality strives to be a self-sufficient municipality that is responsive to the needs of the people. One of the key issues identified for the sustainability of Nkonkobe Local Municipality is expanding its revenue base in relations to its costs and its financial viability, whilst implementing its mandate. The Council's overall financial strategy is broken into the following segments to allow for a clearer understanding of the overall task.

- Revenue Enhancement Strategies
- Asset Management strategies
- Financial Management Strategies
- Capital Financing Strategies
- Strategies to Enhance Cost-effectiveness.
- Free Basic Services

The Financial Strategy has been formulated to ensure that the Nkonkobe Municipality maximizes on opportunities that would enhance Councils financial strength especially considering the cost-shift environment that has been created with the implementation of assigned powers and functions.

#### ***Revenue Enhancement Strategies***

The changing of budgetary emphases and accounting has led the municipality to consider other avenue of revenue rather than depending on Grants and Donations. Though the Nkonkobe Municipality is categorized or classified as rural municipality, the change in focus of government that encourages the rural development in all levels has since encouraged and gave the municipality no option but to take revenue enhancement as the core project in quest to be a financially viable local municipality and to [also] to be self-sufficient.

#### ***Alternate Funding***

In relation to other services that are revenue based, Nkonkobe municipality has no chance to explore due to powers and functions. However, the existence and functioning of Nkonkobe Economic Development

Agency can play the role of alternative funding in proceeds of the agency in particular. In trying to address some national priorities and infrastructure challenges, the municipality has appointed services providers to source funds for the municipality.

### ***Subsidies and Grants***

In order for Nkonkobe Municipality to obtain maximum benefit from external monies available, a policy is awaiting council approval that intends laying out the relevant procedures needed to be put in place with the Strategic Planning and Local Economic Development Manager's Office to ensure that all grants, donations and subsidies are investigated, applied for and received at the appropriate times. The policy will ensure that Council receives maximum benefit from external funding available in the form of interests accumulated.

### ***Administration Fee Policy***

The Administration Fee Policy has been updated to address the needs of Council with regards to administration of contracts on behalf of third parties.

### ***Credit Control Policy***

The Policy sets out to control and manage the recovery of outstanding debt due to Council. This policy is in place and is subject to regular updates. The policy has subsequently being gazette in order to become an official By-law. The policy lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment. The Policy (By-Law) also captures the approach to Indigent Household subsidy and methodology of treating with arrear debt.

### ***Tariff Policy***

The policy in this regards is in place and is reviewed every year as part of budgeting for the municipality.

### ***Asset Management Strategies***

The purpose of the strategy is to optimize the use of all assets under the control of Nkonkobe Municipality.

### ***Asset Management Policy***

The Nkonkobe Municipality Asset policy facilitates the effective management, control and maintenance of the assets. The prime objectives of the policy are to ensure that the assets of Nkonkobe Municipality are properly managed and accounted for by:

- Ensuring the accurate recording of asset information

- The accurate recording of asset movements
- Exercising strict control over all assets
- Providing correct and meaningful management information
- Compliance with Council's Insurance Policy and Payment Procedure
- Effecting adequate insurance of all assets
- Maintenance of Council's Assets

### ***Asset Movement System***

At the same time as commissioning a new Asset Register, an asset tracking system using bar-coded discs and scanners was put in place utilizing Service Providers, which were funded by the DPLG's MSP Programme. With the completion of the Asset Register, the asset tracking system is fully operational.

### ***Policy for Accessing Donor Funds***

Due to the large number of projects that are being requested from the community, it has become necessary for the formulation of a policy, which will create a framework for accessing funds both locally and internationally. The proposed policy intends to outline the type of donors available and the conditions related to the donations. All procedures and special conditions attributable the different donors will be catalogued in the policy to ensure the smoothest approach to these donors when the occasion arises. This policy implementation lies with the Strategic Manager's Office as an extension of the Subsidies and Grants Policy.

### ***Free Basic Services Policy***

The municipality has a free basic services policy that is annually reviewed and adopted by council to cater the needs of the community and to assess the status of the population of Nkonkobe Municipal area. This policy is adopted and reviewed during the IDP and Budget process of the municipality. The following policies were developed with a brief content listing:

#### ***The indigent support policy:***

The basic principles of this policy are captured by indicating that the policy is to ensure that poor households are not denied their constitutional right of access to basic services, the Nkonkobe Municipality is required to implement an indigent support policy that makes adequate financial provision to ensure the provision of efficient and sustainable basic services to all residents within the area of jurisdiction. The



indigent support policy should complement and be an integral part of the Nkonkobe Municipal tariff policy that is annually reviewed. The implementation of the indigent policy is a transparent manner to ensure the sustainability of local public services to all of its citizens at an affordable cost. The indigent policy is intended to provide poor households on-going access to a minimum, nationally specified level of service. The subsidies contained in the policy should not compromise the quality or efficiency of service delivery. The municipality has a credible indigent register, and this register is updated by-monthly, and when the need arises from the community.

