

INTSIKA YETHU
LOCAL
MUNICIPALITY
INTEGRATED DEVELOPMENT
PLAN- FINAL
2014-2015

Foreword by the Mayor

To the people of Intsika Yethu, I wish to present this Integrated Development Plan (IDP) as our strategy for service delivery and development. I'd like to take this opportunity to further affirm our commitment to meeting your needs, as mandated to this Council. As we fully embrace the national outcomes of developmental local government, we shall strive to put you first in all our endeavours. This IDP will be the guiding spirit behind our efforts in our term of council. And to the public, it is an opportunity to hold us accountable for what we have set out to achieve.

Having said this, our region is plagued by ills such as high unemployment, low income levels, a high learner dropout rate and HIV and AIDS. Stimulation of the local economy is therefore of paramount importance in addressing some of our major challenges. Not uniquely a challenge to IYLM is the issue of lower than desired revenue, as a result of our significantly high indigent base. This remains a systematic and structural weakness for the Municipality, but it also reminds us of the immense challenge of poverty and the hardship it brings to people. This reinforces in us the need to work even harder with an undying commitment to improved service delivery and sustainable development.

Our collective efforts across Intsika Yethu must seek to bring meaningful and real improvements to the lives of our people. As the Council of IYM, we believe that our people want tangible things that improve the quality of their lives a post-liberation movements, he noted: 'Our people support tangible things, not abstractions or theories, a school or a hospital, clinics and roads are all tangible things.'

In the same vein I wish to indicate that this IDP serves as the strategy by which we intend to deliver tangible outputs informed by the needs of our people. We are satisfied that the people of Intsika Yethu have fully participated in the identification of their development needs, in the construction of this IDP. This has seen contributions from wards as part of the initial ward based planning processes across the municipality, and subsequent presentations and interactions through our IDP representatives' forum and council.

I hereby present to you the IDP 2014-2015 for Intsika Yethu Local Municipality.

Sincerely,



Table of Contents

Executive Summary	10
The Process Plan	14
Situational Analysis	14
Institutional Review	14
The Development Context and Socio-Economic Profile	14
Spatial Analysis and Rational	15
The Service Delivery Profile	15
Development strategies, projects and programmes	15
Performance Management System.....	16
Financial Plan and Budget.....	16
(Part A) Introduction	18
(Part B) The Planning Process.....	19
1. The IDP Process Plan	19
1.1.1 Ward committees and CDWs	29
1.1.2 Issues identified by Wards within IYLM	29
Chapter 2: Situational Analysis	31
(Part A) An Institutional Review	31
Introduction.....	31
2. Institutional Profile.....	31
2.1 Municipal Powers and Functions.....	31
2.2 Municipal Council and institutional governance.....	34
2.3 Committees of Council.....	35
2.4 Community Development Workers (CDWs)	36
2.5 Ward Committees	36
2.6 Finances and Financial Management	36
2.9 Skills development.....	50
(Part B) The Development Context and Socio-Economic Profile.....	52
3. Socio-Economic Profile.....	52
3.1 Demographic Profile	52
3.2 Poverty Rate in IYLM.....	55
3.3 Income and Employment data.....	55
3.4 Human Development Index	60
3.6 Economic Data.....	62
4. Spatial Analysis and Rationale	65
4.1 Spatial Overview.....	65
4.2 Prioritized Secondary Nodes	67

4.3 Development Corridors	70
(Part D) Service Delivery Profile.....	76
5. Service Delivery Profile and the Clusters	76
5.1 Cluster Model integration and coordination.....	76
5.2 Technical Service Cluster	77
5.2.1 Free Basic Services and Social Infrastructure.....	77
5.2.2 Human settlements.....	86
5.3 Social Needs Cluster.....	88
5.3.1 Education levels.....	88
5.3.2 Health Care Issues	91
5.3.3 Community Facilities	92
5.3.4 Safety and Security.....	92
5.3.5 Cremation and Cemeteries.....	92
5.3.6 Waste Management	92
5.3.7 Disaster Management	94
5.4 Economic Development and Planning Cluster	97
5.4.1 Local Economic Development.....	97
5.4.2 Chris Hani Growth and Development Summit	98
5.4.3 Economic opportunities within IYLM	99
5.4.4 Tourism.....	99
5.4.5 Agriculture	105
5.4.6 Forestry	108
5.4.7 Environment Management	110
Chapter 3: Development Priorities, Strategic Objectives, Strategies and Projects	111
6. Vision, Mission, and Key Performance Areas.....	111
6.1 Vision and Mission	112
6.2 Principles and Values of IYLM	112
6.3 Key Performance Areas, Clusters, and Goals.....	113
6.4 Goals and Strategic Objectives	114
6.4.1 Institutional development.....	114
6.4.2 Municipal planning, maintenance & infrastructure provision.....	115
6.4.3 Provide social infrastructure and quality social services.....	115
6.4.4 Job creation, enterprise formation, business retention and expansion	115
6.4.5 Building financial viability.....	116
6.4.6 Good governance and oversight	116
6.5 The Three Year Implementation Plan	119
6.6.1 KPA 1: Municipal Transformation and Organisational Development:.....	171

<i>Corporate services</i>	171
<i>Municipal Managers Office</i>	171
6.6.2 <i>KPA 2: Basic Services and Infrastructure</i>	172
6.6.3 <i>KPA 3: Local Economic Development</i>	177
Local Economic Development	177
Eastern Cape Department of Rural Development and Agrarian Reform	178
6.6.4 <i>KPA 4: Financial Management and Viability</i>	180
6.7 Unfunded Projects and Programmes.....	181
6.7.1 <i>KPA 1: Municipal Transformation & Organisational Development</i>	181
6.7.2 <i>KPA 2: Basic Services and Infrastructure</i>	182
6.7.3 <i>KPA 3: Local Economic Development</i>	188
7. Introduction	194
7.1 Legislative background.....	194
7.2 IYLM’s Performance Management System	196
7.2.1 Role of the Council	196
7.2.2 Role of the community.....	196
7.2.3 Performance Indicators	197
7.2.4 Performance Targets.....	199
7.2.5 Publishing of Performance Reports and the Annual Reports.....	200
7.2.6 The PMS in relation to the IDP	201
7.3 Institutional Performance Management.....	203
7.4 Individual Performance Management	203
7.4.1 The Performance Assessment process	204
7.4.2 Rewarding and correcting good and poor performance.....	205
7.5 Performance Audit	205
First Draft High Level Service Delivery Budget Implementation Plan (SDBIP).....	206
Chapter 5: Financial Plan and Budget.....	213
8. Financial Viability.....	213
8.1 Financial risks	Error! Bookmark not defined.
8.2 Key Challenges.....	Error! Bookmark not defined.
8.3 Financial Strategies	Error! Bookmark not defined.
8.3.1 Revenue Enhancement and Maximisation Strategy.....	Error! Bookmark not defined.
8.3.2 Subsidies and Grants	Error! Bookmark not defined.
8.3.3 Credit Control and Debt Collection Policy.....	Error! Bookmark not defined.
8.3.4 Tariff Policy.....	Error! Bookmark not defined.
8.4 Asset Management	Error! Bookmark not defined.
8.4.1 Asset Management Strategies	Error! Bookmark not defined.

8.4.2 Asset Management Policy.....	Error! Bookmark not defined.
8.4.3 Asset Movement System.....	Error! Bookmark not defined.
8.5 Financial Management Strategies	Error! Bookmark not defined.
8.5.2 Operational Financing Strategies	Error! Bookmark not defined.
8.5.3 Strategies to Enhance Cost Effectiveness	Error! Bookmark not defined.
8.5.4 Benchmarking and Performance Indicators	Error! Bookmark not defined.
8.5.6 Training and Development of Staff	Error! Bookmark not defined.
8.5.7 Cost Effectiveness	Error! Bookmark not defined.
8.6 Free Basic Services.....	Error! Bookmark not defined.
8.6.1 The indigent support policy	Error! Bookmark not defined.
8.7 Actual expenditure and revenue for 2010/2011	Error! Bookmark not defined.
8.8 Financial Plan and Budget Statement	Error! Bookmark not defined.
8.9 Financial Recovery Plan	Error! Bookmark not defined.
8.10 Summarized Financial Statements.....	Error! Bookmark not defined.
8.11 Recurring AGs reporting issues.....	Error! Bookmark not defined.
8.12 Internal Controls.....	Error! Bookmark not defined.
9.1 Amendments to Budget Related Policies	Error! Bookmark not defined.
9.2 New Policies proposed.....	Error! Bookmark not defined.
9.3 History of Audit Reports.....	Error! Bookmark not defined.

Acronym List

ABET	Adult Basic Education and Training
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiatives for South Africa
BOP	Best Operating Practices
CBP	Community Based Plan
CDW	Community Development Worker
CFO	Chief Financial Officer
CFO	Chief financial Officer
CHDM	Chris Hani District Municipality
CIP	Comprehensive Infrastructure Plan
	Department of Corporative Governance and Traditional
COGTA	Affairs
CPF	Community Policing Forum
DBSA	Development Bank of Southern Africa
DGDS	District Growth and Development Strategy
DLA	Department of Land Affairs
DLGTA	Department of Local Government and Traditional Affairs
DWAF	Department of Water and Forestry
EAP	Employee Assistance Programme
EC	Eastern Cape
EC-DoE	Eastern Cape Provincial Department of Education
ECSECC	Eastern Cape Social and Economic Consultative Council
EHP	Environmental Health Practitioners
FBS	Free Basic Services
FET	Further Education and Training
FMG	Financial Management Grant
FS	Free State
GP	Gauteng Province
GRAP	Generally Recognised Accounting Practice
GVA	Gross Value Added
HDI	Human Development Index
HIV	Human Immune Deficiency Virus
HOD	Head of Department
HV	High Voltage
IDP	Integrated Development Plan
IeC	Integrated Energy Centre
IGR	Intergovernmental Relations
ISD	Integrated Service Delivery
IYLM	Intsika Yelthu Local Municipality
KPA	Key Performance Area
KPI	Key Performance Information
KZN	Kwa-Zulu Natal
LAC	Local Aids Council
LED	Local Economic Development
LRAD	Land Redistribution for Agriculture Development
LTO	Local Tourism Organisation
MDG	Millennium Development Goals
MEC	Member of the Executive Committee

MFMA	Municipal Finance Management Act
MHS	Municipal Health Service
MIG	Municipal Infrastructure Grant
MM	Municipal Managers
MoU	Memorandum of Understanding
MP	Mpumalanga
MPAC	Municipal Public Accounts Committee
MPRA	Municipal Property Rates Act
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MTEF	Medium Term Expenditure Framework
MTREF	Medium Term Revenue and Expenditure Framework
NC	Northern Cape
NP	Northern Province
NSDP	National Spatial Development Plan
NW	North West
OHS	Organisational Health and Safety
PDP	Personal Development Plan
PMS	Performance Management System
PSDV	Provincial Spatial Development Plan
RBIG	Regional Bulk Infrastructure Grant
RED	Regional Electricity Distribution
RSA	Republic of South Africa
SALGA	South African Local Government Associations
SANAC	South African National Aids Council
SARS	South African Revenue Services
SCCIP	School Community Co-operative Ilima Programmes
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework
SDL	Skills Development Levies
SETA	Sector Education and Training Facilities
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprise
SPU	Special Programmes Unit
SWOT	Strengths, Weaknesses, Opportunities and Threats
TADA	Treatment Against Drugs and Alcohol
UIF	Unemployment Insurance Fund
VAT	Value Added Tax
VIP	Ventilated Improvement Pit (dry sanitation facility)
WC	Western Cape
WSA	Water Service Authority
WSP	Water Service Provider

List of Tables

Table 1: Distribution of Roles and Responsibilities in the IDP process	19
Table 2: IYLM IDP Action Plan	22
Table 3: Participation mechanisms for different Phases	28
Table 4: Division of Powers and functions between CHDM and IYLM	33
Table 5: Voting results of the Local Government Elections of May 2011 for IYLM	34
Table 6: Municipal Councillors for IYLM	35
Table 7: IYLM Budget Allocations 2010-2013.....	37
Table 8: Audit outcomes for IYLM from 2006-2011	37
Table 9: Financial Policies of IYLM.....	38
Table 10: Approved posts per Department circa 2010	39
Table 11: Existing Manuals of IYLM	47
Table 12: Existing Institutional Policies of IYLM	48
Table 13: Employment equity* within IYLM as at 13 January 2012	49
Table 14: Poverty rates from 1995-2010	55
Table 15: Social Grants recipients as a percentage of total population	57
Table 16: HDI for the Eastern Cape, District and IYLM.....	60
Table 17: Prioritised Secondary Nodes	68
Table 18: Development Zones.....	72
Table 19: Cluster approach	76
Table 20: Progress against backlogs within IYLM	79
Table 21: Funding sources for addressing service delivery backlog	79
Table 22: Household access to water within IYLM	83
Table 23: Household access to energy within IYLM	84
Table 24: Household access to refuse removal within IYLM	85
Table 25: Household access to sanitation in IYLM	85
Table 26: Educational qualification levels within IYLM	90
Table 27: IYLM Waste Generation Rates in relation to population growth trends.....	93
Table 28: Tourism Facilities in IYLM.....	100
Table 29: Tabulation of strength, weaknesses, opportunities and threats.....	101
Table 30: Heritage Tourism initiatives.....	102
Table 31: Sports and Recreation	103
Table 32: Agriculture SWOT Analysis	105
Table 33: Forestry SWOT analysis.....	108
Table 34: Comprehensive table displaying the different roles in the PMS process	197
Table 35: Integration of the strategic planning with the PMS	201
Table 36: Institution Performance Achievement Rating.....	203
Table 37: Appraisal schedule of the IYLM PMS	204
Table 38: Performance Rating Scale of the IYLM PMS.....	204
Table 39.....	207
Table 40: IYLM budgeted expenditure versus actual expenditure 2010/2011	219
Table 41: IYLM budgeted revenue versus actual revenue 2010/2011	219
Table 42: Indicative 3 Year MTEF Budget for IYLM.....	213

List of Charts

Chart 1: Frequency of issues identified across Wards	Error! Bookmark not defined.
Chart 2: Ward issues identified with weighting by rank	Error! Bookmark not defined.
Chart 3: Employment opportunities across economic sectors	57
Chart 4: Employment opportunities within the informal sector.....	58
Chart 5: Inequality within CHDM with special focus on IYLM.....	61
Chart 6: Gross Value Added contribution (2010) as a percentage per Local Municipality within Chris Hani District	62
Chart 7: GVA contribution of IYLM across economic sectors	62
Chart 8: Access to Communication (2010 forecasts)	86
Chart 9: Distribution of housing across IYLM	87
Chart 10: Educational levels of over-21 year olds.....	90

List of Figures

Figure 1: Municipal Manager's Office organisational structure	40
Figure 2: Corporate Services' organisational structure	41
Figure 3: Finances organisational structure.....	42
Figure 4: Local Economic Development organisational structure	43
Figure 5: Community Services organisational structure	44
Figure 6: Technical Services organisational structure	45
Figure 7: Water and Sanitation Provisioning organisational structure	46
Figure 8: Availability of activities within Provinces	102
Figure 9: A visual representation of the hierarchy of strategic intent of IYLM.....	112
Figure 10: The convergence of KPAs, Clusters, and Goals for the IDP 2012-2017	113

List of Maps

Map 1: Spatial Priorities.....	66
Map 2: Key nodes and corridors of IYLM.....	67
Map 3: Special Development Areas	71
Map 4: Development Zones	74
Map 5: Land Reform Zone	75
Map 6: Water Resources	82
Map 7: Overviews of empty land and flood lines within IYLM	95
Map 8: Tourism	104
Map 9: Proposals Local Economic Development (Agriculture – Crops and Forestry)	106
Map 10: Forestry.....	109

Executive Summary

Intsika Yethu Local Municipality (IYLM), which has approximately 145 372 in population, is located within the Chris Hani District Municipality of the Eastern Cape. It has 21 wards, and is bounded by municipalities such as Sakhisizwe, Engcobo, Emalahleni, Lukhanji, Amahlati, Mnquma, and Mbashe. Cofimvaba and Tsomo are the main towns and the rural residential component comprises 213 villages scattered throughout the municipal area.

Intsika Yethu prides itself of best agricultural resources in the land, with no less than three irrigation schemes *viz* Ncora, Qamata and Bilatye Irrigation Schemes, which are considered to be the biggest not only in the province but in South Africa as the whole. With its rich biophysical endowments in the form of rivers and plains, its pristine natural veld, valleys and unique landscapes (for tourism), its rich heritage resources and its relatively good potential soils; Intsika Yethu should be what “gold” is to Gauteng, “platinum” to North West, and “coal” in Mpumalanga in so far as economic development is concerned. It is incongruous that the area with such abundance of natural resources (water and land) remains trapped in abject poverty and high levels of unemployment.

In lieu of the picture painted above and in fulfillment of the municipality’s legal obligation in terms of Section 32 of MsyA of 2000, the Intsika Yethu Local Municipality’s Council has taken a consultative planning process in review of its Integrated Development Plan (IDP) 2014/15. The IDP sets out the objectives and priorities the municipality intends to achieve in order to fulfil its vision and turn the situation around. This will be through a set of strategies, programmes and projects that it will implement in the financial year 2014/15.

As a service delivery sphere of government, Intsika Yethu Municipality is showing signs of becoming a stronger institution. This is evidenced by its good track record in delivery of its mandate as well as excellent working relationship between Council and Management. To that end; the municipality can point to several achievements in the roll out of its programmes and projects. As much as there is a story to tell in terms of service delivery, there remain many challenges that still beset the municipality. It therefore goes without saying that there are tasks that need to be attended to in the months ahead. The intended programmes and initiatives that will be a pedestal at the centerpiece of Intsika Yethu’s development trajectory will be briefly alluded to below:

Within Basic Services and Infrastructure including social infrastructure, focus will be on investment in the following key programs:

Community Residential Units

The municipality has earmarked Erf 2342 within the Township of Thabo Village for the purposes for Community Residential Units, with collaboration with the Department of Human Settlement. The development is in line with the Breaking New Ground policy (2004) for comprehensive human settlements. The development is to accommodate individuals or households who are unable to be accommodated in the private rental and social housing market. The Development is structured in phases and the first phase involves the construction of **100** units comprising of bachelor, one bedroom and two bedroom apartments. The first phase is envisaged to for the 2014/2015 financial year.

Shopping Mall/Complex

The municipality has undertaken a project to develop of a shopping mall/complex within the remainder of Erf 1 Cofimvaba. The shopping mall/complex is to be strategically located along the R61. Within the remainder of Erf 1, Cofimvaba the municipality has identified three (3) portions

of land parcels for the purposes of the shopping mall/complex; the municipality is to decide on the appropriate location of the mall/complex after the process of evaluating developmental proposals thereafter the selection of the developer whom is to develop the selected site(s).

- **Office Space**

The municipality has earmarked Erf 2310, Cofimvaba for the development of an office block, this need is due to the growth of the municipality and the need for the governmental departments to bring their services close to the people. The municipality has appointed Eris Properties as a developer for the development of an office park on Erf 2310, Cofimvaba, the municipality is currently collaborating with the Department of Public Works and Eris Properties, the development of the offices is envisaged to take place during the 2014/2015 financial year.

- **Rental Residential Units**

Due to the envisaged economic and population growth of the municipality, the municipality has seen a need to cater for rental residential units within the municipality. This need is also supported by development of the mall/complex and office park. The municipality has made a portion of the remainder of Erf 1, Cofimvaba which is at an extent of 9 Hectares available for the purposes of mixed residential type options and the rental residential units is one of the options. The development is to cater accommodation for individuals who get an income over an amount of R3 500.00.

- **Potable Water, Electricity, Road and Storm Water, and Sanitation service delivery Provision**

Generally poor levels of road access across IYM and sporadic transportation services are affecting socio economic upliftment and local economic development initiatives; Climate change is leading to increased incidents of storms, flooding and damage to buildings and infrastructure, which threatens sustainable livelihoods; and inadequate bulk infrastructure capacity is stifling economic investment and the development of towns.

- Planning, construction, connecting, upgrading and ensuring that all citizens of Intsika Yethu have reasonable access to these basic services is but one of the strategic intent the municipality will continue to address in 2014/15 and beyond. This is moreso given the backlogs the municipality continues to grapple with, with MIG and Equitable share funding insufficient to address these service delivery backlogs.

- **Solid Waste Management:** The municipality has established a functional landfill site in PPP arrangement with Buyisa e-bag. This has resulted in the formation of a business structure in form of a Co-operative that is currently in operating mainly made of women. It then can be said that this initiative has not only been a good omen to environmental issues alone but has contributed to LED in the form of job opportunities created through this venture.

In terms of **Local Economic Development;** there is widespread poverty, unemployment and inadequate social support systems which make it difficult for local enterprise, contractors and SMME's to gain access to opportunities for trade and employment; Whilst there are significant opportunities for agriculture and forestry in the area, connecting these opportunities to meaningful community participation is complex and time consuming; and economic sustainability of IYM is dependent upon retention of existing investors and attraction of new investors. Key programmes to be pursued include, Integrated Energy Centre (IeC), which is going to be a one stop shop for fuel (petrol, gasoline, and paraffin), Agricultural development through livestock and crop improvement programmes, SMME support and Tourism development. In as far

as agricultural development is concerned more efforts will be on the resuscitation of our irrigation schemes which are a shadow of their former glory. The motive behind revitalisation of irrigation schemes is as discussed below:

- **Revitalisation of Irrigation Schemes:** Intsika Yethu Municipality, recognising that its irrigation used to be the hub of economic activities, employing a significant number of its residents and providing a much needed food security in the early seventies to late eighties embarked on the process of resuscitating these irrigation schemes. Working with Chris Hani District Municipality, Provincial Department of Rural Development and Agrarian Reform, the National Department of Rural Development and Land Reform and ECRDA, our collaborative efforts will be focussed towards attracting investors to run the schemes under Public Private Partnerships. The main objective being to exploit the undisputed agricultural potential of the area and make agriculture the mainstay of the economy of Intsika Yethu like in the good old days.
- **Tourism Development:** One of strategic objectives of Intsika Yethu Municipality owing to its rich heritage and tourism potential is developing tourism programmes with an intent to position Intsika Yethu as a recognised tourist destination.

With regard to issues relating to: **Good Governance and Public Participation (Deepening Democracy) Strategic Framework:** the municipal area is affected by marginalized and dependent communities, **therefore more** effective and active community participation in planning and development initiatives are needed. Towards this end, public participation systems and structures continue to form a strong pillar of our governance. Despite many challenges, ward committees and Traditional leaders remain functional while efforts to strengthen participation of the business sector continue to preoccupy us. Intsika Yethu municipality is working tirelessly to improve its relations with some traditional leaders and is strengthening the capacity of its Business Chamber so that these Actors play a meaningful role in the affairs of the municipality. Internally a functional Internal Audit unit, MPAC and internal audit continue to work tirelessly in ensuring that there is a clean administration and that there a movement towards clean audit, a situation which has eluded us in the past three years.

The main strategic focus of good governance and public participation includes implementing Gender Mainstreaming, implementation of the Youth Development Plan and focus on addressing HIV and Aids.

- **Health/HIV-AIDS:** HIV and AIDS affects every municipality and Intsika Yethu Municipality is not immune in this phenomenon. HIV and AIDS results in greater demand for municipality and support, such as health care, burial spaces, poverty alleviation and indigent concessions amongst other things. In responding to HIV/AIDS epidemic, Intsika Yethu municipality, developed a strategy that focusses on amongst other things, revival and strengthening of Local Aids Council and mainstreaming HIV/AIDS in the IDP processes and core business of the municipality. To date we have a functional WARD LOCAL COUNCILS in all Intsika Yethu wards. We also have an HIV/AIDS strategy that focusses not only on HIV in workplace but HIV at local level. Towards this end Intsika Yethu won the best credible HIV/AIDS strategy at CMRA in September 2010. The thrust of the strategy rests on public awareness campaigns, health education, counselling and provision of health services and wide range of clinic facilities.
- **Youth Development Plan: Education and literacy development programmes,** Improving learner performance and achievements, providing school infrastructure which include school buildings i.e classrooms, provision of safety and security at schools, provision of scholar transport and nutrition, teacher training and development and engagement/involvement of parents in decision making within

the school environment are some of the strategies that Cofimvaba/Tsomo Department of Education is pursuing to improve standard of education within the municipality jurisdiction. As a result of these efforts, Intsika Yethu has in the past two years been contender number one in the Province in terms of matric pass rate especially mathematics and physical science. **Also** realising that the area(Intsika Yethu) is an agricultural area, Arthur Mfebe has been established as an Agricultural school mainly focussing in agriculture as its core area of business.

- **The municipal Financial Viability and Management:** The municipality received adverse opinion from Auditor General in 2011/12 financial year. And, in addressing the issues raised by AG, the municipality has developed a turnaround strategy and or action plan that focusses precisely on all those issues raised by Auditor General. The municipality has also developed Internal control measures which were identified as gaps in the 2011/12 audit. Also as means towards financial management the municipality is reviewing its Credit control policy and Indigent policy to enable the new council to set targets for debt collection, taking indigent into account and applying principles of Batho Pele.
- **Municipal Transformation and Institutional development:** this intervention would strive to achieve the goal of a stable, highly capacitated and productive workforce, with upgraded capacity and productivity necessary to meet their challenges. Institutional development hinges greatly on having improved ICT Systems, archives and, safe records and document control. This will require investing in necessary infrastructure, offices, furniture and equipment, enabling the institution to function more efficiently. A special focus will be paid to achieving staff retention and recruitment of critical skills needed to assist with delivery.
- Cordial relations between Political Office Bearers and Management has always been a cornerstone that defines IYM. The high level of stability that exist in the municipality can simple be attributed to these affable relations between these centres of power. This not only limited to Politicians and Management, but is also a result of good and cordial relations between the management and Labor which has improved over the years which is now going from strength to strength.
- Towards its efforts of ensuring a stable environment and highly productive workforce, the Council has taken steps will be taken towards revision of all institutional policies including the organizational performance management system which will be effective on first July 2014. Also, critical staff vacancies will be filled and our ability to retain staff will be improved significantly.

Despite these efforts and opportunities, Intsika Yethu is beset with challenges. Limitations confronting this municipal municipality are the same as those confronting other homelands towns in South Africa, in the form of low skills base, poorly planned or non-existent developments and lack of economic activities upon which revenue could depend. The scars of discriminatory laws of the past are still vivid to date as we still after almost twenty years of democracy we still grapple with huge service delivery backlogs in the form of water, sanitation, roads, water and storm water etc. Also, the municipal capacity to raise its own revenue continues to pose a challenge to for the municipality, as a result grants and subsidies continue to be our major source of income.

Through this IDP the Council has however taken major steps towards addressing many of these problems. Owing to the disclaimer opinion from Auditor General in the current financial year (2012/13), a turnaround strategy has been developed and responses to each and every issue that was raised by AG.

Our key objectives over the medium term remain as follows:

- Expediting the reduction of service delivery backlogs
- Addressing absolute poverty, food security and reduction of youth unemployment.
- Creating an enabling environment for economic investment, development and growth within Intsika Yethu jurisdiction. Special focus being on town development, agriculture and tourism sectors.
- Continue to strengthen public participation and Intergovernmental relations as these are the cornerstones of our developmental agenda.

- As the way of monitoring and evaluation a municipal-wide scorecard with targets for the next three years has been developed which, in turn will lay the basis for the annual operational plans (SDBIP) and the performance agreements for the Section 57 managers.

The Process Plan

In line with Section 28 and Section 29 of the Municipal Systems Act (MSA) of 2000, IYLM adopted a process plan on the 17 August of 2014 which outlined the programme, processes, and institutional arrangements for the IDP review 2014-2015. In line with statutory requirements, provision was made for public participation and community commentary and was considered integral to the development of the document. Community identified priority issues are the point of departure for this document and as such, a presentation of those issues and their comparative weighting is presented at the end of the section on process.

Situational Analysis

The IDP 2014-2015 includes an in depth assessment of IYLM's current situation with regards to both the institutional arrangements of the municipality and the socio-economic profile of its inhabitants. The objective of a comprehensive situational analysis in an IDP is to give a clear picture of the prevalent circumstances in the municipality which in turn assists with the identification of priorities, opportunities or short-comings in the municipality on both an institutional and societal level.

Institutional Review

The situational analysis elaborates on the institutional profile of the local municipality through presenting a breakdown of the municipal powers and functions of the municipality as informed by The Constitution of the Republic of South Africa (Act 108 of 1996), Section 156, Section 229 and the Municipal Structures Act (Act 117 of 1998, Section 84). The situational analysis further presents a breakdown of the powers and functions of the Local Municipality in relation to the District Municipality.

The situational analysis also gives information regarding the organisational structure of IYLM, including the Municipal Managers office, the Corporate Services Directorate, the Finances Directorate, Local Economic Development Directorate, Community Services Directorate, as well as the Technical Services Directorate and Water and Sanitation Provisioning Services are presented. Brief consideration of the municipality's financial position and performance, as well as key considerations relating to vacancy and funding are included. In addition, a list of institutional policies and manuals in IYLM is presented in the chapter. Issues pertaining to human resources such as Employment Equity and Skills Development are also briefly touched on in this section. The institutional review is considered representative of the institution's Finance, Governance and Administration cluster.

The Development Context and Socio-Economic Profile

The socio-economic profile of IYLM forms an integral part of the situational analysis; the profile provides a detailed analysis of the population of IYLM and further provides some key insights into demographics, socio-economic conditions, infrastructural service levels in the Municipal area and environmental issues. The analysis lends weight to prioritisation of identified issues in IYLM and conveys some urgency with regards to what needs to be done first.

The socio-economic profile elucidates many of the social issues which characterise IYLM. The data demonstrates that IYLM has a relatively young and rural population which is characterised by high levels of poverty and relatively low levels of literacy. The people of IYLM are also generally low income earners with many of them having no regular income at all. The data further shows population decreases in recent years which point to the possible outward migration of many people in search of better employment and

education opportunities in more urbanised areas outside of the region. IYLM performs poorly in terms of the Human Development Index (HDI) measures of life expectancy, literacy and education. Thus the demographic profile of the municipality highlights a number of social-economic issues which hamper the overall development of the IYLM community and must be considered as part of evidence-based planning for the municipality.

Economic indicators in the situational analysis illustrate that IYLM has considerable potential for economic growth. The tertiary sector is the biggest sector in terms of employment and economic output with the secondary and primary sectors producing significantly less. This is problematic since it is the latter sectors that tend to drive economic growth in poorly developed rural municipalities such as IYLM. Chapter 3 of the IDP later elaborates further on the specific projects undertaken by the municipality that seek to rectify the imbalances between economic sectors through stimulating growth in both the primary and secondary sectors.

Spatial Analysis and Rational

The spatial analysis reflects the strategies, policies and maps that assist the municipality to plan strategically in terms of the implementation of projects. The spatial analysis adds detail to the situational analysis through presenting a geographical outline of the situation in the municipality. To this end the Spatial Development Framework (SDF) for IYLM is currently under review and will be adopted by the Council in the 2012/2013 financial year.

The following are regarded as key issues of spatial development within IYLM:

- Dispersed settlements patterns and pockets of development at urban centres surrounded by scattered underdeveloped rural villages, which implies great costs to achieve access to basic services and infrastructure;
- Need to systematically address the fragmented nature of development to promote the integration of urban and rural areas over time (phased development approach which will optimise on existing capacity and resources to generate the most spin-off effects from investment);
- Prioritisation of different levels of investment to ensure on going sustainable development and spin-off effects for continued economic growth in the IYLM area; and
- Limited economic activity outside of urban centres.

The Service Delivery Profile

The service delivery profile of IYLM takes a clustered approach in considering the municipal status quo with regards to existing backlogs, levels of service provision, and institutional arrangements within the District and Local Municipality. Service delivery is differentiated between that of Technical Services, Social Needs, Economic Planning and Development, and the Finance, Governance and Administration clusters. Each cluster is examined in depth, considering the municipality's position in relation to services aligned to each cluster, as well as those areas where the municipality faces specific challenges, such as financing the requisite backlogs eradication within Technical Services. Other challenges related to Disaster Management arrangements with the District Municipality and considerations related to environmental health are also noted.

Development strategies, projects and programmes

As part of the IDP process Council undertook an exercise to develop a vision for its current term of office. A product of the political leadership of the municipality, the following Vision was formulated:

“A people centred, developmentally focused rural local municipality in which all of its inhabitants have access to quality service delivery and participate in vibrant and well-balanced social and economic development”.

This institutional Vision was supported with the institutional *raison d’etre*, its Mission for being. That Mission is as follows:

“Endeavours to advance its developmental local government mandate through a sustained focus on sound and accountable governance, physical and social infrastructure appropriate for sustainable development in our Municipal area”.

IYLM adopts the “Batho Pele Principles”, together with other underlying principles aligned to this value framework, which include the following: Democracy, as realised through consultation, transparency, and accountability; Respect & Courtesy; Responsiveness; Quality Services; Redress; and Value for Money.

These strategic intentions are supported by a clear alignment between organisational goals and objectives, and service delivery targets across each of the five key performance areas of local government. This section provides a detailed breakdown of the high-level service delivery targets and is substantiated with a list of funded and unfunded projects over the Medium Term Expenditure Framework (MTEF) to advance these objectives. It also represents the integration of various National, Provincial, District, and Local imperatives in that Provincial projects within the municipal area are also clearly identified. The formulation of strategic objectives in particular takes cognisance of those priorities and strategies already being advanced across the three spheres of government and reinforces them.

Performance Management System

The IDP 2014/2015 includes Performance Management System (PMS) requirements applicable to IYLM. These are derived from legislation relevant to the local municipality and with consideration of the service level outputs prioritised annually by the municipality.

In this chapter the current IYLM PMS is assessed. Through this process, it is established that IYLM seeks to review its current PMS and develop a new system during the 2012/2013 financial year. A framework for the development of a comprehensive PMS is consequently included, which covers issues such as: roles of stakeholders, performance indicators, performance targets, publishing of performance reports and the PMS in relation to the IDP.

A first draft of the performance information component of the Service Delivery Budget Implementation Plan (SDBIP) is also provided as these service delivery targets broken down over four quarters provide the basis for Section 57 Performance Agreements, as per the MSA.

Financial Plan and Budget

The Municipality has developed a financial strategy in order to respond to the various priorities and initiatives which are budgeted for as part of the IDP process. The council’s overall Financial Strategy is structured into the following core components to allow for a clearer understanding of the overall task:

- Revenue enhancement and maximisation strategies;
- Asset management strategies;
- Financial management strategies;
- Capital financing strategies;
- Operational financing strategies;
- Strategies to enhance cost-effectiveness; and
- Free Basic Services and indigent support.

IYLM has recognised that there are other factors that could impact on the success of their financial strategy such as financial risks which can be summarised as follows:

- Limitation on revenue raising capacity due to high poverty indices;
- Growth within debt composition associated with low level service offerings;
- Financial distress- ratio analysis- specific on working capital elements;
- Containment of personnel costs within set benchmarks as established within the budget process;
- Governance and administration costs as a percentage of own revenue;
- Increases associated with deferred maintenance and backlog eradication.

The section ends with a breakdown of the municipal budget over the MTEF and a brief overview of the organisations audit history.

Overall, the IDP 2014/15 represents the collective efforts of IYLM staff, Council, and citizens in the crafting of a strategic plan for the development of the municipal area, responsive to the needs and aspirations of its citizens, informed by the technical skills and abilities of the administration, and within the limitations of the scarce resource available to it.

Chapter 1: Introduction and Planning Process

(Part A) Introduction

The IDP is the key planning instrument available to local government in the pursuit of decentralised, strategic, participatory, implementation-orientated, coordinated and integrated development. Preparing an IDP is not only a legal requirement in terms of the legislation but it is an imperative towards realising the municipality's major developmental responsibility to improve the quality of life of its citizens. The IDP process creates platforms to enhance service delivery by securing the buy-in of all relevant role-players and provides government departments and other social partners with a clear framework for realising the municipality's developmental goals and objectives.

Section 25 of the Municipal Systems Act, No 32, 2000 prescribes the following:

“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 which:

- (a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- (b) Aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) Forms the policy framework and general basis on which annual budgets must be based;
- (d) Complies with the provisions of this Chapter; and
- (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.”

In accordance with the aforementioned prescript, Intsika Yethu Local Municipality (IYLM) has compiled an Integrated Development Plan (IDP) in document form. This document is the sum of all the various plans, strategies and goals that IYLM shall pursue over the next five years. The document takes into consideration pertinent issues within the municipality and plots a way forward in terms of responding to these issues which are of paramount importance to the well-being of the IYLM community.

IYLM therefore seeks to present in this document an integrated plan that will:

- Link all of the municipal plans across the sectors in a coherent and effective manner;
- Present the way forward through outlining the municipality's goals, strategies, and objectives over the next five years;
- Be a source of information regarding the current situation in the municipality especially with regard to the social circumstances of the municipality's inhabitants and the institutional situation within the municipal structures; and
- Link the municipality's plans and strategies to provincial and national mandates.

Ultimately the IDP of IYLM should act as the pillar upon which the municipality's developmental approach rests. The plan should inform and guide all projects that are focused on improving the lives of the community; this is in keeping with national government's “Batho Pele” approach of putting people first.

(Part B) The Planning Process

1. The IDP Process Plan

In order to ensure certain minimum quality standards and proper coordination between and within spheres of government in development of Integrated Development Plan (IDP), Section 28(1) and 29(1) (a) and (b) of Municipal Systems Act of 2000 prescribes that the Council of the municipality must within the prescribed period after the start of its elected term, “adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP. This plan must include the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role players in the IDP drafting process;
- An indication of the organisation arrangements for the IDP process;
- Mechanisms for integration and alignment.”

In compliance with the provisions of the Act as stipulated above, the LED and Planning Department of IYLM submitted the following breakdown as part of the preparation for the crafting of the Integrated Development Plan of the new Council for their term of office.

Table 1: Distribution of Roles and Responsibilities in the IDP process

Actors	Role and Responsibilities
Executive Committee	<ul style="list-style-type: none"> • Recommends the Process Plan to Council; • Overall management, coordination and monitoring of process and drafting of IDP; • Approves nominated persons to be in charge of the different roles, activities and responsibilities; • Overall management and coordination of planning process; • Public Participation; and • Ensures the annual business plans, budget and land use management decisions are linked to and based on the IDP
Municipal Council	<ul style="list-style-type: none"> • Political decision making body; • Oversees the development and review of the IDP; • Considers, adopts and approves process plan and IDP; and • Adopts the Integrated Development Plan, Budget and SDBIP.
Municipal Manager (MM)	<ul style="list-style-type: none"> • The MM utilized the Section 59 provisions of the Municipal Systems Act to delegate the responsibility to the Economic Development and Planning Director. • In terms of the process plan the IDP Manager was

Actors	Role and Responsibilities
	<p>tasked to:</p> <ul style="list-style-type: none"> ▪ Prepare the Process Plan for adoption by the Municipal Council; ▪ Manage the local municipal IDP by ensuring that all daily planning activities were performed within an efficient and effective consideration of available time, financial and human resources; ▪ Encourage an inclusive participatory planning process and compliance with the action programme; ▪ Facilitate the horizontal and vertical alignment of the various internal and external departmental programmes; ▪ Ensure that the planning process outcomes were properly documented; ▪ Manage service providers engaged in the municipal IDP process; ▪ Chair the IDP Steering Committee; ▪ Nominate persons in charge of different roles; ▪ Respond to comments on the draft reviewed IDP from the public; ▪ Adjust the IDP in accordance with the comments of the MEC for Local Government & Traditional Affairs; and ▪ Coordinate with various government departments and other HODs to ensure that all the projects, strategies and objectives of the local municipality are shared and distributed amongst government departments so that they might incorporate them in their planning process and vice versa.
Chris Hani District	<ul style="list-style-type: none"> • Participate in the IYLM IDP Representative Forum; and • Provide relevant documentation and budget information for planned projects and locations within Intsika Yethu Municipal Area for the IDP 2012-2017.
Councillors/Ward Committees and CDWs	<ul style="list-style-type: none"> • Major link between municipal government and residents; • Link the planning process to their wards or constituencies; • Set out a Municipal Vision, Mission, and Values; • Contribute to the Goal and Strategic Objective formulation for the term of office; • Organise public consultation and participation; • Coordinate participation of Ward Committees in the IDP Representative Forum; • Ensure proper documentation of the results of the

Actors	Role and Responsibilities
	planning of the IDP document; and <ul style="list-style-type: none"> • Adjust the IDP in accordance with the MEC for Local Government's proposals.
Municipal and Government officials	<ul style="list-style-type: none"> • Provide relevant technical, sector and financial information for analysis for determining priority issues; • Contribute technical expertise in the consideration and finalisation of Strategic Objectives, Strategies, Performance Indicators, and identification of Projects; • Provide departmental operational and capital budgetary information; • Responsibility for the preparation of project proposals, the integration of projects and sector programmes; • Responsibility for preparing amendments to the draft IDP for submission to the municipal Council for approval and the MEC for Local Government for alignment; and • Preparation of all business plans for different programmes and Projects for the IDP 2012-2017.
Community at large	<ul style="list-style-type: none"> • Represent their interests, contribute knowledge and ideas (Rep forum); • Inform interest groups, communities and organisations; • Analyse issues, determine priorities, and reach consensus; • Participate in designing project proposals; • Discuss and comment on the draft IDP; • Monitor performance in implementation; and • Conduct meetings with groups, other communities, and Traditional Leaders to prepare for follow up on relevant planning activities.

The IYLM Process Plan was presented and approved by Council on the 17 August 2013 and submitted to the Department of Local Government and Traditional Affairs. Although there has been considerable deviation from the adopted process plan, the following presents the schedule applied to the drafting of the Integrated Development Plan, and continues to apply to the public consultation process going forward. The details of the activities for the Process Plan are included in the table below.

1. ACTION PLAN:

ACTIVITY PLAN	MECHANISM	KEY FOCUS AREA	RESPONSIBLE	TIME FRAME
PLANNING PHASE				
Draft IDP process plan that guide the planning , drafting, adoption and review of the IDP (MSA, s 28)	EXCO Meeting	IDP and Budget Process plan tabled to to EXCO	IDP Manager / Municipal Manager	12August 2013
Presentation of IDP process plan and Budget plan to the Council	Council Meeting	Adoption by the council	Municipal Manager	13August 2013
Give notice to local community of particulars of the process , (MSA s28)	Advert	Advertisement	IDP Manager	30 August 2013
IGR Meeting:	IGR meeting	To consider comments /proposals received from MEC, DPLGTA, AG (MSAs 32) and any other comments/ proposals received from councillors, ward committees and other role players.	Office of the Municipal Manager	26 th September 2013
Municipal Score Card	Assessment of the performance of the municipality and submit a section 72 report on the assessment to the mayor, provincial Treasury and national treasury.	Municipal Performance Management Systems	Office of the Municipal Manager	10 October 2013
ANALYSIS PHASE				
Finance	Revision of draft	OPEX Preparations	Finance	27 September

Committee	estimates	Preliminary discussion of Finance committee, to revise Tariff increases, salary increase, general expanses, repairs and Maintenance. Key future changes to be reflected considering all strategies and studies, Develop priority areas, reflect on all factors that could potentially impact on future budgets.	committee Municipal Manager CFO	2013
Technical Steering Committee	IDP Steering committee meeting	Hold a self-assessment dialogue to review performance of the municipality and determine short comings and weakness. Identify and plug gaps as identified by AG and Internal Audit Committee. Also discuss Infrastructure plan for the municipality	Municipal Manager CFO, Infrastructure Manager IDP Manager	11 October 2013
IGR Meeting	IGR Meeting	Preparation for community needs programme.	Municipal Manager IDP Manager	15 October 2013
Ward IDP review Process	Ward Base Planning Sessions	Present the programme for community needs collection to the Councillors. Community needs collection, prioritised and ranked by ward residents.	Office of the Speaker EXCO members Ward Councillors Municipal Manager Municipal Directors IDP Manager	21 October -29 October 2013
Special Finance Committee	Revision of draft estimates	OPEX Preparations To prepare draft capital and operational plan with cost and revenue estimates for IDP. HOD's to access human Resource component of the	Fin Com Municipal Manager IDP Manager	October 2013

		operating budget for the next year and for the two outer years.		
Technical IGR meeting	IGR Meeting	Reflection on community needs and path way forward. Assess provincial strategic plan and sector plans	Sector Departments HOD IDP Manager Municipal Manager	4 November 2013
Information Session CHDM Desk work	District Rep Forum	Brief on how far the different municipality are with the review their IDP and if they are still aligning with District IDP	District IDP Manager	28 November 2013
STRATEGIES PHASE REVIEW OF VISION, MISSION ,STRATEGIES, PROGRAMME AND PROJECTS				
IDP Rep Forum	IDP Forum meeting	EXCO / Council lekgotla to review and update the Vision, Mission, Objectives.	Municipal Manager IDP Manager	06 February 2014
IDP Steering Committee	IDP Steering Committee meeting	Refining municipal strategies, Objectives KPA's, KPI and targets so as to influence the budget. Set and agree on IDP priority programmes/projects and Strategies.	Municipal Manager Directors	February 2014
Strategic Planning	Strategic Session	Quarterly performance reporting. HOD's to present IDP Projects / Programmes, Capital and Operational budgets, Service delivery backlogs, HR issues (institutional capacity), Financial situation, Spatial socio- economic, and environment.	Municipal Manager HOD	February 2014
High level SDBIB	EXCO	HOD's to present their	Municipal Manager	13 February 2014

		Implementation plans i.e. Define indicators, outputs and targets; identify major activities, time frames and responsibilities, Setting targets and key performance indicators , outlining the Projects cost and institutional resources needed. Also invite communities to make their inputs.	All HOD's	
Budget discussions	EXCO	Finalise alteration if applicable. Submission of altered draft budget to Mayor and EXCO. Integrate and align Budget and IDP	EXCO Municipal Manager CFO	04 March 2014
ALIGNMNET AND INTERGRATION				
Horizontal and Vertical alignment with District, Province, National	Technical team Steering Committee	Integrated sectoral programme, (LED, HIV, Poverty Alleviation, Gender Equity etc) Consolidated monitoring /performance management system, Disaster Management plan, institutional Plan, Reference to sector plans.	All Head of Department	21 March 2013
Approval of draft Budget	Council	Submission of EXCO report on draft budget and draft IDP to full Council	Mayor Municipal Manager CFO	27 March 2014
Submit draft IDP and SDBIP	Advert	Submit draft copies of IDP and budget to DLGTA and Provincial Treasury	IDP Manager	9 April 2014
Publication of the draft IDP/Budget	IDP Manager	Advertising the draft budget and draft IDP for public comments for a period of 21 days Consolidate project	IDP Manager	April 2013

		proposals in terms of location and sector		
Publication of the draft IDP/Budget and invitation to local community and stakeholders for comments and inputs and submission to Provincial Treasury	Advertisement	Draft IDP / Budget advertised for public comments for 21 days	IDP Manager	03 April 2014
Draft IDP and Budget	Mayoral Imbizo	IDP/ Budget Road show public hearings.	Mayor EXCO Municipal Manager Directors IDP Manager Budget Office	22- 24 April 2014
IGR Technical meeting	IGR meeting	Integration	Municipal Manager office	15 May 2014
APPROVAL PHASE				
Adoption	Council Meeting	Final Adoption of the IDP and Budget	IDP Manager Municipal Manager Council	28 May 2014
Submission of the final IDP	MEC IDP submission		IDP Manager	June 2014
PERFORMANCE MANAGEMENT SYSTEM				
SDBIP and PMS	SDBIP and PMS	Submission of draft Services delivery and implementation plan with in 14days after the approval of the budget to the mayor. Submission of draft annual performance agreements for the next year to the mayor	Municipal Managers office	June 2014
SDBIP	Management	Approval of SDBIP within 28day after the	Mayor	June 2014

		approval of the budget. Loading accounting system with new budget data Implementation of SDBIP		
Public awareness with 14 days after the approval.	Advert	Advertising in all public viewing places and media.	IDP Manager	July 2014

The above process plan is in compliance with the provision of Chapter 4 of the MSA, as amended, and allows for meaningful participation in IDP processes via the established forums. In terms of Section 32(2) of the MSA, the Provincial MEC for Local Government and Traditional Affairs is authorised to provide suggestions and advice based on the findings of the IDP analysis. In this regard MEC comments for 2014/15 IDP have been instrumental in guiding the planning process in writing up the IDP. The MEC comments received by IYLM were helpful in addressing gaps during the drafting of the IDP. The municipality has considered the comments, although the specific municipal responses were not necessarily captured in the IDP. Accordingly the IDP has been prepared in accordance with the assessment of IYLM as required in terms of Section 41 of the MSA.

1.1 Mechanisms and Procedures for Public Participation

One of the most exciting opportunities of the planning and budgeting process is the potential for involvement of community and stakeholder organisations in the process. This insures that the IDP addresses the real issues that are experienced by the citizens of IYLM. The Constitution stipulates that one of the objectives of the municipality is “to encourage the involvement of communities and community organisations in the matters of local government”. The White Paper on Local Government also puts emphasis on the role and significance of public participation. Participation varies from internal to external stakeholders inclusive of IGR clusters (various municipal departments) Portfolio Committees, Community Development Workers, Ward Councillors, Ward Committees, Local Tourism Organisation, the Executive Committee and Council, Traditional Councils, IDP Representatives Forums, etc. Regardless of the stakeholder, the engagement and participation creates an opportunity for more robust engagement, ownership, and ultimately a more credible IDP going forward.

The aforementioned stakeholders have already interacted with the document and will continue to be engaged in the process of refining the draft IDP in the following manner:

- Use the IDP Representative Forum to critique, verify, and add additional information;
- Use the IDP Representative Forum to ensure that community priorities are adequately reflected in the IDP;
- Engage Councillors’ and Community Development Workers to call meetings to keep communities informed on the IDP processes;
- Request feedback on municipal progress;
- Use newspaper advertisements to inform communities of the process;
- Distribute pamphlets/summary books on IDP’s & budget;
- Make the IDP & budget available for public comment; and
- Make the IDP & budget documents accessible to all members of the public.

The following table provides an overview of the various participation mechanisms employed across the different phases of the IDP process.

Table 2: Participation mechanisms for different Phases

Planning Phase	Participation Mechanism
Analysis	Community meetings Stakeholder meetings CBP/ward committees
Strategies	Technical committee craft strategies
Project	Technical committees with selected representatives of stakeholder organisation
Integration	IDP Representative Forum
Approval	IDP Representative Forum Public discussion, consultation process Community meetings

Planning Phase	Participation Mechanism
	Stakeholder meeting Opportunity for comments from the public
Monitoring of implementation	IDP representative Forum Community meetings Stakeholder meetings

The municipality's Community Participation Strategy has informed this process and provided for the involvement of the public in identification of key issues that inform the resources the production of a credible IDP. Furthermore, public comment and engagement on the draft document has further enhanced its credibility in this regard.

1.1.1 Ward committees and CDWs

One of the intrinsic features of the Integrated Development Planning process undertaken by the IYLM is the involvement of community and stakeholder organisations in the process. Participation of affected and interested parties ensures that the Integrated Development Plan (IDP) addresses the core developmental issues experienced by the citizens of a municipality. To further strengthen community engagement the municipality has in collaboration with its constituencies established 21 Ward Committees of ten members each, with Ward Councillors acting as Chairpersons.

Through the engagements with the Ward Councillors, Ward Committee members and CDWs, the following issues were identified as having the potential to negatively affect their functionality:

- Lack of understanding and clarity on the roles and responsibilities;
- The different literacy levels and the general understanding of Local Government between Ward Committees, CDWs and Ward Councillors;
- Poor coordination of Ward Committees and community meetings;
- Lack of commitment of some of the Ward Committee members and support staff; and
- Lack of reports and/or attendance registers.

Ward Committees are central to the IDP planning process, as supported by legislation. As representatives of the developmental aspirations and needs of the Wards, they also form an information assimilation/dissemination mechanism between a municipal Council and the community. The Ward Committees are also crucial to the development, implementation, monitoring and reporting of municipal performance on the service delivery targets and planned interventions as presented in the municipal IDPs.

1.1.2 Issues identified by Wards within IYLM

This section of the Situational Analysis is required by Chapter 4 of the Municipal Systems Act of 2000. IYLM has been actively involved in the community participation meetings and has considered all the needs identified in previous IDP Reviews and consultation at various ward level. The Municipality is in a process of preparing local area plans (Ward Based Plans) which serve as a good base for the IDP and helps the municipality in making well informed planning and budget decisions. The local area plan is the process of facilitation where communities are assisted in developing plans. This process serves to enhance the public participation in the IDP process; hence the plans are articulated in the IDPs of the municipalities.

These issues identified by IYLM communities provide a firm starting point for a more robust examination of the developmental status quo as part of the Situational Analysis of the IDP 2014-2015

Key priorities agreed with communities

The following are agreed as top ten development priorities for Intsika Yethu in 2014/15.

1. Access roads, bridges and storm water
2. Water and sanitation
3. Electricity
4. Agricultural development(crop production and livestock improvement)
5. Clinics and mobile clinics
6. Fencing
7. Sport grounds
8. Pre-schools
9. RDP houses
10. Safety and security

Chapter 2: Situational Analysis

(Part A) An Institutional Review

Introduction

This section of the Integrated Development Plan provides an overview of the current status quo within IYLM. The section is aimed at painting a picture of the current situation in IYLM that has assisted in the identification of key issues to be addressed over the medium term as well as their prioritisation. The Situational Analysis covers information such as demographics, employment information, socio-economic data, economic data, governance and organisational information, and service delivery. In addition, this section elaborates upon crucial spatial considerations identified within IYLM's Spatial Development Framework (SDF). It is hoped that after reading this section the reader will have gained a comprehensive understanding of the current situation in IYLM and the challenges and opportunities facing the municipality.

But before going into further detail of socio-economic status quo, it is important to contextualise the municipality's situation by presenting the various municipal powers and functions.

2. Institutional Profile

2.1 Municipal Powers and Functions

In order to develop a fully functional Municipality in line with the developmental mandate of Local Government, it is necessary to be aware of the municipal powers and functions as they were Gazetted, and directed by the MEC of Local Government and Traditional Affairs in the Eastern Cape Province.

The Constitution of the Republic of South Africa (Act 108 of 1996), Section 156, Section 229 and the Municipal Structures Act (Act 117 of 1998, Section 84) provides a broad framework for the allocation of powers, duties and functions between District and Local Municipalities. Since a Municipality has executive authority in respect of, and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5. Much confusion still prevails regarding which of the two tiers of Local Government is responsible for various functions. This confusion not only lies between the District Municipality and Local Municipality, but also between the District Municipality and Provincial and National Departments.

Firstly, the powers of municipalities as institutions of Local Government, one of the three spheres of government, are recognized and protected in the Constitution. Secondly, the exercise of municipal legislative power is no longer a delegated function subject to administrative review, but a political process, influenced by the considerations and input of elected Councillors, representing the will of the municipal residents. The Constitution provides that municipalities have legislative and executive powers over the functional areas listed in Schedules 4B and 5B of the Constitution. Section 156(1) and (2) and the two lists of functional areas in Schedules 4B and 5B constitute the primary source of power for Local Government.

The constitutional allocation of 'original powers' to Local Government produces at least two areas of overlap, namely supervisory overlap and overlap between matters listed in the Schedules. The Constitution does not allocate the matters in Schedule 4B and 5B exclusively to Local Government; National and Provincial Government may also regulate those matters. The Local Government matters listed in Schedule 4B are part of the concurrent provincial and national legislative competence "to the extent set out in section 155(6) (a) and (7)". Similarly, the Local Government matters listed in Schedule 5B are part of the exclusive provincial competence "to the extent set out for provinces in section 155(6) (a) and (7)". National and Provincial Governments have the authority to ensure that municipalities adequately perform in

respect of these matters. The Constitution provides that, subject to section 151(4), a by-law that conflicts with national or provincial legislation is invalid.

Section 155(6) (a) of the Constitution states that Provincial Government has a duty to monitor and support Local Government in its jurisdiction. The Province must assert legislative and executive power in order to promote the development of local government's capacity to perform its functions and manage its affairs and they may do so by regulating municipal executive authority, thus ensuring the municipalities' effective performance of their functions in respect of listed local government matters. Taken together, these competencies are considerable and facilitate a measure of Provincial Government control over the manner in which municipalities administer those matters in Part B of Schedules 4 and 5. This control is not purely administrative. It could encompass control over municipal legislation to the extent that such legislation impacts on the manner of administering Local Government matters.

Another consideration relates to the role and function of traditional leaders and how they are to be incorporated into the Local Government structures and procedures in future. The Traditional Leadership and Governance Framework Act (Act 41 of 2003) provide that the MEC for Local Government and Traditional Affairs appoint representatives of traditional leaders to participate in the Council as provided in the Municipal Systems Act (Act 32 of 2000). In this regard the issue of land administration between the Municipality and the traditional leaders is a challenge that needs to be addressed. The challenge arises when traditional leaders continue to allocate land to communities without engaging the municipality to ascertain issues relating to township establishment and land development requirements generally. This may result in communities occupying sites in which no services have been provided and where no formal procedures are followed.

This situation leads to a host of other challenges which including health related problems, occupation of land not suitable for human settlement, compounding existing challenges of poverty eradication. IYLM and relevant traditional leadership structures must devise a system of engagement and cooperation in order to address this challenge.

It is obvious that without clarity on power, duties and functions (responsibilities) between these institutions it becomes very difficult to design strategies and formulate projects and budget accordingly. This has been a significant problem in the IYLM IDP development process in the past. It is in this regard that, this issue is identified by IYLM and is essential that a concerted effort be sustained in order to resolve matters pertaining to the allocation of powers, duties and functions pertaining to all disciplines.

As far as powers and functions are concerned, CHDM performs certain functions within IYLM. Additionally, due to existing low capacity in some areas, CHDM will, in consultation with Local Municipalities, enter into a contract with the external service provider to supplement capacity. It remains a two-way commitment between a Local Municipality and the District Municipality to build adequate capacity for accelerated service delivery. Below is a table of the Powers and Functions distributed between CHDM and IYLM as authorised, and as per the status quo.

Table 3: Division of Powers and functions between CHDM and IYLM

	Services	CHDM authorised powers	IYLM authorised powers	IYLM Quo	Status
Part B of Schedule 4 of the Constitution of RSA	Air Pollution	No	Yes	No	
	Building regulation	No	Yes	Yes	
	Child care facilities	No	Yes	Yes	
	Electricity and gas reticulation	Yes	No	No (Eskom)	
	Fire fighting	Yes	Yes	No	
	Local Tourism	Yes	Yes	Yes (Resolve w/ CHDM)	
	Municipal Airports	Yes	Yes	No	
	Municipal Health	Yes	Yes	No SLA	
	Municipal planning	Yes	Yes	Yes	
	Municipal Public Works	Yes	Yes	Yes	
	Pontoons and Ferries	No	Yes	Yes	
	Municipal public transport	Yes	Yes	Yes (only Infra. Provision)	
	Sanitation	Yes	Yes	Yes (SLA)	
	Storm water	No	Yes	Yes	
	Trading regulation	No	Yes	Yes	
Water	Yes	Yes	Yes (SLA)		
Part B of Schedule 5 of the Constitution of RSA	Beaches & amusement facilities	No	Yes	No	
	Billboards & advertisements	No	Yes	Yes	
	Cemeteries, parlours & crematoria	No	Yes	Yes	
	Cleansing	No	Yes	Yes	
	Control of public nuisance	No	Yes	Yes	
	Control of undertakings that sell liquor	No	Yes	Yes	
	Facilities for accommodation, care & burial of animals	No	Yes	Yes	
	Fences & Fencing	No	Yes	Yes	
	Licensing and controlling of undertakings that sell food to the public	No	Yes	Yes	
	Licensing of dogs	No	Yes	No	
	Local amenities	No	Yes	Yes	
	Local Sports facilities	Yes	Yes	Yes	
	Markets	Yes	Yes	Yes	
	Municipal abattoirs	Yes	Yes	No	

	Services	CHDM authorised powers	IYLM authorised powers	IYLM Quo	Status
	Municipal parks & recreational facilities	No	Yes	Yes	
	Municipal roads	Yes	Yes	Yes	
	Noise pollution	No	Yes	Yes	
	Pounds	No	Yes	Yes	
	Public places	No	Yes	Yes	
	Refuse removal dumps & solid waste disposal	Yes	Yes	Yes	
	Street lighting	No	Yes	Yes	
	Street trading	No	Yes	Yes	
	Traffic and parking	No	Yes	Yes	
From Section 84(1) of Municipal Structures Act of 1998	Receipt, distribution and allocation of grants	Yes	No	No	
	Imposition and collection of taxes, levies, and duties	Yes	No	Yes	

The above table illustrates the powers and functions that IYLM is authorised to perform (in the second column) against the functions and responsibilities actually performed (in the third column) the last column present a status quo, the CHDM functional responsibilities are shown in first column. Where a yes appears in both columns, it means that the function is shared between District and Local municipality.

2.2 Municipal Council and institutional governance

The Local Government Elections of May 2011 saw the African National Congress (ANC) retain its control of the Intsika Yethu Municipal Council, receiving nearly 90% of the total votes cast in the election. Of the 72,149 registered voters, 43,716 turned out for the election across all 21 wards, a total of 60.59% of the potential electorate. Twenty-one Councillors were elected to represent their Wards while another twenty-one were elected from a Proportional Representation ballot, bringing the Municipal Council to 42 in total.

Table 4: Voting results of the Local Government Elections of May 2011 for IYLM

Leading parties	Ward votes and %	Party votes and %	Ward	Prop. Rep	Total
1 st ANC	37165 87.83%	37956 88.35%	21	16	37
2 nd COPE	1908 4.51%	1958 4.56%	-	2	2
3 rd UDM	1656 3.91%	1466 3.41%	-	2	2
4 th PAC	517 1.22%	555 1.29%	-	1	1
Others	1068 2.52%	1025 2.39%	-	-	-
Total	42314 100.00%	42960 100.00%	21	21	42

Within the Municipal Council, Councillors elected from the Proportional Representation list make-up the Executive Committee of Municipality and hold various portfolio positions to which they apply political leadership and guidance towards the delivery of services to the citizens of IYLM.

The following positions are currently held within IYLM:

Mayor: Ms K Vimbayo

Speaker: Mr J Cengani

Mayoral Executive Committee Members-

Infrastructure, Development & Planning: Mr S Myataza

Community Services: Ms NA Tshangana-Nkota

Local Economic Development: Mr W Mdwayingana

Corporate Services: Ms N Ntsaluba

Treasury & Budget: Mr Nobhongoza

Special Programmes: Mr Toni

Water: Ms Khanyisa Mdleleni

In addition to the 8 Councillors above, 34 other Councillors make-up the Intsika Yethu Local Municipal Council. The total list of Ward and Proportional Representation Councillors follows below.

Table 5: Municipal Councillors for IYLM

Ward Councillors	Wards	Proportional Councillors	Representation
Cllr Holta Mhlawevoti Hewu	1	1	Cllr Koliswa Vimbayo
Cllr Neliswa Portia Gadeni	2	2	Cllr Jongumzi Cengani
Cllr Madoda Lawrence Papiyana	3	3	Cllr Ntombazipheli Nkota-Tshangana
Cllr Manyewu Shasha	4	4	Cllr Noloyiso Kolosa Ntsaluba
Cllr Dudu Kaspile	5	5	Cllr Myolise Toni
Cllr Mahkwenkwane Henry Mahali	6	6	Cllr Kanyiswa Florence Mdleleni
Cllr Nophelo Magaga	7	7	Cllr Saziso Myataza
Cllr Nozuko Sygnoria Mafanya	8	8	Cllr William Ndamthini Mdwayingana
Cllr Monde Armon Mbotshane	9	9	Cllr Mandisi Mbebe
Cllr Mwezi Innocent Bikitsha	10	10	Cllr Noloyiso Ntloko
Cllr Zweloxolo Mxi	11	11	Cllr Zonwabele Shepher Matshikiza
Cllr Vuyokazi Gladys Matomela	12	12	Cllr Velile Sobekwa
Cllr Siphwiwo Mkunyana	13	13	Cllr Phumzile Nqandela
Cllr Malibongwe Gulubela	14	14	Cllr Nobom Bani
Cllr Albertinah Nokwetu Royi	15	15	Cllr Nokwakha Jada
Cllr Noloyiso Mto	16	16	Cllr Nayisile Headman Mgodeli
Cllr Noxolo Faith Nowandile Dangazela	17	17	Cllr Nomgcobo Albertina Somdyala
Cllr Noxolile Mavis Hexana	18	18	Cllr Monwabisi Zulu
Cllr Mayenzeke Yamile	19	19	Cllr Humphrey Sangolibanzi Nobongoza
Cllr Zukiswa Qaiya	20	20	Cllr Sizwe Tame
Cllr Nontembiso Baleka	21	21	

Supportive of the good governance function within IYLM are a number of structures and positions that fulfil a variety of roles and functions. An overview of these bodies and groups will also highlight some of the achievements of the previous term.

2.3 Committees of Council

IYLM has both Section 79 and Section 80 Committees established as per legislative requirements to support the good governance function of Council. Within the municipality Section 79 Committees fall under the Speaker's Office and fulfil key governance functions of predominantly an administrative oversight nature, whereas Section 80 Committees are standing committees aligned to the various functional areas for service delivery within the municipality under the Mayor's office. In the previous term some of the Section 79 Committees were unable to fulfil their duties adequately, in part because of a failure to delegate responsibilities adequately as required in Section 79 of the Municipal Finance Management Act (MFMA).

2.4 Community Development Workers (CDWs)

CDWs within IYLM are the foot-soldiers for service delivery and accountable governance. Based within the Local Municipality's LMs 21 wards, these workers compile monthly reports for submission to the Speaker's Office and to the Department of Local Government and Traditional Affairs detailing the conditions on the ground.

In the previous term, CDWs played an instrumental role in the identification of service delivery shortcomings and assisted in ensuring a number of interventions were carried out to address these issues. They also played a prominent role in publicising and mobilising residents to target part in government sector gatherings and meetings.

2.5 Ward Committees

Following the re-demarcation process conducted by the Demarcation Board during the previous term, IYLM saw its Ward composition change from 23 Wards to the current 21 Wards. Each Ward has representation of ten committee members of which the Ward Councillor acts as Chairperson at meetings and is responsible for holding meetings within their respective Wards.

Every Ward Committee within Intsika Yethu Municipal Area is considered functional and active, partially due to the successes of the previous term in which each Ward had its own programme of action. Ward Councillors regularly furnish reports on meetings and service delivery progress to the Speaker's Office to keep the municipality informed and ensure accountability.

2.6 Finances and Financial Management

Given the poverty rate within the municipality and the high grant dependency of many IYLM citizens, the municipality is not yet financially viable in terms of a local revenue base, and remains reliant upon its Equitable Share allocations and MIG funding to undertake its core functions in the area of basic services and infrastructure provision. Capital expenditure has remained a priority within IYLM and has been bolstered in recent years by a growing and increasingly capable staffing complement.

The information provided below gives an overview of IYLM's finances over the previous two years as well as a projection for 2013/2014. It details a considerable increase in operational expenditure while showing a relatively stable allocation for capital projects.

Table 6: IYLM Budget Allocations 2010-2013

Budget 2011/2012		
Capital	Operating	Total
R 20,270,000	R 114,374,000	R 134,644,000
Budget 2012/2013		
Capital	Operating	Total
R 22,500,000	R 118,974,000	R 141,474,000
Budget 2013/2014		
Capital	Operating	Total
47,149,000	155,070,700	202,219,700

Source: *Gaffney's Local Government in South Africa Yearbook 2011-2013*, p. M134

Over the previous term IYLM experienced some challenges in effectively applying the funds available to it in a transparent and accountable manner. Nevertheless, IYLM has been proactive in its approach to dealing with graft and fraud by developing a Fraud Prevention Policy that seeks “the ultimate eradication of fraud, corruption, theft and maladministration by means of the application of the full spectrum of both pro-active and re-active measures at their disposal.”¹

Performance in terms of a clean administration fluctuated considerably. After beginning the term with an Adverse audit opinion for 2006-2007, the LM regressed before improving to a qualified audit opinion in 2008/2009 and regressing again to a Disclaimer the following year.

Table 7: Audit outcomes for IYLM from 2006-2011

2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Adverse	Disclaimer	Qualified	Disclaimer	Disclaimer

Source: *Auditor General Local Government Annual Reports 2006-2011*

At the close of the 2010/2011 financial year, IYLM was the last of all Eastern Cape municipalities to finalise its Annual Financial Statements, delaying the findings of the Auditor General, and eventually receiving a Disclaimer. It has subsequently engaged on the findings identified by the Auditor General and taken proactive steps to rectifying some of the issues raised.

Prior to the release of the 2010/2011 audit findings of the Auditor General, IYLM had already compiled an Audit Turnaround Action Plan for the financial year ended 30 June 2013. The plan provides a detailed breakdown of the Auditor General’s findings, management comments in response, along with a stated plan of action and the status of that plan of action, including a date by which the action should be completed. This document forms the basis of the municipality’s response to the Auditor General’s findings and is evidence of the due consideration given.

One of the challenges IYLM faces in this regard is that it does not have a standalone audit committee within the municipality, but instead enjoys a shared service provided by CHDM. Despite the existence of Section 79 and Section 80 committees, and an Internal Audit section, IYLM has struggled in its efforts to achieve a clean administration. Support in preparation of the compilation of its Annual Financial Statements is an area the municipality still requires assistance in.

As the municipality forges onwards into the new term, the failure to comply and continued maladministration will be a focal area requiring sustained effort to ensure improvement towards the achievement of a clean audit for 2014, as per the national target of COGTA.

¹ IYLM, Fraud and Prevention Policy, 2009, p. 2
IntsiKa Yethu IDP 2014-2015

Table 8: Financial Policies of IYLM

Financial Policies	
Title	In existence
Tariffs Policy	Yes
Rates Policy	Yes
Credit Control and Debt Collection	Yes
Borrowing Policy	No
Funding and Reserves Policy	No
Long-Term Financial Plan	No
Fraud Prevention Policy	Yes
Supply Chain Management Policy	Yes
Asset Management and Disposal Policy	Yes
Indigent Support Policy	Yes
Infrastructure Investment and Capital Projects	No

The table of policies above identifies those financial policies currently in existence. Crucially, despite a clear Supply Chain Management Policy and a functional unit comprising 8 permanent staff members, compliance to the MFMA has proved elusive and remains a priority for IYLM going forward. IYLM's three Bid Committees (Specification, Adjudication, and Evaluation) will face the enduring challenging of managing procurement as per the letter of the law and the municipality's internal policy.

In other areas, the municipality has improved its implementation of policy in pursuit of a clean administration. The municipal efforts to update its valuation roll are evidence of such as the municipality completed the valuation update in July of 2011 and has since undertaken two supplementary valuations. In the absence of a Land Asset Register, the valuation roll has proven useful to the municipality in considering the acquisition of property for developmental purposes.

2.7 Human resources

Given the various developmental challenges facing IYLM, a robust and capacitated human resource base is a necessity for driving local government's developmental mandate. In this respect, IYLM has shown considerable progress over the previous term, positioning the municipality well for the 2012-2017 period ahead. As a recipient of two VUNA Awards for its success and professionalism in hiring and retaining skilled staff, the municipality has made remarkable progress towards making capacity shortcomings a thing of the past. All the IYM post has the job description.

Table 9: Approved posts per Department circa 2010

MM's Office	Community Services	LED	Finances	Corp. Services	Water Service & Infrastructure	Total
16	104	07	32	59	71+63=134	352

Source: IYLM HR Strategy 2011-2012

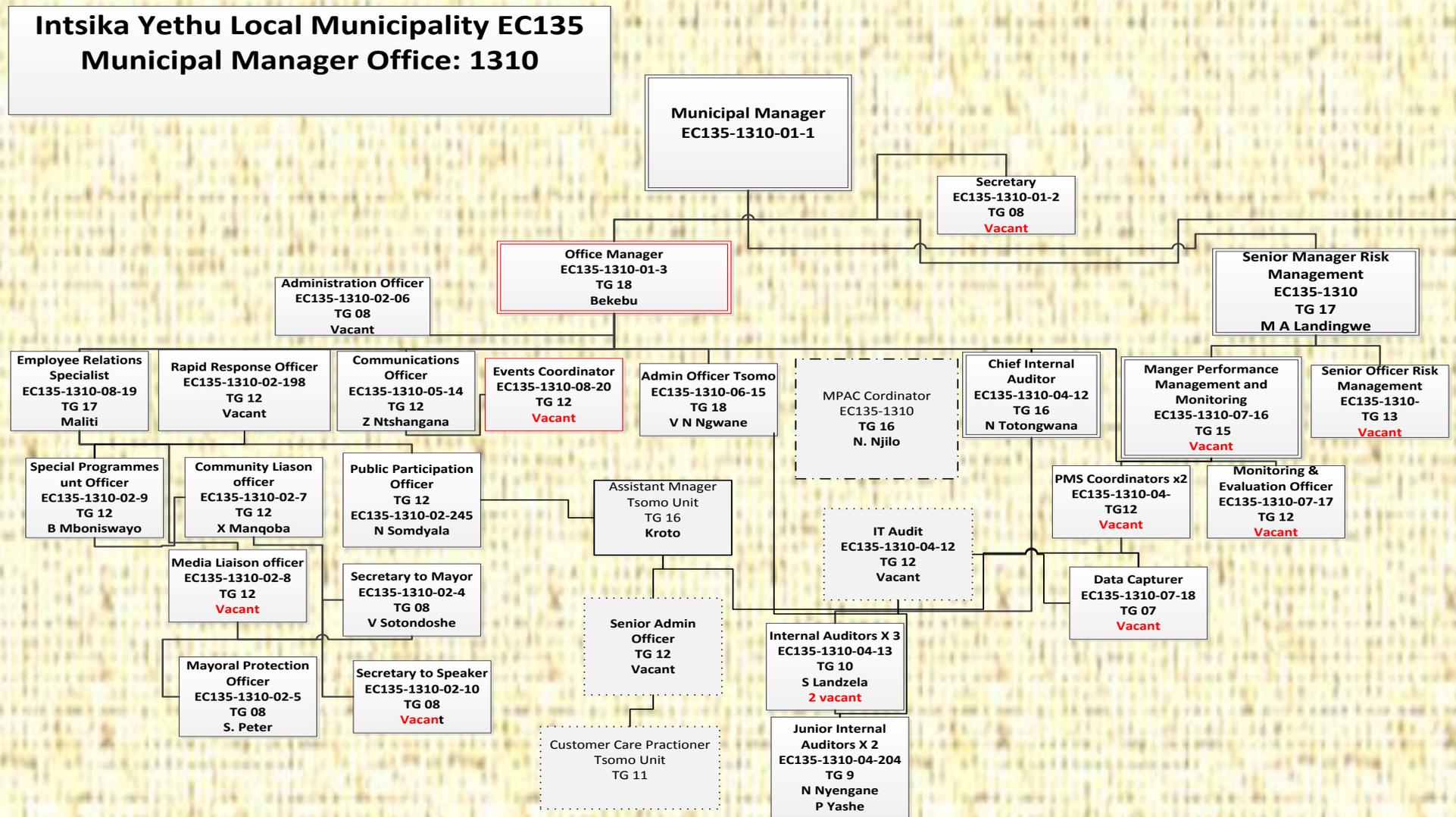
In 2013 IYLM had a vacancy rate of 30%, and it has since made considerable progress in filling posts through an annual prioritisation process that identifies key vacancies within the institution for recruitment. This approach has yielded considerable successes for the organisation as it has continuously increased its staffing complement in scarce skills areas and prioritised functional areas such as Technical Services. On an annual basis IYLM considers the funded vacancies within the organisation and prioritises critical posts for service provision before advertising posts and embarking on a planned recruitment process. However, given the current employee expenses, 17 posts have been prioritised for the 2012/2013 financial year and have been filled.

Despite these achievements, the Technical Services directorate (inclusive of Water & Sanitation Provisioning) held the highest vacancy rate within the organisation, the majority of the 17 filled posts were from the this directorate. Subsequently, this vacancy rate has been lowered to approximately 5%, attributed to the post prioritisation process undertaken by Corporate Services. Recent progress in appointing staff will assist this crucial Directorate in carrying out its key powers and functions more effectively, so as to avoid the shortfall in spending of MIG allocations that has been a challenge for the department in the past.

At present, IYLM's Human Resource Strategy 2011/2012 has been reviewed and adopted by the council in 2012/2013 financial year so that the organisation's HR plans are more closely reflective of the current developmental trajectory of IYLM. This revised document, coupled with the extensive policies and manuals already established by the Corporate Services Directorate, will provide a firm basis for a responsive and critical post- prioritised, recruitment of staff.

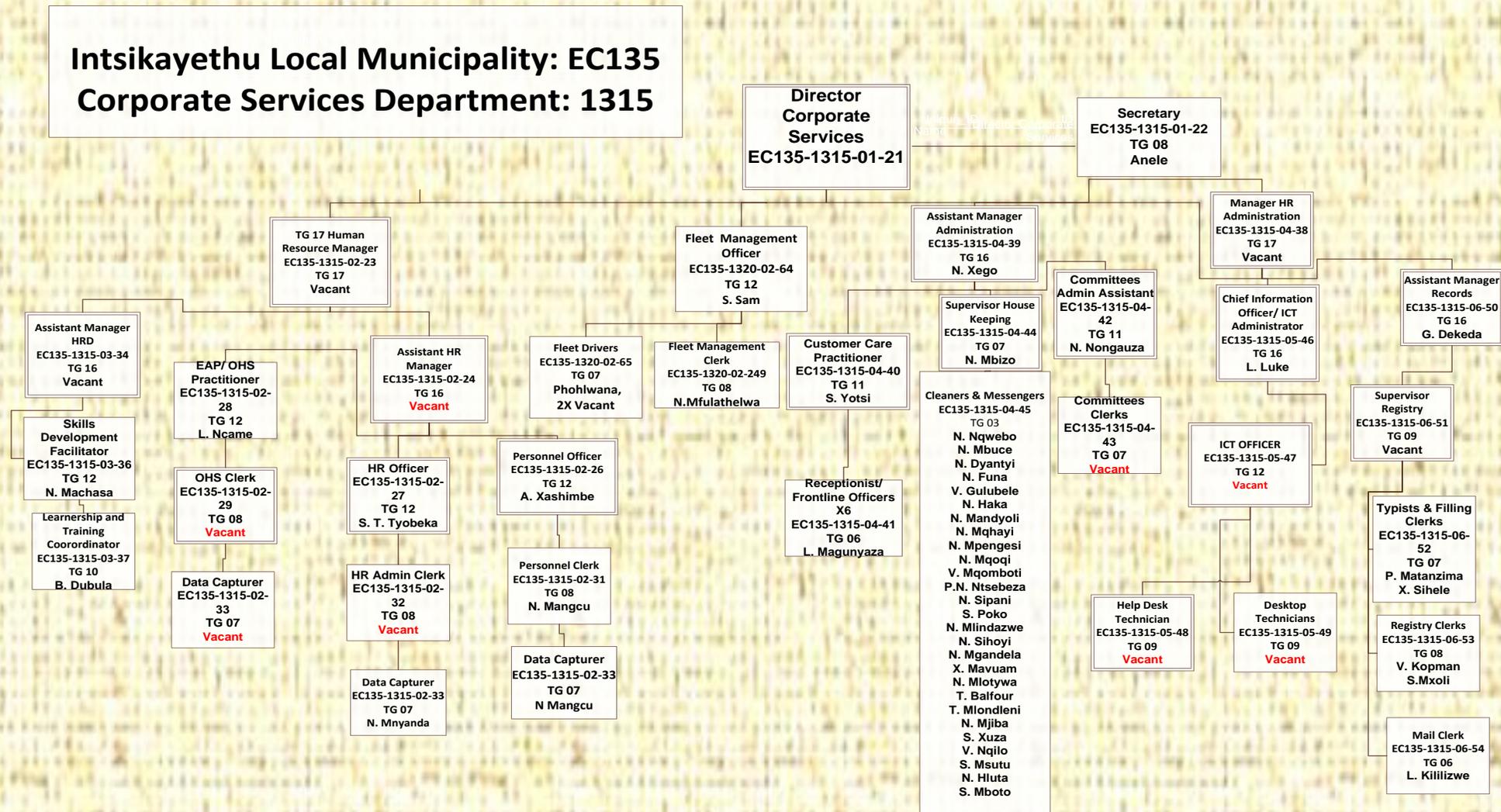
The following figures provide a representation of the existing organisational structures within IYLM per Directorate. The following provides a visual representation and breakdown of the posts, as well as some brief narrative speaking to the functions and responsibilities that the two highest levels of management within the municipality are responsible for.

Figure 1: Municipal Manager’s Office organisational structure



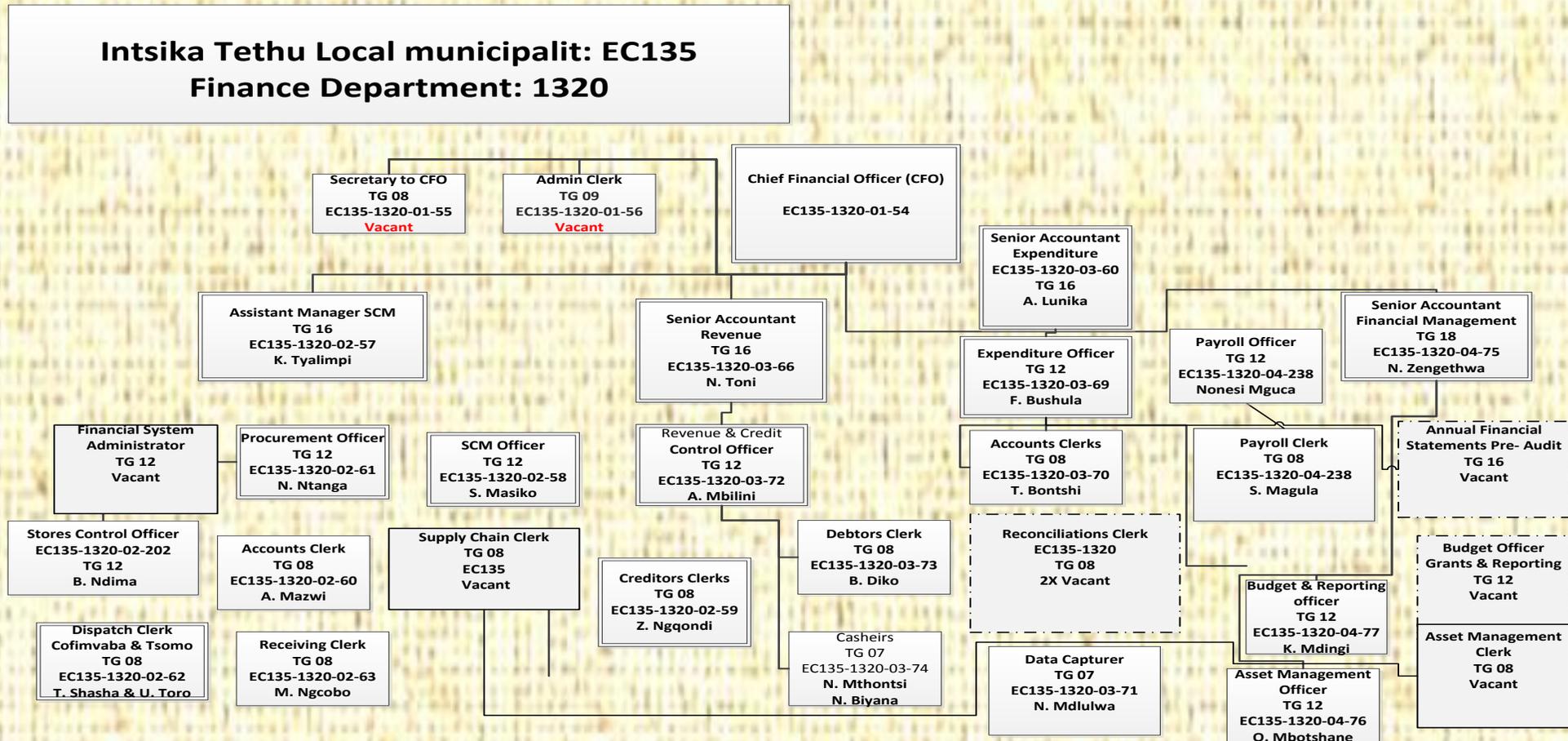
The organisational structure provided above shows the Municipal Manager’s responsibilities within IYLM inclusive of oversight for institutional Communications, Internal Audit, Monitoring and Evaluation, risk Management as well as the Special Programmes Unit and Mayoral support.

Figure 2: Corporate Services' organisational structure



The Director of Corporate Services is the technical head of two divisional functions, namely human resource management and administration, inclusive of Information and Communication Technology, Council Committee Administration, Fleet management as well as Customer Care and Records Management.

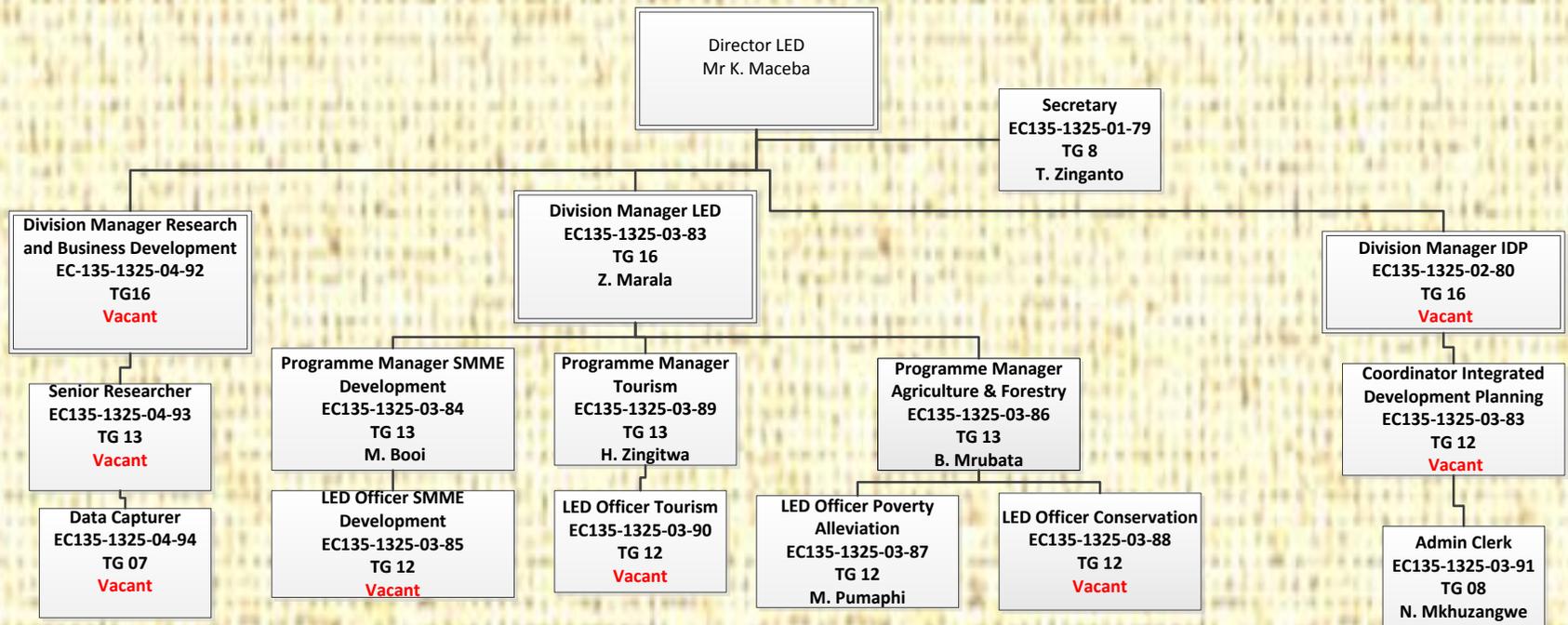
Figure 3: Finances organisational structure



The following organisational structure shows the Chief Financial Officer as the senior manager responsible for the collection and management of organisational revenue, as well as tasked with the responsibility of overseeing the financial arrangements. In addition, the CFO oversees all Supply Chain Management within IYLM and is responsible for the registry of institutional assets, payroll administration. The CFO is also responsible for five internships that are not currently provided for within the above organisational structure.

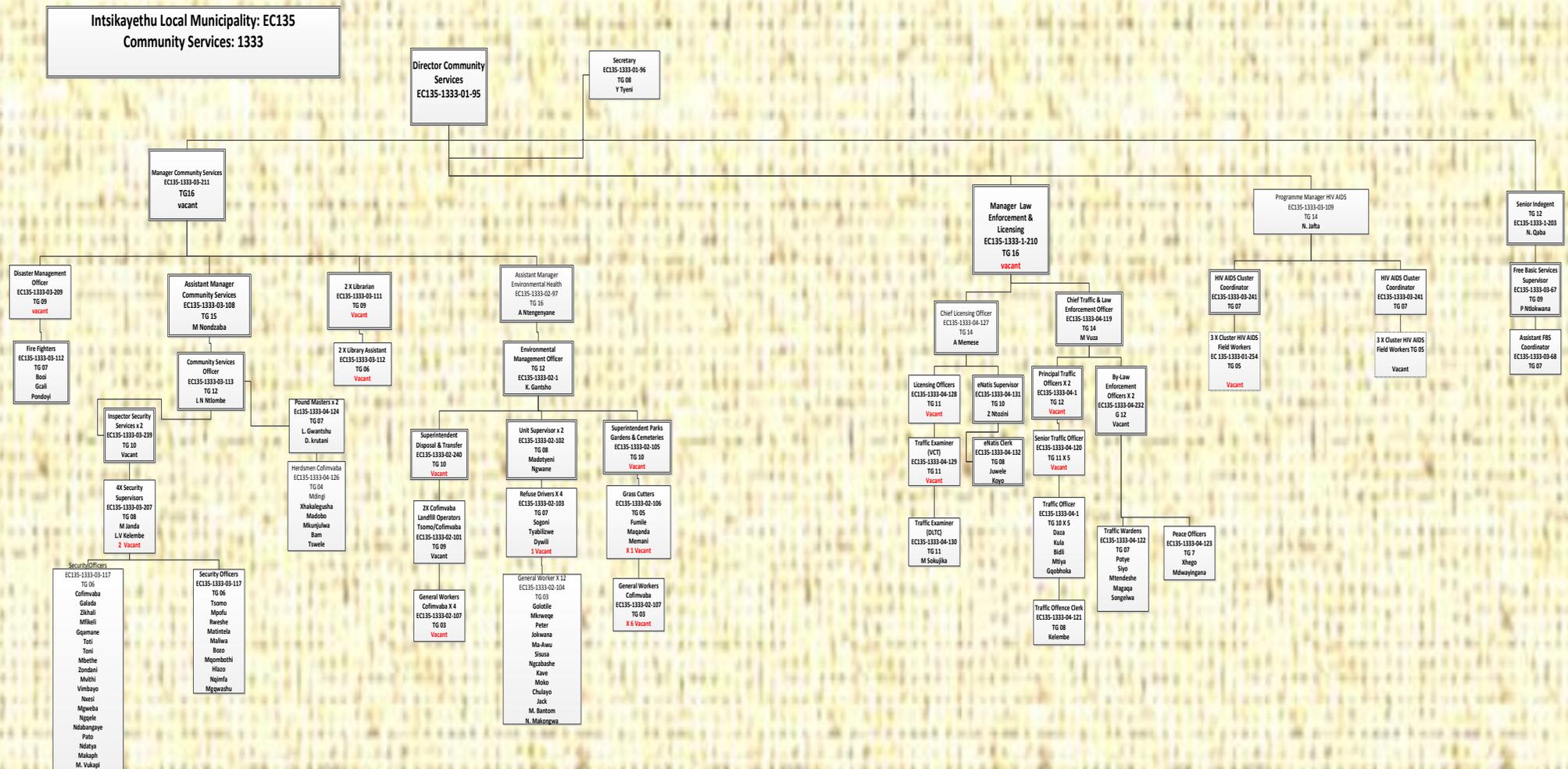
Figure 4: Local Economic Development organisational structure

Intsikayethu Local Municipality:135
Local Economic Development:1325



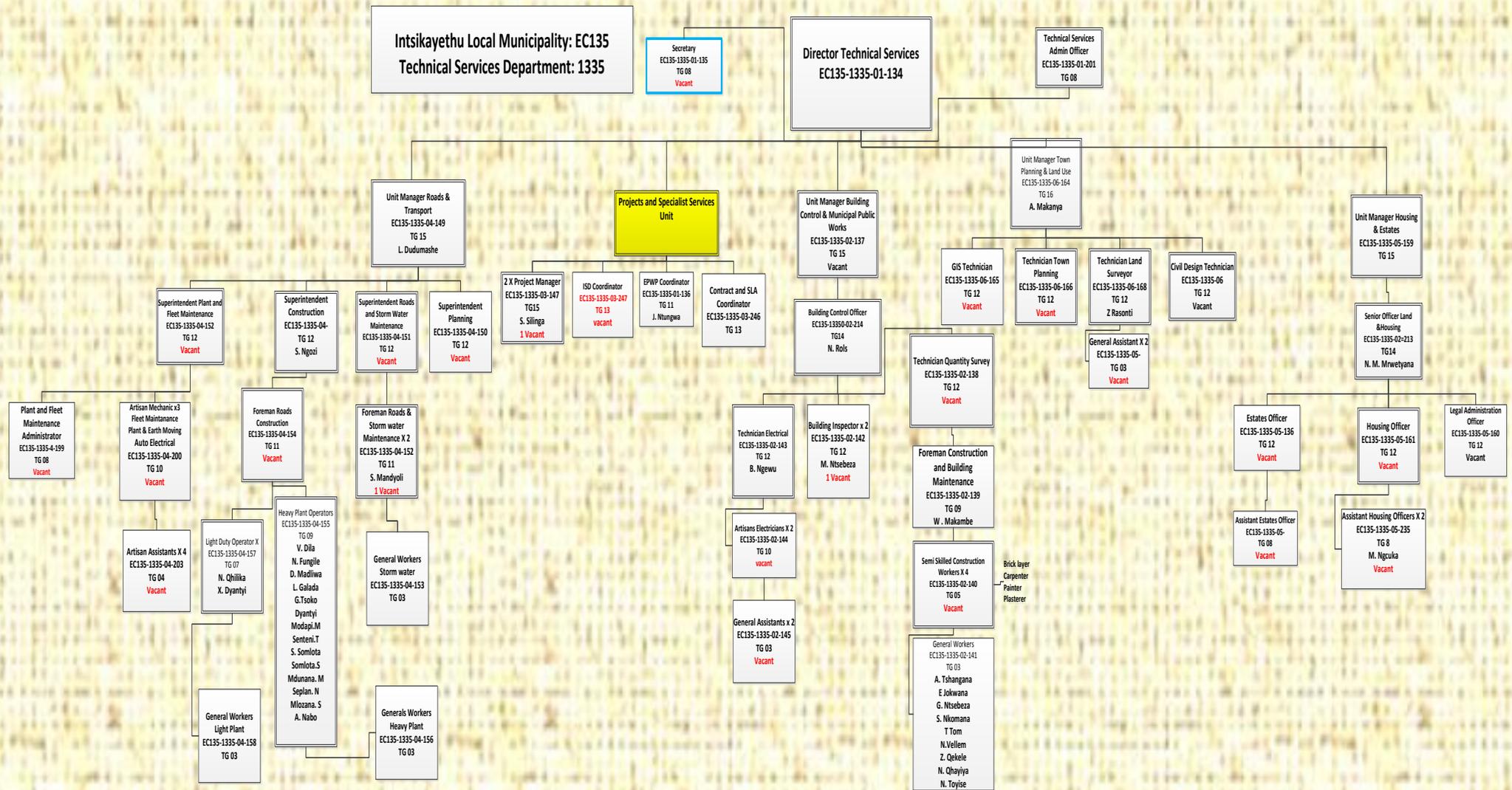
The Director of Local Economic Development has responsibilities inclusive of the Integrated Development Plan formulation and consultation process, as well as some performance management responsibilities. LED related projects and programmes focus upon Agriculture, Forestry, Tourism, and Enterprise Development, while the directorate also has some research capabilities and functions, as well as includes some interns.