<b>BUDGET STATEMENT 2014 - 2017</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>
<b>EXPENDITURE</b>			
Salaries and Wages	101,942,581.00	106,682,911.02	111,910,373.66
Remuneration for councilors'	14,057,419.00	14,711,088.98	15,431,932.34
EPWP	3,041,000.00	2,093,000.00	2,190,324.50
Repairs and Maintenance	20,000,000.00	21,180,000.00	22,366,080.00
General expenses and other	110,171,844.93	116,671,983.78	123,205,614.87
Capital Expenditure	46,926,000.00	49,694,634.00	52,477,533.50
<b>TOTAL EXPENDITURE</b>	<b>296,138,844.93</b>	<b>311,033,617.78</b>	<b>327,581,858.88</b>
<b>PROVISIONS</b>	<b>51,200,000.00</b>	<b>54,220,800.00</b>	<b>57,257,164.80</b>
<b>INCOME</b>			
Own revenue	-60,000,000.00	-63,540,000.00	-67,098,240.00
<b>SUB-TOTAL</b>	<b>-60,000,000.00</b>	<b>-63,540,000.00</b>	<b>-67,098,240.00</b>
<b>GRANTS AND SUBSIDIES: OPERATING</b>			
Equitable share	-130,357,000.00	-129,198,000.00	-124,581,000.00
FMG Funding	-1,800,000.00	-1,825,000.00	-1,900,000.00
MSIG Funding	-930,000.00	-957,000.00	-1,033,000.00
Subsidies	-1,000,000.00	-1,519,524.00	-2,673,215.00
INEP	-12,000,000.00	-10,000,000.00	-15,000,000.00
<b>TOTAL: GRANTS OPERATING</b>	<b>-146,087,000.00</b>	<b>-143,499,524.00</b>	<b>-145,187,215.00</b>
<b>GRANTS, CAPITAL &amp; OTHER FUNDING</b>			
MIG Funding	-33,426,000.00	-34,653,000.00	-36,492,000.00
<b>Total Capital Funding</b>	<b>-33,426,000.00</b>	<b>-34,653,000.00</b>	<b>-36,492,000.00</b>
<b>Total Funding</b>	<b>-239,513,000.00</b>	<b>-241,692,524.00</b>	<b>-248,777,455.00</b>

**THREE YEAR CAPITAL PROGRAMME**

FUNDER	MUNICIPAL INFRASTRUCTURE GRANT			MUNICIPAL BUDGET		
	2015/2016	2016/2017	2017/2018	2015/2016	2016/2017	2017/2018
PROJECT IMPLEMENTED						
DLTC - FORT BEAUFORT	R2,000,000.00					
CHICKEN ABBATTOIR:MIDDLEDRIFT	R1,050,000.00					
PARKS IN ALICE Phase 2	R3,000,000.00					
PAVING IN GQUMASHE Phase 2	R1, 372,350.00	R1,372,350.00	R1,372,350.00			
PAVING IN NTSELAMANZI Phase 2	R1,500,000.00	R1,500,000.00	R1,500,000.00			
NGQOLOWA SPORT FIELD	R1,679,037.00					
CBP				R1,050,000.00	R1,050,000.00	R1,050,000.00
LED PROJECTs				R1,050,000.00	R1,050,000.00	R1,050,000.00
PAVING AND GREENING OF GUGULETHU Phase 2	R2,000,000.00	R2,000,000.00				
PAVING AND GREENING OF GOLF COURSE Phase 2	R2,000,000.00	R2,000,000.00				
PAVING AND GREENING OF GROUP 5 TO CAPE COLLEGE Phase 2	R1,707,563.00	R2,000,000.00				
PAVING AND GREENING OF HILLSIDE TO NTOLENI	R1,400,000.00	R2,000,000.00				
MAKHUZENI SPORT FIELD	R1,500,000.00	R1,500,000.00				
CHILD CARE FACILITY (EDUCARE CENTRE) KWAMEVA	R250,000.00					
HIGH MAST LIGHTS	R2,000,000.00	R2,000,000.00	R2,000,000.00			
HAWKER STALLS	R712,000.00					
SPORT COMPLEX -PHASE 1 (Fort Beaufort)	R4,000,000.00	R2,500,000.00	R3,500,000.00			
COMMUNITY HALL – KHULILE	R555,936.10					
COMMUNITY HALL – NTONGA	R460,000.00					
REGRAVELLING OF GRAVEL ROADS AND CULVERTS	R3,800,000.00	R3,800,000.00	R3,800,000.00			
DAY CARE CENTRE (WARD 11)	R120,000.00					
DAY CARE CENTRE (WARD 1) ZIGODLO	R420,000.00					
DAY CARE CENTRE (WARD 16) LUGUDWINI	R420,000.00					
DAY CARE CENTRE (WARD 19) XHUKWANA	R487,734.52					
DAY CARE CENTRE in Fort Beaufort	R120,000.00					
SITYI COOMUNITY HALL Phase 2	R818,140.58					
THAFENI COMMUNITY HALL Phase 2	R800,000.00					
PAVING OF STREETS (JAKARANDA, SOMERSET)	R2,000,000.00	R2,500,000.00	R2,000,000.00			
PROJECT IN SEYMOUR/ BALFOUR				R2,000,000.00	R2,000,000.00	R2,000,000.00
CONSTRUCTION OF MUNICIPAL POUND	R1,000,000.00					
CONSTRUCTION OF QHOMFO CHILD CARE FACILITY	R100,000.00					