Figure 5: Community Services organisational structure



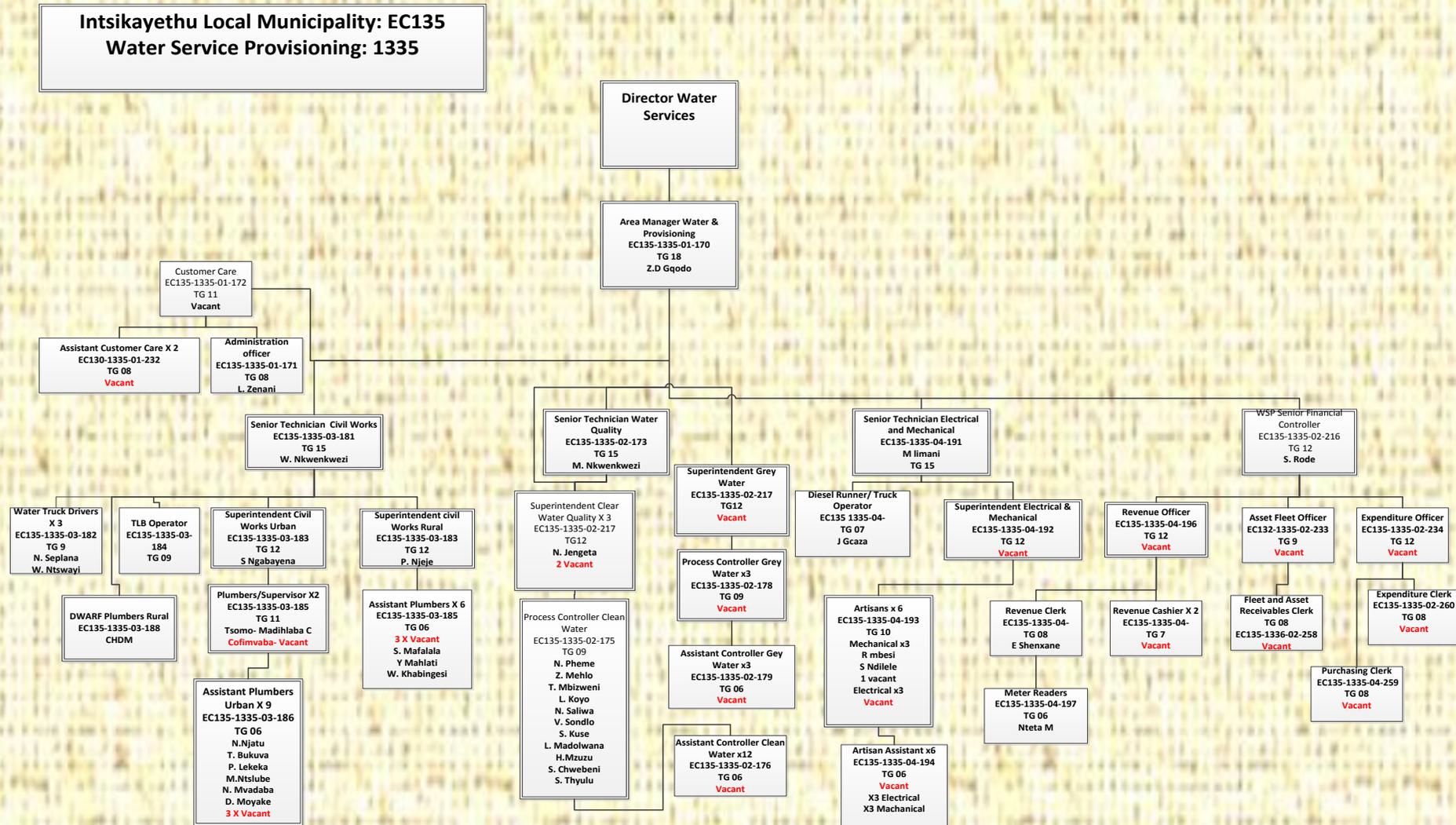
The Director of Community Services oversees a broad set of services aimed at addressing social needs within the Intsika Yethu Municipal area. Responsibility for Traffic Safety and enforcement is one of the key responsibilities, along with management of Environmental Health and Waste Removal services. Further functions and services are including a special coordinator for HIV/AIDS, Fire and Disaster Management, as well as responsibilities for Pounds and Animal Control.

Figure 6: Technical Services organisational structure



The following shows the range of positions and functions which the Director of Technical Services oversees. This is inclusive of Electricity and Energy Access, construction and maintenance of IYLM's built infrastructure, including Community Facilities, Public Works, and Integrated Human Settlements.

Figure 7: Water and Sanitation Provisioning organisational structure



The Director Technical Services is also the head of the IYLM’s Water & Sanitation Provisioning, which has infrastructural responsibilities specifically addressing water and sanitation, in close cooperation with CHDM, which is the Water Services Authority.

Throughout IYLM’s back-offices, a range of well-developed institutional policies inform and prescribe key organisational processes and functions crucial to its successful operations. This extensive policy set, entailing more than 27 policies and 2 manuals, and the manner in which the policies are implemented and adhered to, provides some explanation as to how the municipality has been so successful of late in this regard.

Table 10: Existing Manuals of IYLM

Existing Manuals		
Number	Titles	Year
IYLM-MAN 1	Delegation of Power Manual	2012/2013
IYLM- MAN 2	Access to Information Manual	2012/2013

The table on the following page provides an overview of all of the institutional policies for IYLM. Despite this extensive list, there continue to be some policy gaps for consideration in the 2012-2017 period of the IDP. Possible policies for consideration based on a benchmarking with other municipalities include:

- Relocation Policy;
- Private Work and Business Policy;
- Job Evaluation Policy;
- Sexual Harassment Policy;
- Scarce Skills Policy; and
- Succession Planning for Critical Posts Policy.

Notable in this list of potential policies is that of planning for the succession of critical posts. IYLM has had the good fortune of relative stability amongst its senior management, but planning for the eventuality of succession is inevitable to ensure a smooth administrative transition at the end of a contract or following the departure of a Section 57 Manager.

Table 11: Existing Institutional Policies of IYLM

Existing Institutional Policies		
Policy Number	Policy	Year
IYLM-HR 1	Recruitment, Selection and placement Policy	2012/2013
IYLM-HR 2	Code of Conduct Policy	2012/2013
IYLM-HR 3	Acting and Acting allowance Policy	2012/2013
IYLM-HR 4	Subsistence and Travel Policy	2012/2013
IYLM-HR 5	Performance Management Policy	2012/2013
IYLM-HR 6	Termination of Service Policy	2012/2013
IYLM-HR 7	Reward and Recognition Policy	2012/2013
IYLM-HR 8	Overtime and Work on Sundays Policy	2012/2013
IYLM-HR 9	Standby Policy	2012/2013
IYLM-HR 10	Training and Development Policy	2012/2013
IYLM-HR 11	Leave of Absence Policy	2012/2013
IYLM-HR 12	Grievance Policy	2012/2013
IYLM-HR 13	Staff Movement Policy	2012/2013
IYLM-HR 14	Employee Assistance Programme Policy	2012/2013
IYLM-HR 15	Occupational Health and Safety Policy	2012/2013
IYLM-HR 16	Housing Policy	2012/2013
IYLM-HR 17	Telephone Usage Policy	2012/2013
IYLM-HR 18	HIV/AIDS Policy	2012/2013
IYLM-HR 19	Motor Vehicle Policy	2012/2013
IYLM-HR 20	Abscondment Policy	2012/2013
IYLM-HR 21	Attraction and Retention Strategy	2012/2013
IYLM-HR 22	Smoking Policy	2012/2013
IYLM-HR 23	Transport Policy	2012/2013
IYLM-HR 24	Funeral Policy	2012/2013
IYLM-HR 25	Records Management Policy	2012/2013
IYLM-HR 26	Farewell's Policy	2012/2013
IYLM-HR 27	Night Work and Shift Policy	2012/2013
IYM-HR 28	Job Evaluation Policy	2012/2013

2.8 Employment Equity

In terms of Employment Equity, IYLM boasts Senior Management and a staffing complement consistent with its organizational Employment Equity Plan, with only an under-representation of people with disabilities, whereby there are currently not any within the organizational structure. There is also a slight gender imbalance within the organization, with 59% of all staff male and 41% female. IYLM is currently addressing employment equity through awareness raising initiatives including: formal written communication, a policy statement including reference to employment equity, a summary of the Employment Equity Act publically displayed, Employment Equity training, diversity management programmes and discrimination awareness programmes. An existing Employment Equity Forum within IYLM is the ideal and appropriate route to allow support from the management to monitor the municipality's status in this regard. The table below provides an organizational snap-shot of the Employment Equity status quo within IYLM.

Table 12: Employment equity* within IYLM as at 13 January 2013

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	03	0	0	0	02	0	0	0	0	0	05
Professionally qualified and experienced specialists and mid-management	25	0	0	0	21	0	0	0	0	0	46
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	53	0	0	0	18	0	0	0	0	0	71
Semi-skilled and discretionary decision making	23	0	0	0	56	0	0	0	0	0	79
Unskilled and defined decision making	46	0	0	0	31	0	0	0	0	0	77
TOTAL PERMANENT	151	0	0	0	128	0	0	0	0	0	279
Temporary employees	20	0	0	0	26	0	0	0	0	0	46
GRAND TOTAL	171	0	0	0	154	0	0	0	0	0	325

*A denotes African; C denotes Coloured; W denotes White; I denotes Indian; and PWD denotes People With Disabilities.

2.9 Skills development

Another strong point for IYLM over the previous term was its skills development and training programmes, as informed by its Training and Development Policy (IYLM-HR 10/08-09). In this area, the municipality has set out on developing of its human resources component through the establishment of structures and procedures enabling the realisation of staff and Council's innate potential.

A Municipal Skills Development Forum exists to assist and advise the organisation on human resource related matters, including skills auditing and monitoring of training. Furthermore, the municipality has provided for extensive skills development opportunities that include: in-service training; experiential training and internships; learnerships; Adult Basic Education and Training (ABET); and undertaking further studies. It also provides study assistance for staff as well as bursaries for both undergraduate and postgraduate studies on the condition of returning for service as equivalent to the duration of the studies.

A Workplace Skills Plan (WSP) with all the training interventions to be done by the municipality each and every year is developed by the Skills Development Facilitator (SDF) with the assistance of the Skills development Forum. The plan is submitted to LGSETA and it is through the implementation of this plan that the municipality receives grants to assist with the training interventions.

2.10 Information Communication Technology (ICT)

Information Communication Technology (ICT) is one of the most vital services to the Municipality as it is used to pay salaries, provide information to key decision making, communicate with internal and external stakeholders, market the Municipality to potential investors and funders, pay service providers, Manage and report on financial position of the Municipality, management of assets of the municipality, etc. It is therefore very important for a Municipality to sustain this service in order to ensure that is stable and more importantly available whenever needed. The principal responsibility of the ICT unit is to be responsible for a constant, protected, reachable and steadfast ICT infrastructure which is available 98% of the time. The primary focus for ICT should then be on ensuring that 98% uptime of its services.

The purpose of this section is to provide electronic communication and information management to the municipality.

This section responsible for the following:-

- Data and Systems Security
- Antivirus solutions
- IT Policies
- IT Governance
- IT Disaster Recovery planning
- Systems and Data backups
- Master Systems Plan (ICT Strategy)
- Electronic communication (e.g. Internet, Intranet, Website and E-mails)
- E-Governance
- Payroll and financial systems
- IT Support (Computers, printers, faxes, etc.)
- IT Risks register
- IT Trainings
- Network infrastructure and servers
- Telephone management
- Electronic Performance management system

- IT Service Level Agreement (SLA)

IT policies were reviewed and adopted by council where all security issues, confidentiality and access to information are dealt with.

Alignment of ICT to national KPA's is elaborated in our Master Systems Plan (MSP) which is the ICT strategy for the Municipality. MSP also aligns ICT with Municipal IDP.

2.10.1 ICT Steering committee

An ICT steering committee has been established to drive ICT and to ensure that it is aligned to the business. The committee is also responsible for approving ICT strategies, projects, policies and also ensuring that they are implemented.

The Chief Information Technology Officer (CITO) is required to submit a monthly ICT report to the steering committee covering the activities performed by ICT during the month and identifying the risks. This allows the committee to monitor and evaluate ICT performance. The ICT steering committee must convene monthly and must drive the implementation of Master Systems Plan (MSP).

2.10.2 ICT Organogram

1. Chief Information Technology Officer (CITO) – Filled
2. IT Officer – Vacant
3. IT Technician – Vacant
4. Help Desk Technician - Vacant

2.10.3 ICT Strategic Objectives

To fulfil this mission, ICT Unit will, in partnership with the Municipality's Business Units seek to:

- Provide a secure IT infrastructure which delivers appropriate levels of data Confidentiality, Integrity and Availability.
- Ensure access to appropriate skills and resources.
- Incorporate effective governance and Project Management practices to promote a close alignment between IT and Business Units.
- Maximise value for money from existing and future technology investments.
- Incorporate best environmental practices into its IT operations.
- ICT Unit will achieve these objectives by focussing on the continuous development of its People, its Processes and its Technology

2.10.4 Providing a Secure IT Infrastructure

Data security is the most crucial aspect of any ICT infrastructure. The ICT section must maintain confidentiality and integrity of user's data at all times. The IT Policies must classify data and must also be enforced in order to protect the data.

a must be upheld in order to ensure that Councillors, Officials and Customers data which is protected under the Protection of Private Information Act is guaranteed; this will prevent lawsuits and other actions which may be taken against the Municipality.

Data Integrity must be achieved by ensuring that all data stored on the server is credible and that access controls are applied to ensure that the data has not fabricated and comes from a reliable source. The role

of data creators is to ensure that the data generated is a true reflection of the reality and where possible information must be verifiable.

Data Availability means that the ICT division must ensure that users have access to data at all times and must also ensure that data and systems are made available to authorised users only. The Municipality will slowly migrate to cloud computing which will ensure that data is available at all times to the users.

(Part B) The Development Context and Socio-Economic Profile

3. Socio-Economic Profile

3.1 Demographic Profile

This section provides a detailed analysis of the population of IYLM and provides some key insights into demographics, socio-economic conditions, infrastructural service levels within the Municipal area and environmental issues. The analysis lends weight to prioritisation of identified issues within the IYLM and conveys some urgency with regards to what needs to be done first. The primary source of the information below is taken from the Statistics South Africa, Census 2012

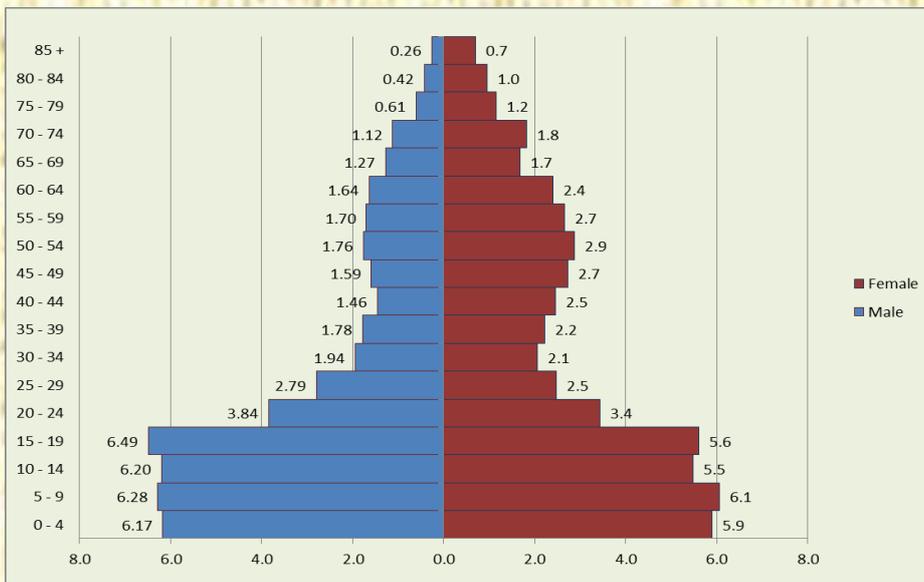
Statistics South Africa			
Descriptive			
Table 1			
Geography by Gender for Person weighted			
	Male	Female	Grand Total
Inxuba Yethemba	31671	33889	65560
Tsolwana	15656	17625	33281
Inkwanca	10676	11295	21971
Lukanji	90619	100103	190723
Intsika Yethu	68797	76575	145372
Emalahleni	56620	62839	119460
Engcobo	71953	83560	155513
Sakhisizwe	30646	32936	63582
Grand Total	376638	418823	795461

Created on 18 March 2013
Statistics South Africa: Web page: www.statssa.gov.za
Support: info@statssa.gov.za
SuperCROSS. Copyright © 1993-2013 Space Time Research Pty Ltd. All rights reserved.

The table above shows us IYLM’s total population in relation to other LMs in the Chris Hani District (CHDM). IYLM is the third largest LM in CHDM following Ingcobo LM in terms of the size of its population. IYLM population has decline from the 2001 census one of the reasons is the changes on

demarcations. There are two wards that have relocated to Idutywa and Engcobo that cause Engcobo to be the second largest in terms of population at CHDM.

Residents of IYLM are predominantly rural, living in small villages which cluster around the relatively larger towns such as Cofimvaba and Tsomo. IsiXhosa is the most spoken language as a mother tongue within the municipality; census 2011 showed that around 87% of the people in the municipality were Xhosa 1st language speakers. IYLM is an almost racially homogenous municipality; Census 2011 estimates the percentage of Blacks/Africans in IYLM at 99%. IYLM has a higher female than male population, as is the case with the most other LMs in CHDM. The larger female population may be attributed to the general tendency of males of working age to migrate to other areas where employment opportunities are more available. Further research is required before we can conclude that the disparities between the male and female populations of IYLM and CHDM are due to outward migration of males, but such a trend is widely acknowledged throughout rural municipalities.



Statistics South Africa

Descriptive

Table 1

Age in completed years by Gender

for Person weighted, EC135: Intsika Yethu

	Number			Percentage		
	Male	Female	Grand Total	Male	Female	Grand Total
0 – 4	8971	8565	17536	6.2	5.9	12.1
5 – 9	9129	8827	17955	6.3	6.1	12.4
10 – 14	9017	7975	16992	6.2	5.5	11.7
15 – 19	9438	8146	17584	6.5	5.6	12.1
20 – 24	5579	4984	10563	3.8	3.4	7.3
25 – 29	4049	3587	7635	2.8	2.5	5.3
30 – 34	2825	2995	5820	1.9	2.1	4.0
35 – 39	2584	3244	5828	1.8	2.2	4.0
40 – 44	2126	3580	5706	1.5	2.5	3.9
45 – 49	2310	3967	6277	1.6	2.7	4.3
50 – 54	2555	4174	6729	1.8	2.9	4.6
55 – 59	2468	3857	6326	1.7	2.7	4.4
60 – 64	2386	3488	5873	1.6	2.4	4.0
65 – 69	1848	2446	4294	1.3	1.7	3.0
70 – 74	1632	2665	4297	1.1	1.8	3.0
75 – 79	886	1675	2562	0.6	1.2	1.8
80 – 84	611	1383	1994	0.4	1.0	1.4
85 +	384	1017	1401	0.3	0.7	1.0
Grand Total	68797	76575	145372	47.3	52.7	100.0

Statistics South Africa: Census 2011 Web page:
www.statssa.gov.za

The above graph demonstrates that IYLM has a relatively young population with the majority of inhabitants falling under the age of 5-9. The graph shows a very sharp dip in numbers after the teens with very few people falling in the middle age category. For example the number of people aged 15-19 is roughly 2 times larger than the number of people in the 40-44 categories. There are a number of factors that can be associated with the youthful population of IYLM including high mortality rates amongst middle-aged people caused by diseases such as HIV/AIDS and the out-migration of working age adults out of the area in search of employment opportunities elsewhere. These factors are recognizable in many other municipalities that have similar demographics to IYLM; however, there is no conclusive research within IYLM to explain the youth bulge.

3.2 Poverty Rate in IYLM

The level of poverty in IYLM remains worryingly high. The table below, taken from ECSECC data, shows us that the majority of people in the municipality can be classified as poor or living in poverty. The table shows that the percentage levels of poverty in IYLM have decreased over time, and this is a trend that is visible not only in IYLM but also in CHDM and the Eastern Cape Province as a whole. Poverty in the municipality seems to have been at its most acute point in the year 2000 when South Africa was experiencing significant economic problems. The poverty rate then dropped after the country had recovered to reach its lowest rate of since the democratic transition.

Table 13: Poverty rates from 1995-2010

Poverty rates from 1995-2010				Estimate
YEAR	1995	2000	2005	2010
Eastern Cape Province	50%	58.03%	56.26%	53.48%
Chris Hani District Municipality	57%	64%	60.26%	57.03%
Intsika Yethu Local Municipality	63.3%	68.8%	61.6%	56.4%

It is extremely important to note that measurements and perceptions of what poverty is vary from source to source thus another source may see far more or far less poverty in the same area based on the normative judgment which is driven by a certain understanding of what constitutes poverty. In addition there are always various levels of poverty. The most severe level of poverty in South Africa is known as “indigent”, this refers to a person who lacks the most basic necessities of a decent life such as:

- Water;
- Sanitation;
- Energy;
- Refuse removal;
- Food and clothing; and
- Housing.

IYLM maintains an Indigent Policy from 2009 which aims to ensure that households that cannot afford municipal services are given access to the most basic municipal functions. The policy elaborates upon what exactly constitutes an indigent household in the IYLM context. Given the historical legacies of underdevelopment from the pre-democratic era, IYLM carries a heavy burden in terms of an indigent population. Further socio-economic analysis provides more insights into the dynamics of IYLM.

3.3 Income and Employment data

The tables and graphs provided below tell us that the majority of people within IYLM do not receive any income at all. However, this could be misleading because youth of school going age are also included in the measurement and they generally do not receive income. Of those who do receive an income, most receive between R1 to R400. This is considered to be very low income by national standards.

IYLM is a low income area; however, income levels alone do not sufficiently convey the full range of social circumstances that people are facing. It should also be noted that many of the people listed as having an income in this graph are not formally employed but receive government grants which are classified as income.

Chart 4: Proportion of monthly income of IYLM residents by income bracket

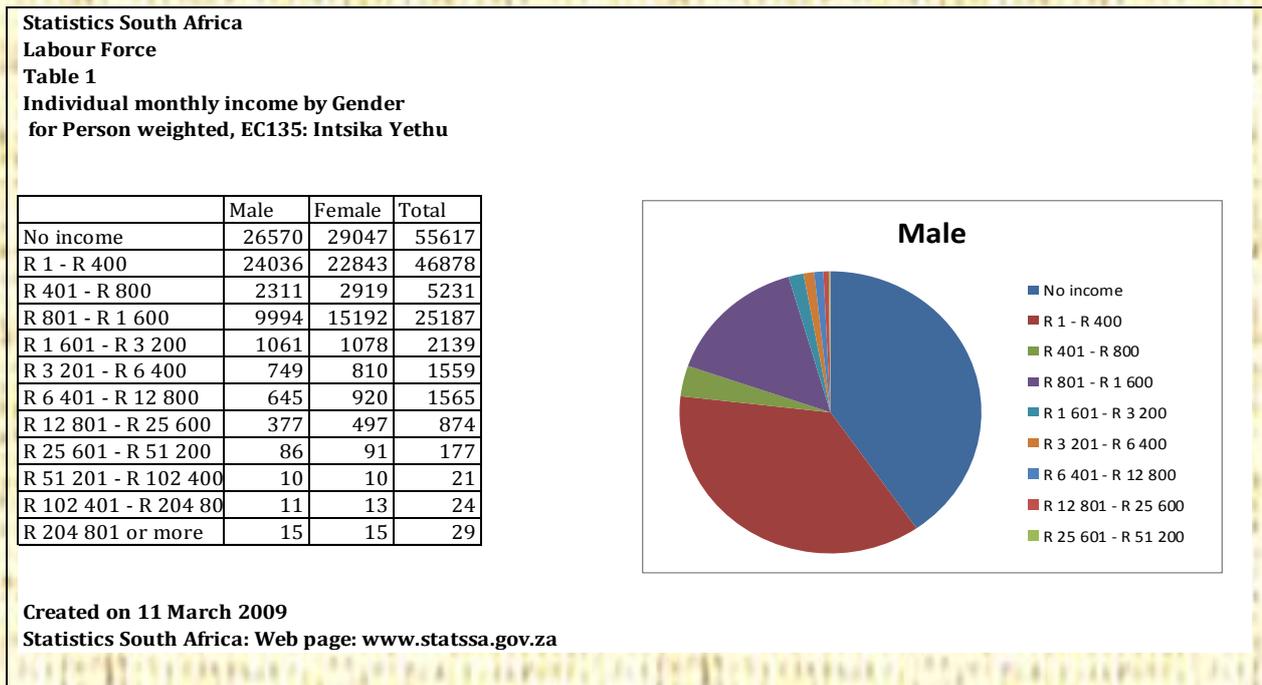


Table 14: Social Grants recipients as a percentage of total population

Type of grant	No. of recipients	% of total population
Old age pension	8420	5.60%
Disability Grant	2922	1.75%
Child support grant	21 767	13.80%
Care dependency grant	540	0.32%
Foster care grant	34	0.02%
Grant in aid	99	0.05%
Social relief	2	0.00%
Multiple social grants	0	0%
Institutions	331	19%

Source: Gaffneys Local Government in South Africa-Official Yearbook, 2011-2013. Pg: M135

The number of people who receive grants in IYLM is substantial, even considering the extent of IYLM's indigent population. The table above tells us that the largest grant is the Child support grant which covers 21 767 people or 13.80% of IYLM's entire population. Although there is a heavy concentration of youth across the country's age distribution, the distribution of grants suggests that fewer of these households receive social welfare support than one would be inclined to believe. However, updated information from the South African Social Security Agency indicates that more than 51,000 people receive grants within IYLM, meaning more than a quarter of the population is grant dependent.

Chart 1: Employment opportunities across economic sectors

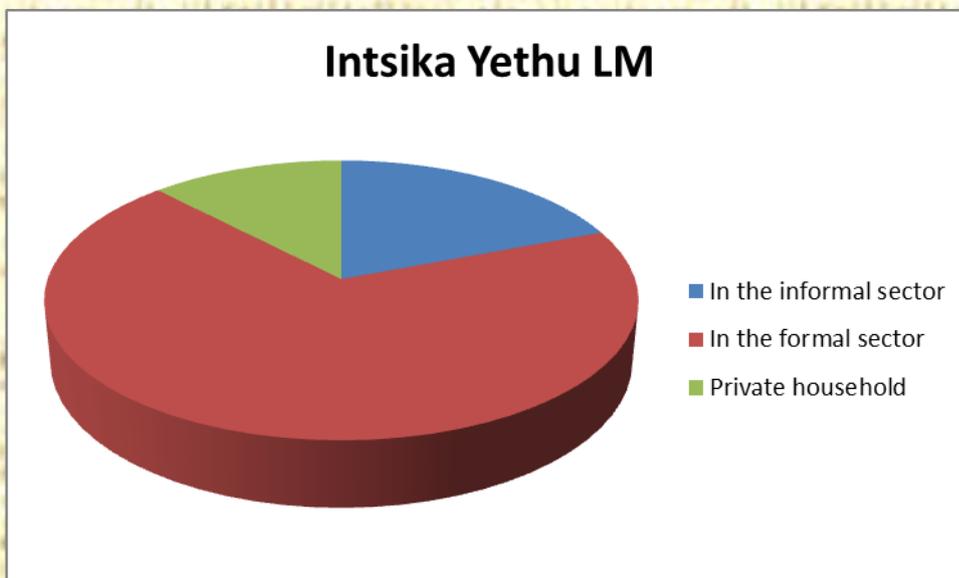


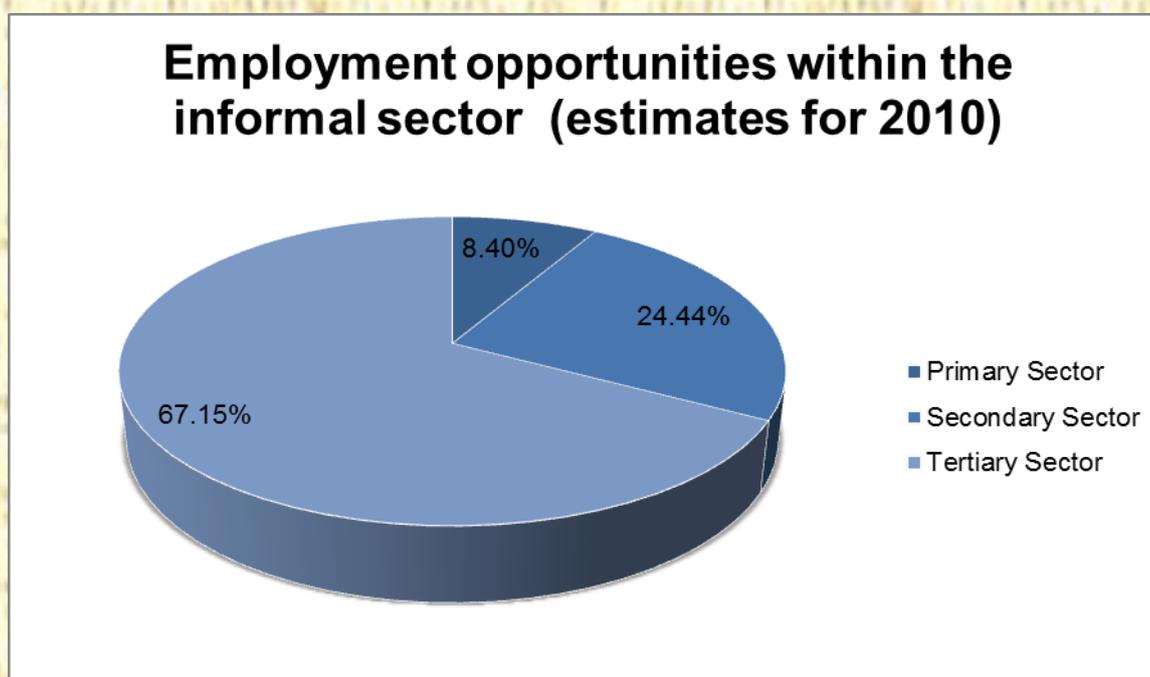
Table 1
Type of sector by Official employment status
for Person weighted, EC135: Intsika Yethu

	Employed		
	Eastern Cape	Chris Hani DM	Intsika Yethu LM
In the informal sector	148 812	15 431	2 012
In the formal sector	735 818	69 524	7 204
Private household	120 999	12 239	1 280

Source: Statistics SA, census 2011

IYLM is characterised by high unemployment rates with 44% of the working population being officially unemployed in 2009, as in seeking work opportunities but unable to find them. ECSECC estimated that this number would decrease slightly in 2010 to around 42%. There has been a reasonable drop in the rate of unemployment over the last 10 years since 2002 when unemployment stood at 54%. The largest employment sector in IYLM is the tertiary sector which employs 74% of all employed people within the formal sector. The largest numbers of people employed within the tertiary sector are involved in general government. ECSECC estimated that there would be about 4263 people working in general government in 2010.

Chart 2: Employment opportunities within the informal sector



Source: ECSECC, Statistics Database, 2011.

When looking at employment figures in the South African context one should always consider analysis of the informal sector. In IYLM, the informal sector remains a significant source of income for many of the residents and therefore deserves to be mentioned in any analysis of income and employment within the IYLM. According to Chart 6, the tertiary sector is the biggest source of income within the informal sector. ECSECC explains that the majority of individuals earning an income from the tertiary sector of the *Intsika Yethu IDP 2014-2015*

informal sector in IYLM are involved in the wholesale and retail trade 61%. The secondary sector accounted for an estimated 24.44% of employment within the informal sector, the biggest industry within this sector is the construction industry which accounts for 67% of all employment within the secondary sector of the informal economy.

The primary sector accounted for only 8.40% of all employment within the informal sector. Agriculture and fishing accounted for 100% of all employment opportunities within the primary sub-sector of the informal sector. It is interesting to note that the informal sector mirrors the formal sector in terms of the predominance of the tertiary sector as a means of employment and the inability of the 2nd and especially the 3rd sectors to create employment. Furthermore ECSECC data shows that primary sector industries such as agriculture and fishing have been contracting in terms of their ability to create employment. In 1995 the agriculture and fishing industry employed 30% and 25% of all working people in IYLM within the formal and informal sectors respectively; in 2010 ECSECC data forecasted that this industries share of the workforce would fall to 8% in the formal sector and 13.8% in the informal sector. This is problematic in that IYLM has not seen convincing growth in any other sector that could supplement the decline in the agricultural and fishing industries.

3.4 Human Development Index

The level of development is a complex measure to capture in any society. Indeed much of the data previously presented in this situational analysis speaks to aspects of development. Nevertheless there are important internationally recognised indicators of development that should be looked at in order for one to gain a good understanding of what kind of society is being analysed. The Human Development Index (HDI) is possibly the most internationally recognised measure of a society's standards of living. This is a comparative measure which looks at indicators such as life expectancy, literacy and education.

Table 15: HDI for the Eastern Cape, District and IYLM

	FORECAST			
	1995	2000	2005	2010
Eastern Cape Province	0.4757	0.4968	0.5171	0.4828
Chris Hani District Municipality	0.4156	0.4296	0.4512	0.4126
Intsika Yethu Local Municipality	0.3712	0.3891	0.4123	0.3731

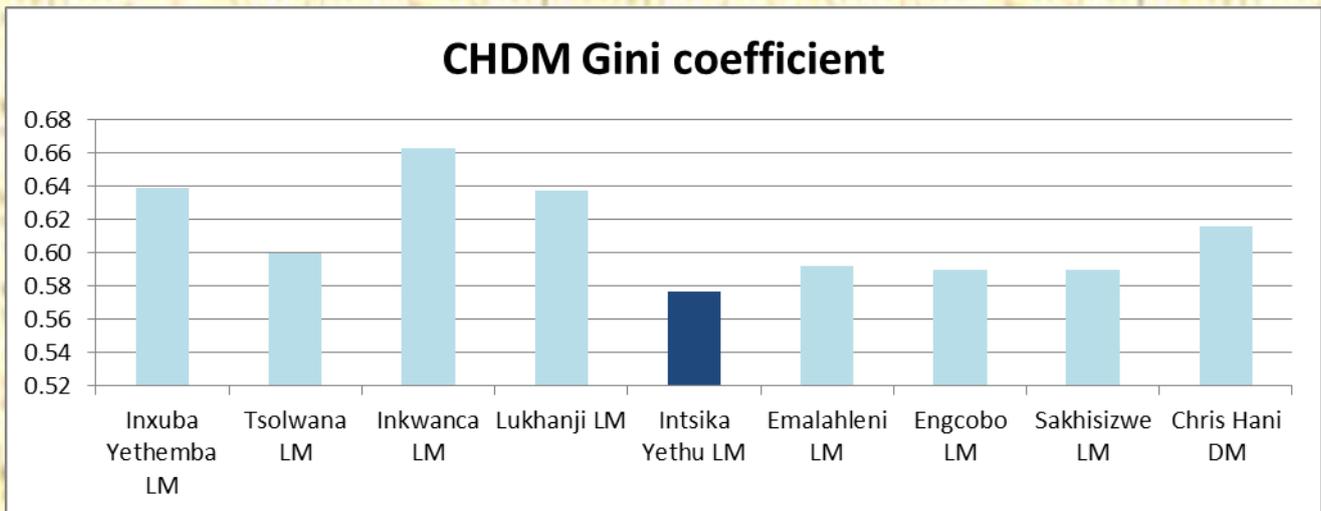
Source: ECSECC, Statistics Database, 2011

The HDI of a particular group is displayed by a measurement between 1 and 0, the closer to 1 a society is, the higher the level of development on the other groups that measure closer to 0 are classified as less developed. The HDI looks specifically at life expectancy, education and income per capita in order to calculate the level of development of a given society or group.

The table above presents development indicators spanning over a number of years for IYLM, CHDM and the Eastern Cape Province. The ECSECC data shows that IYLM maintains a relatively low HDI, well beneath the national average. In 2010 ECSECC forecasted that IYLM's HDI would be 0.3731 which is below the national and the provincial averages of 0.5501 and 0.4828 respectively. This means that IYLM is a poorly developed society by local and international standards.

3.5 Inequality

Chart 3: Inequality within CHDM with special focus on IYLM

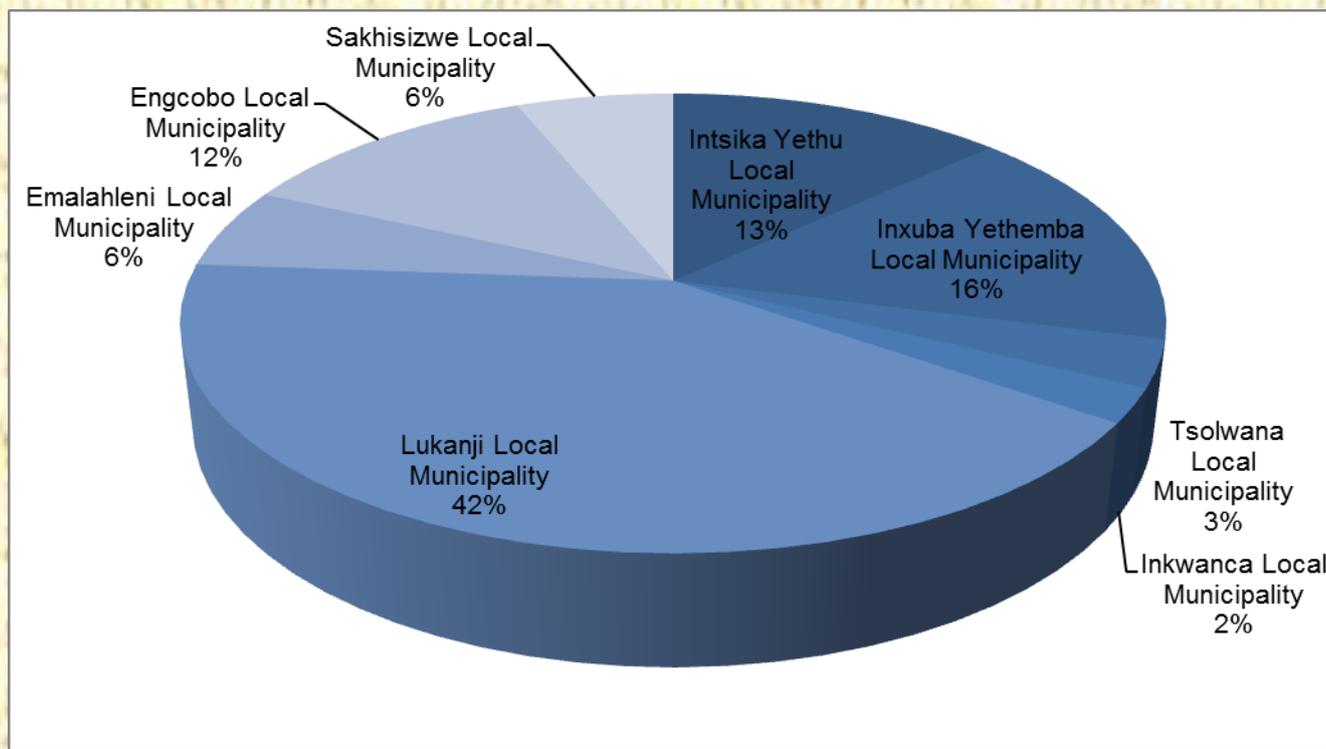


Source: *Chris Hani Municipality Demographic Profile, 2009*

The Gini Coefficient is a statistic which measures inequality in a society. The measurement varies from “0” (a perfectly equal society) to “1” a society in which one household or individual possesses complete wealth whilst everyone else earns nothing. In reality there are no completely equal or unequal societies i.e. “0” or “1”. Most societies will have a measurement ranging between 0.25 (fairly equal) and 0.75 (highly unequal). Nationally South Africa ranks as one of the most unequal societies on earth with a gini co-efficient score of 0.67 according to the World Bank. IYLM has a gini co-efficient of 0,58 which could be considered fairly unequal by international standards but is rather low by national standards, indeed IYLM is the least unequal municipality within CHDM. Whilst the relatively lower levels of inequality in IYLM may be interpreted as positive in the sense that higher inequality has the potential to cause social instability, it is important to remember that lower levels of inequality in IYLM could be caused by general poverty, in other words many people are equally poor.

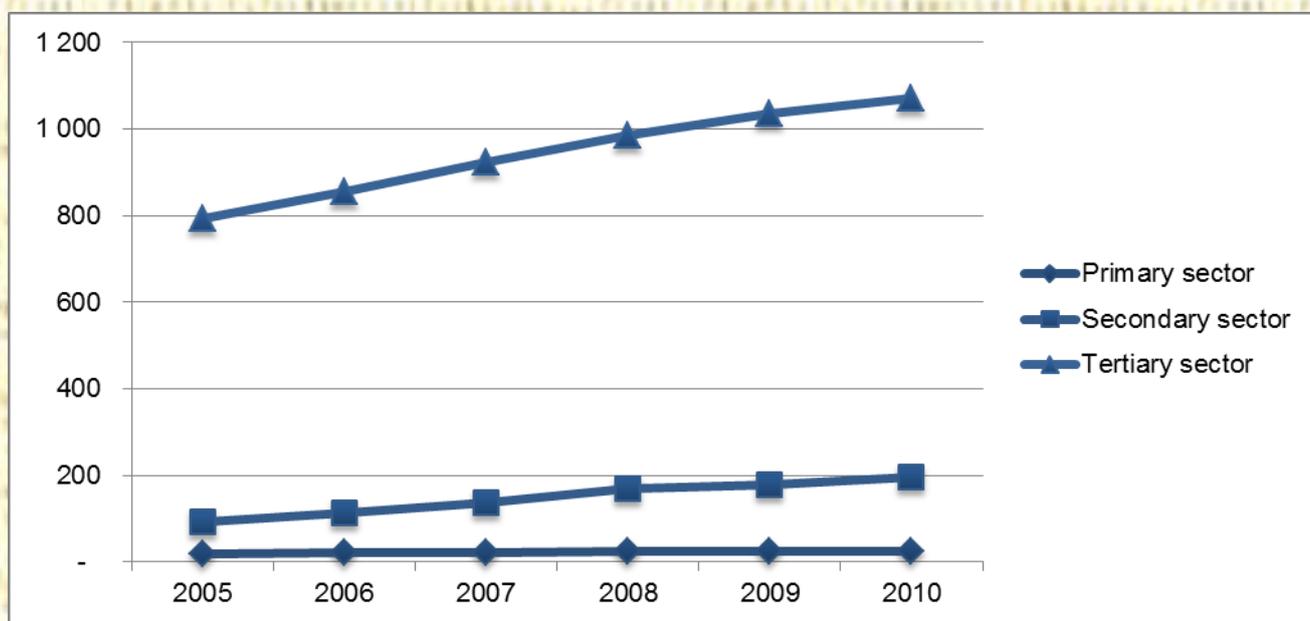
3.6 Economic Data

Chart 4: Gross Value Added contribution (2010) as a percentage per Local Municipality within Chris Hanu District



Source: ECSECC, Statistics Database, 2011.

Chart 5: GVA contribution of IYLM across economic sectors



Source: ECSECC, Statistics Database, 2011.

The above graphs illustrate the Gross Value added (GVA) with regards to IYLM. GVA basically refers to the measure of the value of goods and services in a certain area. Chart 8 illustrates the GVA contribution of the different local municipalities to the CHDM whilst Chart 9 shows IYLM GVA across different economic sectors: namely primary, secondary and tertiary sectors. The primary sector of an economy includes all

economic activities that are concerned with extracting or harvesting products from the earth. In IYLM these products include primarily the following:

- Agriculture;
- Fishing and forestry; and
- Mining and quarrying.

The secondary sector of an economy includes all those activities concerned with manufacturing finished goods. Prominent IYLM secondary economic activities include the following:

- Food;
- Beverages and tobacco;
- Textiles;
- Clothing and leather goods;
- Wood;
- Paper;
- Publishing and printing;
- Petroleum products;
- Chemicals;
- Rubber and plastic;
- Metals, metal products;
- Machinery and equipment;
- Electrical machinery and apparatus, Radio and TV, instruments, watches and clocks;
- Transport equipment, Furniture and other manufacturing, Electricity;
- Water; and
- Construction.

The tertiary sector of the economy is concerned with providing services. The tertiary sector of IYLM includes the following:

- Wholesale and retail trade;
- Catering and accommodation services;
- Transport and storage;
- Communication;

- Finance and insurance;
- Business services;
- Community;
- Social and personal services; and
- General government.

Notably, Chart 9 illustrates that the tertiary sector is the primary contributor in terms of GVA of IYLM with the secondary and primary sectors contributing significantly less. Such a bias towards the tertiary sector hinders economic growth in an area such as IYLM because it is the primary and secondary sectors that should drive the growth of the local economy since they are far more labour intensive and have far greater capacity to stimulate beneficiation. This is not to say that the tertiary sector is not important however it is the primary and particularly the secondary sectors that can grow the economy.

3.7 Comparatives Advantages

An analysis of Intsika Yethu economy indicates that is high levels of concentration with high dependency on community services. This lack of diversification exposes the municipality makes the municipality more vulnerable to external shocks and is one of the reasons for its inability to create jobs. There is a need therefore to insure the diversification of the local economy. To achieve this analysis of the local economy indicates that sectors with a comparative advantage at Intsika Yethu are community services, agriculture, trade and construction. These are the sectors the LED strategy has identified as key to unlocking the economic potential of the municipality which was adopted on the 20th of April in 2007. In addition to this tourism has been identified as having potential for growth economic.

(Part C) Spatial Orientation

4. Spatial Analysis and Rationale

This section necessitates that, the strategies, policy and maps reflect spatial implication with regard to ward investment in urban and rural setting. It is inherent therefore that, the principles of the National Spatial Development Planning (NSDP) and Provincial Spatial development Planning (PSDP) be applied to ensure sustainable planning e.g. densification, mixed use as well as mitigation and adaption strategies relating to climate change.

The Spatial Development Framework for IYLM is being reviewed and will be adopted by the Council on the 24 of June 2013. This is in response to requirements of Section 26 (e) of the Municipal Systems Act, 2000 (Act No 32 of 2000), that requires every municipality to formulate a spatial development framework (SDF) as part of the contents of its IDP to provide basic guidelines for a land use management systems of the municipality. This further necessitates that, the spatial analysis must consider the broad economic sectors and key structuring elements (nodes & corridors) since it is important that areas of need, potential (existing and latent) and decline are shown spatially. The IYLM's Reviewed SDF: 2009/2010 illustrates future development perspectives and desired growth, direction and pattern of spatial development and growth in the municipality.

There are two types of settlement patterns in IYLM, namely rural and urban, with urban centres in Cofimvaba and Tsomo. These urban centres possess a relative level of urban sprawl. Within IYLM there are approximately 213 rural settlements which are sparsely scattered all over the 21 wards within the municipal area with the largest concentration pockets found along the main access routes.

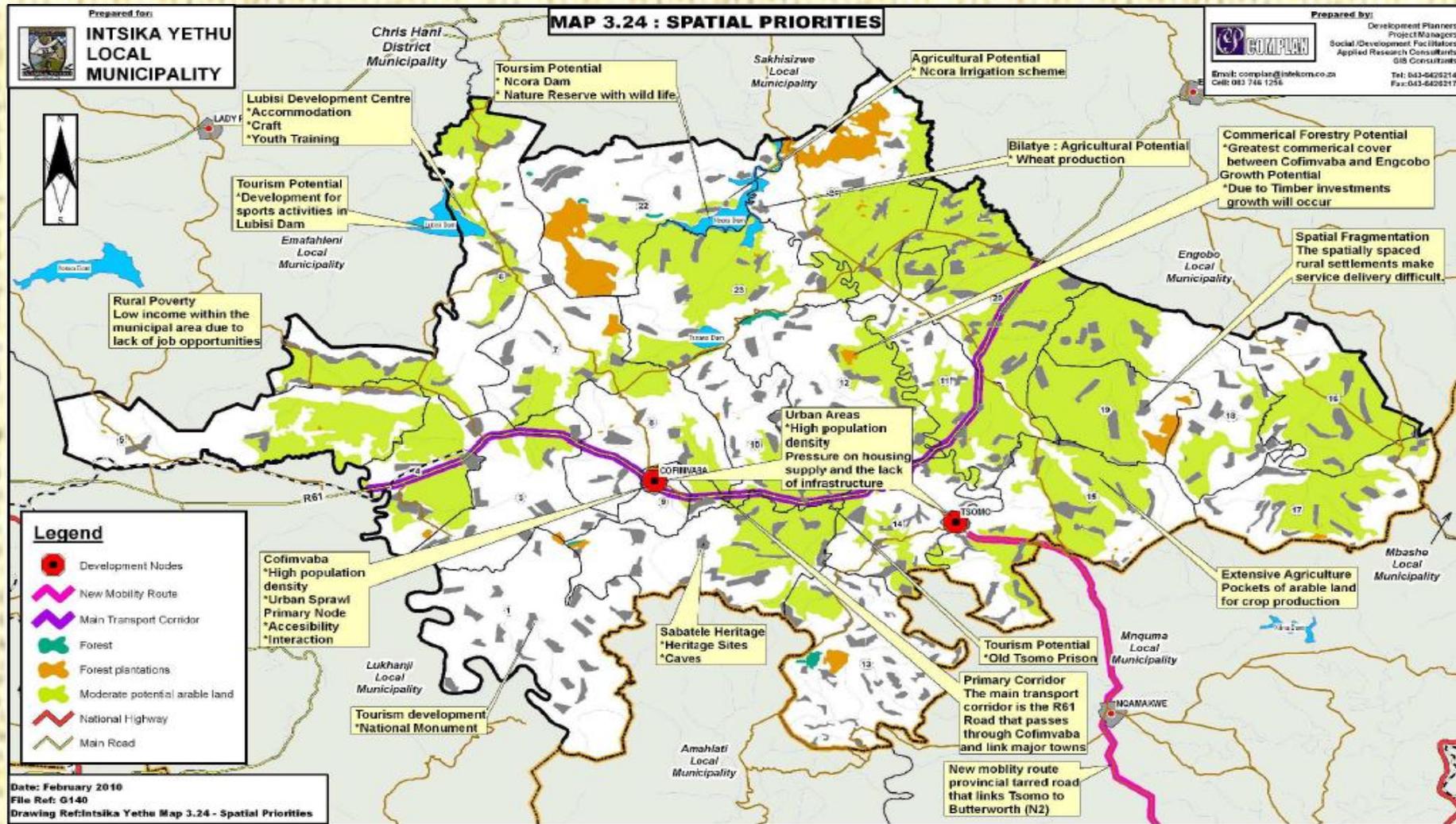
4.1 Spatial Overview

There are several issues that relate to IYLM with regard to spatial development, the following are regarded as key issues:

- Dispersed settlements patterns and pockets of development at urban centres surrounded by scattered underdeveloped rural villages, which implies great costs to achieve access to basic services and infrastructure;
- Need to systematically address the fragmented nature of development to promote the integration of urban and rural areas over time (phased development approach which will optimise on existing capacity and resources to generate the most spin-off effects from investment);
- Prioritisation of different levels of investment to ensure ongoing sustainable development and spin-off effects for continued economic growth in the IYLM area; and
- Limited economic activity outside of urban centres.

There is a need to build on the agricultural and tourism potential of the area and target investment to other LED related initiatives and programmes taking place outside of the urban centres that have potential for growth and to generate economic spin-off.

Map 1: Spatial Priorities

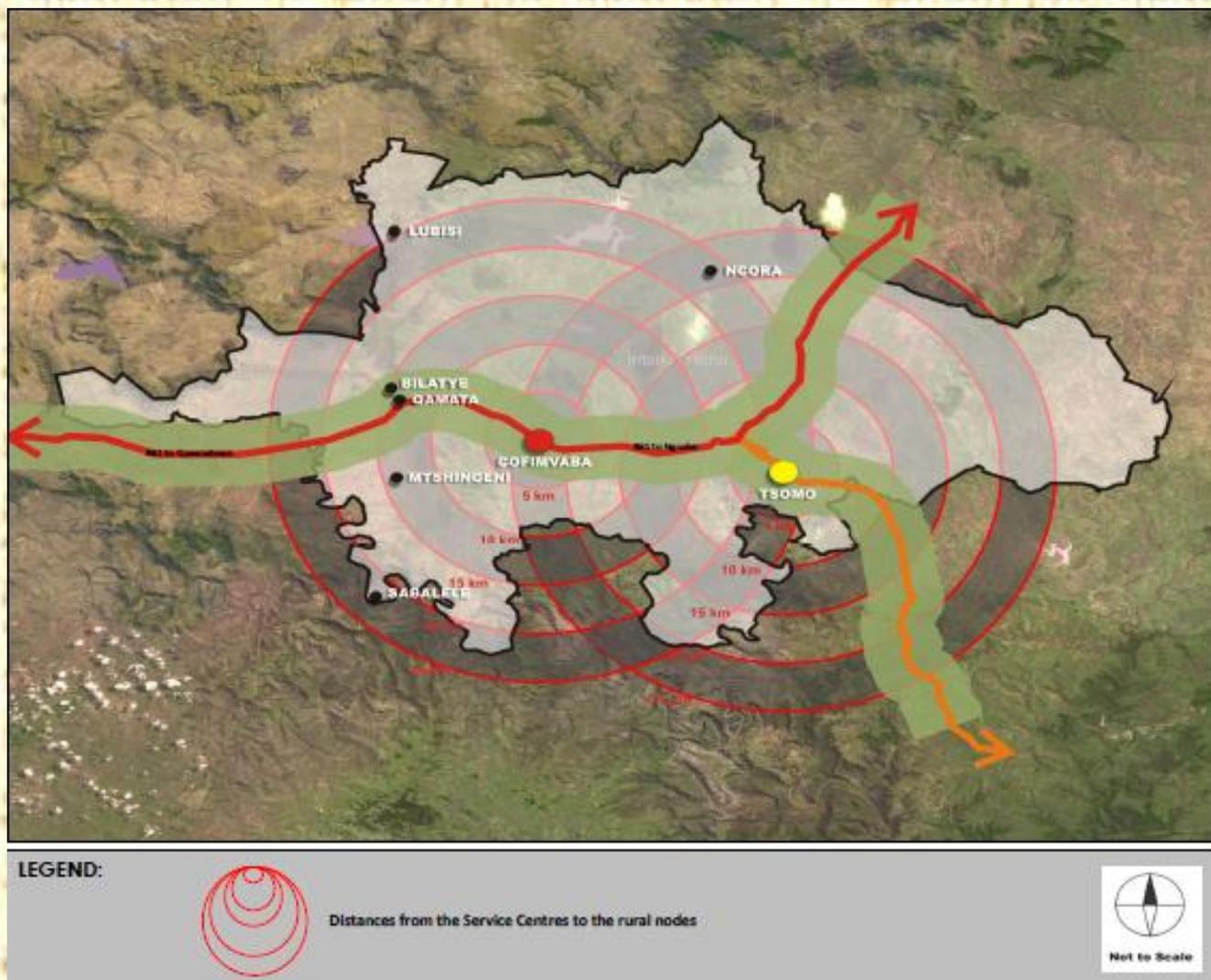


Source: IYLM Spatial Development Framework Review, 2010/11

4.2 Prioritized Secondary Nodes

IYLM has rural nodes that are the focus for development planning of the livelihoods support in agricultural development. These rural nodes are forming a key target area for land reform and rural housing development projects. It is reported that, the rural settlements were not formally planned and the need for rationalisation has been identified.

Map 2: Key nodes and corridors of IYLM



According to the IYLM the SDF identifies Cofimvaba and Tsomo as special development areas or most important development nodes that are to receive attention for development given their roles as service centres to 214 rural settlements within 21 wards. The two towns are to be complemented by prioritised secondary nodes spread across the local municipality. These are rural nodes, which will be the focus for promoting sustainable livelihoods; agricultural development, land reform and rural housing development.

Development issues identified in relation to the rural secondary nodes relate to the densification of these areas to create the economies that will make it possible to provide services in these areas. The economic sectors identified critical to stimulating economic development in these areas are agriculture and tourism.

Within proximity to Cofimvaba the following rural nodes have been identified: Qamata, Bilatye, Sabalele and Lubisi. These areas are within reasonable travelling distance from Cofimvaba, with Qamata and Bilatye being only 15 km away, Sabalele 20 km away and Lubisi 25 km away. Ncora is the only rural node identified in the SDF which is within 20 km from Tsomo and just more than 20 km from Cofimvaba.

The area is characterized by a gently sloping landscape and is encompassed by valleys. The incised hilltops and mountain found in the entire region are of similar altitude. The dominant geological types are volcanic intrusions and sandstone of the Clarens Group which is generally resistant to erosion. Below the sandstone are the red and purple mudstones together with shale. The soils in the area are categorized as shallow to moderately deep and highly weathered. Soil erosion has been caused by over grazing and dispersive soils in most areas in the Intsika Yethu. Most of the well-known forms of erosion including sheet, rill, gully, piping, head ward, stream-bankerosion, land and mudslides and piping all occur in the Intsika Yethu mainly due to poor land management practices. For more detailed information it is captured on the municipal SDF which is currently reviewed.

These include rivers, dams and wetlands.

Rivers

There are four primary drainage systems

Xonxa River

Ncora River

Lubisi River

Tsojana River

The area also has several perennial rivers and four dams, the major of the latter being the Xonxa, Tsojana, Ncora and Lubisi dams.

Dams

Three of the above listed rivers have been dammed to create large water impoundments suitable for large Scale irrigation schemes. These are;

Ncora Dam

Lubisi Dam

Tsojana Dam

Table 16: Prioritised Secondary Nodes

NCORA	QAMATA	BILATYE	SABALALE	LUBISI
<ul style="list-style-type: none"> ④ The area has history of agricultural development ④ There is a need for more funding of irrigation schemes to work to its potential. ④ There is existing infrastructure which could be improved and utilized for training and development of skills for the nearby communities ④ There is a need for funding to improve existing irrigation schemes ④ Fish farming will have to be investigated 	<ul style="list-style-type: none"> ④ The area has a lot of agricultural potential currently in a small scale and will be developed for maize production for commercial purposes ④ Construction of shearing sheds ④ Piggery ④ Establish of community gardens ④ The need for Environmental Impact Assessment as part of planning for all proposed developments which have potential to change the current land uses as well as upgrading of infrastructure ④ Protection and preservation of natural vegetation is suggested ④ There is also a need to investigate possibly of a game reserve coupled with proper management and fencing 	<ul style="list-style-type: none"> ④ The area has been earmarked for wheat production and development of an agricultural village ④ Other projects like construction of dipping tanks and piggery will add value to the livelihood of the community. The following has to be considered; <ul style="list-style-type: none"> Assessment of the available resources like dams and making proper use for the proposed development Investigations of possible land suitable for wheat production 	<ul style="list-style-type: none"> ④ This area has a potential for tourism development but it needs to be improved through the proposed national Monument. ④ Other tourist attractions areas will have to be identified and developed to ensure a holistic tourism route 	<ul style="list-style-type: none"> ④ There provisions for all relevant environmental legislation would have to be complied with

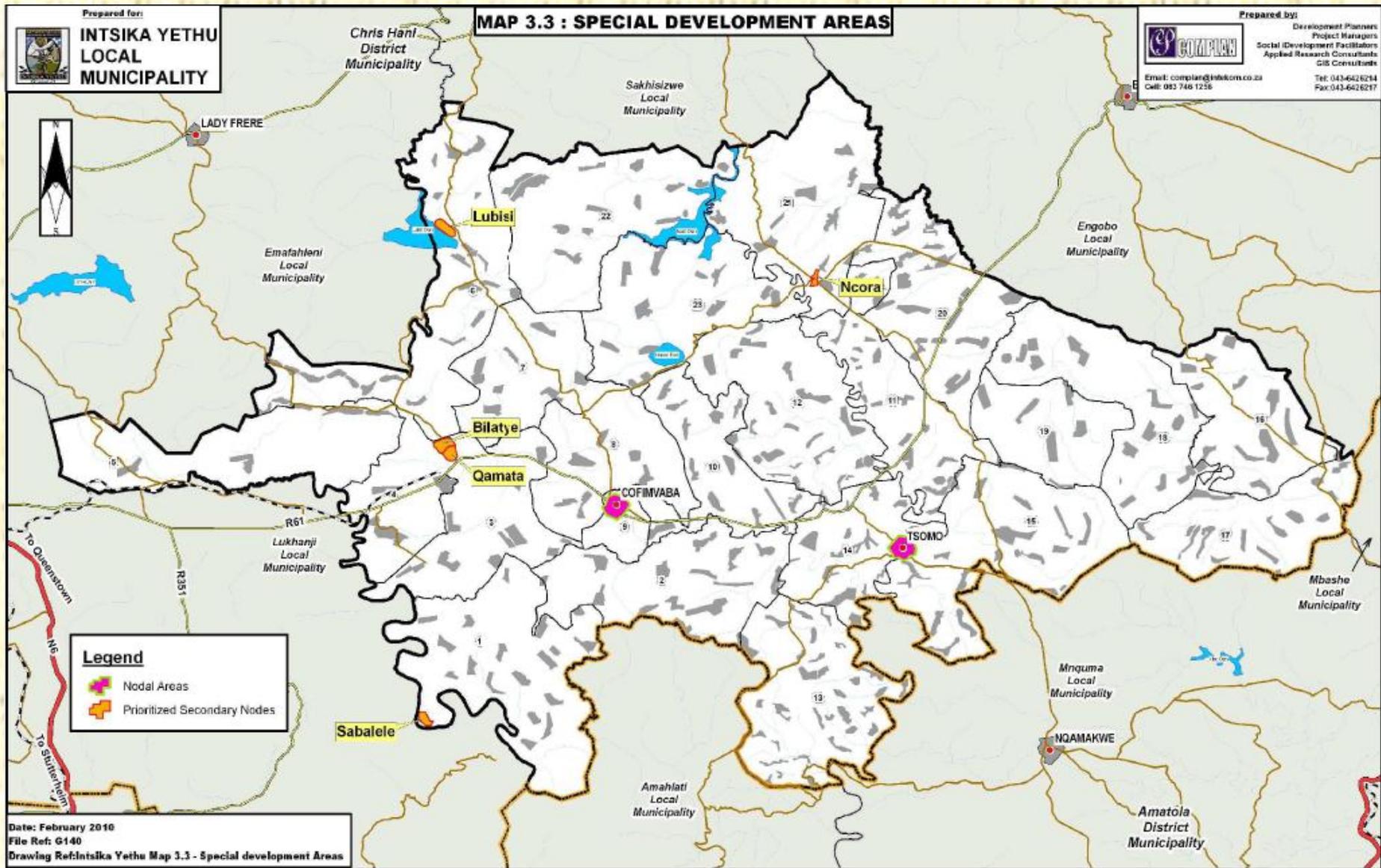
Source: IYLM Spatial Development Framework Review, 2010/11

4.3 Development Corridors

Development corridors are characterized by higher order ribbon-like development along routes that would otherwise be classified as movement corridors. Different types of corridors can be distinguished such as development corridors, movement corridors, and activity corridors. The R61 from Queenstown through Cofimvaba, Ngcobo to Mthatha has been identified as the East Corridor, one of the four major development corridors in the Chris Hani District SDF.

This section deals with the synopsis of key issues contained within the IYLM SDF. The municipality has resolved to make use of the cluster approach to the implement and facilitate the Integrated Development Plan, through the utilisation of the following clusters; Technical Service Cluster, Social Needs Cluster, Economic Development Cluster and Finance, Governance and Administration Cluster. The later cluster is cuts across all other clusters thus ensuring the effective and efficient operation over the cluster system. The development nodes approach links to the small towns' development strategy.

Map 3: Special Development Areas



Source: IYLM Spatial Development Framework Review, 2010/11

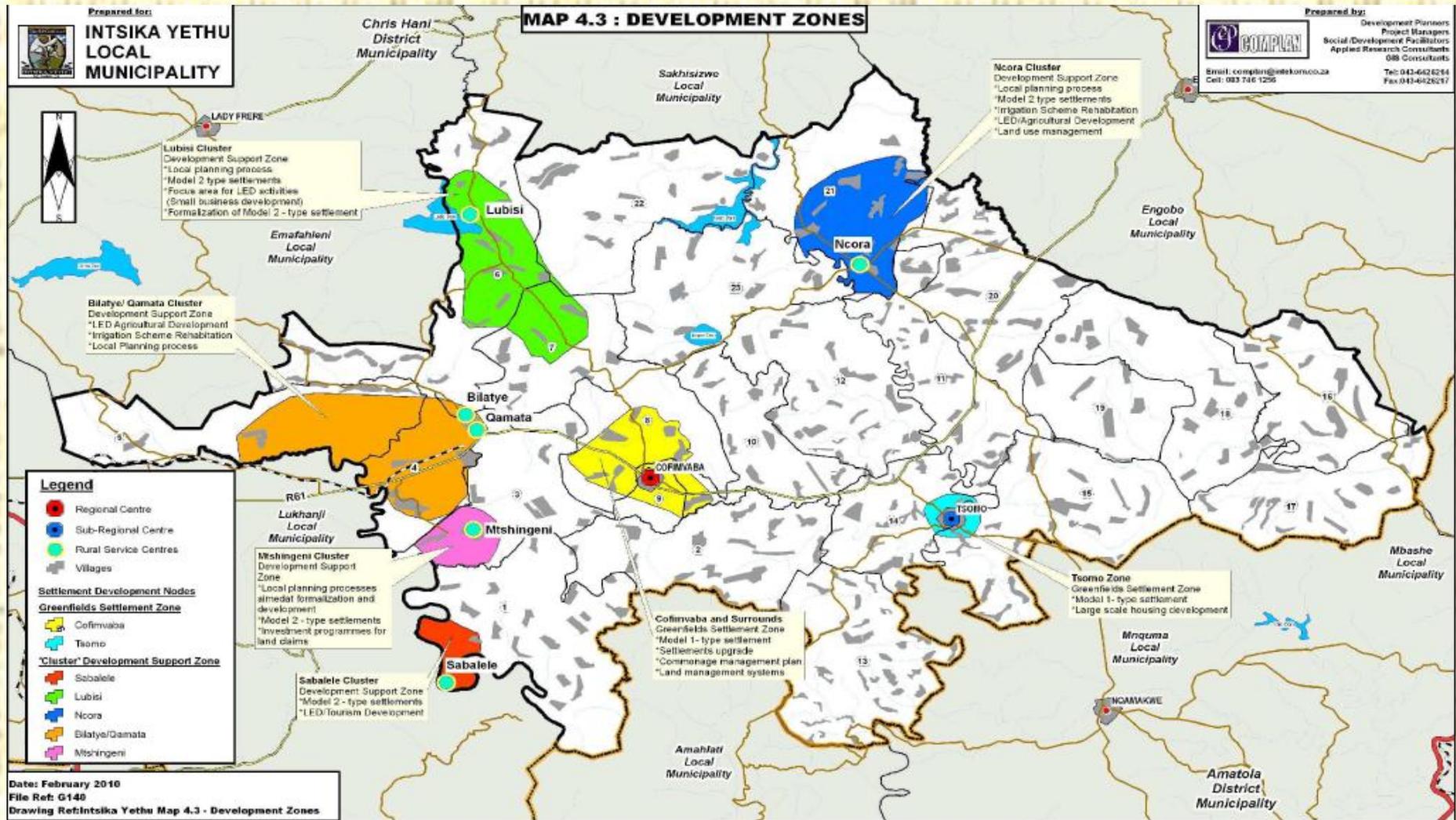
Intsika Yethu IDP 2014-2015

Table 17: Development Zones

Settlement Zone Type	Locality and description	Rational for Zone Development	Key proposal
Cofimvaba and Surrounds (Formalisation/ Densification Settlement Zone)	Located at Cofimvaba town and surrounds, the area encompasses some 8 settlements including Cofimvaba town and houses about 16 000 people.	The zone is identified to emphasize the strategic objective of concentrating new settlement development in a planned and formalized fashion within the urban precincts of the existing town. Greenfields development as well as upgrading of informal settlements.	Formalisation and development of Model 1-type settlement in areas outwards from the central urban precincts of Cofimvaba as guided by the Municipal SDF. Local planning processes (formalization / institutional upgrade) are proposed to accommodate growing pressures and institute land use management system. Formulation of a Commonage Management Plan is prioritized.
Tsomo (Formalisation/ Densification Settlement Zone)	Located at Tsomo town.	Tsomo town is to provide a spatial indication that formal urban settlement should be prioritised in the existing urban centres. Note that little or no demand for residential units is registered at Tsomo town and the area should not be developed prior to efforts being concentrated at Cofimvaba in the short medium term (5-year planning period) unless a specific need arise.	Formalization and development of small-scale Model 1-type settlement in suitable areas outwards from the central urban precincts of Tsomo as guided by the Municipal SDF. Little pressure for growth is identified at Tsomo, therefore should continue as a minor service centre with no large scale housing development.
Mtshingeni Area (Development Support Zone)	Located at Mtshingeni area, which encompasses 2 rural settlements, accommodating about 4,000 people.	Area is identified as a Development Support Zone as it has been gazetted as a valid restitution claim.	Need for development planning to direct capital investment programmes for local development based on the gazetted land claim.

Settlement Zone Type	Locality and description	Rational for Zone Development	Key proposal
		<p>Zone identified to receive Local Planning Processes in collaboration RLCC for appropriate investment of development funds in the area.</p> <p>Area to support settlement, rural livelihood initiative, tourism and agricultural development.</p>	<p>Local planning processes aimed at formalization and development of existing Model 2 type settlement.</p>
<p>Bilatye and Qamata (Development Support Zone)</p>	<p>Located in portions of Wards 4 and 5, in the irrigation scheme areas of Bilayte and Qamata and includes some 4 settlements with an estimated population of 13 000 people.</p>	<p>Area is identified as a Development Support Zone because of the importance of the irrigation schemes of Bilatye and Qamata, which represent areas of significant investment in infrastructure over a period of time to realize commercial benefit from agriculture. Revitalisation of these irrigation schemes is a priority development initiative and the resolution of land rights issues in these areas is of great importance in achieving sustainable development outcomes.</p>	<p>Local planning processes aimed at investigating land rights The area is a LED/agricultural development focus area and the realisation of the value of investments in infrastructure in the Zone is linked to the resolution of land rights issues in the local areas.</p>
<p>Lubisi “cluster” (Development Support Zone)</p>	<p>Portions of Wards 6 and 7, and encompassing the Lubisi Dam and some 13 settlements, which house 15 000 people.</p>	<p>IYLM identified this area as where LED initiatives have been prioritized. Lubisi is identified to support Local Planning Processes in the area, aimed at integrating with LED initiatives (tourism potential)and enhancing development outcomes.</p>	<p>Local planning processes aimed at the formalisation of Model 2- type settlements and the resolution of land rights issues The area has been identified by the LM as a focus area for LED activities, including Small Business Development.</p>

Map 4: Development Zones



Source: IYLM Spatial Development Framework Review, 2010/11

(Part D) Service Delivery Profile

5. Service Delivery Profile and the Clusters

This section provides an analysis of the service delivery profile of IYLM with specific reference to the backlogs facing the municipality. The National government has set out the National target for eradication of service delivery backlogs. These targets are aligned to Millennium development goals (MDG's) and outcomes approach targets, hence a consistent effort should be made to achieving the targets. Access to social and economic services enables people to participate more meaningfully in their economy.

5.1 Cluster Model integration and coordination

The municipality has resolved to make use of the cluster approach to the implement and facilitate the Integrated Development Plan, through the utilisation of the following clusters; (1) Technical Service Cluster, (2) Social Needs Cluster, (3) Economic Development Cluster and (4) Finance, Governance and Administration Cluster. The latter cluster cuts across all other clusters thus ensuring the effective and efficient operation over the cluster system. It is recommended that all these clusters have a programme of action which culminates into the Performance Score Card and SDBIP. Cluster system can allow more involvement of (s57 Managers), Portfolio Committee Members of the municipality who are responsible for the availability of quality and relevance of information provided under their respective Key Performance Areas in the IDP. Consequently the cluster system allows the (s57 Managers) to prioritise the support to the IDP and increase efforts towards improving the quality of information and input to the IDP regarding their KPAs. It is through the improvement on individual KPAs that the quality of IDPs will improve and enhanced by the same commitment from Council Portfolio Committees. Such commitment should be present throughout the duration of the IDP-Cycle since the ultimate quality of forward planning (IDP) is best informed by the situational analysis which is the mirror of the municipality in as far as its existing conditions is concerned.

The cluster approach in this regard deals with the following issues:

Table 18: Cluster approach

Technical Service Cluster	Social Needs Cluster	Finance, Governance & Admin Cluster	Economic Development and Planning Cluster
Infrastructure Planning & Development Senior Manager	Community Service Senior Manager	Municipal Manager	Economic Development & Planning Senior Manger
<ul style="list-style-type: none"> Water supply provision Sanitation service provision Electricity Street lighting Roads and Storm Water Land Administration and Housing Municipal Public 	<ul style="list-style-type: none"> Education (early childhood & adult learning programmes) Municipal Health (Health) & Hygiene promotion) Special Programmes (including Aids, Disabled, Youth & Women) 	<ul style="list-style-type: none"> Functional Administration/ Administration oversight Intergovernmental Relations Policies & By laws Public Participation Support to Council political leadership and CDWs 	<ul style="list-style-type: none"> Local Economic Development (Agriculture, Forestry, Tourism, SMME's) Poverty alleviation Markets Street trading Local Tourism Environmental Management Municipal planning (IDP, SDF, PMS, SDBIP & LED)

Technical Service Cluster	Social Needs Cluster	Finance, Governance & Admin Cluster	Economic Development and Planning Cluster
Works • Facilitation of EPWP implementation	<ul style="list-style-type: none"> • Public Safety & Traffic (Safety and Security) • Public space and Parks • Disaster Management-Fire fighting • Waste Management • Refuse Removal & transfer stations • Public Transport • Community Facilities • Cremation and Cemeteries • Cleansing • Pound Management • Licensing of liquor selling outlets • Licensing of dogs • Control and inspection of food & beverage outlets 	<ul style="list-style-type: none"> • Financial viability • Budgeting • Financial reporting and credit control • Property Valuation and billing systems • Risk & Asset Management Plan • Equity Plan and Transformation • Telecomm nation 	

5.2 Technical Service Cluster

5.2.1 Free Basic Services and Social Infrastructure

In the provision of basic services and social infrastructure IYLM has increased its capacity and staffing complement steadily over the years, expanding the breadth and depth of its service delivery. Currently IYM's Free Basic Unit has the following staff complement, Senior Indigent Coordinator, Assistant Free Basic Services Coordinator, Indigent Clerk Intern.

IYM provides Alternative Energy to 3000 households, Electricity to 5800 households, Water to 7000 households, Refuse removal and Sanitation to 16 households. There is a functional Free Basic Forum which oversees the updating of the Indigent Register. The Forum operates according to the guidelines outlined in the Indigent Policy. The local Free Basic Forum representatives attend both the district and provincial forums.

However, serious gaps remain in the integration of its infrastructure provision. At this time the municipality does not have an Integrated Service Delivery (ISD) Unit, nor does it have a Comprehensive Infrastructure Plan (CIP) outlining the institutional requirements and financial viability of service delivery at this time. However, it does have a Community Liaison Office tasked with interfacing with the public around service delivery matters and it has initiated the process to engage a service provider to assist in the development of a CIP for the municipality. It is expected that such a plan will be adopted by Council over the new term. For the time being, IYLM takes an issue-to-issue approach to addressing its service delivery backlogs and challenges.

The following is an overview of the municipality's status quo in this regard.

Refusal Removal or disposal: The provision of the refuse removal is only provided in the urban areas of Cofimvaba and Tsomo and is collected on daily basis according to the collection schedule developed. Only 2% of households have access to weekly refuse removal services, and only 1% receives regular or ad-hoc collection from the municipality. Another 1% is reported to be using communal dumps while 36% is underserved. About 60% in mostly rural areas burn their waste or dispose it within their yards.

The IYM has the following staff complement for Refuse.

1 Assitant Manager – Enviromental Management

1 Enviromental management Officer

2 x Supervisors (Tsomo & Cofimvaba)

5 x truck drivers (4 permanent and 1 on one year contract)

9 x general workers

30 x casual workers who work on a three month rotational basis

Refuse Equipment used is as follows:

1 x compactor truck

1 x cage truck

2 x tractors

15 skip bins for communal areas

80 refuse bins

Waste is disposed at a licensed landfill site in Cofimvaba. At the landfill site there are two cooperatives who conduct the sorting of waste on site and bail the reclaimed materials for selling to recycling market. There is a Transfer station at Tsomo which is also licensed.

The operations, maintenance and operations of the landfill site are outsourced to a service provider for a five year period which expires in 2014. The refuse removal service is implemented through a Littering, Dumping and Waste Management By law. The municipality also subscribes to the Waste Information System on a monthly basis for waste data as the landfill site has a weighbridge. Public awareness programmes are conducted annually with relevant stakeholders.

Currently there is a R5 million Greening and Beautification Project funded by Department of Environmental Affairs which is implemented in both Cofimvaba and Tsomo for a 12 month period.

The municipality also plans to implement other Waste Minimisation and Open Space Rehabilitation projects whose deliverables will include:

IntsiKa Yethu IDP 2014-2015

- The construction of a Buy Back centre and upgrading of sorting area.
- Providing waste collection in high density and informal areas through Household Contractors.
- Clearing of illegal dump sites in both Cofimvaba and Tsomo.

The municipality is also supported by the Chris Hani District Municipality in various ways and worth mentioning is the development of the Integrated Waste Management Plan for 2011- 2012. The IYM is finalising the Environmental Sector Plan for 2013 -2014. The district will assist the municipality in establishing a Waste Forum in 2013 -2014.

Roads and Transport: IYLM's road network is mainly made of gravel roads which need upgrading and maintenance services. Tared roads are found along the R61 linking major Towns of Queenstown and Mthatha through Tsomo to the N2 in the East London direction. The municipality is also conscious of the number of citizens that rely on walking and has undertaken an expansion and upgrading of walkways throughout public areas and along certain public paths complete with the expansion of community lighting, as provided for under the Projects and Programmes section of this document. IYLM currently makes use of the CHDM Integrated Transport Plan (ITP) in supporting transport service provision throughout the municipal area. The municipality is in the process of developing a Local Integrated Transport plan (ITP) and Storm Water Management Plan. ITP which will focus on the Local Transportation plan. Currently survives provider has been appointed. The municipality currently lacks a Roads Master Plan but is giving due consideration to the development of such a plan. A Storm Water Management Plan is currently in draft, and still being revised before being submitted to Council in the new term.

5.2.1.1 Summary of existing backlogs within IYLM circa 2010

Table 19: Progress against backlogs within IYLM

Type of backlog	Backlogs Census 2001	Backlogs eradicated up to 2009/2010	Remaining backlogs	Backlogs eradicated at the end of 2011/2012	Backlogs at the start of 2012/2013
Road infrastructure (incl. Storm Water)	1320 kms	125 kms	1195 kms	40 kms	1177 kms
Refuse Removal	23 Wards	2 Wards	21 Wards	0 Wards	21 Wards
Street Lighting	240 Villages	1 Village	239 Villages	1 Village	238 villages
Community facilities	56 buildings	12 buildings	44 buildings	0 buildings	44 buildings

The above table indicates the existing infrastructure backlogs within IYLM and considers a backlog to be any infrastructure needs that were there before 1994.

Municipal service delivery on these issues is challenged by the low revenue base of the municipality from which it finances the provision of these services. At this time, approximately 20% of IYLM's own revenue is used to fund capital projects and infrastructure developments, with the remainder financed by government grants. However, given the backlogs detailed above, IYLM will need to expand its revenue base while increasing and effectively applying all government grants if it seeks to make a serious indent into the extensive backlogs it faces over the new term. At this time, the municipality does not have any other sources of infrastructure investment but the potential to pursue the possibility of public/private partnerships remains.

Table 20: Funding sources for addressing service delivery backlog

SOURCE OF FUNDING	2009/2010	2010/2011	2011/2012	TOTAL AVAILABLE	FUNDING REQUIRED	SHORTFALL/ Surplus
MIG	R 21,563,804	R 25,934,894	R 31,461,000	R 78,959,698	R 1,471,751,360	R 1,405,666,360
DWAF	R 26,000,000	R 27,000,000	R 28,000,000	R 81,000,000		
MUNICIPAL	R 10,400,000	R 12,000,000	R 15,000,000	R 37,400,000		
TOTAL	R 54,986,000	R 60,564,000	R 68,935,000	R 184,485,000	R 1,471,751,360	-R 1,287,266,360

Electricity: IYLM receives the supply of electricity through Eskom; the major towns of Cofimvaba and Tsomo are served with electricity. The High Voltage (HV) Electrical Power line extends from Komani/Qamata 1132KV to Qolweni/Manzana 166KV. Another power line extends from Cala/Elliot 166kv to Butterworth/Noora 166kv. About 66% households have access to electricity. According to RSS (2006) surveys the electricity backlog amounted to 44% of total demand, which has subsequently declined. The municipality is challenged in this area in that it is not the authority, nor the provider, and therefore it remains reliant on Eskom for the provision of electricity rollout to villages. This is further challenged by a funding shortage to address the existing backlogs the municipality has facilitated to get funding from the Department of Minerals and Energy (DoE).

Housing: In terms of IYLM Housing Sector Plan (2008-2012) the area has municipal commonage land which is available for future housing developments. The sites are well located in relation to work opportunities and social services. IYLM is currently in the process of drafting a new Housing Sector Plan which will provide a more updated and comprehensive outline of the trajectory of the municipality in this regard. In particular, informal settlements were previously omitted from the Housing Sector Plan, but are now being duly considered along with the migratory patterns of the municipal area which has seen at worst, a considerable out-migration of young people, and at best, a stasis in population growth. A Migration Plan is also proposed for consideration as part of Annexure A to this document.

One of the bigger challenges in this regard is in the implementation of housing provision which IYLM does not have the power to do. Municipal capacity is said to be sufficient to support the provision and expansion of most bulk services in this regard, but the onus for actual implementation of housing provision rests with the Provincial Department of Human Settlements. For example, the municipality currently has plans for approximately 1500 households submitted to the provincial department (608 in Joe Slovo, 431 in Enyanisweni at Cofimvaba, 263 in Tsomo etc). It has made financial provision for the roll-out and extension of bulk services to these areas but remains reliant on approval from the Provincial Department in order to proceed.

Land reform: The existence of communal and informal land ownership systems in some rural areas is a major challenge to development because it locks land which is needed for improving the lives of rural people. There is a commitment by the Department of Land Affairs to transform land tenure so that rural households living on traditional or communal lands can have access to land ownership.

Without a credible Land Asset Register IYLM has relied on its valuation roll to identify land potentially available for development throughout the municipal area. A recent valuation in July of 2011 and two subsequent supplementary valuations have provided a credible basis for which IYLM has been considering future land development. The imminent completion of a more updated SDF will further inform the municipality in this regard.

With regards to addressing land degradation and revitalisation, the municipality currently lacks an existing plan in this regard, but is undertaking work to address this issue. It has been prioritised and

provided for as part of the high-level service delivery targets identified later in this document. Consideration is being given towards the development of a plan in this regard.

One of the challenges in this regard has been that of land invasion, of which the municipality has experienced at least one incident recently. Although IYLM does not have any formal mechanisms in place in the event of land invasions, its past experience has made it familiar with the process of approaching the Courts and following due process of the law prior to enforcing removals from illegally occupied land. As a result of this process IYLM has identified alternative housing but the relocation of households from invaded land to alternative accommodation has yet to be finalised.

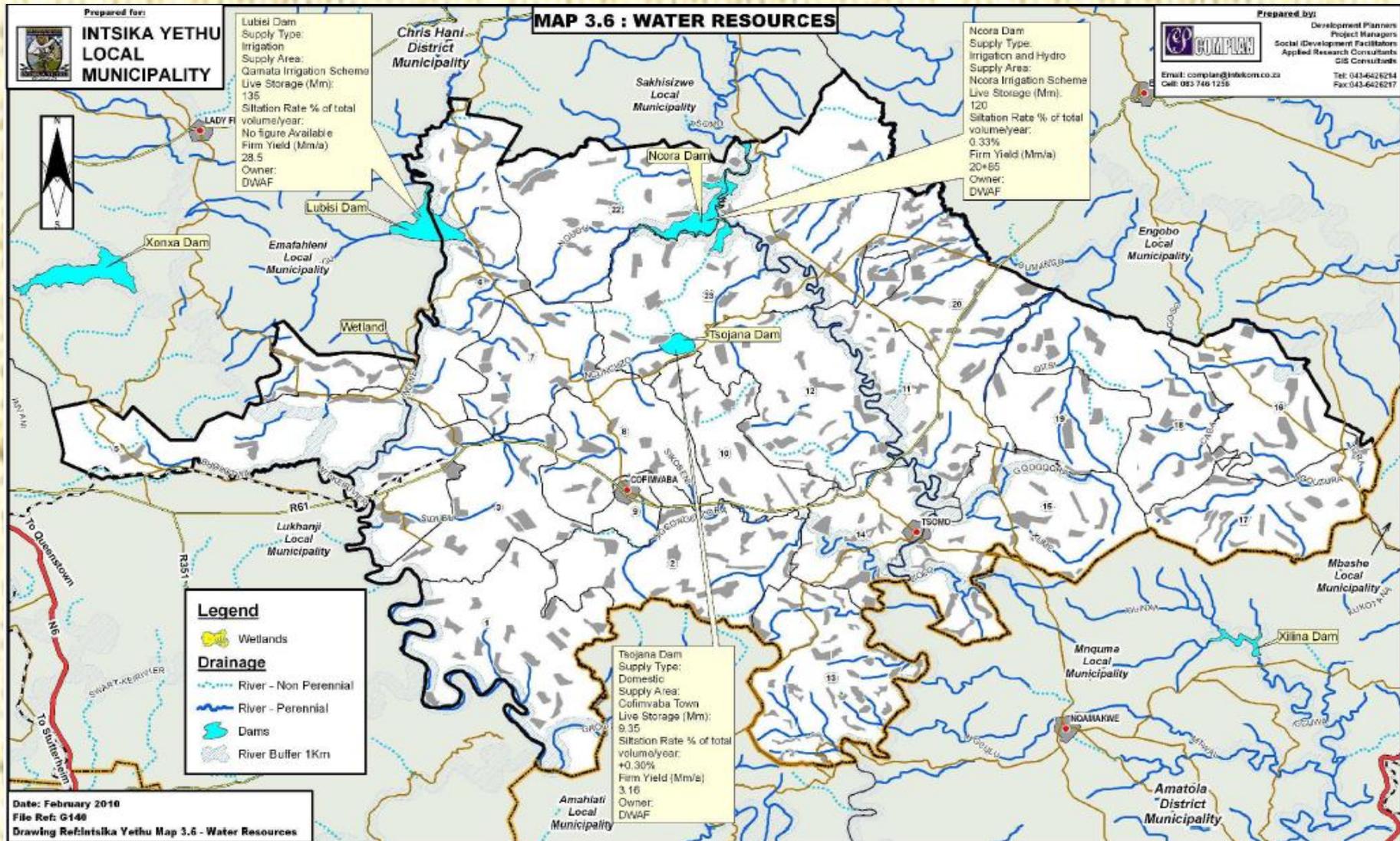
In relation to Land Reform, Section 10 (1) (c) of Land and Assistance Act, 1993 (126 of 1993), as amended, provides that the Minister may, from money appropriated by parliament, on such conditions as she/he may determine, grant an advance or subsidy to municipalities to acquire land to be used as a commonage or extent an existing commonage.

Following from the above background it is suggested that the municipality should consider the following issue:

- Identification and purchase of private agricultural land within the area of municipal jurisdiction for commonage purposes;
- Identification of all state land (SADT farms, RSA farms and National Government of SA farms) within the area of municipal jurisdiction for redistribution purposes;
- Creation of mechanisms through which both commonage and land reform (LRAD projects in particular) beneficiaries could access support such as provision of necessary farm infrastructure, training and capacity building, marketing and business development, and information and knowledge management; and
- Establishment of leasehold or freehold small family farms (as opposed to large farms) to enhance access and security of tenure to land for the majority of those who have interest in farming in order to ensure secured and increased household food production and production for local markets.

The Department of Rural Development and Land Reform (DRDLR) has also stated that, “In terms of the policy framework document for the Land Redistribution for Agriculture Development (LRAD), it is crucial that municipalities should create mechanisms within its programmes to allow rural communities to express their needs for land reform (LRAD in particular), and to respond to these demands. It further provides that the local Department of Agriculture in collaboration with the District and Local Municipalities should ensure the congruence of LRAD projects with the IDPs. DRDA is expected to expand support services to emerging farmers who are mainly characterised as being resource poor farmers. The services that are rendered by the Department to farmers that are engaged primary in subsistence farming on communal land will also continue to receive attention. The communal lands of the Province contribute significantly to the social safety net in food security and village survival strategies.

Map 6: Water Resources



Source: IYLM Spatial Development Framework Review, 2010/11

The availability of services such as water, energy and transport allow people to become more profitable in their work, while communication establishes a vital link between people and the outside world. One of the Millennium Development Goals (MDG) is to halve the proportion of the population who have no sustainable access to safe drinking water and basic sanitation by 2015. IYLM has estimation between 500-900 mm of rainfall.

Table 21: Household access to water within IYLM

	Number of households	% Number of households
Piped (tap) water inside dwelling/institution	1 002	2.5
Piped (tap) water inside yard	2 834	7.0
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	16 728	41.4
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	6 914	17.1
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	2 070	5.1
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	769	1.9
No access to piped (tap) water	10 131	25.0
Total	40 448	100.0

Source: Census, 2011.

Table 22 presents data regarding IYLM's resident's access to water according to census 2011. The data shows that the majority of IYLM with access to piped water as per RDP standard (water with 200m from the dwellings) is 41.4%. Only 25% of residents in the area had no access to piped water. Also according to the 2011 Census, almost 17.1%) of the households have access to piped water in their homes or on a community stand in the distance of between 200m and 500m. Those that have an access to piped water inside their dwellings is 2.5% whereas those that have piped water inside their yards is 7%. Only 1.9% of the residents has access at a distance of more than a kilometre.

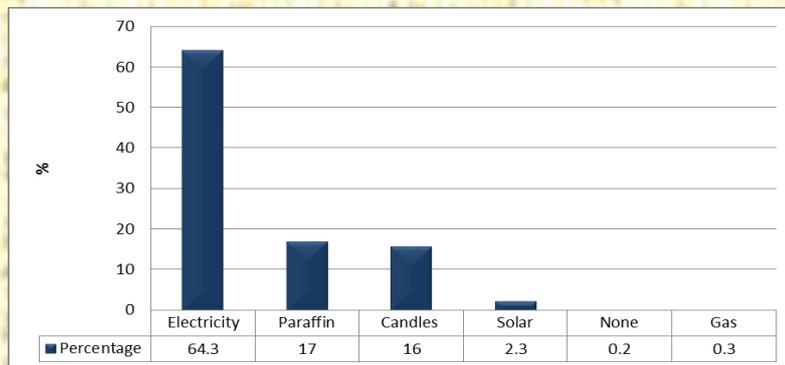
It is important to remember that it is the district and not IYLM which bears primary responsibility to ensure that people have access to water. In terms of the water supply arrangements in the Intsika Yethu the district has appointed rural water scheme maintenance contractor – Maluti GSM – to operate and maintain rural schemes while the DM provides on its own in the town areas of Cofimvaba and Tsomo.

Table 22: Household access to energy within IYLM

Household access to energy

	Number of households	Percentage
None	77	0.2
Electricity	25988	64.3
Gas	112	0.3
Paraffin	6862	17
Candles	6490	16
Solar	919	2.3
Total	40448	100

Chart: showing household access to energy



Source: Statistics, Census, 2011.

IYLM with regards to electrification, only 64.3 % of households were estimated to be using electrical as a source of energy for lighting in 2011. Paraffin is the second most used form of energy in IYLM with an estimated 17% of households using it for energy. It is also noteworthy that 16% of households use candles as a main source of lighting whereas 2.3% and 0.3% respectively use Solar and Gas as their source of energy.

Eskom is the only electricity provider in IYLM. In the table solar energy which is an alternative energy source supported by IYLM is categorized together with “unspecified” and “other” forms of energy. The municipality’s role is currently to facilitate the implementation and communicate with Eskom regarding areas of priority for connections. Backlogs in electricity connections remain high for most areas in the municipality.

Table 23: Household access to refuse removal within IYLM

	Number of households	Percentage
Removed by local authority/private company at least once a week	1151	2.8
Removed by local authority/private company less often	173	0.4
Communal refuse dump	557	1.4
Own refuse dump	25456	62.9
No rubbish disposal	11897	29.4
Other	1215	3
Total	40448	100

Source: Census, Statistics, 2011.

Table 24 shows that 62.9% of households in IYLM reported having to dump their refuse themselves instead of it being removed by authorities. 29.4% of households reported having no rubbish dumping facilities at all. Only 2.8% reported having their refuse removed on a weekly basis by a local authority. Such a situation has serious implications for the overall hygiene of residents in the area, especially because table 22 shows that almost 25% of the residents use other sources of water like rivers, dams and lakes etc. as their only source of water, therefore posing a great health risk since water which is used for drinking and cooking could become exposed to harmful substances associated with refuse.

IYLM is responsible for providing refuse removal services to its areas of jurisdiction. Since the establishment of IYLM municipality in 2000, this service has generally been provided to the urban areas of Cofimvaba and Tsomo only. Rural areas generally use a range of temporary mechanisms such as their own dumps within the yard, illegal dumping sites and mobile tankers.

Table 24: Household access to sanitation in IYLM

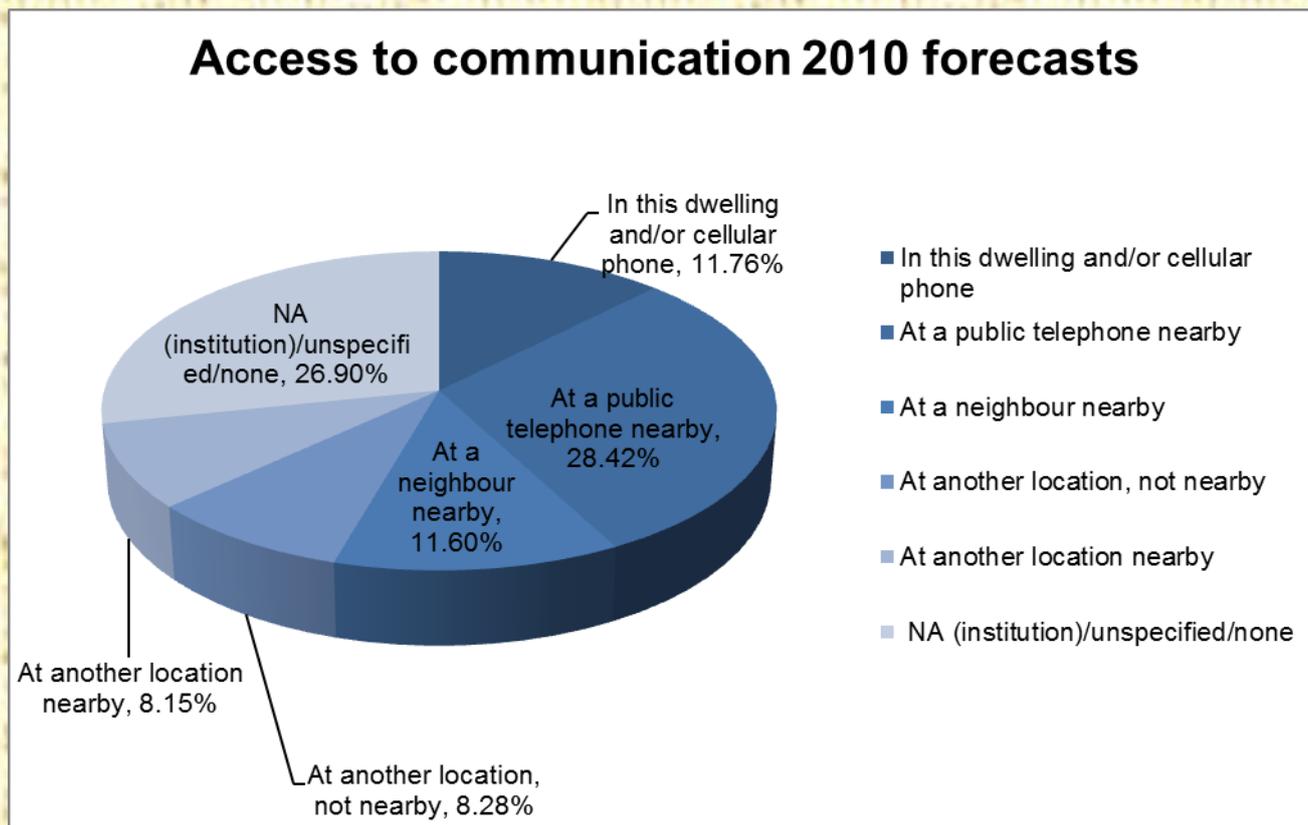
	Number of households	Percentage
None	15018	37.1
Flush toilet (connected to sewerage system)	918	2.3
Flush toilet (with septic tank)	373	0.9
Chemical toilet	711	1.8
Pit toilet with ventilation (VIP)	9124	22.6
Pit toilet without ventilation	12410	30.7
Other	1894	4.7
Total	40448	100

Source: Census, Statistics, 2011.

The table above gives a breakdown of the situation in IYLM regarding sanitation. It reveals that 37.1% have no access to sanitation whereas 62.9% have access to various categories of sewage/ sanitation. Looking at the 2011 estimates we can see that the majority (30.7%) of households use pit toilets without ventilation and the second largest group is the pit latrine category which accounted for (22.7%). Chemical toilets and VIP toilets are mainly used in rural areas with chemical toilets account to almost 1.8% of the households. Only 2.3% of people were believed to be using flush with sewage system and 0.9% using flush toilets with septic tank. Only 4.7% according to the census are not using any of the above.