### 9.1 INTRODUCTION

In the local government context, a comprehensive and elaborate system of monitoring performance of municipalities has been legislated. This system is intended to continuously monitor the performance of municipalities in fulfilling their developmental mandate. Central to this is the development of key performance indicators as instruments to assess performance. These indicators help to translate complex socio-economic development challenges into quantifiable and measurable output. They are crucial to improving the quality of life for all.

The Municipal Planning and Performance Management Regulations (2001) delineates a municipality's performance management system as **"a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, report and improvement will be conducted, organised and managed, including determining the role of the different role players"** (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

Nkonkobe Local Municipality believes that the principles of performance management should:

- Drive change and improve the performance of the organisation;
- Focus the municipality's work on priorities;
- Measure the municipality's overall performance and that of its entity against the set objectives;
- Align strategic objectives and priorities with individual work plans;
- Identify success as well as failure; and
- Identify good practice and learning from other successes.

### 9.2 POLICIES AND LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT

The framework for performance management is informed by the following legislative and policy instruments in Nkonkobe Municipality:

- The Constitution of the Republic of South Africa, 1996
- The White Paper on Local Government 1998

- The Municipal Systems Act, 2000 (Act 32 of 2000)
- The Municipal Planning and Performance Management Regulations 2001 & 2006
- Regulations for Municipal Managers and Managers reporting directly to Municipal Manager, 2006
- The Municipal Financial Management Act, 2003 (Act 66 of 2003)

The municipality has developed and implemented a performance management system in accordance with the legislated instruments. The main objective of this system is to guide and manage the performance management of the municipality (as institution) and with intent to make it more effective and [also] cascade it to levels lower than section 56 managers. The issue of cascading performance management can only be achieved once there is a cordial accord/concord between management and unions represented in the local labour forum on on-going dialogues (regarding full implementation of performance management).

### **9.3 PERFORMANCE MANAGEMENT FRAMEWORK**

The performance management framework is a guiding document that defines the municipal performance management system including how it operates. The framework sets out the following:

- Development and maintaining the Performance Management System
- Measuring performance
- Monitoring and evaluation
- Reporting on performance
- Reviewing institutional and individual performance
- Reviewing the Performance Management System
- Institutional arrangement and
- Roles and Responsibilities

The Nkonkobe Municipality Performance Management Framework as adopted by the council is a documented record of the PMS as it will be implemented. The PMS Framework of Nkonkobe Municipality is in line with the requirements of the Municipal Systems Act (Act 32 of 2000)

#### 8.4 THE NKONKOBÉ MUNICIPAL SCORECARD

Nkonkobe Municipality has chosen the municipal scorecard as its preferred performance management model. In this model all indicators are grouped together into four perspectives as depicted in the figure below e.g. inputs, processes, outputs and outcomes.