IntsiKa Yethu IDP 2014-2015

Chart 6: Access to Communication (2010 forecasts)



Source: ECSECC, Statistics Database, 2011

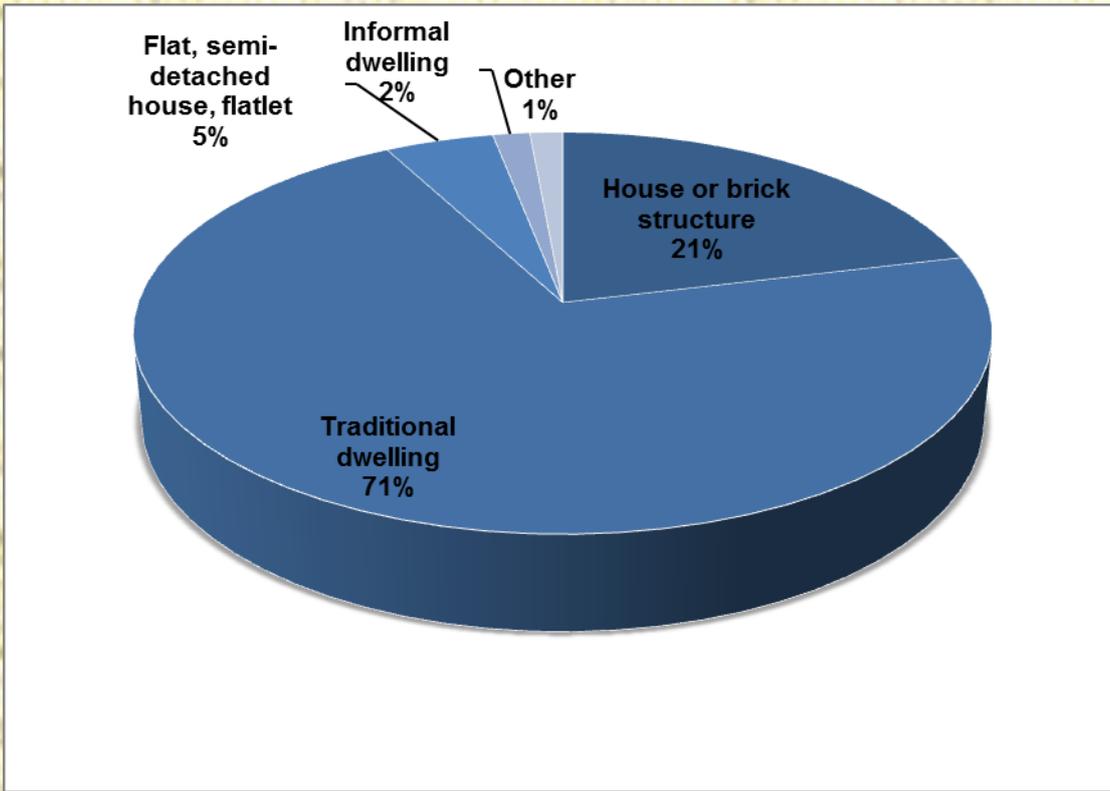
According to the ECSECC data, only 11% of residents in IYLM had access to a telephone in their own home or access to their own cell phone. The largest proportion of households in IYLM (28%), rely on using a nearby public phone for communication. Interestingly, 26% of households could only be categorised as “unspecified” or “not applicable”, meaning that there is no information on what mode of communication these households use. Either way what is striking about these statistics is the fact that an estimated 56% of households in IYLM were still believed to be leaving their houses in order to communicate with others far away because they have no other access within their houses e.g. cell phones, telephones etc.. Communication has become a vital part of life and business and a lack thereof easily impedes not only the quality of life but also inhibits the ability of entrepreneurs, students, and other working professionals to maximise opportunities that may come their way.

5.2.2 Human settlements

The Chart below illustrates that 71% of houses in IYLM are Traditional dwellings. Only 21% of houses in the municipality are brick structures. It is important to remember that many households in areas such as IYLM prefer traditional dwellings rather than formal brick structures for cultural reasons. The municipality maintains a formal housing waiting list which indicates that there are in excess of 2000 families which require housing in IYLM. Just what role the municipality will play in meeting the demand for housing is yet to be clarified since IYLM is not a housing authority. The municipality is yet to formalise Land Administration and Housing function.

Settlements in IYLM are typically clustered on ridges and along the roads with a variety of housing structures built out of mud brick, block and brick walls. Roofing varies from thatch to tiles or to corrugated iron. In the two towns of Tsomo and Cofimvaba, there are informal structures and back yard shacks behind larger houses built from brick and blocks.

Chart 7: Distribution of housing across IYLM



Source: ECSECC, Statistics Database, 2011.

5.3 Social Needs Cluster

5.3.1 Education levels

In terms of Stats SA (2001) National Census education IYLM fares very poorly in terms of education. About 36, 7% of the population has no formal education while 24% have some primary schooling and 7% have completed their primary schooling. About 23% are recorded to have secondary schooling and only 9% of the population have completed matric (Std.10 / Grade 12) and Higher education. There are a number of reasons for the low levels of education in IYLM which include:

- Parents lack the money to send children to school;
- Lack of scholar transport (which is critical in providing mobility to scholars to access their educational institutions) this results in poor scholar attendance and increased dropout rates in many remote rural areas;
- Regarding Scholar Transport Assistance, the policy guidelines from the Eastern Cape Provincial Department of Education stipulates that public school learners who stay 5km (grade 4-12) as well as 2,5km (grade R-3 and physically challenged learners) or more away from nearest and appropriate school should be provided with a subsidized transport to attend school, priority should be given to learners in the most disadvantaged communities; and
- Another dimension of the problem relates to inadequate School Nutrition program in rural schools and farm schools and possible expansion to cater for all needy learners. According to MEC's School Community Co-operative Ilima Programmes (SCCIP), "learners who are hungry do not have equal access to high quality education, and do not have access to opportunities for equal education achievement and will ultimately not have access to further education and employment opportunities that will change their social and economic circumstances".

It should be acknowledge that in terms of Schedule 4 Part A of the Constitution, education at all levels, excluding tertiary education falls under function areas of concurrent National and Provincial legislative competence. This implies that all education related issues in the CHDM are dealt with by the Eastern Cape Provincial Department of Education (EC-DoE). In recognising that education is a means of promoting good citizenship as well as preparing our people for needs of a modern economy and democratic society, the government must ensure progressive realisation of universal schooling, improving quality education and eliminating disparities and inequalities. This requires a major renewal of schooling and education system, by taking the following steps:

- Work together with educators, learners, parents, school governing bodies and other stakeholders, to make education the priority for all;
- Making education free and compulsory for all children as well as ensuring increase in no-fee schools particularly in impoverished areas;
- Introduce a sustainable Early Childhood Education system that spans both public and private sectors and gives children a head start on numeracy and literacy as well as strengthen support for crèches and pre-schools in rural villages and urban centres;
- Improve the quality of schooling, particularly performance in mathematics, science and technology and language development. Measures should include provision of incentives for mathematics and science teachers;

- Promote the status of teachers, ensuring the employment of adequate numbers, and improving their remuneration and training, as an important part of the drive to ensure that quality teaching becomes the norm;
- Increase graduate output in areas of skills shortages. This must include measure to streamline Sector Education and Training Authorities (SETAs), Further Education and Training (FET's) and other institutions to address existing and forecast skills shortages;
- Place Further Education and Training colleges at the centre of a popular drive to transfer skills;
- Encourage government to embark on the re-opening of teacher training colleges within the District or where appropriate in IYLM;
- Revive the role of state owned enterprises in skills development to support the economy;
- Extend School feeding schemes to all poor primary and high schools, particularly in the remote rural impoverished areas, provision of scholar transport and exemption of school fees to needy children;
- Conducting vigorous education and awareness programme to tackle the HIV and AIDS pandemic;
- Profile new education facilities in the growth points of the IYLM;
- Engage private sector to be more involved in ABET; and
- Strengthen safety and security at schools.

Judging from the above, it is clear that, lack of facilities and basic services at schools may have significant negative impact on the development of learners at schools, which could be partly manifest in low pass rates. Thus, for these challenges to be adequately addressed there needs to be greater alignment, coordination and support between Local Municipality, District and EC-DoE.

Chart 8: Educational levels of over-21 year olds

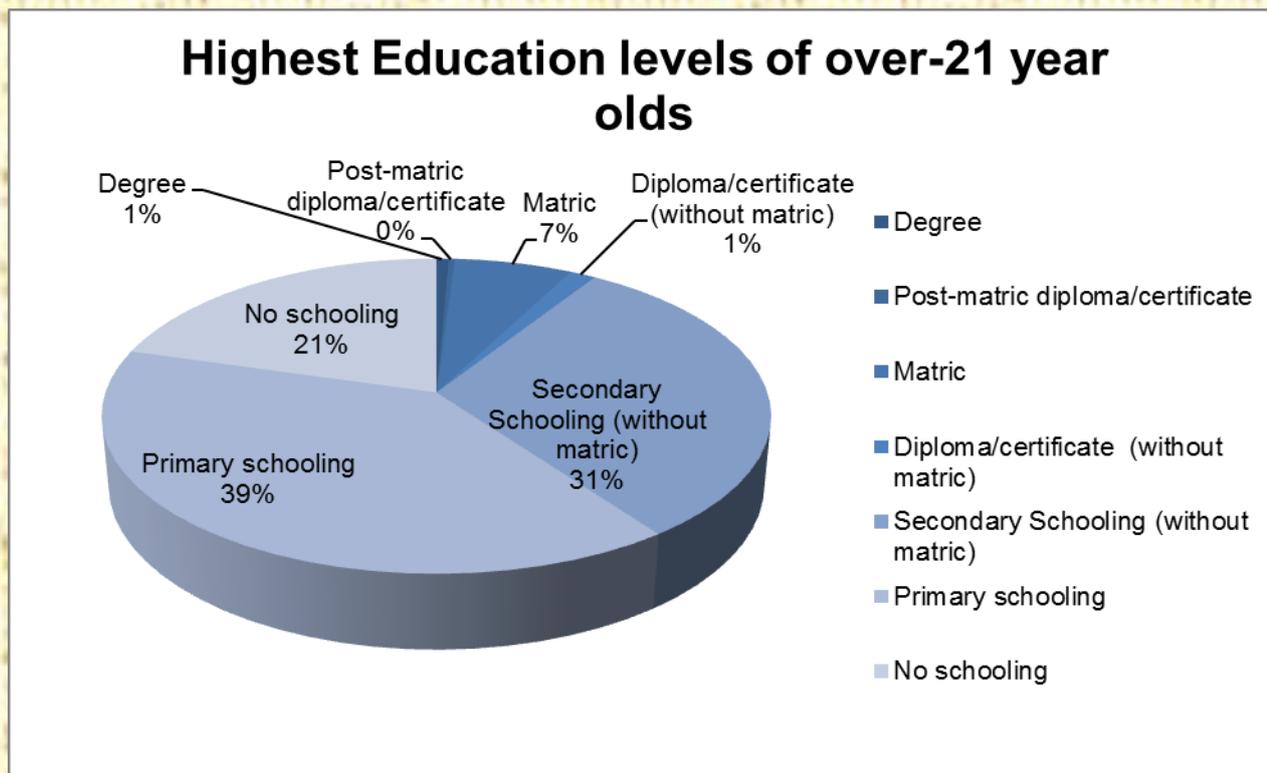


Chart 12 gives the percentage breakdown of the level of education of over 21 year olds. From the information we can see that the biggest portion (39%) of over-21 year olds in IYLM have gone only as far as primary school whilst 31% have gone as far as secondary school. 21 % of over 21 year olds have no formal schooling, these individuals together with those who have not completed primary school would be viewed as functionally illiterate (functional literacy in South Africa is often viewed as the ability to read and write in an everyday context, an ability that one usually obtains at grade 7 level under normal circumstances). The high levels of illiteracy and low levels of educational achievement in IYLM have an impact upon the kind and nature of employment that the potential workforce aims to find. Generally poorly educated and uneducated people will seek lower skilled jobs especially in the primary sector, this is problematic in an area such as IYLM where we have learnt from previous graphs that it is in fact the tertiary sector and not the primary sector which is offering the most jobs (these jobs tend to be higher skilled jobs).

Table 25: Educational qualification levels within IYLM

Qualification	Number of individuals
Degree	508
Post-matric diploma/certificate	242
Matric	4860
Diploma/certificate (without matric)	1078
Secondary Schooling (without matric)	22,818
Primary schooling	29164
No schooling	15160

Source: Gaffney's Local Government in South Africa Yearbook 2011-2013, p. M134

5.3.2 Health Care Issues

According to CHDM: IDP Review 2010/11 and in reference to Global Insight (2007), a graph depicting a population growth trends during 1996 to 2007 where population with and without HIV and AIDS reflects a decline in HIV/AIDS infection rate and anticipated mortality rates. The CHDM: IDP Review 2010/11 further provides that, the epidemiological analysis conducted reflects that, “Gastrointestinal diseases are most prevalent for which adult patients are admitted to hospitals, making up some 20% of the cases followed by respiratory conditions, which contribute 18%”. In terms of health care capacity the National norm is one clinic per 10 000 people and the national average figure for nurses per 100 000 people is 12 nurses. Within IYLM there are 2.7 nurses per 100 000 people which is well below the adequate ratio. Furthermore the analysis of available beds per 1000 population indicates that IYLM (1:1482) is below the national average of 1:750. This indicates a low bed occupancy rate. Regarding the access to emergency services, IYLM experiences serious problems in transporting urgent patients, it is reported that it takes more than 3 hours to secure transport.

The area is adequately served with primary health care facilities as per RSS (2006) survey. 72.3% of the households have access to clinics. There are 37 clinics, 4 mobile service points supporting 86 points and a single district hospital. The main challenge is to improve the quality of specialist doctors and reliable supply of medication.

Irrespective of the above status quo, the government is determining to end the huge inequalities that exist in public and private sector by making sure that these sectors work together. It should be mentioned that, as promulgated in the Constitution, Schedule 4 Part A, and the health service is a functional area of National and Provincial legislative competence. In terms of Section 155 (6) (a) the Provincial government must provide for the monitoring and support of local government in the Province, this function can be assigned to a municipality in terms of Section 156 of the Constitution. The District municipalities have a function of rendering Municipal Health Services (MHS) traditionally known as Environmental Health Services) in the areas of their jurisdiction as promulgated in the Municipal Structures Act of 1998 and National Health Act 2003. According to the CHDM IDP Review 2010/11, there is an uneven distribution of environmental health services in the District, this situation is expected to be addressed when the power and function of Municipal Health Service (MHS) becomes a District power and function. It is reported that, the MHS-devolution processes is currently under way in CHDM as envisaged by the Section 78 Investigation and the developed Strategic Plan in respect of the provision of the Municipal Health Services in the district will result into the transfer of the provincially employed Environmental Health Practitioners (EHP) to CHDM. The major challenge confronting South Africa, CHDM and IYLM, today is the scourge of HIV/AIDS epidemic, which is likely to pose a severe challenge for development for many years to come. In the on-going attempts to actively manage the HIV/AIDS pandemic, the CHDM has facilitated the support and strengthening of the Local AIDS Councils (LACs). IYLM should consider eliminating risks associated with their high water quality degradation in streams and rivers. This can constitute an influencing factor in the spread of cholera epidemic or infection hence sanitation and water projects should be augmented by Assessment studies of quality and condition. This brings us to the dire need to monitor the quality of both water and sewerage treatment works discharges to main water course.

Again the government has identified the following priorities that must inform a major improvement in the health care system:

- Reduce the impact of HIV/AIDS on individual, families, communities and society by expanding access to appropriate treatment, care and support;
- Strengthen fight against AIDS through collaboration with partners at all levels of society and accelerate implementation of HIV and AIDS and STI plans;

- Strengthen formal partnership against AIDS at all levels of our society including the strengthening the South African National AIDS Council (SANAC);
- Improve quality of health services and physical infrastructure revitalization; and
- Increase the employment of community health workers, which will be linked to improvement of the district health system.

In relation to health issues within IYLM it is evident that, in order to effectively and equitably provide the Municipal Health Services (MHS) the CHDM will have to sign Service Level Agreements (SLA) and Memorandum of Agreement (MoU) with the municipality and the Eastern Cape Department of Health (EC-DoH) in reference to the Section 78 investigation that is underway. In return the CHDM will also, have to find funding sources towards performing functions assigned to it, of which one of those functions will be the development, implementation and monitoring of MHS by-laws.

5.3.3 Community Facilities

According to IYLM SDF, IYLM has 16 community halls but the quality of some of the facilities needs to be improved and maintained. The Municipality intends to provide each ward with a community hall. Intsika Yethu is in great need of library facilities. There are currently no library facilities for the community to access important information. Provision of these libraries is vital and should be considered. There are sports and recreation grounds in the Intsika Yethu area but majority of the sports fields are in a poor state and need to be renovated. Community halls provides local communities with recreational facilities and may be used as pension payouts, while libraries enables learners to access important information required for their studies. Sport and recreation facilities promote the health and welfare of the people living in an area.

5.3.4 Safety and Security

According to IYLM SDF, there are 3 police stations to look after the safety and security of the community. These are located in Bolotwa, Cofimvaba and Tsomo. The municipality participates in local Community Policing Forums aimed at mobilizing all affected stakeholders against incidences of crime. In terms of policing facilities there are three 3 police station in IYLM located in Cofimvaba, Tsomo and Bolotwa. The Municipality participates in community policing forums aimed at mobilising all affected stakeholders against incidents of crime. In order to maintain low levels of crime in IYLM, more safety and security services such as mobile police services need to be provided. In this regard the Eastern Cape Provincial Crime Prevention Strategy has a key focus area which is strengthening Communities against crime through community- based, primary prevention approaches: e.g. Innovative public education “messaging” strategies, community-based interventions programmes and community-based activities aimed at increasing the strength, capacity and resilience of individuals, families and communities in relation to the known risk factor for crime.

5.3.5 Cremation and Cemeteries

According to Intsika Yethu SDF: May 2010, There are a total of 146 unlicensed/ unregistered cemeteries distributed within the wards of the municipal area which need some improvement and re-organization to ensure effective delivery. It should be acknowledged that most of these cemeteries have not undergone geo-technical investigation to avoid the likelihood to underground water contamination.

5.3.6 Waste Management

Waste is an undesirable or superfluous by-product, emission, or residue of any process or activity, that has been discarded, accumulated or been stored for the purpose of discarding or processing. Waste products

may be gaseous, liquid or solid or any combination thereof and may originate from domestic, commercial or industrial activities and include sewages sludge, radioactive waste. In this regard the municipality must put measures in place to ensure that all the landfill sites are equipped with facilities such as weigh bridges and other data capturing equipment, security and other essentials, this is in compliance with the Department of Water and Forestry (DWAFF) minimum standards. In relation to economic development through waste management a Waste Recycling projects has potential economic impact i.e. whilst reducing the amount of municipal solid waste generated and disposed of at the municipal waste disposal sites by encourage waste avoidance, minimizing reclamation and recycling.

According to IYLM's Integrated Waste Management Plan (2005) it was reported that waste generation growth estimates should be linked to economic growth, population wealth and population growth, thus population dynamics determines a waste generation growth patterns.

The table below indicates population growth trends in relation to Waste Generation Rate (Kgs per person) in IYLM. The Municipality is also considering the alignment of its Integrated Waste Management Plan and Waste Management Strategy with that of the CHDM, this is currently underway.

Table 26: IYLM Waste Generation Rates in relation to population growth trends

Expected population growth trends						
Area	2006	2007	2008	2009	2010	2011
IYLM	184,308	185,211	185,843	186,044	185,934	186,031
Growth Rate (1.40%)	184,308	185,211	185,843	186,044	185,932	186,031

Expected waste generation rates in IYLM						
Area	2006	2007	2008	2009	2010	2011
IYLM	147869.8	150087.8	152339.1	154624.2	156943.6	159297.7
Generation Rate (0.75%)	147869.8	150087.8	152339.1	154624.2	156943.6	159297.7
TOTAL	147870	150088	152339	154624	156944	159298

Source: IYLM Integrated Waste Management Plan, 2005.

In light of the above reflection of waste generation trends, it is clear that IYLM needs to better differentiate its approach to waste management in order to provide information on the types of waste disposed and track the volumes of waste recycled in the area. The main challenge in this regard is the management of the illegal dumping activities and enforcement of by-laws. Currently IYLM is facilitating a waste recycling co-opt project in its attempt to minimize waste and stimulate local economic development.

The municipality is operating a licensed landfill site, licensed number: EC/CH/A/15/001-2011 located in Cofimvaba and used for waste disposal. The license of the landfill site was granted in terms of Section 49(1) (a) of the National Environmental Management: Waste Act, Act no. 59 of 2008. Furthermore, there are clear regulations regarding the kind waste which may not be accepted on the landfill site. IYLM has developed an environmental by-law relating to Dumping, Littering and Waste Collection. The by-law regulates all "waste-management activities," that involves the generation, reduction and minimisation of waste and waste handling. This includes the separation, storage, collection, and transfer of waste, and waste treatment. Waste treatment includes the recovery of waste, recovery being the recycling,

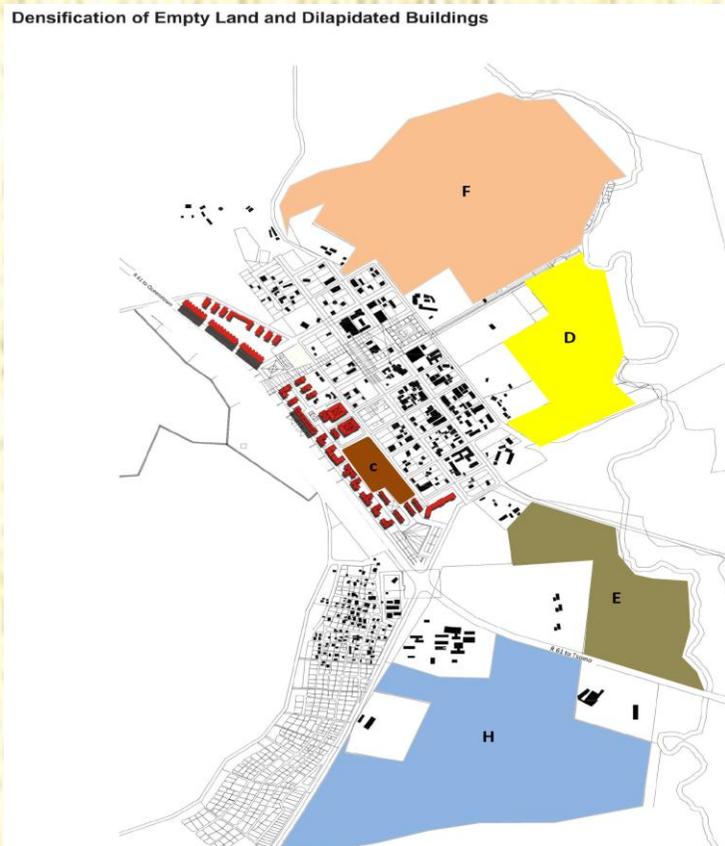
reclamation and re-use of waste, and disposal of waste. The by-law further provides for the separation of waste into different kinds determined by the nature of the waste. It also allows for charges to be made payable for the removal of waste from premises or dumping of waste at a disposal site under the control of the Municipality. The by-law further regulates potential illegal dumping through the control of all dumping, littering, and other pre-determined contraventions. The by-law provides various offences clauses which can result in financial penalties and in the most extreme instances, convictions. The by-law is further enhanced by the existence of the Peace Officers employed by the municipality in order to enforce it and ensure citizens act within the parameters of the law.

5.3.7 Disaster Management

Disaster Management remains a District Municipality function as per provision of the section 156, section 229 and the Municipal Structures Act (Act 117 of 1998), however IYLM is operating a disaster management centre within the municipality.

Map 7: Overviews of empty land and flood lines within IYLM

Densification of Empty Land and Dilapidated Buildings



Strategic Density Increases:

- Densification and infill development at strategic points provide the opportunity of ensuring increased activity in the centre and ensure that necessary thresholds to support business activity is present in the centre.
- New developments of various income levels must therefore be promoted in area C,D and E.

Natural Environment and Flood Lines



Flood Line Protection:

- The protection of the flood line is critical for safety reasons and for protecting the river and maximising the tourism opportunities that can be realised for the rivers natural value.

IYLM is not immune to emergencies and disasters and occasionally suffers the impact of various human-induced and natural hazards that have the potential to kill, injure, destroy and disrupt. In terms of Section 54 (1) b of the Disaster Management Act, “the council of Chris Hani District Municipality, acting after consultation with the relevant Local Municipality, is primarily responsible for the co-ordination and management of local disasters that occur in its area”. Furthermore, Section 54 (2) states that a District Municipality and the relevant Local Municipality may, despite subsection 54 (1) (b), agree that the Council of the Local Municipality assumes primary responsibility for the coordination and management of a local disaster that has occurred or may occur in the area of the Local Municipality”. Within the region, the primary responsibility of coordination rest with local municipalities.

Regarding a Disaster Management Centre, Section 43 of the Disaster Management Act of 2002 states that “each District municipality must establish in its administration a disaster management centre for its municipal area in consultation with and operate such a centre in partnership with local municipalities”. In this respect IYLM is reliant primarily on CHDM in the event of a disaster for managing the rollout of disaster relief and mitigation.

IYLM has initiated the development of a Fire Response Plan and Fire and Emergency Guide Plan that will assist in the overall preparation and management of fires. Primarily, the plans aim:

- To prevent and combat veld, forest, mountain and chemical fires throughout the municipality;
- To minimize the impact of veld fires where occurrences cannot be prevented;
- To determine the various role players in cases of veld fires;
- Determine a practical approach to be adopted by the municipality in endeavour of minimizing fires through prevention, including early warning systems, mitigation and response strategies;
- To provide guidance on the provision of fire fighting services including fighting of specialized fires such as mountain, veld and chemical fires; and
- To provide a standard regulation through by-laws for the prevention, management and controlling of fires in the region.

However, there are considerable impediments for IYLM in the total preparation for fire and emergency eventualities. These challenges include:

- Building sufficient fire fighting and rescue capacity;
- Improving the response time;
- Establishing a local Disaster Management Centre;
- Capacitating the Fire Protection Associations; and
- Identification of suitable land in the event of temporary or permanent relocations.

IYLM currently has a central database for the tracking of fires across locations, dates and times. The main challenge in this regard in the prevention and mitigation of veld fires as they remain the most serious threat in this regard.

5.3.8 Environmental Management

IYLM has a functional environmental unit in place lead by the Assistant Manager: Environmental Management and an Environmental Management Officer, dealing with environmental challenges within the municipal area. Currently the Environmental Management Unit is implementing a R5 million Greening and Beautification Project within Tsomo and Cofimvaba. The project is sponsored by the Department of Economic Development Environmental Affairs and Tourism.

In addition to these specific initiatives, IYLM is also cognisant of the global issue of climate change which may have important implications on all climatic variables, especially temperature and rainfall. Although the direction and degree of climate change and its impact at municipal level is still unknown, it is expected that temperatures may increase and while rainfalls may become less frequent, yet more intense, leading to a greater frequency and intensity of draughts and floods. Given the rural nature of the municipality, climate change has a potentially serious impact on agricultural activities. IYLM's proactive role in local economic development thus means that drought resistant crops may need to be investigated in mitigation of the potential effects of climate change. Consequently a disaster management plan for the municipality will also have to respond to severe climate conditions e.g. thunder storms', lightning and hail. The municipality will develop a climate change strategy on the completion of the District Climate Change Strategy.

A Climate Change Strategy has become a necessity in IDPs for the category A (Metros) and C (District Municipalities). It is however advisable that category B (Local Municipalities) also adopts the District Climate Change Strategy Framework and determines exactly how they integrate into the District's plans. Climate change is however defined in the National Climate Change Response Policy as an on-going trend of changes in the earth's general weather conditions because of an average rise in the temperature of the earth's surface often referred to as global warming. This rise in the average temperature is due, primarily, to the increased concentration of gases known as greenhouse gases (GHG) in the atmosphere that are emitted by human activities. These gases intensify a natural phenomenon called the "greenhouse effect" by forming an insulating layer in the atmosphere that reduces the amount of the sun's heat that radiates back into space and therefore has the effect of making the earth warmer.

5.4 Economic Development and Planning Cluster

5.4.1 Local Economic Development

Local Economic development (LED) occurs when communities, government and the business sector act in partnership to engage in local activities to improve local social-economic conditions by making use of local resources and opportunities. In the MFMA Municipal Budget Circular No.58 for 2012/13, for the Medium Term Revenue and Expenditure Framework, it suggests that municipalities focus on maximizing their contribution to job creation by supporting labour intensive LED projects. This necessitates that, the municipality plays a critical role in creating an enabling environment for investments and other activities that lead to job creation: This can be obtained by;

- Ensuring that service providers use labour intensive approaches;
- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate;
- Participating fully in the Expanded Public Works Programme; and
- Implementing interns programmes to provide young people with on-the-job training.

IYLM and all its stakeholders and civil society have commitment in creating an enabling environment for local economic; this is captured in the LED Strategy and Implementation Plan: 2020 has a Vision for the municipal area.

The Vision for LED:

‘A vibrant developmental municipality that seeks to provide sound governance and ensure sustainable development of its economy and people in an effective and efficient manner.’

The following are the *strategic pillars* for driving economic development within IYLM:

- Coherent agrarian system that promotes agro-processing;
- Institutional innovation and good governance that is complimentary to economic growth and development;
- Promote SMME development biased towards rural industrialisation;
- Increased forestry productivity and creation of processing hubs; and
- Develop human capability through training and skills development.

The following are the Anchor Projects identified within the Local Economic Development Strategy for implementation within the Municipal area:

- High value crop production and processing;
- Livestock (Beef & sheep) Improvement and commercialisation;
- Fruit(Stone Fruit) production, processing and packaging;
- Furniture Incubator;
- Promotion of cultural activities utilising available indigenous knowledge; and
- Develop and market tourist destination.

5.4.2 Chris Hani Growth and Development Summit

As part of the National Growth and Development Summit Agreement provinces and district municipalities were tasked with convening inclusive district and provincial summits. CHDM was the first to hold its summit in the Eastern Cape Province. The CHDM identified six priority sectors, namely: a) *Agriculture and Agro-processing*; b) *Forestry and wood processing*; c) *Tourism*; d) *Construction*; e) *Manufacturing; Trade and Business Services*. These sectors are consistent with the sectors that the Intsika Yethu LED Strategy has identified.

The priority actions identified in the District Growth and Development Strategy (DGDS) include the following: Land and Agrarian Reform, Forestry, Timber and Wood Processing, Tourism Development, Exploitation of Mining Resources, Manufacturing, Construction, Trade Services, Enabling Business Environment

5.4.3 Economic opportunities within IYLM

Beside the recommendations indicated in the Intsika Yethu LED Strategy 2020 concerning institutional arrangements, the municipality should explore the rich tourism potential by developing of priority tourism clusters, which could become the key journey components in the IYLM LED Strategy 2020 action plan.

5.4.4 Tourism

According to the White paper on Development and Promotion of Tourism in South Africa (1996), Local Municipality has the responsibility of planning, development and maintenance of Tourism product in their areas of Jurisdiction. In line with this principles, the Tourism plan for IYLM, Responsible Tourism Sector Plan (2008). The vision for tourism development in the IYLM area is:

Vision for Tourism

‘A responsible and sustainable tourism destination of choice for historical and adventurous experiences in the Eastern Cape’

Mission for Tourism

‘To become a responsible and sustainable tourism destination of choice in the Eastern Cape, providing historical and adventurous experiences by 2020 to benefit the local communities’.

The focus of the strategy is on marketing, product development, infrastructure development, human resource development and an appropriate institutional framework that will support tourism development in the area. This is achieved through the following Strategic goals and objectives:

Goal 1: To develop new tourism products to grow the destination;

Goal 2: To increase the participation of Local Communities in the tourism industry of the IYLM;

Goal 3: To ensure a high quality visitor experience in the IYLM; and

Goal 4: To extensively market IYLM as a tourism destination.

The following table details the tourism offerings, location, and type to provide an overview of tourism within IYLM.

Table 27: Tourism Facilities in IYLM

Number	Facility Name	Town	Sector/Type of Product
1	St Marks Town Centre	Cofimvaba	Historical
2	Lumanyano Cultural Group	Cofimvaba	Cultural Group
3	Old St Marks Church	Cofimvaba	Old Church Building 152 years old
4	Lumanyano Sewing Project	Cofimvaba	Sewing Project
5	Mava's Pottery	Cofimvaba	Pottery Art & Design
6	Nobandla Gospel Group	Cofimvaba	Music Entertainment & Gospel music
7	Nomayisi Project	St Marks	Sewing, beading & clay pots
8	Sijongile Adult Project	Tsomo	Traditional Garments
9	Vuyisile Mini Youth Dev Forum	Tsomo	Woodwork, furniture manufacturing
10	Vukani Catering & Baking Co-op LTD	Qwili Location/Tsomo	Catering, cultural dancers, traditional healers, gospel choir
11	Sijongile Adult Project	Mtshabe/Tsomo	Cultural Group
12	Someleze Sewing Project	Tsomo	Cultural, Heritage, Historical
13	Mzamomhle Gospel Group	Tsomo	Gospel Group & Carpentry
14	St Joseph Apostolic Church of SA	Tsomo	Historical church
15	Qwili Ilitha Sewing Co-operative	Tsomo	Cultural &
16	Masizakhe Boomplas	Cofimvaba	Cultural
17	Qamata Irrigation Canals	Qamata	Agricultural
18	Zanoxolo	Bolotwa	Cultural
19	Zenzeleni Cultural Group	Bolotwa	Cultural
20	Siyavuya	Bolotwa	Cultural
21	Zimele Rural Development	Qamata	Cultural & Heritage
22	Ndungwana Vukani Arts & Craft	Qutsa	Cultural
23	Amigo Catering	Cofimvaba	Cultural
24	Cultural activities & moral regeneration	Komkhulu Location/Tsomo	Cultural
25	Qamata Tourism Centre	Cofimvaba	Historical
26	Qamata Traditional Council	Qamata	Cultural, heritage
27	Masakhane Project	Cofimvaba	Cultural
28	Nosilence Tonjeni	Tsomo	Cultural
29	Mr Zamide Nyeka	Tsomo	Cultural
30	Mpakamisi Kunene	Tsomo	Cultural
31	Nosimo Crafters	Tsomo	Cultural
32	Nothembile Mdlekeza	Tsomo	Cultural
33	Nothusile Jam-Jam	Tsomo	Cultural
34	Nothembile Sonyabashe	Tsomo	Heritage
35	Mateke Mazomba	Tsomo	Cultural
36	Mbulukweza Crafters	Tsomo	Cultural
37	Mncedi Kunene	Tsomo	Cultural
38	Qwili Junior Secondary School	Tsomo	Cultural, heritage
39	St Marks Town Centre	Cofimvaba	Historical
40	Lumanyano Cultural Group	Cofimvaba	Cultural Group

Source: IYLM TSP: 2008

5.4.4.1 Tourism sector SWOT analysis

This section discusses the strengths, weaknesses, opportunities and threats (SWOT) of the tourism sector of Intsika Yethu identified as critical in transforming the local economy. The information below has been extracted from the Responsible Tourism Sector Plan.

Table 28: Tabulation of strength, weaknesses, opportunities and threats

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Heritage sites • Rich political history • Availability of human capacity • Government support 	<ul style="list-style-type: none"> • Poor marketing of the area • Lack of product development • Unavailability of tourism statistics • Lack of adequate infrastructure to promote sports and recreation • Lack of adequate skills for tourism management, tour guiding, tour operation, sport management and promotion of cultural activities • Limited Access to funds • Lack of Infrastructure • Lack of Co-ordination & Integration
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Hiking and horse trails • Events • Fishing opportunities in the major dams (Lubisi and Ncora) • Lubisi dam provide opportunities for development of water sports • R61 • Linkages with the liberation route 	<ul style="list-style-type: none"> • Crime levels poses a huge threat to potential tourists • Global change

The potential tourism cluster's to be identified in IYLM will be aimed at improving tourism spread within the area. The potential clusters are; Mining Cluster (show casing local mining activities & tours), Eco-Nature Cluster (enhancing Nature Reserve and surrounding s areas), Cultural, Historical & Political cluster and utilization of heritage sites: and Rural Conference facility Cluster (exploiting potential of conference market, team building exercise venues logistically positioned around Cofimvaba and Tsomo.

5.4.4.2 Tourism demand

The demand side of tourism focuses on those needs and motivations that drive individuals to become tourists, how these needs and motivations are shared by other people and how this becomes the basis for defining tourist segments and markets, and how these tourist segments ultimately drive the movements of tourists from one country and region to the next. Tourists take holidays in the hope that these holidays will satisfy, either partially or wholly, various needs and desires. It is the task of the marketer to transform needs into desires by making the individual aware of the various ways in which his or her needs can be satisfied.

The following diagram indicates the specific interests of international visitors to South Africa from Europe, Asia and the USA with regards to tourism.

Figure 8: Availability of activities within Provinces

Specific Interest In Activities In South Africa				Availability of Activities Within Provinces ¹								
Attribute / Activity	Europe	US	Asia	KZN	GP	FS	EC	NC	NP	NW	WC	MP
Natural beauty	●	●	●	✓	✓	✓	✓	✓	✓	✓	✓	✓
Exploring the culture	●	●	◐	✓	✓	✓	✓	✓	✓	✓	✓	✓
Viewing wildlife	●	◐	●	✓	✓	✓	✓	✓	✓	✓	✓	✓
Visiting the big cities	◐	◐	◐	✓	✓	✗	✗	✗	✗	✗	✓	✗
Going to the wine region	◐	◐	◐	✗	✗	✗	✗	✗	✗	✗	✓	✗
History of Apartheid	◐	◐	◐	✓	✓	✓	✓	✓	✓	✓	✓	✓
Visiting the mountains	●	○	◐	✓	✗	✗	✓	✗	✓	✗	✓	✗
Relaxing on the beach	◐	◐	◐	✓	✗	✗	✓	✗	✗	✗	✓	✗
Adventure sports	◐	◐	◐	✓	✓	✓	✓	✓	✓	✓	✓	✓
Shopping	◐	◐	○	✓	✓	✓	✓	✓	✓	✓	✓	✓

Existing tourism facilities are currently under-utilized and under-developed, the upgrading of the associated infrastructure, revitalization and expansion of tourism facilities, enhancing economic development with regional significance and relevance, especially for the previously disadvantaged community areas. This can be achieved through development of Tourism Belt- development as one of the anchor projects of the LED Strategy development aimed at unlocking the tourism development potential of the area. The following table indicates heritage tourism initiatives within IYLM.

Table 29: Heritage Tourism initiatives

Programme Name	Location (Ward & Village)	Nature of Activities
Lubisi Development Centre	Lubisi (Ward 20)	Accommodation Craft Youth Training
Sabalele Heritage	Sabalele (Ward 1)	Heritage Site Caves
Tsomo Old Prison St Marks Anglican Church	Tsomo Town St Marks	Tourist Centre
Ngcongcolorha Falls		
Chris Hani Memorial lane & Statue		

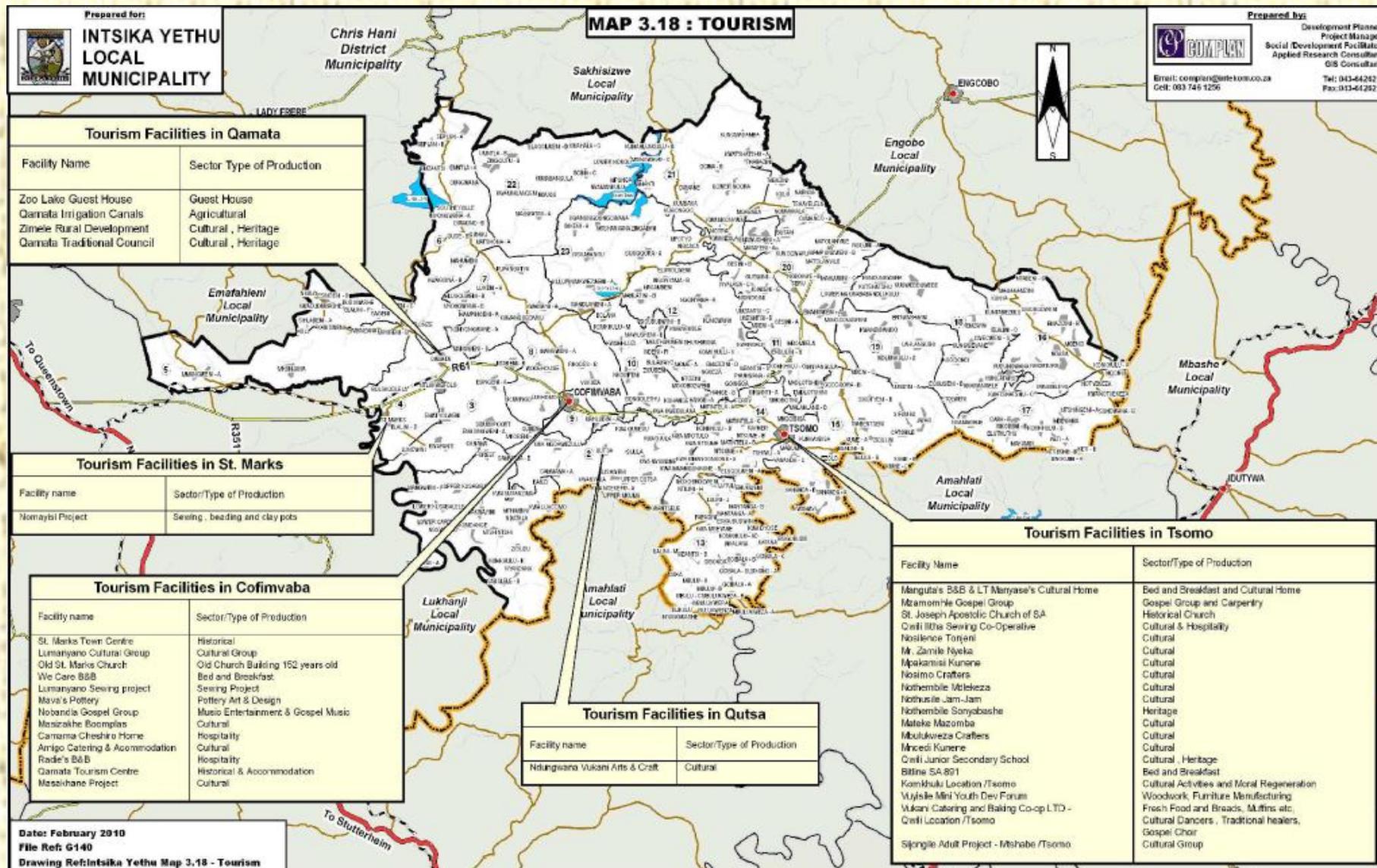
In addition to tourism initiatives, IYLM boasts a strong range of sports and recreational tournaments and events. The following table provides a brief overview of annual events and activities, including the infamous Mayor’s Cup.

Table 30: Sports and Recreation

Programme Name	Location (Ward & Village)	Nature of Activities
Mayor's Cup	Wards 1 – 21	Netball Soccer
Sport Hubs	Magwala	All Codes
Traditional Dance & Music	All Wards	Traditional Dance Indigenous Traditional Music

The existing tourism initiatives have a potential in creating jobs, and can be seen as integral to the existing Tourism Strategy. The upgrading of the associated infrastructure has a potential to unlock the Small Medium and Micro Enterprise (SMMEs), which have a massive potential where cooperative formations are a form of economic emancipation.

Map 8: Tourism



Source: IYLM Spatial Development Framework Review, 2010/11

5.4.5 Agriculture

Agriculture is the largest industry within the primary sector in IYLM. However this industry remains small and underdeveloped when compared to the entire economy of the municipality. What is most notable about the Agricultural sector in IYLM is the fact that as an industry, agriculture is decreasing in terms of the absolute size that it contributes to the IYLM economic output. In 1996, The Agricultural sector contributed 18.6% to the local economy; this figure had fallen to 14.6 by 2005. Subsequently the Agriculture industry is also offering fewer employment opportunities in recent years. Currently only around 0.4% of employed individuals in IYLM are employed in the Agricultural industry.

Opportunities in the agricultural sector are prevalent despite the fact that the industry continues to perform poorly. As stated in the SWOT analysis, IYLM has good grazing land and soil which is suitable for intense commercial grazing. There are a number of projects that have been embarked upon by the IYLM with the intension of harnessing the potential of the agriculture industry. These include:

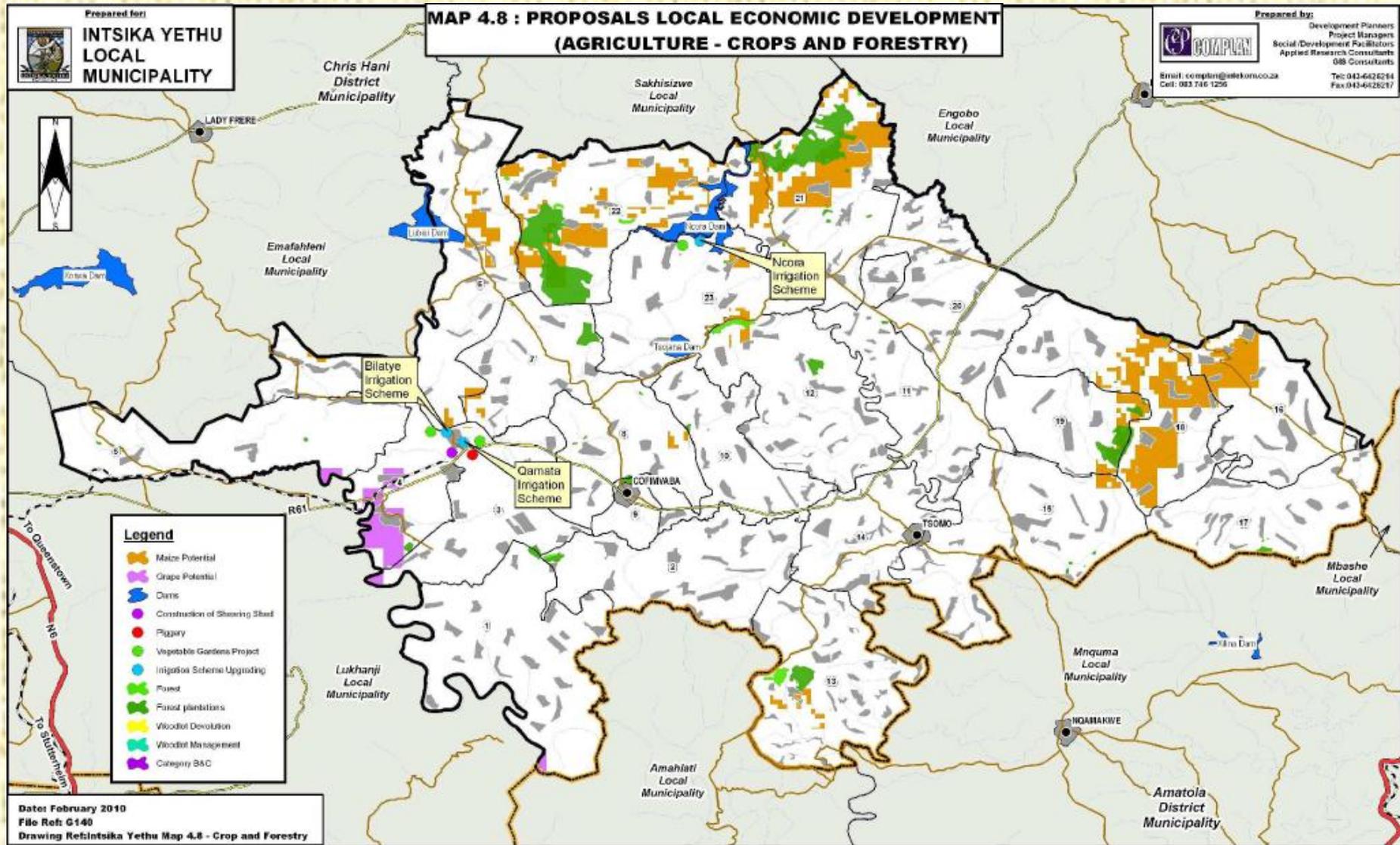
- Irrigation and agricultural projects from Lubisi to Ncora Dams; and
- Crop production in the entire municipality

Table 31: Agriculture SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Organised farmers union • Support System from government • Expertise within government and private sector • Availability of land for various agricultural commodities • Established irrigation infrastructure 	<ul style="list-style-type: none"> • Lack of Information • Lack of Integration towards agricultural development • Poor co-ordination amongst the various role players • Poor planning • Poor infrastructure
Opportunities	Threats
<ul style="list-style-type: none"> • High potential soils and grazing land for intensive commercial farming systems; • Value addition • Market Linkages • Job Creation • Partnerships (PPP) • Stone Fruit • Intensive Goat Production Programme 	<ul style="list-style-type: none"> • Natural disasters (Veld Fires, Storm, Dry spells);

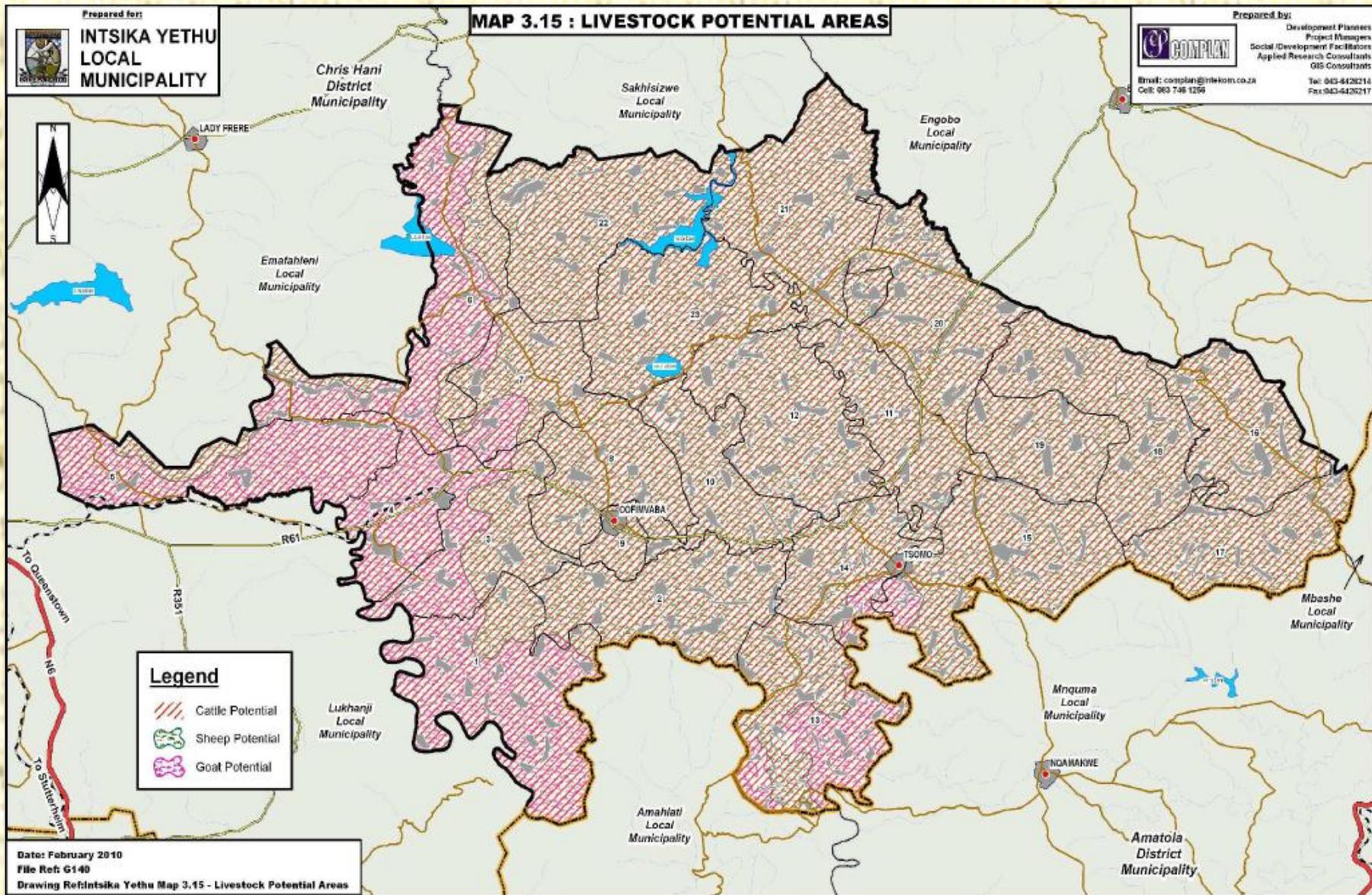
Source: IYLM 2020 LED Strategy and Implementation Plan, 2007

Map 9: Proposals Local Economic Development (Agriculture – Crops and Forestry)



Source: IYLM Spatial Development Framework Review, 2010/11

Map 10: Livestock Potential Areas



Source: IYLM Spatial Development Framework Review, 2010/11

5.4.6 Forestry

Forestry is the second largest industry within the primary sector after agriculture in IYLM. According to ECSECC data, forestry is an industry that has been declining over the past 10 years; this reflects a general trend of economic contraction within the primary sector. Just as with Agriculture, there is great potential within the forestry industry despite the fact that it continues to perform poorly in terms of economic output. IYLM has available natural forests which could be utilised for forestry. Furthermore there is also open land that could be used for expansion of current forests. As an industry, forestry has the potential to stimulate growth of secondary sector industries such as furniture manufacturing.

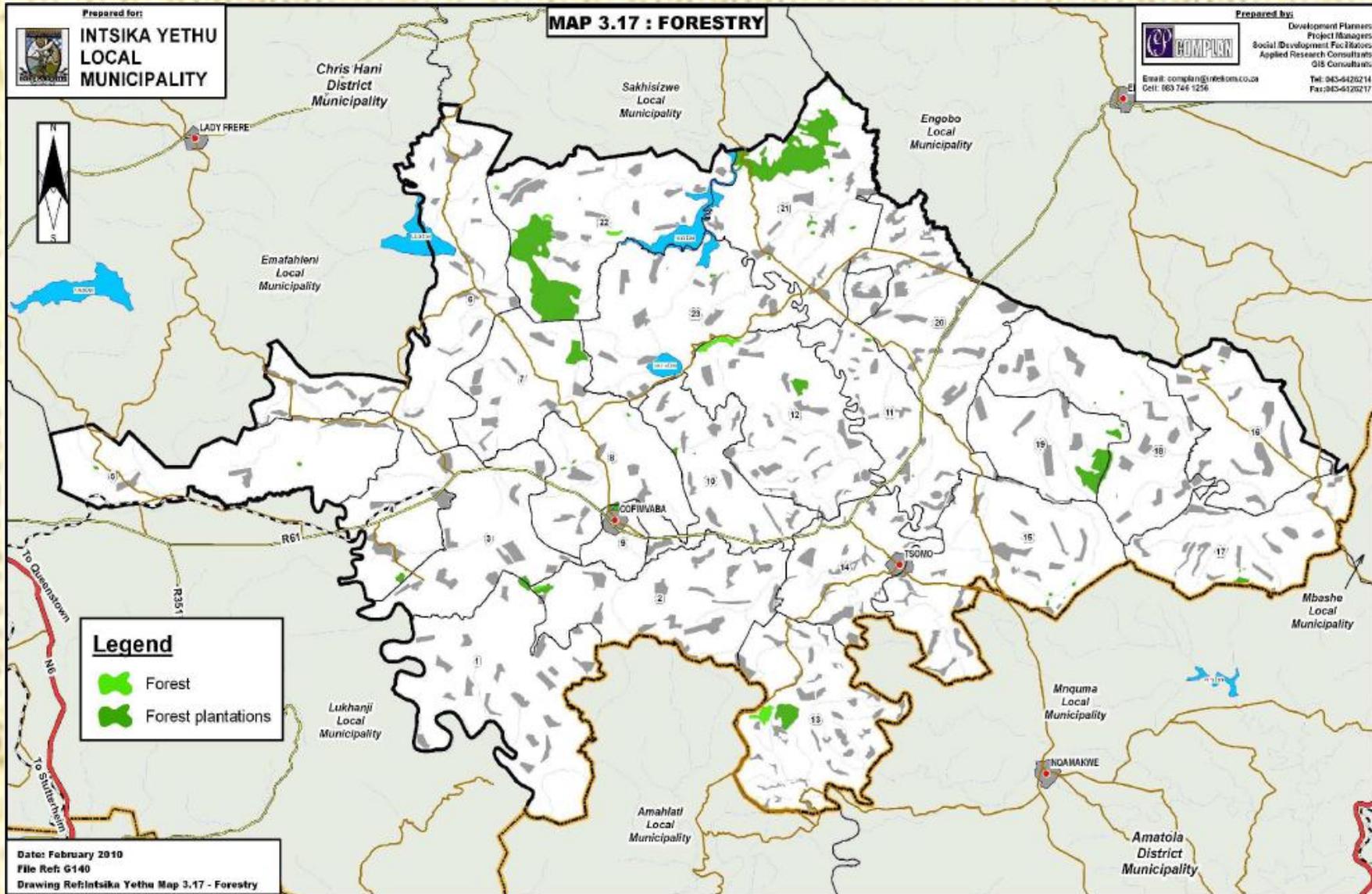
The potential of IYLM to develop a flourishing forestry industry is something which has been recognised not only by the local municipality, but also by the District Municipality. CHDM has categorised the growth of a forestry, timber and wood processing industry as one of its priorities in terms of the Growth and development summit. Forestry within IYLM features prominently within CHDM plans for the district, for example CHDM plans to establish medium size sawmill to benefit Intsika Yethu and Engcobo Municipalities. The district also plans to facilitate afforestation in IYLM among other areas.

Table 32: Forestry SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Availability of Natural forests • Availability of land for forestry expansion purposes • Pro-poor biased government legislation and policies; • Availability of labour force • Private sector interest in partnering with communities 	<ul style="list-style-type: none"> • Lack of information and knowledge of government policy on forestry expansion, transfer of Category B and C plantations • No clearly defined role of the municipality in forestry development including woodlots and commercial plantations • Poor road network and other infrastructure; • Lack of funding to expand current production scale; • Shortage of appropriate skills; • Poor co-ordination resulting in lack of implementation • Poor leadership in forestry development by the municipality • Complex land tenure system
Opportunities	Threats
<ul style="list-style-type: none"> • Furniture manufacturing • DWAF programmes to support community afforestation initiatives • Willingness of well-established forestry companies to enter into partnerships and invest in community afforestation programmes • Integration of forestry development into agriculture • Increasing forestry market 	<ul style="list-style-type: none"> • Natural disasters • Manmade disasters such as fires, arson • Environment hazards • Complex tenure arrangements

Source: IYLM 2020 LED Strategy and Implementation Plan, 2007

Map 10: Forestry



Source: IYLM Spatial Development Framework Review, 2010/11

5.4.7 Environment Management

It is essential that, the District Municipality assist the municipality in both technical and financially to develop and implement the environmental management function, the state of air, water, waste, bio-diversity and land are some of the key elements in determining the state of environment. Linked to tourism potential of the area, endangered areas are even spread throughout the Municipality as the original ecosystem has been reduced and that the functioning or existence is under threat land cannot with stand loss of natural area through disturbance or development. The following wards have been earmarked as some of endangered areas in IYLM: Ward; 1, 13, 14, 16, 17, and 18.

Environmental Sensitivity areas: IYLM has least areas covered by sensitive landscape compared with other local municipality in the District Municipality area. This results into priority environmental management issues within the municipal area to cover slope gradient, vegetation, conservation and degraded land. There are factors which identify the sensitivity of the environment as prescribed are (areas of with sheet erosion and gully erosion present, degraded land, wetlands (including dams), vegetation types sensitive to development (e.g. South Eastern Mountain Grassland and sub-arid Thorn Bushveld) The need for development of environmental management policy is:

- To enhance a safe and healthy environment;
- To direct sustainability and responsible planning decision-making;
- To spearhead sustainable development;
- To improve environmental governance throughout the Municipality; and
- To create environmental awareness and commitment within the Municipality.

Chapter 3: Development Priorities, Strategic Objectives, Strategies and Projects

6. Vision, Mission, and Key Performance Areas

This chapter of the IDP provides an overview of the strategic intentions of IYLM and presents prioritised issues which the municipality seeks to address over the medium term. This section therefore systematically prioritizes all the issues that have surfaced from the situational analysis and community consultations and presents what the organisation seeks to achieve in relation to these issues over the next five years.

Although local government is the sphere closest to communities at the heart of government's development agenda, the Constitution requires that governance at the local level be subject to national and provincial legislation. Section 25 (1) (e) of the Municipal Systems Acts clearly states that an IDP adopted by a Municipal Council must be compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation. The synergy, alignment and coordination between the various development plans and strategic imperatives of the three spheres of government (i.e. IDP, PGDP, NSDP, National Outcomes Approach, etc) is vital in order to achieve proper coordination and alignment of development initiatives within the region and locality.

In order to ensure that local government interventions drive the desired socio-economic changes in line with government's development agenda, integrated planning, monitoring and reporting of municipal initiatives is crucial. Government's emphasis upon an outcomes orientation for all interventions, inclusive of projects implemented by Sector Departments, necessitates that strategic considerations regarding the allocation of scarce resources are made to best address prioritised issues. This section contributes towards a shared understanding of the priority issues of communities, and how this has informed the broader strategic developmental trajectory of the municipality, ultimately in pursuit of better coordination, alignment of programmes and improved impact on the ground.

As the Council elected in May 2011 has sought to ensure direction and guidance in driving local development, it has produced a renewed Vision, Mission, and Values for the IYLM. But in order to ensure these strategic intentions translate into the achievement of outcomes on the ground for citizens, it needs to be clear how Council's political directions cascade through a clear organisational logic towards the realisation of IYLM's constitutional mandate of developmental local government.

The figure below provides a visual representation of the logic that informs how the strategic direction of IYLM, as formulated by Council, finds expression from the Vision statement of the municipality, down to the Projects on the ground. The apex strategic statement is that of the Vision of IYLM, derived from the shared Values of its people and political leadership, and articulating a future in which the Priority Issues have been sufficiently addressed. Institutional purpose in relation to the stated Vision is expressed through the organisation's Mission, articulating what shall be done towards the realisation of that desired future. This Mission is then supported by a set of Goals, roughly aligned to the Key Performance Areas of local government. These Goals are unpacked and expressed at a lower level as Strategic Objective statements, identifying the intended benefits of IYLM's course of action over the medium term, as informed by the Priority Issues identified by communities, staff, Council, and through compilation of the Situational Analysis. These Priority Issues emanate from the ground up, and are addressed through all levels of the organisation's strategic intentions, although most directly at the Strategic Objectives level. How the Strategic Objectives are realised is thereby dependent upon the Strategies employed by the municipality, and specifically the Projects through which these Strategies are operationalized and implemented on the ground. In this manner, a clear logic of strategic intention flows from the top of the

organisation down, all along the way informed by other practical, legislated, and political imperatives ranging from broader policy positions to budget and financial considerations.

Figure 9: A visual representation of the hierarchy of strategic intent of IYLM



6.1 Vision and Mission

The Vision:

“A people centred, developmentally focused rural local municipality in which all of its inhabitants have access to quality service delivery and participate in vibrant and well-balanced social and economic development”.

The Mission:

“Endeavours to advance its developmental local government mandate through a sustained focus on sound and accountable governance, physical and social infrastructure appropriate for sustainable development in our Municipal area”.

6.2 Principles and Values of IYLM

IYLM adopts the “Batho Pele Principles”, together with other underlying principles aligned to this value framework, which include the following: Democracy, as realised through consultation, transparency, and accountability; Respect & Courtesy; Responsiveness; Quality Services; Redress; and Value for Money.

The IYLM in consultation with its local communities, as part of its Council and IDP representative processes, adopted the following set of values, in line with the above. These values are to guide how the

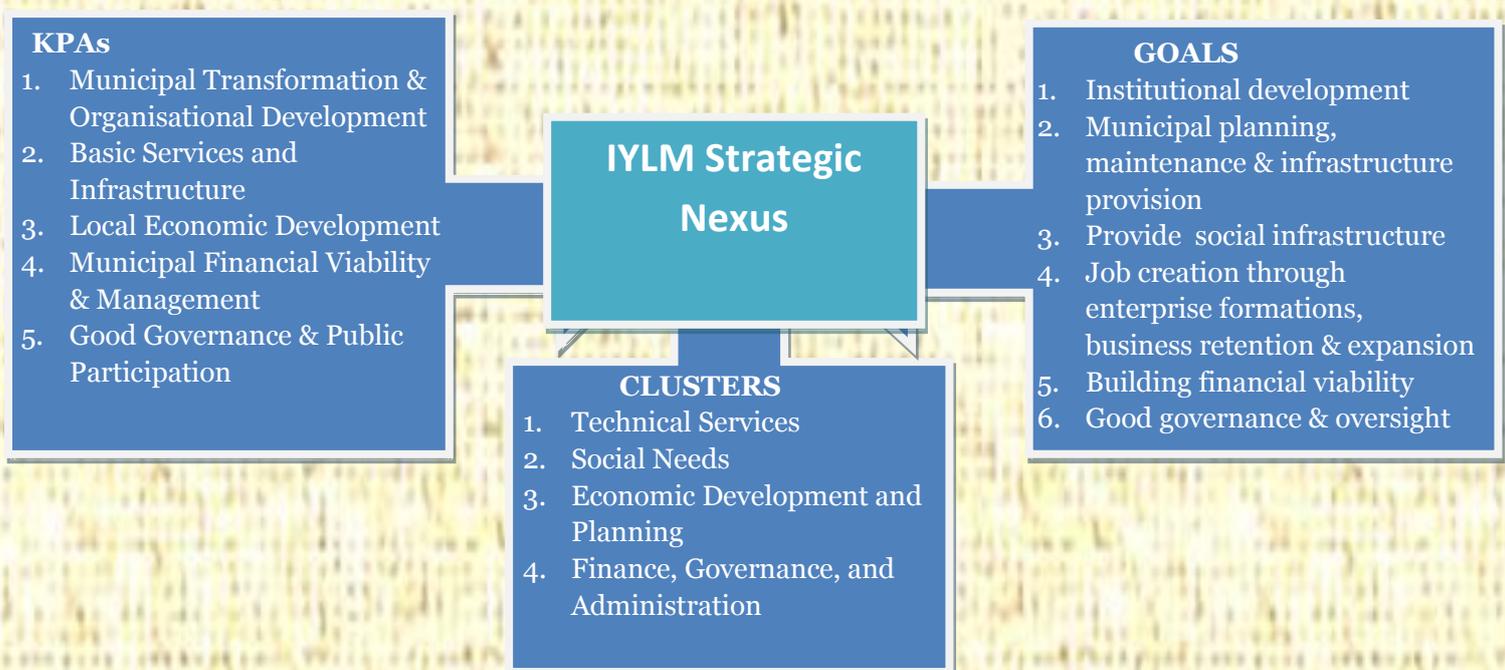
Municipality performs its mandate, as well as how it interacts with those who remain the owners of development (*i.e. its inhabitants as the beneficiaries of development and service delivery*).

- To be responsive to the needs of citizens and partner-local municipalities.
- To be transparent, accountable and participative in our dealings with each other and our partners.
- To cultivate a work ethic focused on performance, achievement and results.
- To promote and pursue key National, Provincial and local development goals.
- To ensure a representative organisation.
- To be democratic in the pursuance of our objectives.
- To show mutual respect, trust and ensure high levels of co-operation and discipline in our dealing with one another.

6.3 Key Performance Areas, Clusters, and Goals

The clustering within the Situational Analysis distinguished between external service provision across three clusters, that of Technical Services; Social Needs; and Economic Development and Planning. These externally oriented clusters are intersected by the fourth cross-cutting cluster, that of the Finance, Governance, and Administration Cluster, which has a more inward orientation. These clusters are consistent with the five Key Performance Areas of local government, with the caveats that Municipal Transformation, Finance, and Good Governance are within one cluster together, whereas Social Needs and Technical Services represent the separation of the Basic Service Delivery Key Performance Area into two distinct clusters.

Figure 10: The convergence of KPAs, Clusters, and Goals for the IDP 2012-2017



In terms of alignment and addressing priority issues identified across the five (5) KPAs and four (4) Clusters, IYLM set six (6) Goals consistent with each of its main administrative functions over the medium

term. These Goals are aligned to each of the 5 KPAs, except where Basic Services and Infrastructure is separated into two distinct Goals, one addressing Social Needs and the other addressing Infrastructure and Technical Services. Meanwhile, Finance, Governance and Administration all have their own respective Goals, within this single Cluster. IYLM therefore presents in subsequent sections of this chapter details of how its organisational Goals and Strategic Objectives will address Priority Issues through the implementation of specific Strategies and the tracking of progress via performance indicators. In order to focus on a developmental trajectory that will ensure progressive realization of the Vision of the Council as stated above, and derived from the institutional Mission, the Council has resolved to focus on six (6) Goals as follows:

- To provide effective and efficient human resource and administrative services within IYLM towards institutional development and good governance, supported by enhanced information and communication technology;
- To provide sound municipal planning, maintenance, and infrastructure provision that delivers for the needs and aspirations of IYLM citizens;
- To provide quality social services and social infrastructure for the communities of IYLM, while ensuring public safety, promoting improved public health, and supporting sustainable environmental management;
- To support enterprise formations, retention and expansion of businesses and initiatives that provides job opportunities and income to the people of IYLM;
- To build the financial viability of IYLM through integrated planning, management, and good governance for a clean administration; and
- To ensure good governance and effective oversight within IYLM.

6.4 Goals and Strategic Objectives

6.4.1 Institutional development

Goal- To provide effective and efficient human resource and administrative services within IYLM towards institutional development and good governance, supported by enhanced information and communications technology.

This Goal will be realised through the achievement of the following Strategic Objectives within the Key Performance Area of Municipal Transformation and Organisational Development and the Finance, Governance and Administration Cluster:

- To improve the skills sets of IYLM Council and staff in line with their Personal Development Plans (PDPs).
- To improve the well-being of IYLM staff and Council for better service delivery.
- To improve the institutional performance of IYLM through the cascading of the institutional performance management system.
- To improve access to information for Council, staff, and citizens of IYLM.
- To increase the satisfaction levels of citizens with regards to IYLM services.

- To enhance governance through application of standing rules and orders of IYLM.
- To increase the organisational capacity of IYLM in annual prioritised work areas.
- To achieve equitable representation of Municipal staff in line with organisation's transformation agenda.

6.4.2 Municipal planning, maintenance & infrastructure provision

Goal – To provide sound municipal planning, maintenance, and infrastructure provision that delivers for the needs and aspirations of IYLM citizens.

This Goal will be realised through the achievement of the following Strategic Objectives within the Key Performance Area of Basic Services & Infrastructure and the Technical Services Cluster:

- To improve road infrastructure networks within IYLM for greater mobility of people, goods, and services.
- To achieve integrated land-use for sustainable human settlements within IYLM.
- To improve access to basic water & sanitation to citizens of IYLM.
- To improve access to electricity to citizens of IYLM.

6.4.3 Provide social infrastructure and quality social services

Goal- To provide quality social services and social infrastructure for the communities of IYLM, while ensuring public safety, promoting improved public health, and supporting sustainable environmental management.

This Goal will be realised through the achievement of the following Strategic Objectives that fall with the Key Performance Area of Basic Services & Infrastructure and the Social Needs Cluster:

- To improve the well-being of vulnerable groups within IYLM.
- To reduce HIV/AIDS related mortalities within IYLM.
- To reduce the incidence of road accidents within IYLM.
- To increase household access to refuse removal services within IYLM.
- To limit the risk of fires and disasters to communities within IYLM.
- To improve the environmental sustainability of IYLM.
- To improve access to public amenities and recreational facilities for people within IYLM.
- To improve the security and care of all animals within IYLM.
- To reduce the incidence of crime within IYLM.

6.4.4 Job creation, enterprise formation, business retention and expansion

Goal- To support enterprise formations, retention and expansion of businesses and initiatives that provides job opportunities and income to the people of IYLM.

This Goal will be realised through the achievement of the following Strategic Objectives that fall within the Key Performance Area of Local Economic Development and the Economic Development and Planning Cluster:

- To improve the agricultural sector contribution to the local economy of IYLM.
- To improve the forestry sub-sector's contribution to the local economy of IYLM.
- To enhance tourism sector's contribution to the local economy of IYLM.
- To grow enterprises involved in beneficiation and value-addition within IYLM.
- To increase employment opportunities (temporal and permanent) within IY Municipal area.
- To contribute to the environment sustainability of Instika Yethu through prevention of soil erosion and removal of alien species.

6.4.5 Building financial viability

Goal- To build the financial viability of IYLM through integrated planning, management, and good governance for a clean administration.

This Goal will be realised through the achievement of the following Strategic Objectives that fall within the Key Performance Area of Financial Management and Viability and the Finance, Governance, and Administration Cluster:

- To improve the accuracy of the IYLM's financial planning and reporting.
- To achieve best value for money through effective supply chain management within IYLM.
- To improve financial management capacity within IYLM.
- To strengthen the governance and control environment over all financial matters within IYLM.
- To achieve an unqualified audit opinion in the Municipality by 2014 and beyond.
- To increase revenue generation within IY Municipal area.

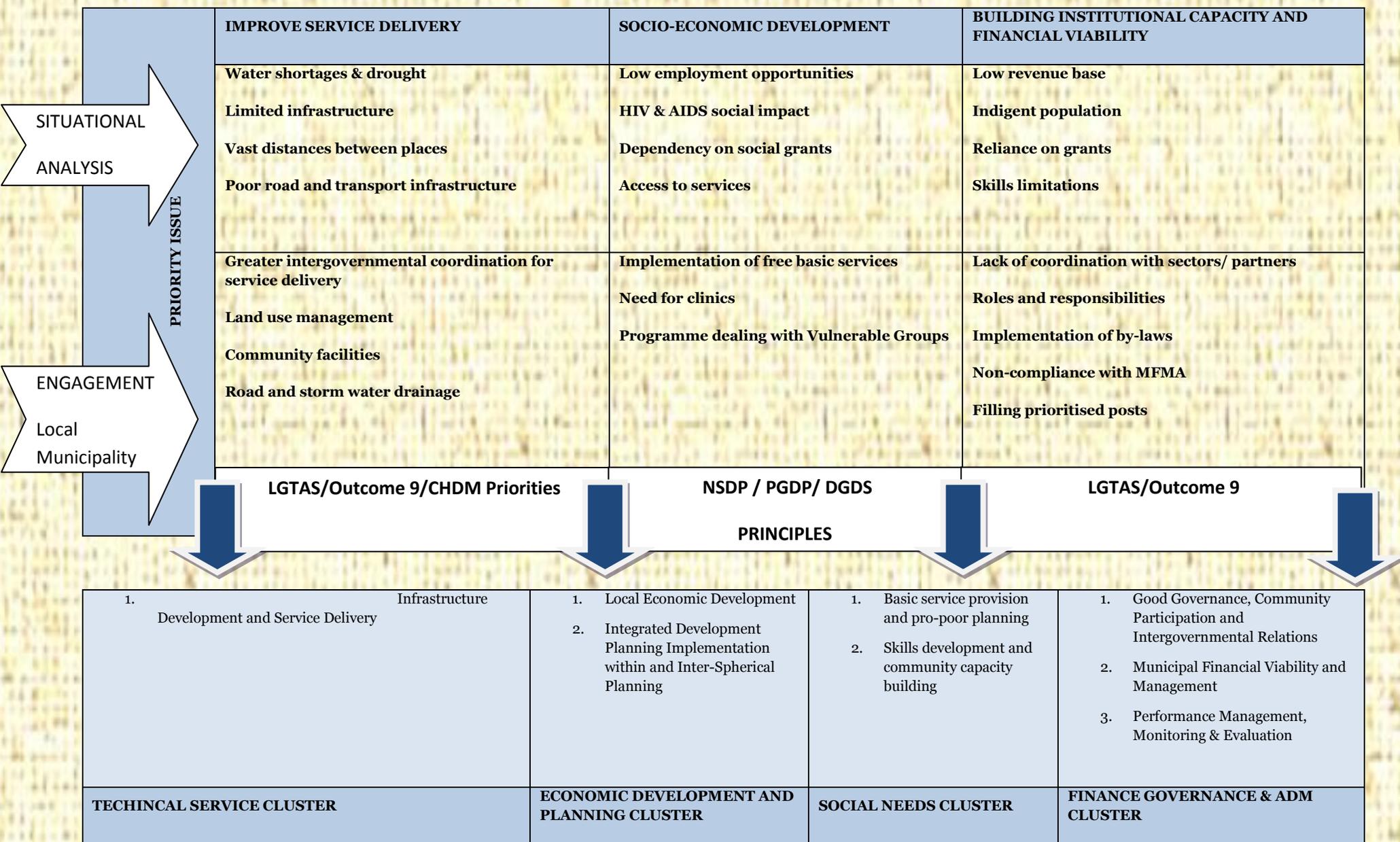
6.4.6 Good governance and oversight

Goal- To ensure good governance and oversight within IYLM.

This Goal will be realised through the achievement of the following Strategic Objectives within Good Governance and Public Participation Key Performance Area and the Finance, Governance and Administration Cluster:

- To strengthen the functionality of Ward Committees within IYLM.
- To improve communication within the IYLM.
- To improve Council Oversight and support to the political leadership within IYLM.

- To ensure codification, implementation of the by-laws, powers and functions.
- To ensure effective Integrated Development Planning within the Municipality.
- To ensure the participation of traditional leaders in service delivery.



6.5 The Three Year Implementation Plan

This section of the Integrated Development Plan outlines detailed Strategic Objectives, Strategies and Performance Indicators meant to track progress in addressing Priority Issues and realising the Goals across, and within, each of the Key Performance Areas over the next five years. The targets set over the medium term become the strategic basis for later cascading into the organisations Performance Management System (PMS). Furthermore, these indicators and their targets are specifically informed by existing District, Provincial, and National imperatives and considerations. Some of the indicators included are taken directly from the Local Government Performance Management Regulations, Schedule to the Municipal Systems Act. Also, note there is a distinction between the Technical Service Cluster and the Social Needs Cluster within the Basic Services & Infrastructure Key Performance Area, as both Clusters have their own respective Goals.

The three year Implementation Plan is then followed by the Projects and Programmes section, which provides a brief breakdown of the different projects and programmes planned for the Medium Term Expenditure Framework (MTEF). This section presents an integrated presentation of all of the scheduled projects and programmes to be implemented, including their spatial distribution, cost and source of funding, as well as duration over the next three years. In instances where funding was unavailable for some projects, but their potential to address an identified issue in line with organisational Goals and Strategic Objectives, these projects were included under the banner of 'Unfunded'. These project tables represent an attempt to integrate and align all planned initiatives within IYLM in terms of addressing the issues identified as part of the Situational Analysis, and emanating from the public participation

CHAPTER 4

KPA 1: Financial Management and Viability

Cluster: Finance, Governance and Administration

Strategic objective: To improve revenue collection

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Revenue	By ensuring accurate billing system for all the IYM customers / debtors	Approved annual supplementary valuation roll and tariffs. Monthly statements that are issued to customers. Monthly billing reports	Inaccurate billing. Use of postage and manual delivery of statements	Update all customers' details. Issuing of reminders through sms's and emails to all customers before the 7 th of every month	Update all customers' details. Issuing of reminders through sms's and emails to all customers before the 7 th of every month	Update all customers' details. Issuing of reminders through sms's and emails to all customers before the 7 th of every month
	Full implementation of credit control policy	Awareness campaigns to all our IYM customers. Restricted service to all non-paying customers	Long outstanding debts of our clients (120 days +)	Establish rate payer's forum Introduce rebates and discounts to fully paying customers. Bi-annual	Bi-annual awareness campaigns Reviewal of a credit policy	Bi-annual awareness campaigns Fully implemented of a credit policy

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
				awareness campaigns		
	Revenue enhancement initiative	Developed revenue enhancement plan	Outdated revenue enhancement strategy plan	Review revenue enhancement plan	Fully implementation of a revenue enhancement plan	Fully implementation of a revenue enhancement plan

Strategic objective: To ensure that expenditure incurred is aligned to approved budget and IDP

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Expenditure management	By spending according to votes	Developed budget plan	Over spending of the budget. Spending on unfunded mandate	Ensure that monthly cash flows are prepared in advance. Actual expenditure to based on cash backed sources.	Ensure that monthly cash flows are prepared in advance. Actual expenditure to based on cash backed sources.	Ensure that monthly cash flows are prepared in advance. Actual expenditure to base on cash backed sources.

				Issue monthly expenditure reports.	Issue monthly expenditure reports.	Issue monthly expenditure reports.
				Monitor spending pattern of the institution against the procurement plan	Monitor spending pattern of the institution against the procurement plan	Monitor spending pattern of the institution against the procurement plan
				Develop and implement contingency fund	Implementation of contingency fund	Implementation of contingency fund

Strategic objective: To Strengthen financial management through effective and efficient SCM processes

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Supply Chain Management	Centralisation of SCM processes	All quotations obtained by SCM Unit stamped and signed by SCM officials.	Decentralisation of procurement process.	Stamping of all quotations obtained by SCM Unit.	Stamping of all quotations obtained by SCM Unit.	Stamping of all quotations obtained by SCM Unit.
	Development and implementation of procurement plans	Approved procurement plans	Nonexistence of procurement plans	Development of procurement plans.	Development of procurement plans.	Development of procurement plans.
	Ensuring value for money	Conducted suppliers performance evaluation and vetting	Lack of supplier performance evaluation and vetting	Establishment of Supplier's performance evaluation committee	Functional supplier's performance evaluation committee	Functional supplier's performance evaluation committee
				Sending of suppliers list to CIPC and SARS quarterly	Sending of suppliers list to CIPC and SARS quarterly	Sending of suppliers list to CIPC and SARS quarterly
				Update LED Strategy and SCM	Implementation of LED strategy	Implementation of LED strategy and

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
	Promotion of local vendors or suppliers.	Awards to the value of R200 000 biased to local suppliers	Local suppliers are not fully participating and benefiting from IYM SCM policy	policy to accommodate local suppliers Implementation of LED strategy and SCM policy to accommodate local suppliers (ref to LED)	and SCM policy to accommodate local suppliers	SCM policy to accommodate local suppliers

Strategic objective: To ensure effective budget planning and reporting mechanisms

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Budget Planning and Reporting	To ensure that budget structure/ system enables accurate and reliable financial reporting	Compliant budgeting and reporting structure produced	Budget is misleading and not realistic as it excludes commitments. Unreliable compliance reporting as caused by inaccurate information	Configuration of budget to include commitments General ledger cleansing and correct capturing of information.	Configuration of budget to include commitments	

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
			<p>Un authorised expenditure caused by budget control measures.</p> <p>In correct allocation of votes lead to misallocation.</p> <p>Absence of underlying assumptions and basic of budget.</p> <p>Budget structure not talking to the general ledger structure due to the non – Itemisation of certain votes.</p>	<p>Implement approved procumbent plan based budget (including operation projects)</p> <p>On-going reconciliation between demand memo and requisition</p> <p>Perform breakdown of votes into line items aligned to the general ledger accounts</p>		

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
			Non alignment of the budget to the cash flow.	Alignment of the budget to the cash flow. Alignment of procumbent plans with transfer of allocations from treasury. Revival of Budget review structure.		
				Develop and implement a cost pressure based budget.	Develop and implement a cost pressure based budget	Develop and implement a cost pressure based Budget

Municipal Institutional development and Transformation

Cluster: Finance, Governance and Administration

Strategic objective: To ensure proper creation, maintenance use, access and disposal of records at IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Records Management	By strengthening and implementing proper records classification systems. By strengthening proper control of incoming and outgoing correspondence.	Sound records classification system. Controlled incoming and outgoing correspondence.	Misfiling of documents, no proper referencing and security for the records. Unauthorised access to records storage areas. File movement register is in use. All documents are date stamped. All received correspondence is registered. Turnaround time is three working days on information requested	At least one records management workshop targeted for all departments.	At least Two records management workshop targeted for all departments.	At least two records management workshop targeted for all departments.
				Implementation of proper filling system.	Implementation of proper filling system.	Implementation of proper filling system.
				Recording of all incoming and outgoing correspondence.	Implementation of proper filling system.	Implementation of proper filling system.
				At least one working day turnaround time	At least one working day turnaround time	At least one working day turnaround time on

	By following access to information procedure manual on documents requested.	Prompt reply/ response on information requests.	2013/2014.	on information requested.	on information requested.	information requested.
--	---	---	------------	---------------------------	---------------------------	------------------------

Strategic objective: To improve the skills development for councillors and staff of IYM.

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Skills development	By implementing trainings, learnships to councillors and staff according to work place skills plan (WSP).	Trainings and learnships apprehended for both councillors and staff according to WSP.	One learnship on records was conducted and two skills programmes conducted	Two learnship and six trainings targeted	Two learnship and six trainings targeted	Two learnship and six trainings targeted

Strategic objective: To provide effective administration service and support to council of IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Support to council and committee services	By ensuring standing rules and orders of the council are applied.	Compiled, signed council agendas and distributed seven days in advance.	Council agendas are not distributed seven days in advance.	At least four council agendas compiled and distributed council seven days in advance. At least four EXCO agendas compiled and distributed seven days in advance. All committee agendas compiled and distributed seven days in advance.	At least four council agendas compiled and distributed council seven days in advance. At least four EXCO agendas compiled and distributed seven days in advance. All committee agendas compiled and distributed seven days in advance.	At least four council agendas compiled and distributed council seven days in advance. At least four EXCO agendas compiled and distributed seven days in advance. All committee agendas compiled and distributed seven days in advance.

	By ensuring council benefits are correctly implemented.	Council benefits that are implemented according to government gazette.	Council benefits are not fully implemented according to the government gazette	All 42 councillors to receive their benefits as stipulated by the government gazette	All 42 councillors to receive their benefits as stipulated by the government gazette	All 42 councillors to receive their benefits as stipulated by the government gazette.
--	---	--	--	--	--	---

Strategic objective: To improve institutional performance of IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Performance Management System	By implementing performance management system.	Cascaded PMS to the level below senior managers.	PMS is implemented at the level of senior managers only.	Cascade PMS to the level of assistant managers and Project managers.	Cascade PMS to the level below assistance managers and Project managers.	Cascade PMS to all employees of IYM.
	By conducting employee satisfaction survey.	Conducted employee satisfaction survey and report.	One survey conducted and its recommendation implemented 2013/2014	At least one employee satisfaction survey conducted. Develop action plan Impact assessment (last survey)	Impact assessment (last survey)	Conduct at least one employee satisfaction survey

Strategic objective: To ensure proper monitoring and management of all IYM fleet.

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Fleet Management services	By developing and implementing fleet management systems.	Developed and implementable fleet management systems.	Currently fleet management systems are in place but the objectives of fleet management not fully achieved.	Procure and implement vehicle recovery and fleet monitoring system.	Implementation of vehicle recovery and fleet monitoring system	Implementation of vehicle recovery and fleet monitoring system

Strategic objective: To ensure compliance, equitable representation of municipal staff in line with organisation's transformation agenda

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Employment Equity	By implementing employment equity plan (EEP).	Implemented EEP.	Non-compliance to the EEP	Recruit according to the EEP to meet the target and goals. At least one	Recruit according to the EEP to meet the target and goals.	Recruit according to the EEP to meet the target and goals.

				<p>awareness workshop for both councillors and staff on employment equity regulations.</p>		
				<p>At least two meetings per quarter target.</p>	<p>At least two meetings per quarter target.</p>	<p>At least two meetings per quarter target.</p>
	<p>By having functional and capacitated employment equity committee.</p>	<p>Functional and capacitated employment equity committee.</p>	<p>Employment equity committee not functioning properly.</p> <p>One training conducted for developing employment equity plan.</p>	<p>Two workshops for the year.</p>	<p>At least two workshop targeted for the year</p>	<p>At least two workshop targeted for the year</p>

--	--	--	--	--	--	--

Strategic Objectives: To improve the well-being of staff and council of IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Employee assistance programme and occupational health and safety	By implementing health and wellness programmes.	Health and wellness programmes undertaken.	Two wellness programmes were undertaken in 2012/13.	Two wellness programmes.	Three wellness programmes.	Four wellness programmes.
	By ensuring safety of employees	Provided trainings and protective clothing	Training on occupational health and safety was undertaken.	Two trainings on occupational health and safety	Four training on OHS	Four trainings on OHS.

Strategic Objectives: To motivate and sustain employees of IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Human resource management.	By providing employees with fringe benefits.	Fringe benefits provided to employees.	Medical Aid subsidy, pension subsidy, cell phone allowance, car allowance, 13th cheque, and performance bonus and	Provision of fringe benefits to employees in accordance to their levels.	Provision of fringe benefits to employees in according to their levels.	Provision of fringe benefits to employees in according to their levels.

	By advising employees on conditions of services as per collective agreements.	Presented collective agreement	housing subsidy. Upon on employment employees are advised on schemes available	Provision of long service bonus and leave gratuity to qualifying employees At least one presentation on medical aid and pension fund for a year on products available.	Provision of long service bonus and leave gratuity to qualifying employees At least one presentation on medical aid and pension fund for a year on products available	Provision of long service bonus and leave gratuity to qualifying employees At least one presentation on medical aid and pension fund for a year on products available
--	---	--------------------------------	---	---	--	--

Strategic Objectives: To set up functional and efficient administration systems

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Organisational development (Leave management)	By introducing electronic system for monitoring work attendance of all employees.	Uni - clock system in place	Usage of attendance registers.	Uni - clock system in place	Uni - clock system in place	Uni - clock system in place
	Online application of leave	Application of leave online	Usage of leave books.	On line Application of leave.	On line Application of leave.	On line Application of leave.
				Daily capturing of leaves on payday system.	Daily capturing of leaves on payday system.	Daily capturing of leaves on payday system.
(Employee management)	By safe keeping employee records.	Created employee files and updated information in all employee files.	Updated employee files.	Update employee files on a monthly basis.	Update employee files on a monthly basis.	Update employee files on a monthly basis.
	By ensuring claims for S&T , overtimes, standby, sleep overs and shift allowance are	Registrar for all claim forms received. Stamped and sighed claim	All claims are registered, calculated, signed and stamped.	Ensuring that claims for S&T ,	Ensuring that claims for S&T ,	Ensuring that claims for S&T ,

	calculated using the right formulas and in line with relevant policies.	forms.		overtimes, standby, sleep overs and shift allowance are calculated using the right formulas and in line with relevant policies on a monthly basis.	overtimes, standby, sleep overs and shift allowance are calculated using the right formulas and in line with relevant policies on a monthly basis.	overtimes, standby, sleep overs and shift allowance are calculated using the right formulas and in line with relevant policies on a monthly basis.
--	---	--------	--	--	--	--

Strategic Objectives: To build capacity of the organisation through population of the organogram

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Recruitment and selection	By ensuring open and transparent recruitment processes and procedures.	Advertised post on notice boards, local and national newspapers.	Filled critical post by council.	Advertising and filling of critical posts. Induction of new employees on an annual basis. Filling of vacant	Advertising and filling of critical posts. Induction of new employees on an annual basis Filling of vacant	Advertising and filling of critical posts. Induction of new employees annual basis Filling of vacant

	By implementing agreed organogram	Filled position in the organogram in line with municipal needs and affordability	Filling of posts that are on the organogram	posts as per organogram and budget available.	posts as per organogram and budget available	posts as per organogram and budget available
--	-----------------------------------	--	---	---	--	--

Strategic Objectives: To develop institutional policies and by-laws.

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Policies and By- laws	By developing, implementing and reviewing municipal policies and By- laws.	Developed, and reviewed municipal policy and by- laws.	Policies are reviewed on an annual basis.	Reviewal of policy annually.	Reviewal of policy annually.	Reviewal of policy annually.
	By conducting awareness workshops on HR Policies	Awareness workshops on HR policies conducted	Awareness workshop on HR policy done annually	Gazetting and Publicizing bylaws for awareness and by in. One awareness workshop on HR policies to be conducted	Gazetting and publicizing bylaws for awareness and by in. One awareness workshop on HR policies to be conducted	Gazetting and publicizing bylaws for awareness and by in. One awareness workshop on HR policies to be conducted
	By ensuring enforcement of bylaws by peace officers.	Peace officers that enforces bylaws	By- laws are not reviewed.	Continuous visibility of peace officer to enforce by- laws	Continuous visibility of peace officer to enforce by- laws	Continuous visibility of peace officer to enforce by- laws

--	--	--	--	--	--	--

KPA 2: Good Governance and Public Participation

Cluster: Finance, Governance and Administration

Strategic objective: To strengthen the functioning of ward committees

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Ward committee support	Through capacity building	Trained ward committees	Lack of awareness on amended bills, policies and new bylaws.	2 trainings targeted	2 trainings targeted	2 trainings targeted
	Assisting ward committees with resources	Resourced ward committees	Limited resources for ward committees	All ward committees to be provided with Office space and equipment	All ward committees to be provided with working tools/ equipment	All ward committees to be provided with working tools/ equipment
	Continuous evaluation of ward committees on their performance	Developed reporting template	No formal reporting tool / template for ward	Monthly reports	Monthly reports	Monthly reports

			committees			
--	--	--	------------	--	--	--

Strategic objective: To have well informed communities that participates in the affairs of IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Public Participation	Through public meetings , outreach programmes and road shows	Notice to the public and attendance registers	Well-structured public meeting	Quarterly meetings with relevant stakeholders including vulnerable groups and previously disadvantaged individuals in all wards (on service delivery issues)	Quarterly meetings with relevant stakeholders including vulnerable groups and previously disadvantaged individuals in all wards (on service delivery issues)	Quarterly meetings with relevant stakeholders including vulnerable groups and previously disadvantaged individuals in all wards (on service delivery issues)
				IDP/budget road shows	IDP/budget road shows	IDP/budget road shows

				Annual report 1 community survey	Annual report 1 community survey	Annual report 1 community survey
	By conducting community satisfaction surveys	Report	1 community survey conducted	1 public participation forum in each ward	1 public participation forum in each ward	1 public participation forum in each ward
	Establishment of public participation stake holders forum	Established public participation forum	Non-existent of public participation forum			

Strategic objective: To ensure effective communication internally and externally at IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Communication	By developing communication strategy with in the IYM	Communication strategy in place	Draft communication strategy in place	1 Workshops (internally) and 1 awareness campaign (externally) on communication strategy.	1 Workshops (internally) and 1 awareness campaign (externally) on communication strategy.	1 Workshops (internally) and 1 awareness campaign (externally) on communication strategy.

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
	<p>By strengthening communication within the institution both internal and external</p> <p>By strengthening communication with communities through presidential hotline and complaint management system.</p>	<p>Conducted LLF meetings, staff meetings, notices, memos, internet and intranet.</p> <p>By responding to the complaint with in 30days</p>	<p>Structured LLF meetings, staff meetings, notices, memos, internet and intranet.</p> <p>Responded complaints within 30days as turnaround time.</p>	<p>Adopted communication strategy</p> <p>Holding regular talk shows with media (electronic and print)</p> <p>Quarterly LLF meetings , Upgraded website</p> <p>2 newsletters and development of marketing material (banners)</p> <p>Annual report</p> <p>One roads how per ward on council programs.</p>	<p>Adopted communication strategy</p> <p>Holding regular talk shows with media (electronic and print)</p> <p>Quarterly LLF meetings , Upgraded website</p> <p>2 newsletters and development of marketing material (banners)</p> <p>Annual report.</p> <p>One roads how per ward on council programs.</p>	<p>Adopted communication strategy</p> <p>Holding regular talk shows with media (electronic and print)</p> <p>Quarterly LLF meetings , Upgraded website</p> <p>2 newsletters and development of marketing material (banners)</p> <p>Annual report.</p> <p>One roads how per ward on council programs.</p>

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017

Strategic Objective: To establish well-integrated information, communication technology systems

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
ICT	By procuring and upgrading relevant ICT systems.	Upgraded ICT systems	Challenges with the current system	Installation of fibre optic cables. Core ICT infrastructure stabilisation Installation of server room environmental monitoring controls Licence maintenance and upgrades Review and enforce	Installation of fibre optic cables. Core ICT infrastructure stabilisation Installation of server room environmental monitoring controls Licence maintenance and upgrades Implementation of ICT governance	Installation of fibre optic cables. Core ICT infrastructure stabilisation Installation of server room environmental monitoring controls Licence maintenance and upgrades Implementation of

	Reviewal and Enforcement of ICT governance frame work	Documented and approved ICT governance frame work	Framework is available but with gaps	implementation of ICT governance framework	framework	ICT governance framework
--	---	---	--------------------------------------	--	-----------	--------------------------

Strategic objective: To ensure emancipation of vulnerable groups within IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
SPU	By mainstreaming SPU programme within the IYM. Identification of needs for SPU groups.	Mainstreamed SPU programmes in all IYM departments. Needs analysis report on SPU groups.	Fragmented SPU programmes. One training and 1 dialog	Planning meetings with all heads of Departments Quarterly reports on programmes and activities of all departments in relation with SPU. Development of needs analysis template and questionnaire.	Planning meetings with all heads of Departments. Quarterly reports on programmes and activities of all departments in relation with SPU. Development of needs analysis template and questionnaire.	Planning meetings with all heads of Departments. Quarterly reports on programmes and activities of all departments in relation with SPU. Development of needs analysis template and questionnaire.