The municipality scorecard is based on two levels of scorecards and embodies five key performance areas. These key performance areas relate directly to the IDP

##### **The municipal scorecard model is:**

- Strictly aligned to the Strategic Planning and IDP Processes.
- Directly in line with the principles of developmental local government
- A balance view of performance based on municipal inputs, outputs and processes.
- Compliant with the requirement of the relevant regulations.
- Based on the 5 year local government strategic agenda

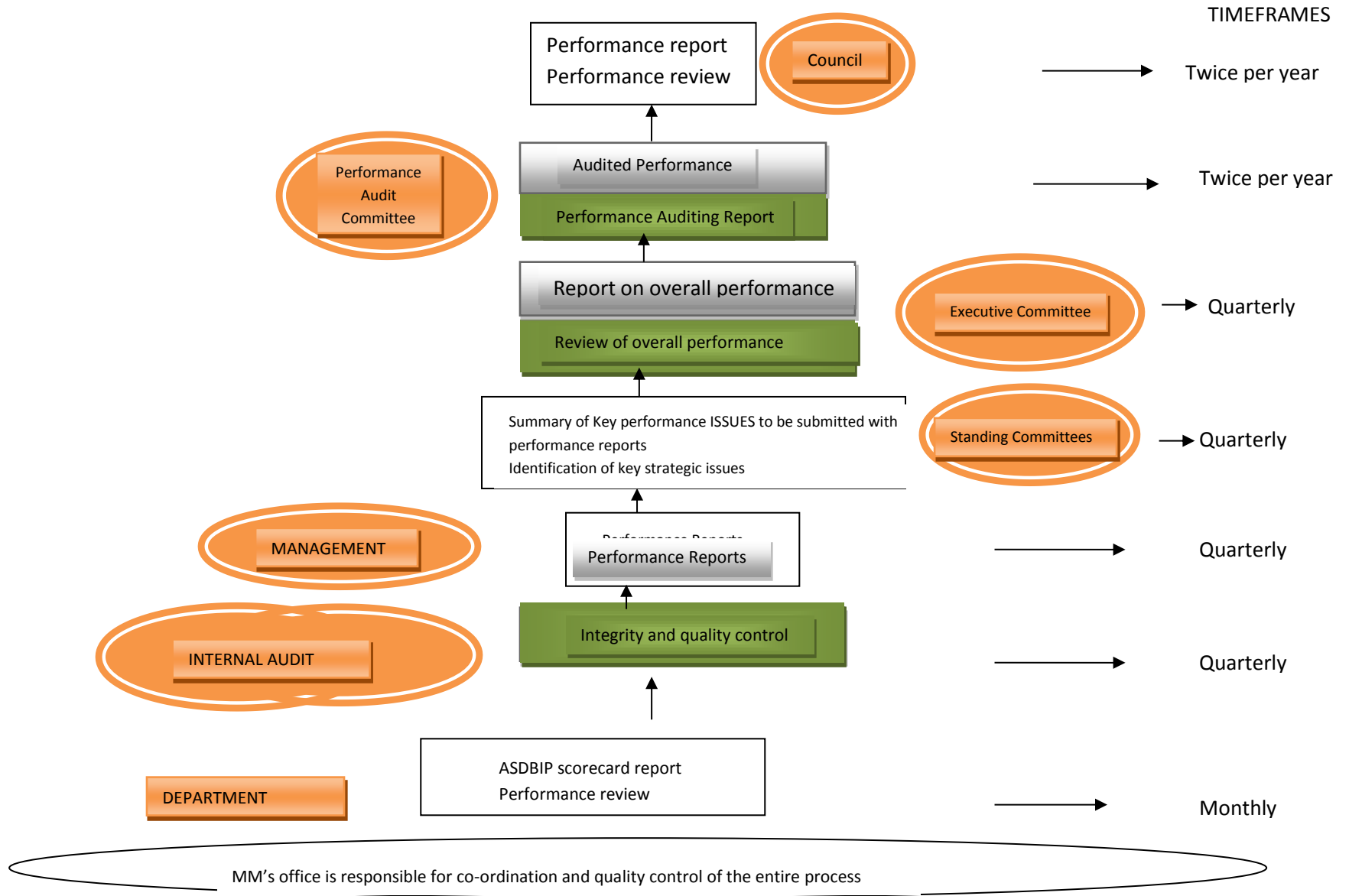
##### **THE TWO LEVELS OF SCORECARDS**

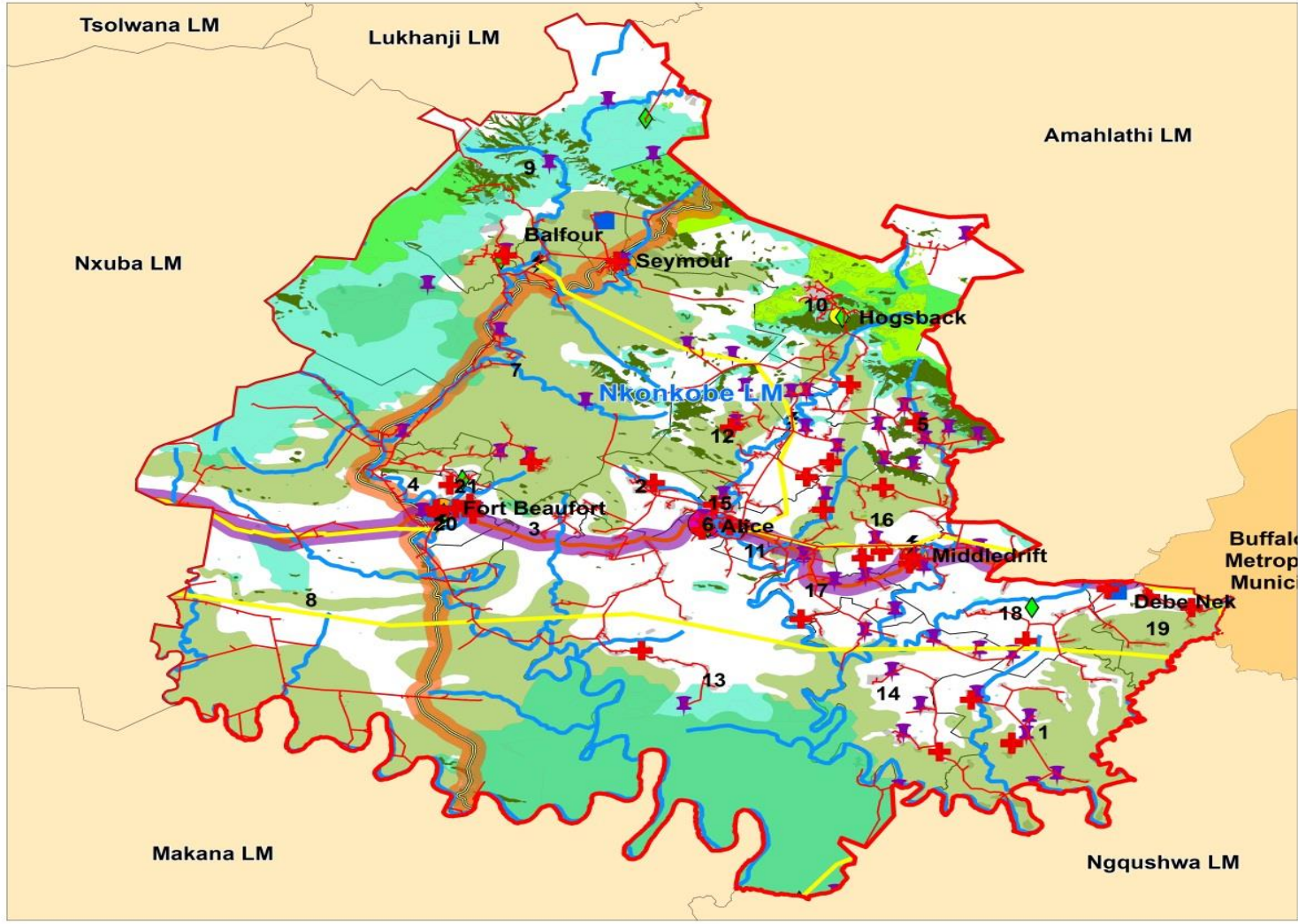
**The organizational level score card:** The organizational scorecard will provide an account of performance for the Nkonkobe Municipality towards the development of its area. At this level the IDP forms


*the levels of Performance Management .The institutional scorecard is set in the IDP as the high level of SDBIP.*

***Operational level /SDBIP scorecard:*** *The SDBIP scorecard will capture the performance of each municipal department .The SDBIP at operational level forms the basis for Performance Management.*

# Annual process of reporting and reviews


























  
**Amathole District Municipality**

**Spatial Development Plan**

**Legend**


-  Eskom Substations
-  Eskom MV Line
-  Eskom HV Line
-  Post Offices
-  Clinics
-  Schools
-  Police Stations
-  Rivers
-  RE3
-  RE7
-  Administrative Node
-  Main Urban Node
-  Minor Mixed Land Use Node
-  Rural Service Center
-  Major Corridor
-  Minor Corridor
-  Dams
-  Natural Forests
-  CBA Areas
-  Thickets
-  Forestry

EL 534  
 DATE: JUNE 2013

0 2 4 8 12 16  
 Km

**Insert:**

**Amathole District**



**tshani**  
 CONSULTING

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