				Develop a plan according to the needs analysis.	Develop a plan according to the needs analysis.	Develop a plan according to the needs analysis.
				Implementation of the plan.	Implementation of the plan.	Implementation of the plan.

Strategic objective: To ensure the honouring of national calendar days

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
National days celebration	By celebrating all the national calendar days	Events honoured that are on a national calendar	Six national celebration were honoured (youth month, Mandela day, women day, world Aids day , Chris Hani month and	Youth month, Mandela day, women day, world Aids day , Chris Hani month,	Youth month, Mandela day, women day, world Aids day , Chris Hani month,	Youth month, Mandela day, women day, world Aids day , Chris Hani month,

			disability month.	disability month, Humans right day and 16 days of activism .	disability month, Humans right day and 16 days of activism	disability month, Humans right day and 16 days of activism
--	--	--	-------------------	--	--	--

Strategic objective: To strengthen council support and oversight within IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Council support and oversight.	Functional Audit committee that regularly report to the council Functional risk and anti- fraud committee that regularly report to the council.	Audit committee reports to the council. Documented and approved risk management framework and anti- fraud and corruption strategy.	No structured reporting to the council 2013/2014 All the frameworks are not yet implemented in 2013/2014 Two reports submitted to the council 2013/2014 One training conducted on MPAC working procedures	At least four Audit committee reports submitted to the council. Reviewal and approval of risk management framework and anti- fraud and corruption strategy. Conduct one workshop on risk management framework Conduct one	At least four Audit committee reports submitted to the council. Implementation of risk management and anti- fraud and corruption strategy Development of an assessment tool (questionnaire)	At least four Audit committee reports submitted to the council. Implementation of risk management and anti- fraud and corruption strategy Assessment of risk management and anti- fraud and corruption strategy

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
		<p>Risk management and anti-fraud committee reports to the council.</p> <p>Quarterly MPAC reports to the council.</p>	<p>and processes 2013/2014.</p> <p>Non-compliance to the MPAC programme of action.</p> <p>Implementation according to the Terms of reference guiding the MPAC.</p>	<p>workshop on anti-fraud and corruption strategy.</p> <p>At least four risk management and anti-fraud committee reports to the council.</p> <p>Four MPAC reports tabled and adopted by the council by June 2015.</p> <p>One training on financial statements interrogation.</p> <p>One training on Audit</p>	<p>At least four risk management and anti-fraud committee reports to the council.</p> <p>Four MPAC reports tabled and adopted by the council by June 2016.</p>	<p>At least four risk management and anti-fraud committee reports to the council.</p> <p>Four MPAC reports tabled and adopted by the council by June 2017.</p>

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
	Functional MPAC that regularly report to the council.	<p>By conducting trainings to the MPAC members.</p> <p>Developed annual MPAC programme of action.</p> <p>Reviewed terms of reference for MPAC</p>		<p>interrogation.</p> <p>One training on investigation, monitoring and evaluation of projects.</p> <p>One exposure /learning visit.</p> <p>One training on annual report oversight.</p> <p>One MPAC programme of action developed and adopted by the council.</p> <p>Reviwal of MPAC terms of reference by</p>	<p>Review MPAC plan and be adopted by the</p>	<p>Review MPAC plan and be adopted by the council.</p>

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
	<p>By developing a structured annual MPAC programme of action.</p> <p>By reviewing terms of reference guiding MPAC.</p>			council.	council. Reviwal of MPAC terms of reference by council.	Reviwal of MPAC terms of reference by council.

Strategic objective: To monitor and evaluate overhaul municipal and employees' performance.

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Performance Management system	By conducting quarterly evaluation processes.	Signed performance agreements and reports.	Only senior Mangers / directors are evaluated on PMS.	Four performance evaluation reports.	Four performance evaluation reports.	Four performance evaluation reports.
	By developing an annual report	Adopted and signed annual report.	One annual report prepared in 2012/2013.	One annual report adopted and signed.	One annual report adopted and signed	One annual report adopted and signed
	By cascading PMS to lower levels of staff. (corporate)			PMS policy and implementation plan.		
				Signing of performance plans by assistant managers with Senior Managers.		
				Cascading of PMS		

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
				to assistant managers		

Strategic objective: To promote and maintain sound employee relations

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Employee relations	By having bilateral meetings with shop stewards on quarterly basis.	Bilateral meetings	No structured meetings are on an adhoc basis 2013/2014.	Four bilateral meetings.	Four bilateral meetings.	Four bilateral meetings.
	By having monthly LLF meetings.	Monthly LLF meetings.	One LLF meeting held in two months 2013/2014.	Monthly LLF meetings.	Monthly LLF meetings	Monthly LLF meetings
	By capacitating employees, shop stewards on employees relations.	Training of employees, shop stewards on employee relations.	One awareness programme conducted 2013/2014. Two trainings on disciplinary skills conducted to	One Training for Employees, shop steward and managers on	One Training for Employees, shop steward and managers on	One Training for Employees, shop steward and managers on

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
	Promotion and maintenance of discipline to employees.	Disciplinary hearings conducted and decrease of disciplinary hearings.	managers. One disciplinary skill conducted to shop stewards. One disciplinary hearing were conducted per month 2013/2014.	employee relations. Atleast two disciplinary hearing per quarter. Awareness on disciplinary codes of conduct to employees. Awareness on grievance handling for employers and employees. Reviwal of Policy on allowance and	employees' relations. Atleast one disciplinary hearing per quarter. Awareness on disciplinary codes of conduct to employees. Awareness on grievance handling for employers and employees	employees' relations. Atleast one disciplinary hearing per quarter. Awareness on disciplinary codes of conduct to employees. Awareness on grievance handling for employers and employees

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
	By ensuring compliance with labour legislation	Reviwal of policy on Allowance and Benefits	Not fully compliant with labour legislation.	benefits. Advise of relevant department (corporate service)	Advise of relevant department (corporate service)	Advise of relevant department (corporate service)

KPA 1: Basic Service & Infrastructure

Cluster: Social Needs Cluster

Strategic objective: To reduce HIV related mortalities within IYM by 1% to 11.5 by 2017

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
HIV/AIDS	By providing awareness campaigns and Trainings to communities of IYM in HIV/ AID related issues.	Conducted trainings sessions and awareness campaigns in the entire ward.	4 Trainings in 4 wards and 2 awareness campaign conducted for all wards in 2013/2014 financial year	1 trainings and 1 awareness campaign in each ward	1 trainings and 1 awareness campaign in each ward	1 trainings and 1 awareness campaign in each ward
	By establishing and capacitating HIV/ AIDS forums and support groups through knowledge, skills etc	Established forums and support groups and capacitation programs provided	Ground diggers, NGO Forums, LAC forum, community dialogues and War Room in all wards and 5 support groups in 5 wards,	Establish 2support groups in 2 wards.	Establish 2support groups in 2 wards	Establish 2support groups in 2 wards
	By facilitating the implementation of food Security programme for vulnerable groups and HIV/AIDS in all IYM wards	Food gardens for people living with HIV/AIDS and vulnerable individuals	21 gardens in all wards	Fully functional households gardens in all 21 wards for vulnerable and HIV/AIDS individuals	Fully functional households gardens in all 21 wards for vulnerable and HIV/AIDS individuals	Fully functional households gardens in all 21 wards for vulnerable and HIV/AIDS individuals

Strategic objective: To reduce the incidence of Road accidents with IYM by 2% annually by 2017

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Traffic Safety	By conducting massive traffic operations in collaboration with other law enforcement agencies	No of Road blocks, traffic inspections and speed checking's conducted	6 massive operations and daily traffic inspections conducted in 2013/2014 financial year	10 massive operations and daily traffic inspections conducted	10 massive operations and daily traffic inspections conducted	10 massive operations and daily traffic inspections conducted
	By conducting awareness campaigns to road users and schools	No of awareness campaigns conducted to road users and schools	3 awareness campaigns conducted in 2013/2014	4 awareness campaigns conducted for road users and schools	6 awareness campaigns conducted for road users and schools	8 awareness campaigns conducted for road users and schools
	To formalise relations with other sector departments e.g. Dept of Justice and SAPS	Number of meeting attended	Quarterly meetings held in 2013/2014 financial year	1meeting per quarter	1meeting per quarter	1meeting per quarter
Licencing	By complying with national standards and regulations of Dept of Transport	Maintained Zero query compliance report issued by Dept of Transport	No queries with regard to issues of compliance in 2013/2014 financial year	Maintain the status Quo	Maintain the status Quo	Maintain the status Quo
	By increasing revenue generated on driving licences and registering authority.	Increased revenue				

Strategic objective: To provide support to indigent households within IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Indigent households	By registration of indigent households across all wards	Indigent register	Indigent register available for 2013/2014	5100	5200	5300
	By facilitating access to provision of free basic services to indigent households	Provided support to indigent household earning less than two state grants	5000 indigent households receiving support.	5100	5200	5300
	By conducting awareness campaigns to communities of IYM in all wards	No of awareness campaign's conducted	5 awareness campaigns in 5 wards conducted	1 awareness campaign in each ward	1 awareness campaign in each ward	1 awareness campaign in each ward
	Establishment of indigent steering committee in all wards	No of steering committee established in all wards	No Steering committee established	1 steering committee established in each ward	1 steering committee established in each ward	1 steering committee established in each ward

Strategic objective: To ensure provision of waste management services to residences within IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Waste Management	Provision of communal skip bins to residence of IYM without access to the services	No of skip bins provided	20 skip bins	1 additional skip bin provided	1 additional skip bin provided	1 additional skip bin provided

	Strengthening of waste management cooperation by community of IYM	Improved aesthetic appearance of IYM communities	Non-cooperation by business and communities of IYM on waste collection schedule.	Quarterly awareness campaigns and enforcement of waste management bylaw	Quarterly awareness campaigns and enforcement of waste management bylaw	Quarterly awareness campaigns and enforcement of waste management bylaw
--	---	--	--	---	---	---

Strategic objective: To ensure environmental sustainability in IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Environmental Management	By complying with environmental legislation in all environmental aspects.	Compliance with Landfill site and transfer station permits.	There is compliance with Landfill site and transfer station permits.	Maintained compliance with landfill site and transfer station permits through reports from DEDEAT	Maintained compliance with landfill site and transfer station permits through reports from DEDEAT	Maintained compliance with landfill site and transfer station permits through reports from DEDEAT
Grass cutting						
Cemeteries	By planning, managing and maintaining cemeteries	Formalise and planned cemeteries in place	Cemeteries not maintained according to the cemetery norms and standards	Identification and survey of new cemetery site.	EIA ,Landscaping and fencing of cemetery sites	New sites functional

Strategic objective: To minimise the risk of fires and disaster incidents in all communities of IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Fire fighting and disaster management	Provision of fire beaters , awareness campaign and revival of fire committees	Reduction of fire and disaster incidents	Ignorance by communities with regard to fire prevention.	1 awareness campaigns per ward conducted. Implementation of international strategy on disaster reduction (schools)	2 awareness campaigns per ward conducted. Implementation of international strategy on disaster reduction (schools)	3 awareness campaigns per ward conducted. Implementation of international strategy on disaster reduction (schools)

Strategic objective: To improve security and care of all animals within IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Livestock and animal care	By complying with the set standards of national animal care	Fenced pound, secured and well cared animals	Properly fenced and secured pounds.	Vaccination and feeding of animals impounded. SPCA reports	Vaccination and feeding of animals impounded. SPCA reports	Vaccination and feeding of animals impounded.

						SPCA reports
--	--	--	--	--	--	--------------

Strategic objective: To maintain public amenities and recreation facilities within the IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Public Amenities (halls)	By providing security and maintenance of all public amenities services a	Well maintained public amenities and secured halls	Security officers and functional hall committees	Development of maintenance plan of all public amenities and its implementation thereof	Implementation of maintenance plan	Implementation of maintenance plan

Strategic objective: To have functional community safety forum at IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Public Safety	By coordinating meetings of community safety forum	No of community safety forums meetings coordinated	2 meeting held in 2013/2014	Quarterly meetings held	1 Quarterly meetings held	Quarterly meetings held

Basic Service Delivery and Infrastructure development

Cluster: Technical Service Cluster

Strategic Objective: To improve road and transport infrastructure networks within IYM for greater mobility of people, goods and services.

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Road and Transport planning	<p>Through our Integrated transport plan, we will construct and maintain road transport infrastructure network by:</p> <ul style="list-style-type: none"> - Utilising our in-house construction and maintenance unit. - External resources 	<p>No of Km's of prioritised roads completed.</p> <p>No. of intermodal facilities that are prioritised and completed.</p>	<p>Backlog of 1014 km's at the end of 2012/2013</p> <p>One intermodal facility completed</p>	<p>44 km of access roads to be constructed and 22 km maintained.</p> <p>One intermodal facility to be completed</p> <p>Vehicle testing station.</p>	<p>55 km of access roads to be constructed and 30 km maintained.</p> <p>One intermodal facility to be completed</p>	<p>65 km of access roads to be constructed and 40 km maintained.</p> <p>Two intermodal facility to be completed</p>

Strategic Objective: Improvement of municipal infrastructure and amenities

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Building control and municipal public works	Utilising our maintenance plan , we will keep condition of our infrastructure in good/acceptable condition by: <ul style="list-style-type: none"> - Utilising our in-house construction and maintenance unit - External resources 	No. of infrastructure/assets maintained and constructed	Tsomo offices, paving 9Cofimvaba and Tsomo town), Cofimvaba sport fields upgrade, Cofimvaba public toilets, fencing (Municipal offices) were constructed in 2013/14.	Wellness centre (Cofimvaba spots field), Lubisi chalets will be constructed.	Upgrade of Tsomo sport field, Council Chambers, Server room and Registry will be constructed..	Municipal stores to be constructed.

Strategic Objective: To achieve integrated land use planning for sustainable human settlements within IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Land use planning and human settlements	Utilising our SDF and Small towns Development Plan, we will establish : <ul style="list-style-type: none"> - Mixed use settlements(townships) - Guidance of land use plans 	No. of approved townships. No. of approved developmental project. No. of beneficiaries in need of sites and housing.	Thabo village township, infill applications were established in 2013/14	Establish the following townships: <ul style="list-style-type: none"> - Ezintlanti (Mandela View), Section C/Extension and Nkanini. Establish housing	Establishment of Ekuphumleni Township, section C/ Extension 4 Establish housing	Extension of Emahlabini township

				project at Nyanzela/Magwala. Extension of Polly Township	project at Nyanzela/Magwala, Nkanini and Ezintlanti	
--	--	--	--	---	---	--

Strategic Objective: To improve access to basic water and sanitation to citizens of IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Water and Sanitation	Using water services development plan by: - Maintaining quality drinking water through DWA standards and Water Safety Plans. - Maintaining quality waste water by adhering to DWA standards and waste water risk abatement plan. - To maintain the existing infrastructure (water networks, water schemes).	Blue drop percentage	92% blue drop certification	92.5% blue drop certification to be achieved.	92.8% blue drop to be achieved	94% blue drop to be achieved.
		Green drop percentage	9.7% green drop certification	15% green drop certification to be achieved	20% green drop certification to be achieved.	30% green drop certification to be achieved
		No. of schemes maintained and extended	108 schemes maintained in 2013/14 and three were extended.	109 schemes to be maintained and 4 extensions	110 schemes	112 schemes

--	--	--	--	--	--	--

Strategic Objective: To improve access to electricity to citizens of IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Electricity	By utilising INEP grant to municipalities to do house connections.	No. of households connected to Grid.	Electrification of 674 households in 2013/14	333 household to be electrified and connected.	1052 households to be electrified and connected.	1210 households to be electrified and connected.

KPA 1: Local Economic Development

Cluster: Economic Development and Planning

Strategic Objective: To resuscitate primary agricultural production within IYM.

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Agricultural Development	By providing massive support for crop production and livestock improvement to identified communities.	<p>Number of hectares planted.</p> <p>Costs and quantities of inputs (seed and fertilizers) provided.</p> <p>Mechanisation support provided.</p> <p>Number of constructed shearing sheds, dipping tanks, sales pans and supplied rams to the identified communities.</p> <p>No of farmers day held to the</p>	<p>350 hectares planted in 2013/2014</p> <p>One shearing shed constructed and 36 rams supplied in 2013/2014.</p> <p>Two famer's day held in</p>	<p>400 hectares to be plant.</p> <p>To construct two shearing sheds.</p> <p>At least two</p>	<p>500 hectares to be plant.</p> <p>To construct three shearing sheds.</p> <p>At least two</p>	<p>550 hectares to be plant.</p> <p>To construct four shearing sheds.</p> <p>At least two</p>

		identified communities	2013/2014.	farmers day targeted for the year.	farmers day targeted for the year.	farmers day targeted for the year.
--	--	------------------------	------------	------------------------------------	------------------------------------	------------------------------------

Strategic Objective: To assist formal and informal businesses involved in job creation activities and value - addition within IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
SMME Development	By providing support to our SMMEs in the form of: workshops, training and start-up capital.	Number of training s, workshops and start-up/ working capital provided.	Two workshop and two trainings were held in 2013/2014	At least four trainings and two workshops targeted for the year.	At least four trainings and two workshops targeted for the year.	At least four trainings and two workshops targeted for the year.
			Two informal businesses	At least two	At least three	At least three

			supported on start – up/ working capital.	informal businesses targeted with start-up/ working capital.	informal businesses targeted with start-up/ working capital.	informal businesses targeted with start- up/ working capital.
	By strengthening all the business associations/fora .	Functional business associations/ fora with clear programmes.	Current structures are not fully functional.	Yearly programme developed.	Yearly programme developed.	Yearly programme developed.
				Quarterly meetings with non - functional structures.	Quarterly meetings with non - functional structures	Quarterly meetings with non - functional structures

Strategic Objective: To develop and market tourism, culture and heritage at IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Tourism and heritage development	By developing tourism and heritage products and marketing IYM as preferred tourist destination.	Number of tourism and heritage products developed and marketed.	Heritage and tourism product are not well developed.	Source funds for the tourism and heritage products.	Source funds for the tourism and heritage.	Source funds for the tourism and heritage products.
	By strengthening LTO as well as tourism businesses.	Functional LTO structure and number of business supported.	Current LTO not operating to its full capacity.	Two trainings targeted for the year Attend at least three marketing/ trade shows Yearly programme developed. Develop a business plan	Three trainings targeted for the year Attend at least three marketing/ trade shows Yearly programme developed. Source funding for the implementation of business plan.	Four Trainings targeted for the year. Attend at least three marketing/ trade shows Yearly programme developed. Source funding for the implementation of business plan

--	--	--	--	--	--	--

Strategic Objective: Establishment of Egg and vegetable production enterprise in IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Income Generating Enterprise	By providing support to Egg and vegetable producing projects	Supplied feed , layers, inputs (seedlings and fertilizer) and medicine	3 projects supplied with feed , layers, inputs (seedlings and fertilizer) and medicine	Source funding for the extension of the layer structures Support at least one vegetable project with inputs	Source funding for the extension of the layer structures Support at least two vegetable project with inputs	Source funding for the extension of the layer structures Support at least three vegetable project with inputs

				Support at least two Egg projects with Branding Feed and medicine	Support at least three projects with Feed and medicine	Support at least four Egg projects with Feed and medicine
--	--	--	--	---	--	---

Strategic Objective: To facilitate creation of job opportunities within IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Job creation	By lobbying funding for job creation programmes	Funding received and no. of jobs created	1147 jobs created in 2013/14	1400 jobs to be created	1600 jobs to be created	1800 jobs to be created

Strategic Objective: To facilitate value addition on forestry products within IYM

KPA	Strategy	KPI	Baseline indicator	Annual target		
				2014-2015	2015-2016	2016-2017
Forestry development	By lobbying partnership for Tree Nursery	Partnerships established	No partnership established in 2013/14 and the Tree Nursery is not functioning to	Secure at least one partner for Tree Nursery	Secure at least one partner for Tree Nursery	Secure at least one partner for Tree Nursery project.

			its full capacity	project.	project.	
--	--	--	-------------------	----------	----------	--

6.6 Projects and Programmes

The projects and programmes provided below are planned initiatives that will be undertaken within the municipal area within the MTEF. They represent the vehicles which will drive the progress towards those service delivery targets set in the previous section, as well as give a clear indication of which Provincial Departments plan to implement programmes or projects within the area. Financial allocations and budgets for the MTEF are provided for those projects that have been prioritised and identified for IYLM, whereas other projects and programmes that do not yet have funding are noted in the next section.

6.6.1 KPA 1: Municipal Transformation and Organisational Development:

Corporate services

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Skills development	Training expenses		Equitable share	R 350 000.00	R 378 000.00	R 415 800.00
	Interns training and CPMD Programme		FMG	R 473 620.00	R 511 509.60	R 562 660.44
Staff Well being	Occupational Health & Safety Programme (OHS)		Equitable share	R 300 000.00	R 324 000.00	R 356 400.00
	Employee Assistance Programme (EAP)		Equitable Share	R 200 000.00	R 216 000.00	R 237 600.00
Performance Management System	PMS		Equitable Share	R500 000.00	R540 000.00	R540 000.00
Fleet Management	Motor Vehicle monitoring		Equitable Share	R298 775.19	322 677.21	R354 944.93

Municipal Managers Office

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Ward committee Support	Advance Councillor Training	All	Equitable Share	R300 000.00	R324 000.00	R356 400.00
Public Participation	Public Participation	All	Equitable Share	R189 190.99	R204 326.27	R224 758.89
Imbizo	Imbizo	All	Equitable Share	R207 153.60	R238 020.55	R261 822.60
EPWP	EPWP	All	Equitable Share	R1 000 000.00	R1 080 000.00	R1 188 000.00
National day celebration	National day Celebration	All	Equitable Share	R210 801.57	R227 665 .69	R250 432.26
SPU	SPU	All	Equitable Share	R261 784.80.	R282 727.58	R311 000.34
Communications	Corporate Identity	All	Equitable Share	R116 113.37	R125 402.44	R137 942.69
ICT	Micro Soft Volume Licencing –		Equitable Share	R981 767.94	R1 060 309.38	R1 166 340.32

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
	Outright purchase					

6.6.2 KPA 2: Basic Services and Infrastructure

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Electricity	Makhwababa 253 connections	Ward 11	DoE	R468 0500.00		
	Ndwashini 71 connections	Ward 11	DoE	R131 9500.00		
	Cofimvaba Rural Ph1 2B2 Ajoliwe, Gushed, Mbulu	Ward 14	ESKOM	R3 768 570.34		
	Mcambalala- Bholotwa 2A 300 households Lalini	Ward 3	ESKOM	R5 400 000.00		
	Mcambalala/ Bholotwa B 268 households. Bhukwan Ext, Bhencuthuli, Cungwana, Upper Lanti Ext	Ward 3	ESKOM	R4 824 000.00		

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Housing	Ntsongeni 130	Ward 8	Human Settlement	R1 650 000.00		
	Chris Hani Heritage 1000 (511 units) rural	Ward 3	Human Settlement	R1000 000.00		
	Vuyisile Mini 1000 (500) rural	Ward 10	Human Settlement	R273 345.00		
	Tsomo Ext 2	Ward 8	Human Settlement	R100 000.00		
	Joe Slovo 608	Ward 14	Human Settlement	R100 000.00		
	Enyanisweni 431	Ward 14	Human Settlement	R100 000.00		
	Lubisi 1000 rural	Ward 14	Human Settlement	R150 000.00		
	Intsika Yethu 117 Rectification	Ward 14	Human Settlement	R113 112.00		

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Road and Transport Planning	(MIG Committed Projects) Fourty to Mawusheni Access Road	13	MIG	R 38 856 000.00 R4 711 071.00	R 41 964 480.00	R 46 160 928.00
	Ngqwura to Zwelioxlie Access Road	12	MIG	R1 770 000.00		
	Lower Qutsa to Ndenxe	7	MIG	R1 770 000.00		
	Ngxwashu Access Road	1	MIG	R1 770 000.00		
	Deckets hill to Cube Access road	5	MIG	R2 360 000.00		
	Xume to Nobhokwe Access Road	9	MIG	R3 736 667.00		
	Upgrading gravel to surface (Tsomo Road and Storm water	8	MIG	R6 925 980.00		
	Vehicle Testing Centre	14	MIG	R155 850.00		
	Storm Water Management Plan		MIG	R826 520.00		
	Cofimvaba stadium	14	MIG	R4 586 73.00		
	Integrated Transport Plan		MIG	R700 000.00		
	Lubisi Development centre chalets	20	MIG	R200 000.00		
	Road Maintenance (Routen)		Equitable Share	R 1 535 172.77	R 1 657 986.59	R 1 823 785.25
Land use planning and human settlements	Town Planning and Land Use/ Land Survey		Equitable Share	R 778 882.91	R 841 193.54	R 182 3785.25
			Equitable Share	R 800 000.00	R 864 000.00	R 960 400.00
Water & Sanitation (CHDM)	<i>Cofimvaba Ward 15 - Water Reticulation Phase 2</i>	15	MIG	R 5 000 000.00	R 4 500 000.00	
	<i>Cofimvaba - Roads in Wards 7, 9, 12, 14(528)</i>	7, 9, 12, 14	MIG	R 5 000 000.00	R 5 000 000.00	
	Tsomo RDP 2 Water supply		MIG	R 0.00		
	<i>RDP Phases</i>		MIG	R 0.00		
	Tsomo RDP 3	8	MIG	R 500 000.00		
	Luthuli water supply	6	MIG	R 0.00		
	Ward 8 Sanitation	8	MIG	R 0.00	R 2 000 000.00	R 5 000 000.00
	Ward 3 Sanitation	3	MIG	R 0.00	R 3 500 000.00	R 7 000 000.00
	<i>Phase 3 - Ward 7</i>	7	MIG	-	R 3 500 000.00	R 7 000 000.00
	<i>Phase 3 - Ward 1</i>	1	MIG	-	R 2 000 000.00	R 5 000 000.00
	<i>Phase 3 - Ward 2</i>	2		-	R 2 000 000.00	R 2 000 000.00
	Qamata water Project(877)		MIG	R 30 000 000.00	R 1 000 000.00	
	Intsika Yethu Ward (6,9,12,21 old phase 2) Water Supply	6,9,12,21	MIG	R 0.00	R 1 000 000.00	R 1 590 117.33

Kuluqolo Access Roads		MIG	R 0.00		
Intsika Yethu Sanitation - Amanzabantu		MIG	-	R 4 000 000.00	R 2 000 000.00
Cofimvaba water reticulation		MIG	R10 000 000.00	R 2 000 000.00	
Cluster 2 Water backlog(Ward1,4,5,6,7)		MIG		R 5 000 000.00	R 3 000 000.00
<i>Glen Grey TRC 6 villages</i>		MIG	R 0.00		
<i>Regional Scheme 4 Phase 1B</i>		MIG	R 3 000 000.00		
<i>Regional Scheme 5 Phase 1</i>		MIG	R 1 500 000.00		
Cluster 6 Sanitation (Wards 1,2,3,4,6,7,8,9,22 & 23)		MIG	R 0.00	R 6 897 244.00	R 12 000 000.00
Cluster 7 Sanitation (Wards 10,11,12,14 & 20)		MIG	R 0.00	R 8 000 000.00	R 12 000 000.00
Cluster 8 Sanitation (Wards 15,16,17,18,19)		MIG	R 0.00	R 7 000 000.00	R 12 000 000.00
Upgrading of Tsojana Treatment Works and Bulkline		MIG	R 0.00	R 3 000 000.00	
Upgrading of Tsomo Water Treatment Works		MIG	R 0.00	R 2 000 000.00	
Tsomo Bulk Services(New Housing Development In Tsomo)		MIG	R 0.00	R 5 000 000.00	
Cluster 9 Water backlog (Ward 13)		RBIG	R 65 600 000.00	R 88 000 000.00	R 90 000 000.00
<i>Tsomo WTW and abstraction works</i>		Draft tender			
<i>Tsojana Southern bulk</i>		Construction			
Cluster 4 Water Backlog		RBIG	R 54 300 000	R 50 000 000.	R 58 000 000
<i>Ncora Water Treatment Works</i>		Construction			
<i>Ncora Material Supply</i>		Supply of Material			
<i>Construction of bulk rising main to cluster 5</i>		Construction			
<i>Primary pipeline to Zone B Reservoir at Ngxabangu</i>		Construction			
Cluster 4 (Gesini Kwamzola;Melika Matlanyile A&BNggqara;Mtshabe Mdeni T Mhlahlane F Ezantsi C Jerusalem A;Mgingqini A		MWIG	R 4 000 000.00	R15000 000.00	
Tsomo RDP3 (East Bank;Daza; Ntenza;Vrystad;Zolo		MWIG	R 4 528 000.00	R20000 000.00	

Basic Services and Infrastructure (Social Needs Cluster)

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Traffic Safety	Traffic Management System		Equitable Share	R 300 000.00	R 324 000.00	R356 400.00
	Vehicle Testing Station Centre (Plans)		Equitable Share	R 155 850.00	R 168 318.00	R 185 149.00
Waste Management	Landfill (Construction of a Cell)		Equitable Share	R 1 030 000.00	R 1 112 400.00	R 1 223 640.00

Department of health

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Health Services	LSA Admin Office		DoH	R15 344 106.00	R16 571 634.00	R17 897 364.00
	Clinics		DoH	R63 204 683.00	R68 261 057.00	R68 266 517.00
	Cofimvaba Comm Services		DoH	R6 451 637.00	R6 967 767.00	R7 525 188.00
	Kuyasa Health Centre		DoH	R4 990 746.00	R5 390 005.00	R5 821 205.00
	Programmes : Nutrition Skills & Training		DoH	R815 832.00 R162 000.00	R881 098.00 R174 960.00	R951 585.00 R188 956.00

Department of Social Development

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Social Needs	Food Security		DoS	R 250 000.00		
	Women Development	Ward 18	DoS	R500 000.00		
	Bongolethu Pre- School	Ward 06	DoS	R66 585.00		
	Elundini Lothukela Pre- School	Ward 10	DoS	R66 585.00		
	Ilinge Pre- School	Ward 08	DoS	R66 585.00		
	Intlangano Pre- School	Ward	DoS	R66 585.00		
	Ilingelabantu Pre- School	Ward 15	DoS	R66 585.00		
	Zanokhanyo Maduma Preschool	Ward 08	DoS	R72 375.00		
	Lower Woodhouse Pre- School	Ward 15	DoS	R66 585.00		
	Makwande Pre- School	Ward 06	DoS	R66 585.00		
Masakhane Pre- School	Ward 13	DoS	R66 585.00			

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
	Masizakhe Pre- School	04	DoS	R66 585.00		
	Maxama Pre- School	06	DoS	R66 585.00		
	Masizame Pre- School	08				
	Mbudlu Pre- School	02	DoS	R66 585.00		
	Mcumngco Pre- School	15	DoS	R66 585.00		
	Mmangobomvu Pre- School	10	DoS	R66 585.00		
	Monwabisi Pre- School	16	DoS	R66 585.00		
	Nceduluntu Pre- School	01	DoS	R66 585.00		
	No-Family Pre- School	07	DoS	R66 585.00		
	Nomzamo Pre- School	19	DoS	R66 585.00		
	Nontyatyambo Pre- School	19	DoS	R66 585.00		
	Sinetemba Preschool	01	DoS	R81 060.00		
	Siyakha Pre- School	11	DoS	R63 690.00		
	Vukasiye Pre- School	13	DoS	R60 795.00		
	Zamani Pre- School	13	DoS	R60 795.00		
	Zamubuhle Pre- School	13	DoS	R66 585.00		
	Zingisa Pre- School	10	DoS	R66 585.00		
	Zizamele Pre- School	11	DoS	R66 585.00		
	Elukhanyisweni Pre- School	01	DoS	R66 585.00		
	Nyamankulu Pre- School	19	DoS	R66 585.00		
	Phakamani Pre- School	03	DoS	R81 060.00		
	Noncedo Pre school	10	DoS	R66 585.00		
	Tamsanqa Pre - School	08	DoS	R66 585.00		
	Sinethemba Pre School	04	DoS	R66 585.00		
	Masihlume Pre School	09	DoS	R66 585.00		
	Nolukhanyo Pre School	14	DoS	R66 585.00		
	Camama Cheschere Home	07	DoS	R648 000.00		
	Sinako Adultt	05	DoS	R72 000.00		
	Sinenjongo Adult	14	DoS	R55 200.00		
	Tsomo Service Centre	08	DoS	R52 800.00		
	Nonkathalo Service Centre	09	DoS	R52 800.00		
	Uncedo H.C B.C	21	DoS	R300 000.00		
	Masibambane Womens Orngnisation	17	DoS	R300 000.00		
	Bolothwa Domestic Violence	03	DoS	R350 000.00		
	Cofimvaba White Door	14	DoS	R280 000.00		

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
	Ndungwana White Door	07	DoS			
	Mmangunkhona White Door	06	DoS	R200 000.00		
	TADA Programme	14	DoS	R122 000.00		
	Hange Pre School	13	DoS	R81 060.00		
	Phakame Pre School	05	DoS	R81 060.00		
	Bolothwa Pre School	05	DoS	R81 060.00		
	Vukani Pre- School	12	DoS	R81 060.00		
	Khanyisa Day Care	12	DoS	R81 060.00		
	Ncora Flats Pre School	17	DoS	R81 060.00		
	Makukhanye DCC	16	DoS	R81 060.00		
	Masiphumelele Pre school	01	DoS	R81 060.00		
	Gando Pre school	04	DoS	R72 375.00		
	Nondzondele Pre School	10	DoS	R86 850 .00		
	Masincedane Disabled	13	DoS	R62 300.00		
	Mgwenyane Household Gardening Programme	06	DoS	R500 000.00		

6.6.3 KPA 3: Local Economic Development

Local Economic Development and planning

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Agricultural Development (Livestock Improvement Programme)	Ntshingeni Shearing Shed	2	Equitable Share	R 750 000.00	R810 000.00	R 891 000.00
	LED Conditional Grant	13, 17 & 6	Equitable Share	R 3 676 915.01	0.00	0.00
SMME Development	SMME Support Initiates	All	Equitable Share	R 130 000.00	R140 400.00	R 154 440.00
Income Generating Enterprise	Intsika Yethu Egg Producers	All	Equitable Share	R 150 000.00	R150 000.00	R 150 000.00
Business Management	Business Plan Development		Equitable Share	R 500 000.00	R540 000.00	R 594 000.00
Development of informal trading	Informal trading Development		Equitable Share	R800 000.00	R864 000.00	R891 000.00

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
IDP/ SDBIP	IDP Documents		Equitable Share	R98 750. 56	R106 650	R117 315.67

Eastern Cape Department of Rural Development and Agrarian Reform

KPA	Programme/Project name and description: CASP	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Agricultural Development (Livestock Improvement Programme)	Qutsa Shearing shed	7	DRDAR	R600 000.00		
	Banzi Shearing shed	1	DRDAR	R600 000.00		
	Ngonyama Dipping Tank	16	DRDAR	R750 000.00		
	Mbinzana	1	DRDAR	R75 .000.00		
Siyazondla	Botani Maqomeni : Qumanco	12	DRDAR	R15 128.20		
	Sisazama Veg Project: Qamata Basin	5	DRDAR	R15 128.20		
	Masiphakame Veg Project : Upper woodhouse	5	DRDAR	R15 128.20		
	Lower Makhwababa Veg Project: Lower Makhwababa	12	DRDAR	R15 128.20		
	Indwe Veg Project : Taiwan	21	DRDAR	R15 128.20		
	Siyeza Veg Project: Magwala	15	DRDAR	R15 128.20		
	Malibongwe Veg Project: Lower woodhouse	15	DRDAR	R15 128.20		
	Sivimela Veg Project: Nyoka	7	DRDAR	R15 128.20		
	Masibumbane Veg Project: Sabalele	1	DRDAR	R15 128.20		
	Uncedo home Base Care: Mthethuvumile	20	DRDAR	R15 128.20		
	Catshile coop : Xhume	9	DRDAR	R15 128.20		
	Yizani sakhe : Qombolo	7	DRDAR	R15 128.20		
	Mgwenyane Veg: Mgwenyane	6	DRDAR	R15 128.20		
	Mbulu Veg Project: Mbulu	6	DRDAR	R15 128.20		
	Silwindlala Veg Project: Lower Qutsa	7	DRDAR	R15 128.20		

KPA	Programme/Project name and description: CASP	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
	Tsomo Veg Producers: Tsomo	9	DRDAR	R15 128.20		
	Ever Green: Mkhwinti/ Gcingca	10	DRDAR	R15 128.20		
	Phambili Balimi : Mcammbalala	20	DRDAR	R15 128.20		
	Vuyani Veg Project: Sidubi Poort	5	DRDAR	R15 128.20		
	Ncora Flats JSS	17	DRDAR	R15 128.20		
	Botani Maqomeni Qumanco	12	DRDAR			
	Qamata Basin Slsazama Veg	5	DRDAR			
	Upper Masiphakame Veg	5	DRDAR			
	Lower- Lower Makhwababa	12	DRDAR			
	Taiwan Indwe	21	DRDAR			
	Magwala Siyeza	15	DRDAR			
	Lower Malibongwe	15	DRDAR			
	Sabalele Masibumbane	1	DRDAR			
	Mtheth'vumile Uncedo Home Based Care	20	DRDAR			
	Xume Catshile Co-op	9	DRDAR			
	Noncedo- Gcibhala	5	DRDAR			
	Lukhozi- Mhlahlane	10	DRDAR			
	Luthuli-Luthuli	6	DRDAR			
	Hoyana-Hoyana	16	DRDAR			
	Mncuncuzo-Mncuncuzo	16	DRDAR			
	Nyoka -Nyoka	7	DRDAR			
	Mgxobhozweni-Mgxobozweni	13	DRDAR			
	Mtyamde-Mtyamde	16	DRDAR			
	Qombolo-Qombolo	7	DRDAR			
	Sophumelela-Lower Tsojana	10	DRDAR			
	Lower Makwababa-Lower Makwababa	12	DRDAR			
	Nqumakala-Nqumakala	18	DRDAR			
	Chamama-Chamama	7	DRDAR			

KPA	Programme/Project name and description: CASP	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
	Sigubudu-Sigubudu	6	DRDAR			
	Mdletyeni- Mdletyeni	13	DRDAR			
	Jonga Maize-Qwili	16	DRDAR			
	Lower Qutsa-Qutsa	7	DRDAR			
	Ndlangisa-Ndlangisa	7	DRDAR			
	Ncora Flats-Ncora	17	DRDAR			
	Ndenxe:Singeni-Ndenxe	17	DRDAR			
	Botani Maqomeni-Botani	17	DRDAR			
	Mathafeni: Jumba-Mathafeni	17	DRDAR			
	Ngcacha-Ngcacha	18	DRDAR			
	Qamata- Section 1 Section 2 Section 3 Section 4 Section 1	4	DRDAR			

6.6.4 KPA 4: Financial Management and Viability

KPA	Programme/Project description	Ward	Source of funding	Funding years		
				2014-2015	2015-2016	2016-2017
Revenue	Valuation Roll		MSIG	R1 200 000.00	R1 292 000.00	R1 425 600. 00
Audit	Asset Register (Revaluation of asset& asset register		MSIG	R900 000.00	R972 000. 00	R1 069 200. 00

6.7 Unfunded Projects and Programmes

The following section provides a breakdown of those proposed projects and their locations currently without budget allocations or secured funding. Despite the absence of funding, these projects represent an expressed interest and possible project for inclusion and funding in the outer years of the MTEF.

6.7.1 KPA 1: Municipal Transformation & Organisational Development

KPA: Municipal Transformation & Organisational Development

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
-------	-------	-------------------	-----------------	-------------------

IYLM Corporate Services

Performance Management

Cascading of PMS and capacity building to lower levels (performance recognition and rewards)	N/A	Dir. Corp Services
--	-----	--------------------

Access to information

Development of Master System plan	N/A	Dir. Corp Services
Archive centre	N/A	Dir. Corp Services
Electronic document management system	N/A	Dir. Corp Services

Organisational capacity

Job description reviews and job evaluations	N/A	Dir. Corp Services
Recruitment of staff	N/A	Dir. Corp Services
Attraction and retention strategy to draw diverse staff to IYLM	N/A	Dir. Corp Services

Skills development

Organisational development plan implementation (training etc.)	N/A	Dir. Corp Services
Skills audit	N/A	Dir. Corp Services

Staff well-being

Wellness centre	N/A	Dir. Corp Services
-----------------	-----	--------------------

IYLM Municipal Manager's Office

Customer care and satisfaction

Customer care survey (asses the satisfaction of the customers)	N/A	MM & Dir. Corp Services
--	-----	----------------------------

6.7.2 KPA 2: Basic Services and Infrastructure

KPA: Basic Services and Infrastructure (Technical Cluster)

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
-------	-------	-------------------	-----------------	-------------------

IYLM Planning and Infrastructure

Road construction submissions

Upgrading Gravel Roads to Surface	Nyanisweni and Nyanisweni Ext; Ext 2; Polly; Thabo Village; Ext 1; Tsomo Ext 2; Mzomhle Bridge; Tsomo Town; Main Street to Landfill Site (Cofimvaba); Tsomo Internal Facilities; Bholility Access Road/Bridge; From 40 to Mawusheni; Mthwaku Bridge; Rehabilitation of Stormwater Infrastructure; Mdlokolo to Sijugongolweni	Dir. Plan. & Infra.
-----------------------------------	--	---------------------

Building Control and Municipal Public Works

Tsomo Offices	N/A	Dir. Plan. & Infra.
Paving of Urban Centres	N/A	Dir. Plan. & Infra.
Restoration of Cofimvaba Community Hall	N/A	Dir. Plan. & Infra.
Provision of Community Halls	N/A	Dir. Plan. & Infra.
St. Marks Community Lighting	N/A	Dir. Plan. & Infra.

Housing and Estate

Nyanisweni Extension Lighting	N/A	Dir. Plan. & Infra.
Thabo Village Community Lighting	N/A	Dir. Plan. & Infra.
Street Lights along R61 (Traffic Dep to Town)	N/A	Dir. Plan. & Infra.
Nyanisweni Extension and Nyanisweni	N/A	Dir. Plan. & Infra.
Joe Slovo	N/A	Dir. Plan. & Infra.

KPA: Basic Services and Infrastructure (Technical Cluster)

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
		Ext 7 (Cofimvaba)	N/A	Dir. Plan. & Infra.
		Land Fill Site	N/A	Dir. Plan. & Infra.
		Ext 4 & Section C	N/A	Dir. Plan. & Infra.

Town Planning and Land Use

		Rural Housing (Voucher)	N/A	Dir. Plan. & Infra.
		Rural Housing (Veteran)	N/A	Dir. Plan. & Infra.
		Planning and Survey Rural Roads	N/A	Dir. Plan. & Infra.
		Emergency Housing	N/A	Dir. Plan. & Infra.
		Project Management Unit	N/A	Dir. Plan. & Infra.

Water & Sanitation

		Ext 4 & Section C (Water & Sewer)	N/A	Dir. Plan. & Infra.
		Upgrading Sewer Plant (Cofimvaba & Tsomo)	N/A	Dir. Plan. & Infra.
		Nyanisweni Ext Internal Services (Water & Sewer)	N/A	Dir. Plan. & Infra.
		Extension 7	N/A	Dir. Plan. & Infra.
		Thabo Village Sewer Reticulation	N/A	Dir. Plan. & Infra.
		Augmentation of Water & Sewer from Landfill Site to Water Reticulation Cofimvaba	N/A	Dir. Plan. & Infra.
		Alternative Waterline from Tsjoana to Cofimvaba Town	N/A	Dir. Plan. & Infra.
		Tsomo (Mzomhle Water & Sewer) Reticulation	N/A	Dir. Plan. & Infra.
		Tsomo Ext 2 to Tsomo Town (Bulk Line)	N/A	Dir. Plan. & Infra.
		Rehabilitation of Road to Tsojana Water Treatment Plant	N/A	Dir. Plan. & Infra.
		Surfacing of Road from Town to Water Treatment Plant	N/A	Dir. Plan. & Infra.
		Tshacana Water Scheme	N/A	Dir. Plan. & Infra.
		Mtingweni Water Scheme	N/A	Dir. Plan. & Infra.
		Eradication of Backlog Sanitation & Water	N/A	Dir. Plan. & Infra.

KPA: Basic Services and Infrastructure (Technical Cluster)

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
--------------	--------------	--------------------------	------------------------	--------------------------

Electrification

	Electrification of Wards	Ward 3; Ward 9; Ward 11; Ward 19; Ward 20; Ward 21; Ward 8; Ward 6; Ward 14	Dir. Plan. & Infra.
	Electrification Extensions	All Wards	Dir. Plan. & Infra.

Clinics

	Tsomo Town	Ward 8	Dir. Plan. & Infra.
	Qwili	Ward 11	Dir. Plan. & Infra.
	Mhlahlane	Ward 10	Dir. Plan. & Infra.

Road construction submissions

	Ward 1 (6 km)	Ngxwashu=3km; Mmnqweni/Banzi=3km	Dir. Plan. & Infra.
	Ward 2 (11km)	Bolokoldlela=4km; Nomphingelo to Mpomvane= 4km; Mr Samfumfu to Graveyard= 3km	Dir. Plan. & Infra.
	Ward 3 (13km)	Mtwaku= 3km; Bolotwa=5km; Bilatye= 5km	Dir. Plan. & Infra.
	Ward 4 (14km)	Ntlonze= 3km; Holi= 11km	Dir. Plan. & Infra.
	Ward 5 (30km)	Deckets Hills to Cube=8km; Qamata Basin to Mampingweni=10km; Jarha Access Road=12km	Dir. Plan. & Infra.
	Ward 6 (13km)	Mbulukweza Clinic to J.S.S.=3km; Mphathiswa Shop to Emarahleni= 5km; Pagel Shop to Mtshanyane	Dir. Plan. & Infra.
	Ward 7 (7km)	Lower Qutsa to Mdenne=3km; Kwebulana from Tar Road via Clinic to Kwebulana J.S.S.=3km; Camama Ceshire Home=1km	Dir. Plan. & Infra.
	Ward 8 (19km)	Maduma to Frystad= 16km; Miya Access Road= 3km	Dir. Plan. & Infra.
	Ward 9 (38,5km)	Xume to Mobhokwe= 19,5km; Catshile to Diphini= 19km;	Dir. Plan. & Infra.

KPA: Basic Services and Infrastructure (Technical Cluster)

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
		Ward 10 (63km)	Nomfenazana to Bolitye=20km; Mnyangule to Mfihlaneni=20km; Ngozini=4km; From Tar Road to Bishop Mboniswa=19km	Dir. Plan. & Infra.
		Ward 11 (22km)	Somawala via Sgubudinini to Ntabeni=4km' Ndwamkulu via Khekhe to Mdibaniso=3km; Makwababa to Kose=15km	Dir. Plan. & Infra.
		Ward 12 (13km)	Ngqwara to Zwelixolile=3km; Barrini to Kose Bridge=7km; Ephikweni to Malalane= 3km	Dir. Plan. & Infra.
		Ward 13 (45km)	Zicubeni Access Road=4km; Nkomfeni Access Road=4km; From forty to Mawusheni then Branch Turn-off to Lukhanyisweni S.S.S.=30km; Hange to Chiteka= 7km	Dir. Plan. & Infra.
		Ward 14 (7km)	Ezintlanti=1km; Polly=3km; Nyanisweni=3km	Dir. Plan. & Infra.
		Ward 15 (12km)	Isikhoba=5km; Cube=4km; Qolweni=3km	Dir. Plan. & Infra.
		Ward 16 (45km)	Ncunguzo S.S.S. & J.S.S.=3km; Mahlatini Access Road= 3km; Nqcaza Access Road=4km; From T255 Tsojana to R61 Qombolo=30km; Ngonyama= 5km	Dir. Plan. & Infra.
		Ward 17 (13km)	Qumanco Access Road=4km; Sgangezi Access Road=3km; Matafeni to Ndenna= 6km	Dir. Plan. & Infra.
		Ward 18 (13km)	Ndmanambe Access Road=5km; Lower Neora Access Road=4km; Kulongqayi Access Road=4km	Dir. Plan. & Infra.
		Ward 19 (19km)	Mission Access Road=8km; Dikeni Access Road=6km; Mnqanqeni Access Road=5km	Dir. Plan. & Infra.
		Ward 20 (16km);	Mtetuvumile Access Road=7km; Lower Seplan to Emhlonyaneni=5km; Lubisi to Mampondweni=4km	Dir. Plan. & Infra.

KPA: Basic Services and Infrastructure (Technical Cluster)

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
		Ward 21 (55km)	Mcambalala Access Road= 15km; Nxelesa to Mtshanyane= 10km; Ngxabangu to Nongqongwana=5km; Hoyana Access Road=5km	Dir. Plan. & Infra.

KPA: Basic Services and Infrastructure (Social Needs Cluster)

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
--------------	--------------	--------------------------	------------------------	--------------------------

IYLM Community Services

Vulnerable Groups

Public-private partnerships	N/A	Dir. Com Services
Food Security Projects	N/A	Dir. Com Services

Traffic Safety

Traffic Equipment	N/A	Dir. Com Services
Vehicle Pound	N/A	Dir. Com Services
Traffic learning centre	N/A	Dir. Com Services
Vehicle Testing Centre	N/A	Dir. Com Services
By-law development	N/A	Dir. Com Services
Properly marked signs and roads	N/A	Dir. Com Services

Waste management

Establish a buy-back centre	N/A	Dir. Com Services
Upgrade waste disposal site infrastructure	N/A	Dir. Com Services
Waste processing plant	N/A	Dir. Com Services

Environmental management & municipal health

Regular checks and sampling of businesses	N/A	Dir. Com Services
SLA with the District	N/A	Dir. Com Services

Fire and Disaster Risk Management

KPA: Basic Services and Infrastructure (Social Needs Cluster)

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
		Fire committee capacity building	N/A	Dir. Com Services
		Acquire new fire and disaster resources	N/A	Dir. Com Services
		Establishment of a satellite disaster and fire station	N/A	Dir. Com Services

Public amenities

Community and Sport Committee briefings and for a	N/A	Dir. Com Services
Upgrade existing halls	N/A	Dir. Com Services
ECD Centres	N/A	Dir. Com Services
New sports facilities	N/A	Dir. Com Services
Upgrade public amenities	N/A	Dir. Com Services
Clean and Green Cofimvaba	N/A	Dir. Com Services

Public safety

Functional Community Safety Forums	N/A	Dir. Com Services
Street lighting in urban areas	N/A	Dir. Com Services
Fully equipped security and response unit	N/A	Dir. Com Services
By-law development	N/A	Dir. Com Services

Animal care

Outreach	N/A	Dir. Com Services
New sites and re-location of existing Pounds	N/A	Dir. Com Services
Place of safety for stray animals	N/A	Dir. Com Services

Eastern Cape Department of Health

Community facilities

Community Hospitals (2)	Ncora & Tsomo	N/A
Clinics (3)	Mahlubini; Ntshingeni; Ngxabanyu	N/A

6.7.3 KPA 3: Local Economic Development

KPA: Local Economic Development

IYLM Local Economic Development

Agriculture

Expansion of Nguni Beef Production Programme	N/A	Dir. LED
Goat Improvement Project	N/A	Dir. LED
Support to poultry and piggery projects with processing potential	N/A	Dir. LED
Feedlot establishments and marketing/auction pans	N/A	Dir. LED
High Value Crop Production Programmes (at Qamata, Ncora, Bilatye)	Qamata, Ncor, and Bilatye	Dir. LED
Massive Food Production Programmes(Maize and Sorghum in almost all wards)	N/A	Dir. LED
Intensive Cash Crop Production Programme under dryland conditions(e.g Potatoes, Butternuts, Pumpkins, Beans)	N/A	Dir. LED
Establishment of the Fruit Cluster(Stone Fruit) with processing and Packaging plants.	N/A	Dir. LED
Related Value-adding Programmes for all the aboe i.e Agro-processing plants (Milling Plants, Wool processing plants, etc)	N/A	Dir. LED
Farmer's Day	N/A	Dir. LED

KPA: Local Economic Development

Eastern Cape Department of Rural Development and Agrarian Reform

KPA	Programme/Project name and description: CASP	Ward	Source of funding	Staff responsible
	Mthingwevu Shearing shed	19	DRDAR	Dir LED
	Mawusheni Shearing shed	13	DRDAR	Dir LED
	Nyongwana Shearing shed	5	DRDAR	Dir LED
	Luthuli Shearing shed	7	DRDAR	Dir LED
	Mcambalala Shearing shed	20	DRDAR	Dir LED
	Mhlahlane Shearing shed	10	DRDAR	Dir LED
	Dlakavu Shearing shed	3	DRDAR	Dir LED
	Mkwinti Shearing shed	13	DRDAR	Dir LED
	Singeni Dipping Tank	4	DRDAR	Dir LED
	Nomadabambe Dipping Tank	18	DRDAR	Dir LED
	Lubisi Dipping Tank	20	DRDAR	Dir LED
	Mtshabe Dipping Tank	10	DRDAR	Dir LED
	Xume Dipping Tank	9	DRDAR	Dir LED
	Ngudle Dipping Tank	13	DRDAR	Dir LED
Crop production Programme: Siyakhula (Inputs, Mechanisation & Chemicals)	Noncedo Maize Project: Gcibhala	6	DRDAR	Dir LED
	Lukhozi Maize Project: Mhlahlane	10	DRDAR	Dir LED
	Ntlutha Yethu Maize Project: Luthuli	6	DRDAR	Dir LED
	Mcuncuzo Maize Project: Hoyana	16	DRDAR	Dir LED
	Nyoka Maize Project: Nyoka	7	DRDAR	Dir LED
	Mgxobhozweni Maize project: Mgxobhozweni	13	DRDAR	Dir LED
	Mtyamde Maize Project: Mtyamde	16	DRDAR	Dir LED
	Qombolo Maize Project: Zanendyebo	7	DRDAR	Dir LED

KPA: Local Economic Development

Ngojini Maize Project: Lower Tsojana	10	DRDAR	Dir LED
Lower Makhwababa Maize Project: Kwatshatshu	12	DRDAR	Dir LED
Nqumakala Maize Project: Nqumakala	18	DRDAR	Dir LED
Chamama Maize Project : Chamama	7	DRDAR	Dir LED
Ndlangisa Maize Project: Kwandlangisa	7	DRDAR	Dir LED
Sgubudu Maize Project: Sgubudu	6	DRDAR	Dir LED
Ncora Flats Maize Project: Ncora	17	DRDAR	Dir LED
Ndenxa Maize Project: Sigangeni	17	DRDAR	Dir LED
Botani Maize Project: Maqomeni	17	DRDAR	Dir LED
Emathafeni Maize Project: Kwajumba	17	DRDAR	Dir LED
Nongqayi Maize Project: Chotho	18	DRDAR	Dir LED
Nomadambi Maize Project : Nomadambe	18	DRDAR	Dir LED
Lower Ncora Maize Project: Jojweni	18	DRDAR	Dir LED
Damane Maize Project: Damane	18	DRDAR	Dir LED
Fameni Maize Project: Fameni	18	DRDAR	Dir LED
Ngcacha Maize Project: Ngcacha	18	DRDAR	Dir LED
Section 1 Maize Project: Qamata	4	DRDAR	Dir LED
Section 2 Maize Project: Qamata	4	DRDAR	Dir LED
Section 3Maize Project: Qamata	4	DRDAR	Dir LED
Section 4 Maize Project : Qamata	4	DRDAR	Dir LED
Section5 Maize Project: Qamata	4	DRDAR	Dir LED

KPA: Local Economic Development

SMME and Cooperative Support

SMMEs and Cooperative Information and Support Programme	N/A	Dir. LED
Business Information Centre	N/A	Dir. LED
Feasibility Study and Development of an Incubator and/or Local Industrial Park	N/A	Dir. LED
Refurbishment and proper management of former TRANSIDO Units	N/A	Dir. LED
Develop a Small Mining Support programme in partnership with DME	N/A	Dir. LED
Magwala Development – Retail centre, Hotel with conference facility and a filling station.	15/ Magwala AA	Dir. LED
Market development for various goods and services produced at Intsika Yethu.	N/A	Dir. LED

Tourism

Tourism information centre	N/A	Dir. LED
Craft development	N/A	Dir. LED
Mbulu waterfalls	N/A	Dir. LED

Forestry Development

Dissemination of information to communities on Forestry Protocols	N/A	Dir. LED
Mapping of potential areas and issuing of licenses to communities	N/A	Dir. LED
Facilitate funding and partnerships for forestry development	N/A	Dir. LED
Facilitate transfer of Categories B & C Plantations	N/A	Dir. LED
Development of forestry value adding activities:	N/A	Dir. LED
Charcoal Production	N/A	Dir. LED

KPA: Local Economic Development

Small scale furniture making ventures	N/A	Dir. LED
---------------------------------------	-----	----------

6.7.4 KPA 4: Financial Management and Viability

KPA: Financial Management and Viability

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
IYLM Finance				
Revenue generation				
		Lease review	N/A	CFO
		VAT Review	N/A	CFO
Customer care and service				
		Data cleansing	N/A	CFO
Supply Chain Management				
		Credible Supplier Database	N/A	CFO
		Suppliers Training	N/A	CFO
Legislative compliance				
		Review and Document Internal Controls	N/A	CFO
		Review of all finance and related policies for MFMA and GRAP 17 alignment	N/A	CFO
		Development of a procedure manual	N/A	CFO

6.7.5 KPA 5: Good Governance and Public Participation

KPA: Good Governance and Public Participation

Dept.	Issue	Project/Programme	Ward/ Locations	Staff Responsible
--------------	--------------	--------------------------	------------------------	--------------------------

IYLM Corporate Services

Council committees and support

Reviewal of standing rules and standing rules of order	N/A	Dir. Corp Services
Reviewal of all workshops and by-laws	N/A	Dir. Corp Services
Councillor workshops on policies	N/A	Dir. Corp Services

IYLM Finance

Audit outcomes

Operation Clean Audit	N/A	CFO
-----------------------	-----	-----

IYLM Municipal Manager's Office

Heritage

Vulnerable Groups Project	N/A	SPU Head & Com. Serv
Media Management and Liaising	N/A	MM

Chapter 4: Performance Management System

7. Introduction

According to the Municipal Planning and Performance Management Regulations (2001), a Performance Management System (PMS):

“entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players”.

PMS is therefore integral to the realisation of the IDP's strategic objectives since it elaborates upon the level of performance that will be required in order for the municipality to reach its objectives. In addition to this, the PMS also inculcates better performance into the organisation. The practice of using performance information to identify shortcomings in a municipality's strategy and doing regular and continual reporting becomes central to the municipal functioning when done regularly and comprehensively. A PMS therefore has other positive spin-offs such as promoting a culture of performance management among the municipality's office bearers and councillors and in its administration of affairs in a manner that is economical, efficient, effective and accountable (this according to Section 38 of the Municipal Systems Act). This chapter seeks to give a broad overview of the performance management framework currently in place in IYLM.

Some of the issues that will be covered in this chapter include different roles and responsibilities of the council and the municipal manager in terms of the PMS. The chapter shall also look at the various core components of the PMS which include institutional performance management framework on the one hand and individual performance model on the other. The chapter shall also cover key concepts relating to PMS such as performance indicators and targets and expand on why these concepts are so important to a comprehensive PMS. Possibly the most important aspect that this chapter will cover will be the link between PMS and the IDP. This chapter will demonstrate how the PMS in IYLM will help to better realise the strategic objectives and goals that have been discussed in other chapters of this IDP.

It is important that the reader notes the fact that IYLM has plans to have reviewed its PMS that was developed in 2008/9. The new PMS is an improvement on the current performance management framework which emerges from the Performance Management Policy of 2008/09.

Before presenting IYLM performance management framework it is important that the reader gains a sense of the importance of PMS for all municipalities. This shall be done by briefly giving a legislative background to PMS which is the foundation upon which performance management within local government rests.

7.1 Legislative background

The importance of PMS paved legislation making it part and parcel of governance at the local level. The two main pieces of legislation that shall be presented in this regard are the:

- Municipal Systems Act No 32 of 2000; and
- The Municipal Planning and Performance Management Regulations of 2001 (Schedule to the MSA).

These two pieces of legislation are what informs IYLM performance management framework from which the new PMS will eventually emerge. Throughout this chapter reference will be made to these two pieces

of legislation in order to motivate IYLM's stance on PMS. In addition to legislation, IYLM has just reviewed its Performance Management Policy it adopted in 2008/09 which in itself references the two aforementioned legislation as a source of opinion.

In accordance with section 38 of the Municipal Systems Act 32 of 2000, "A municipality must establish a Performance Management System". Section 39 dictates further that "The executive committee or executive mayor of a municipality must:

- a) Manage the development of the municipality's Performance Management System;
- b) Assign responsibilities in this regard to the municipal manager; and
- c) Submit the proposed system to the municipal council for adoption.

In order to monitor its PMS, a municipality should implement a number of activities. The Municipal Systems Act sets out a number of activities that would assist the municipality in achieving this end. These activities are referred to as core components and are located in section 49 of the act. Beneath is a summary of these core components.

IYLM is expected to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in its IDP.

- a) Set measurable performance targets with regards to each of those development priorities and objectives;
- b) Monitor performance, and measure and review performance at least once a year;
- c) Take steps to improve performance with regards to those priorities and objectives where performance targets are not met; and
- d) Establish a process of reporting.

The Municipal Planning and Performance Management Regulations of 2001 elaborates on the details of what the Performance Management System should entail. According to these regulations "A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players".

The Municipal Planning and Performance Management Regulations provide for the following requirements that a Performance Management System should meet in order for it to be credible. The following are listed as primary requirements of the regulations:

- a) PMS complies with all the requirements set out in the Act
- b) Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance and reporting;
- c) Clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;

- d) Clarifies the processes of implementing the system within the framework of the Integrated Development Planning process;
- e) Determines the frequency of reporting and the lines of accountability for performance;
- f) Relates to the municipality's employee performance management processes; and
- g) Provides for the procedure by which the system is linked to the municipality's integrated development planning processes.

7.2 IYLM's Performance Management System

IYLM has an existing Performance Management System policy which was developed in the 2008/09 and has just been reviewed in 2012/13 financial year and it is that policy that will inform the PMS that will be used by the institution going forward. As already indicated this is how our PMS will unfold:

7.2.1 Role of the Council

In line with the Municipal Systems Act (Act No. 32 of 2000), the Municipal Council commits to participating in the development of its performance management system through the Executive Committee and shall:

- a) Oversee the development of the municipality's performance management system.
- b) Assign responsibilities in this regard to the Municipal Manager who shall submit the proposed system to the Municipal Council for adoption, and establish mechanisms to monitor and review the performance management system.

Through the development of the new PMS, the Municipal council will set out clear roles and responsibilities with regard to the key elements of a sound PMS which are planning, monitoring, measurement, review, and reporting and performance assessment. The council, The Municipal Manager, section 57 managers and the audit committee shall all have distinct roles in terms of the key elements given above.

7.2.2 Role of the community

In addition to developing distinct responsibilities for officials, IYLM also envisages a key role for the community to play in terms of the development process of the PMS. Measures shall be put in place in order to allow the community to have a role in terms of setting performance indicators and targets. Community involvement is in keeping with section 42 of the Municipal Systems Act which stipulates the following:

“A municipality, through appropriate mechanisms, processes and procedures established in terms of Chapter 4, must involve the local community in the development, implementation and review of the municipality's performance, management system. 30 and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality.”

The table beneath aims to give a broad outline of what a more comprehensive take on role and responsibilities would look like.

Table 33: Comprehensive table displaying the different roles in the PMS process

Actor	Roles and Responsibilities
Role of the council	Participates in strategic planning and agenda setting, endorses targets, and reviews reports.
Role of the Municipal manager	Plans, monitors, review, reports, and ensure effective performance assessments.
Role of the s57 managers	Plans, sets targets, signs agreements, implements, reports, and assessed, learning from the review.
Role of the Audit Committee	Quality assures and monitors the planning, reporting, verification, and assessments.
Role of the community	Contributes to identification of issues and receives reports back on progress made.

The table above thus presents a broad framework for the manner in which roles and responsibilities will be organised to operationalize our PMS.

7.2.3 Performance Indicators

The regulations inform us that performance indicators should be set by the council within the PMS. These indicators should be derived from the priorities and objectives of the municipality as stated in the IDP. The performance indicators in question should be measurable, relevant, objective and precise. The council shall ensure that the performance indicators apply to all its units and all service providers that it enters into a service delivery agreement with. As mentioned earlier the council also has a responsibility to ensure that the performance indicators used shall also reflect the input of the community. The council shall comply with all these requirements stated above in accordance with section 9 of the Municipal Planning and Performance Management Regulations, 2001. Section 9 goes further to inform us that all municipalities should be cognisant of the General Key indicators which apply to all municipalities, they are listed beneath:

The following general key performance indicators are prescribed in terms of Municipal Planning and performance management Regulation (796, August 2001) read with Chapter 3 of MSA.

- a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.

Water

- At Intsika Yethu Municipality the 2011 Census shows that the coverage as per RDP standard (i.e. piped water within 200m) is 75% and only 25% of the households do not have. And out of the 75% with access to water:
 - 41.4% of the households have access to piped water in the distance of less than 200m from the dwellings.
 - 17.1% have an access in the distance between 200m and 500m from the dwellings.
 - 7% have access inside the yards.
 - 2.5% have access inside their dwellings and
 - Only 1% have got an access at the distance of greater than 1km.

Sanitation

- The Census 2011 reveals that the overall coverage by sanitary latrines at Intsika Yethu is 62.9% whilst 39.1 have none. The breakdown of the sanitation access is as follows:
 - Flashed toilets (connected to sewerage system) is 2.3%
 - Flashed toilets (with septic tank) is 0.9%
 - Chemical toilets – 1.8%
 - Pit toilet with ventilation (VIP) – 22.6%
 - Pit toilet without ventilation – 30.7%
 - Other – 4.7%

Electricity

- Current coverage(basic use of electricity for lighting) at Intsika Yethu Municipality with regards to electricity according to census 2011, is estimated at 64.3:
 - Households that uses paraffin as a source of energy is 17%
 - Household that uses candles as a source of energy is 16%
 - Households that uses solar as a source of energy is 2.3%
 - Households that uses gas as a source of energy is 0.3%
 - Households that have none is 0.2%

Solid Waste Removal

- According to 2011 census 62.9% of households remove their own refuse instead of it being by authorities. The distribution of households by mode of refuse removal is as follows:
 - Removed by local authority at least weekly is 2.8%
 - Removed by local authority less often is 0.4%
 - Communal refuse dump is 1.4%
 - Own refuse dump is 62%
 - No rubbish disposal is 29.4%
 - Other is 3%
- b) The percentage of households earning less than R1100 per month with access to free basic services according to IYM indigent registrar is 8%.
- c) The percentage of a municipality's capital budget actually spent on capital projects identified for a 2012/2013 financial year in terms of the municipality's integrated development plan is 1.15%.
- d) The number of jobs created through municipality's local economic development initiatives including capital projects is 3658
- e) The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan is 325.
- f) The percentage of a municipality's budget actually spent on implementing its workplace skills plan is 0.99%; and
- g) Financial viability as expressed by the following ratios:

(i)
Where-

$$A = \frac{B-C}{D}$$

'A' represents debt coverage

'B' represents total operating revenue received

'C' represents operating grants

'D' represents debt service payments (i.e. interest + redemption) due within the financial year

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

'A' represents outstanding service debtors to revenue

'B' represents total outstanding service debtors

'C' represents annual revenue actually received for services

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

'A' represents cost coverage

'B' represents all available cash at a particular time

'C' represents investments

'D' represents monthly fixed operating expenditure.

After considering the general performance indicators as stated above, the council shall formulate a number of performance indicators for its PMS based on inputs that they have received from the community regarding issues which are of paramount importance to them. Performance indicators shall be reviewed on an annual basis.

7.2.4 Performance Targets

After developing a set of performance indicators, the council shall develop relevant targets for those indicators. Performance targets should have the following qualities according to section 12 of the Municipal Planning and Performance Management Regulations, 2001:

- (a) Be practical and realistic;
- (b) Measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;
- (c) Be commensurate with available resources;
- (d) Be commensurate with the municipality's capacity; and
- (e) Be consistent with the municipality's development priorities and objectives set out in its integrated development.

The setting of targets shall assist the municipality in terms of measuring performance because these targets shall be audited annually as part of the municipality's internal auditing processes determined by the Auditor-General.

7.2.5 Publishing of Performance Reports and the Annual Reports

IYLM acknowledges the importance of publishing the results of its performance to the broader public. This is not only a democratic imperative but also a healthy tool for performance management since it facilitates accountability and builds a culture of performance drives work into the organisation. A number of different platforms shall be used in order to bring performance management closer to the broader community. Publicising performance information is also a legal requirement and is clearly stated in the Municipal Systems act section 41 (e), which stipulates:

A Municipality must-establish a process of regular reporting to:

- a) The council, other political structures, political office bearers and staff of the municipality; and
- b) The public and appropriate organs of state.

An annual report of PMS should also be compiled and made available to the general public. The annual report should include a detailed report of the municipality's performance and the performance of any service provider that was contracted to the municipality during the financial period under scrutiny. The annual report also gives details regarding performance indicators to be set for the following year. Lastly the annual report will highlight all those areas in which the municipality is in need of improvement. In addition to the annual report are quarterly reports which IYLM compiles and releases which support the findings of the annual report. These key documents ensure that continuous monitoring of performance is taking place. Ideally the annual report which reflects performance management should not stand alone but should rather form part of the overall municipal annual report so that it may gain centrality and be seen as crucial to the municipality's strategy.

7.2.6 The PMS in relation to the IDP

Any credible PMS should be based on the IDP of that same municipality. As mentioned before, the performance indicators that are formulated within a municipality's PMS should be based on the priorities and objectives that emerge from that same municipality's IDP or SDBIP. Thus the council's PMS shall be informed by the IDP. In other words, if the IDP fulfils the planning role, then the PMS fulfils implementation and monitoring role.

The table beneath is an example of how Key Priority Areas have been classified in IYLM's IDP we can see from the table that from each priority emerges an objective and a strategy to achieve that objective. From the objectives emerge indicators which are given details in terms of time and amount under the targets. The indicators and targets are the responsibility of the accounting officer whose duties it is to ensure that the targets are met. The table therefore demonstrates the link between the IDP and the PMS. This link is created through the progression from the key elements of integrated planning i.e. prioritising, strategic objectives, and setting strategies to the key elements of performance management i.e. indicators, measurement, performance targets and detailing roles and responsibilities.

Table 34: Integration of the strategic planning with the PMS

STRATEGIC PLANNING (IDP)		PERFORMANCE MANAGEMENT (PMS)			
Strategic Objective	Strategic Objective is a statement of intention that seeks to identify the intended benefit and beneficiaries within IYLM in relation to the organisation's functions and provision of services.				
Priority Issue	Strategy	Indicator	Baseline	Annual Targets	Staff responsible
				2012/13	
				2013/14	
				2014/15	
				2015/16	
2016/17					

<p>The Priority Issues are those issues identified through the Situational Analysis and community consultations to ensure responsive planning that provides a common basis for action.</p>	<p>The strategy represents how the municipality is going to achieve the objective in relation to the identified priority.</p>	<p>The measurement of performance that is used to track progress towards achieving an objective.</p>	<p>Refers to the status quo of the given indicator, prior to the beginning of the new IDP cycle, usually an approximation for the financial year 2011/2012 or most recent available data.</p>	<p>This is the expression of the specific level of performance that an institution or individual aims to achieve on a year by year basis, and can be further broken down into quarterly targets within a given financial year.</p>	<p>The post responsible for ensuring that the performance indicators are tracked and the targets are achieved.</p>
--	---	--	---	--	--

7.3 Institutional Performance Management

At the beginning of every financial year IYLM shall compile a balanced scorecard which will be specifically meant for assessing the performance of the municipality as an organisation. The balanced scorecard shall be reviewed by the municipality's Balanced Scored Card Review Forum/Structure. This structure shall sit quarterly to assess the progress of the municipality in terms of reaching its targets. The institutional performance management approach is important because it allows for an overall picture of the municipality and how managers are working together as an organisation in order to reach their targets. The challenge for IYLM is to develop a comprehensive mechanism that will allow for the entire institution to be properly assessed on a continuous basis in a manner that will provide credible information that can be used to improve the municipality's all-round performance. At present the municipality uses a method that ranks the municipality's performance according to three levels. As seen from the table beneath municipal performance can fall under the "RED" bracket which represents poor performance that needs urgent attention; The "AMBER" bracket which represents delivery that is only just meets the needs of the municipality and is therefore close to poor performance; or the green bracket which bracket represents satisfactory performance.

One should bear in mind that the table in question is a simplification of the actual process which in reality would involve the assessment of many indicators and targets based on the municipality's strategic objectives and KPA's.

Table 35: Institution Performance Achievement Rating

KEY ROBOT LIGHT	ACHIEVEMENT PERCENTAGE	PERFORMANCE DESCRIPTION
RED	50% and Lower	Problem Area - Delivery below par (Needs urgent attention)
AMBER	Lower than 100% but Higher than 50%	Delivery borders on danger area - If performance does not improve will turn red
GREEN	100% and Above	Delivery levels acceptable - keep momentum, sustain and improve where there is room

7.4 Individual Performance Management

Assessing individual performance is an integral part of performance managements as it presents details about a municipality's performance that may not necessarily be visible from an institutional perspective. Individual performance management elucidates upon specific areas of excellence, competence and shortfalls within the municipality. IYLM uses a performance agreement to document the agreement between the employee of the municipality and the manager on behalf of the municipality. The performance agreement document possesses the details of what exactly is expected of the employee for the financial year in question. It is also an opportunity for the strategic objectives and goals as stated in the IDP of the municipality to be cascaded into the actual work of officials and managers.

The core components of a performance agreement include the following:

- **Output Plan:** details the outputs which the employee has to deliver upon. Targets are crafted in relation to the performance indicators that will demonstrate the employees progress in terms of achieving his/her outputs.
- **Competency plan:** this refers to the skills and knowledge that an employee should acquire in order to achieve the outputs as set out in the output plan.
- **Personal Development plan:** these are the interventions that are needed to reduce or eliminate the shortfall between the skills and knowledge that the employee possesses and the skills and knowledge needed to dispense his/her duties in such a way that the outputs of the position in question are met.

7.4.1 The Performance Assessment process

This section highlights the current performance process which is being utilised within the IYLM institution. The current process should be seen as a benchmark for the planned comprehensive PMS that is going to be realised in the coming term.

According to the Performance management policy, quarterly performance appraisals are conducted for all contracted staff of the municipality. The table beneath is a representation of the schedule of when the appraisals take place throughout the year. The table shows us that the appraisal schedule will be set in accordance with schedule that the municipality uses. Appraisals shall be conducted for all staff members by their immediate superiors, and will be based on the performance indicators as explained in the output plan of the employee.

Table 36: Appraisal schedule of the IYLM PMS

INTERVAL	PERIOD	EVALUATION DEADLINE
First quarter	(July – September)	2 nd week of October
*Second quarter	(October – December)	2 nd week of January
Third quarter	(January – March)	2 nd week of April
*Fourth (last) quarter	(April – June)	2 nd week of July

A rating scale is used to show the employees performance in terms of the indicators. The table beneath is an example of how an employee would be rated.

Table 37: Performance Rating Scale of the IYLM PMS

PERFORMANCE RATING SCALE (score)	Rating (%)	Rating Definition
1	0 – 49	Unacceptable Performance
2	50 – 99	Performance NOT fully effective
3	100 – 149	Fully Effective
4	150 – 199	Performance Significantly above expectation
5	200 +	Outstanding Performance

The table demonstrates how an employee is rated on a score of 1 to 5. A score of 1 is the lowest score and thus is categorised as unacceptable performance on the part of the employee. This indicates that the employee has failed to satisfy the requirements for his or her duties as outlined by the indicators attached to the performance agreement which the employee signed. In most cases managers will have to take action to try and motivate the employee to improve performance because it is well below an acceptable standard.

A score of 5 is indicative of outstanding or excellent performance. As a percentage this score is represented by 200% which is well above what is expected from the employee. Technically speaking a score of 5 means that the employee went beyond what was expected of him or her in terms of the Performance Agreement. In such cases managers will usually reward the employee for such outstanding performance in order to incentivise the sustenance of the high work standards that the employee has demonstrated.

7.4.2 Rewarding and correcting good and poor performance

This is an important step in terms of maintaining good performance on the one hand and eliminating poor performance on the other. Currently, IYLM has a number of performance incentives for good performance. A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to a Municipal Manager and Managers directly accountable to him or her. The breakdown according to performance is as follows:

- A score of 130% to 149% shall be awarded a performance bonus ranging from 5% to 9%.
- A score of 150% and above shall be awarded a performance bonus ranging from 10% to 14%.

In terms of poor performance the council will usually implement training in order to get the employees performance to the necessary levels, assistance shall be given to the employee with the intention of imparting the necessary skills and knowledge so that the employee could be able to meet the objectives as set out in his or her performance agreement. Where performance is consistently poor to the point of being unacceptable, council will have to take stronger measures. These actions may include, invoking an incapacity clause against the employee which could result in the employee being relieved of some duties or in the total termination of contract.

7.5 Performance Audit

After completing the performance measurements (both institutional and individual), the results should be audited. IYLM will do an internal audit of the results and also avail the results to the Auditor-General to review on an annual basis as this is in keeping with the Municipal Systems Act which states the following in section 45:

*“The results of performance measurements in must be audited-
(a) As part of the municipality’s internal auditing process: and
(b) Annually by the Auditor-General”*

First Draft High Level Service Delivery Budget Implementation Plan (SDBIP)

The SDBIP is an important tool as IYLM moves from conceptualising the strategic delivery of services to the application of those ideas and intentions in the tangible development of communities. In line with MFMA Circular 13, this first draft of the SDBIP takes a high level approach and includes only the first three of five components of the SDBIP. These include: monthly projections of revenue to be collected from each source; monthly projections of expenditure for each vote; and quarterly projections of service delivery targets and performance indicators for each vote.

This information is still in an early stage of development and therefore still lacks: the ward information for expenditure and service delivery; as well as a detailed capital works plan broken down over three years. Furthermore, the performance information component only addresses quarterly projections for the annual targets derived from the 5 Year Implementation Plan, and does not provide for allocations per vote yet.

Nevertheless, the SDBIP is a vital tool for IYLM in monitoring in year performance and reporting. Crucially, it represents a draft of the contract between the Mayor, Councillors, IYLM administration, and the broader community that will be developed and finalised within a month of the approval of the budget. The following is a credible first draft of the expected revenue, expenditure, and service delivery targets. This first draft will form the basis for further refinement and development of the SDBIP 2012/2013.

Table 38 Monthly revenue and expenditure

EC135 IntsikaYethu - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2013/14											
		July	August	Sept.	October	November	December	January	February	March	April	May	June
Revenue By Source	-												
Property rates		404	404	404	404	404	404	404	404	404	404	404	404
Property rates - penalties & collection charges													-
Service charges - electricity revenue													-
Service charges - water revenue													-
Service charges - sanitation revenue													-
Service charges - refuse revenue		50	50	50	50	50	50	50	50	50	50	50	50
Service charges – other													-
Rental of facilities and equipment		58	58	58	58	58	58	58	58	58	58	58	58
Interest earned - external investments		17	17	17	17	17	17	17	17	17	17	17	17
Interest earned - outstanding debtors		21	21	21	21	21	21	21	21	21	21	21	21
Dividends received													-
Fines		125	125	125	125	125	125	125	125	125	125	125	125
Licences and permits		27	27	27	27	27	27	27	27	27	27	27	302
Agency services		275	275	275	275	275	275	275	275	275	275	275	275
Transfers recognised – operational		45								43			-
		631				43 241				241			-

Other revenue	914	914	914	914	914	914	914	914	914	914	914	914	
Gains on disposal of PPE													-
Total Revenue (excluding capital transfers and contributions)	47 521	1 890	1 890	1 890	45 131	1 890	890	890	45 131	1 890	1 890	165	2
Expenditure By Type													
Employee related costs	6 138	138	138	138	6 138	6 138	138	6 138	138	138	138	138	149
Remuneration of councillors	110	110	110	110	1 110	1 110	110	1 110	110	110	110	110	116
Debt impairment							500						-
Depreciation & asset impairment											700		-
Finance charges	21	21	21	21	21	21	21	21	21	21	21	21	21
Bulk purchases													-
Other materials													-
Contracted services	38	38	38	38	38	38	38	38	38	38	38	38	38
Transfers and grants	250	250	250	250	250	250	250	250	250	250	250	250	250
Other expenditure	015	015	015	015	5 015	5 015	015	5 015	015	015	015	015	015
Loss on disposal of PPE													-
Total Expenditure	12 571	12 571	12 571	12 571	12 571	12 571	13 071	12 571	12 571	12 571	16 271	12 588	
Surplus/(Deficit)	34 950	(10 681)	(10 681)	(10 681)	32 560	(10 681)	(11 181)	(10 681)	32 560	(10 681)	(14 381)	(10 423)	
Transfers recognised – capital			8 760			8 760			8 760		8 760		-
Contributions recognised – capital	1 009	1 009	1 009	1 009	1 009	1 009	1 009	1 009	1 009	1 009	1 009	1 009	1 009
Contributed assets													-

Surplus/(Deficit) after capital transfers & contributions		35 959	(9 672)	(912)	(9 672)	33 569	(912)	(10 172)	(9 672)	42 330	(9 672)	(4 611)	(9 414)
Taxation													-
Attributable to minorities													-
Share of surplus/ (deficit) of associate													-
Surplus/(Deficit)	1	35 959	(9 672)	(912)	(9 672)	33 569	(912)	(10 172)	(9 672)	42 330	(9 672)	(4 611)	(9 414)

EC135 IntsikaYethu - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2013/14											
		July	August	Sept.	October	November	December	January	February	March	April	May	June
Revenue by Vote	-												
Vote 1 - Exco and Council													-
Vote 2 - Municipal Manager				225				225					-
Vote 3 - Corporate Services													-
Vote 4 - Infrastructure Planning and Development		3 983	3 983	3 983	3 983	3 983	3 983	3 983	3 983	3 983	3 983	3 983	3 983
Vote 5 - Community Services		294	294	294	294	294	294	294	294	294	294	294	294
Vote 6 - Budget and Treasury		40 140				40 140				40 140			-
Vote 7 - Local Economic Development		3	3	3	3	3	3	3	3	3	3	3	3
Vote 8 - Water Services		2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500
Vote 9 - [NAME OF VOTE 9]													-
Vote 10 - [NAME OF VOTE 10]													-
Vote 11 - [NAME OF VOTE 11]													-
Vote 12 - [NAME OF VOTE 12]													-
Vote 13 - [NAME OF VOTE 13]													-
Vote 14 - [NAME OF VOTE 14]													-
Vote 15 - [NAME OF VOTE 15]													-
Total Revenue by Vote			6		6	46 919	6 779	7	6	46			

	46 919	779	7 004	779			004	779	919	6 779	6 779	6 779
<u>Expenditure by Vote to be appropriated</u>												
Vote 1 - Exco and Council	1 644	644	644	644	1 644	1 644	644	1 644	644	644	644	644
Vote 2 - Municipal Manager	869	869	869	869	869	869	869	869	869	869	869	869
Vote 3 - Corporate Services	1 205	205	205	205	1 205	1 205	205	1 205	205	205	205	205
Vote 4 - Infrastructure Planning and Development	1 770	770	770	770	1 770	1 770	770	1 770	770	770	770	770
Vote 5 - Community Services	1 964	964	964	964	1 964	1 964	964	1 964	964	964	964	964
Vote 6 - Budget and Treasury	2 276	276	2 276	276	2 276	2 276	276	2 276	276	276	276	276
Vote 7 - Local Economic Development	694	694	694	694	694	694	694	694	694	694	694	694
Vote 8 - Water Services	2 500	500	2 500	500	2 500	2 500	500	2 500	500	500	500	500
Vote 9 - [NAME OF VOTE 9]												-
Vote 10 - [NAME OF VOTE 10]												-
Vote 11 - [NAME OF VOTE 11]												-
Vote 12 - [NAME OF VOTE 12]												-
Vote 13 - [NAME OF VOTE 13]												-
Vote 14 - [NAME OF VOTE 14]												-
Vote 15 - [NAME OF VOTE 15]												-
Total Expenditure by Vote	12 923	12 923	12 923	12 923	12 923	12 923	12 923	12 923	12 923	12 923	12 923	12 923
Surplus/(Deficit) before assoc.	33 997	(6 143)	(5 918)	(6 143)	33 997	(6 143)	(5 918)	(6 143)	33 997	(6 143)	(6 143)	(6 144)
Taxation												

Attributable to minorities Share of surplus/ (deficit) of associate														-	
Surplus/(Deficit)	1	33 997	(6 143)	(5 918)	(6 143)	33 997	(6 143)	(5 918)	(6 143)	33 997	(6 143)	(6 143)	(6 144)		

Chapter 5: Financial Plan and Budget

8. Financial Viability

In accordance with the outcomes of the latest assessment conducted on the financial position, the IYLM remains financially sustainable and is able to meet its financial commitments.

Significant reforms within the adoption of new accounting standards, being Generally recognised Accounting Practice (GRAP), coupled with significant reforms within Municipal Budgeting and Reporting Regulations has significantly enhanced the credibility, sustainability, transparency, accuracy and reliability of financial planning, management and reporting within the IYLM

In meeting the demands associated with modernised practices towards sustaining and enhancing financial viability; and addressing the specific needs of Intsika Yethu LM within the context of limited resources and mounting service delivery expectations, has necessitated that a comprehensive integrated approach towards financial sustainability be developed.

In terms of the approach adopted, the report will clearly define financial risks which have been identified as being a financial threat to the long termed sustainability of the organisation, linked to key challenges, with a detailed focus on effective strategies employed to mitigate against financial threats and weaknesses, concluded by a detailed analysis of the service delivery package and associated financial implications on the operations, statement of financial position and cashflows for the MTREF 2012/2013- 2014/2015 which collectively aim to position Intsika Yethu LM on a sustainable approach to service delivery.

8.1 Financial risks

In order to maintain and improve on the financial efficiencies and position of Intsika Yethu LM, certain risks need to be managed, while financial management practices need to be continuously improved.

The key financial risks confronting the Municipality can be summarised as follows:

- Limitation on Revenue Raising Capacity due to high poverty indices;
- Growth within Debt Composition associated with Low level Service Offerings;
- Financial Distress- ratio analysis- specific on Working capital elements;
- Containment of personnel costs within set benchmarks as established within the budget process;
- Governance and Administration costs as a percentage of own revenue;
- Increases associated with deferred maintenance and backlog eradication.

8.2 Key Challenges

- Achieving an unqualified audit report;
- Affordability of a desired Organisational Structure;
- The need to improve customer care;
- The need to ensure legal compliance through all procedures and programmes.

8.3 Financial Strategies

The Financial Strategy has been formulated to ensure that the IYLM maximises all available 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.

Council's overall Financial Strategy is structured into the following core components to allow for a clearer understanding of the overall task:

- Revenue enhancement and maximisation Strategies;
- Asset Management strategies;
- Financial Management Strategies;
- Capital Financing Strategies;
- Operational Financing Strategies;
- Strategies to Enhance Cost-effectiveness; and
- Free Basic Services and indigent Support.

These segments are intended to provide operational guidance to staff to assist them in achieving identified objectives and goals.

Importantly the Strategies formulated are deemed to be primary mitigating tool against the financial risks identified, and giving effect to the objectives of the Integrated Development Plan, through ensuring that the performance targets as per the Budget underlying the IDP are achieved.

The strategies are premised on ensuring compliance with adopted financial policies, modelled on modernised reform practices applicable to Local Government.

8.3.1 Revenue Enhancement and Maximisation Strategy

The purpose of this strategy is to ensure that all possible avenues are explored to maximise the receipt of any monies available to Council by way of intergovernmental transfers and Grants or Donations, including expanding the billing database and maximising income opportunities on every registered serviced site within the LM's jurisdiction.

The second component of this strategy focuses on strengthening and building capacity within credit control and debt management practices and processes of Council, ensuring the attainment and exceeding of collection rates in line with key budgetary requirements.

The third component of the strategy focuses on maximising the registration of households eligible for participation within the Free Basic Services (FBS) programme of Council, this component is aimed at arresting spiralling debts associated with this user group, and limiting consumption of services in line with the FBS allocation threshold.

In line with the strategy employed, Council has formalised the appointment of a debt collection agency on a contingency arrangement over the next three years to undertake revenue enhancement and debt reduction, with a special focus on skills transfer to a dedicated internal unit.

A comprehensive revenue enhancement strategy is undertaken and it includes:

- Cleaning of the debtor database to ensure that all consumers are levied for all services received at the correct tariff for such service.
- Reviewing and formalising an indigent policy for the municipality.
- Ensuring that all consumers that qualify in respect of such approved indigent policy are registered.
- Implementing credit control measures to significantly improve payment levels and ensure that consumers that can pay do so.
- Reviewing Council's tariff policy in respect of the subsidy of free basic services and to ensure that the actual cost of services is recovered through the respective tariffs.
- Restructuring of the operational budget to ensure that the budget is cash funded and that it reflects actual payment levels in respect of bad debt provision.
- Investigating distribution losses in respect of electricity and water to ensure that electricity and water purchased is billed
- Appointment of a debt collection agency to assist in collecting outstanding debt

8.3.2 Subsidies and Grants

In order for Intsika Yethu LM to obtain maximum benefit from external monies available, a policy laying out the relevant procedures has been put in place within the Institution 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.

8.3.3 Credit Control and Debt Collection 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 lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment, with strong focus on management reporting requirements pursuant of key legislative requirements and performance management.

Giving effect to the administration of this policy, Council through the appointment of a revenue accountant has invested in a Revenue Management and Debt collection System fully compliant with Municipal Bylaws and objects of the policy framework, the system effects have result in macro approach to debt management and collection being effected, in an effective and efficient manner, maximise the return on investment and per household.

The Municipality currently bills all its debtors on a monthly basis as per the norms and standards of revenue management. The Municipality has an updated Valuation roll which is currently being used to bill the Municipal debtors, and the supplementary valuation roll is conducted annual as prescribed by the standards

8.3.4 Tariff Policy

This policy sets key guidelines on what should be considered when pricing services and guiding principles for the compilation of water, sanitation, solid waste and other services. This policy is subject to constant review, given significant reforms within the water sectors, which impact on the price cost of services rendered, and ultimately on the sustainability of trading services.

8.4 Asset Management

8.4.1 Asset Management Strategies

The purpose of the strategy is to optimise the use of all assets under the control of IYLM, given the financial exposure and the revenue streams earned by the Municipality in the rendering of services to the community.

8.4.2 Asset Management Policy

This policy is deemed necessary in order to facilitate the effective management, control and maintenance of the assets. The policy is in place and is subject to regular review. The prime objectives of the policy are to ensure that the assets of Intsika Yethu 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; and
- Maintenance of Council's Assets.

The implication of this policy on the administration and planning of assets has been profound, in that the organisation has a comprehensive understanding of all assets under the Management Control of the Municipality, has an acute understanding of the conditions and remaining lifespan etc of the asset base, all of which are aimed at ensuring that sound financial planning occurs, especially around investment choices and reserve creation to safe guard against ageing infrastructure; the Funding and Reserves policy is directly influenced through the outcomes of the annualised conditional assessment on all infrastructural assets.

It is envisaged that strict adherence to policy framework will continue to be applied in order to protect the resource of the community, and ensure the continued viability of the Municipality.

8.4.3 Asset Movement System

At the time of commissioning a GRAP compliant Asset Register, an asset tracking system using bar-coded discs and scanners was put in place. With the completion of the Asset Register, the asset tracking system is now fully operational.

The system allow for regular audits of all assets to be completed in a shorter time frame and therefore allowing for more regular updates of the register.

8.5 Financial Management Strategies

The purpose of this strategy is to ensure that the Financial Systems in place at IYLM are of such quality to allow for the generation of accurate and timely reporting at all times.

The Strategy has culminated in the institution being able to effectively make informed decisions around service delivery, identify financial risks and impending financial problems, through having an acute understanding of the financial affairs of the Municipality, through a simplified qualitative analysis being provided based on the in year reports focusing on budgeted performance(revenue, expenditure, capital); impact of the trading activity on the financial position and cashflows within the Organisation, this is in compliance with international standards on in year reporting.

8.5.1 Budget and Finance Reform

A considerable amount of time and effort has been expended on ensuring that IYLM has the capacity to deliver on the finance and budget reporting requirements as prescribed by National Treasury. The institution has reaffirmed its commitment to the development of capacity to service local government interest within financial management and administration and as such has invested huge amount towards this program over the 2012/2013- 2014/2015 MTREF.

The process is being overseen by a Finance Standing committee and significant progress has been made in some areas. Specific tasks being performed are:

- Employment of interns and short term contract workers;
- Reconciliation of assets;
- Training;
- Supply Chain Management;
- Liability Management;
- Revenue Management; and
- Financial Systems Reporting.

8.5.2 Operational Financing Strategies

The purpose of this strategy is to assess the viability (IA) of any association or alliance or partnership that may arise from time to time. IYLM has been assigned various functions and authorities by the MEC for Local Government, Housing and Traditional Affairs or Structures Act.

8.5.3 Strategies to Enhance Cost Effectiveness

The purpose of this strategy is to ensure that IYLM employs the most cost effective operating practices.

Importantly, this strategy is driven on the principles enshrined within the Costing policy, which amongst other things advocates that the sustainability of IYLM is not primarily driven on resource generation capacity, rather a combination of effective resource utilisation, premised on cost conscious decision making practices and processes.

8.5.4 Benchmarking and Performance Indicators

A set of performance indicators will be developed and implemented to test the effectiveness and efficiency of the Municipality. Benchmarking these against similar organisations will allow for regular internal assessment and upgrading.

These bench mark indicators will supplement the battery of indicators that have been developed as part of the new budget reporting formats and regulations, aimed at gauging the efficacy of financial performance and management.

8.5.6 Training and Development of Staff

Training sessions and courses are continually being planned to ensure that all financial as well as non-financial, senior staff and councillors will be in a better position to evaluate the financial position of the Municipality. The Council also has an approved skills development plan, which is being implemented and is used to guide training of both Councillors and Officials.

8.5.7 Cost Effectiveness

All departments of the IYLM are challenged continually with identifying the most cost effective means of operating by employing the methods commonly associated with BOP (Best Operating Practices).

8.6 Free Basic Services

8.6.1 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 services, the Intsika Yethu LM is required to implement an indigent support policy that makes adequate financial provision to ensure the provision of efficient and sustainable services to all residents within the area of jurisdiction.

The indigent support policy is an integral part of the Intsika Yethu's tariff policy that is developed and implemented in 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 specified level of service.

The subsidies contained in the policy should not compromise the quality or efficiency of service delivery.

Critically as part of Intsika Yethu LM commitment to improve continued access to service and provide a basket of free services as part of the poverty alleviation programme.

8.7 Actual expenditure and revenue for 2012/2013

The following tables provide an overview of IYLM's actual expenditure and revenue over the last financial year audited, 2012/2013. From the tables provided it is clear that IYLM's challenges remain with the cost of employing staff. Unlike in previous years, the municipality has been particularly effective in utilizing the grants allocated to it for infrastructure development. Furthermore, it has also managed to collect more revenue than was originally planned.

Table 39: IYLM budgeted expenditure versus actual expenditure 2012/2013

	Budget 2012/13	Actual 2012/2013 Audited	Variance
PERSONNEL COSTS			
Employee costs-Salaries	55641702	75974944	136.54%
Executive Committee and Council costs-Salaries	11807168	9158525	77.57%
SUB-TOTAL	67448870	85133469	
GENERAL EXPENDITURE			
Repairs and maintenance of infrastructure	23049942	40,599,473	176.13%
	9453988	4481394	47.40%
SUB-TOTAL	32503930		
CAPITAL PROJECTS	74386711		
TOTAL EXPENDITURE	106890641	0	

An area of concern lies with the municipality over-spending of its budget, whereas revenue only decreased by less than 2%. In the future the municipality will need to ensure there are stricter controls in place to avoid over-spending on employee costs.

Table 40: IYLM budgeted revenue versus actual revenue 2012/2013

REVENUE BUDGET	Budget 2012/13	Actual 2012/2013 Audited	Variance
EQUITABLE SHARE	88676000	88676000	100.00%
MIG	31461000	30461000	93.17%
WATER SERVICES	27203988	26582753	97.71%
FMG	1500000	1500000	100.00%
INEP	25000000	17000000	68%
MSIG	800000	800000	100.00%
OTHER INCOME	20502511	20451569	-0.02%
TOTAL REVENUE	195143499	185471322	101.60%

Table 42: IYLM Government Grants and Subsidies Allocation

SUPPORTING TABLE	PREVIOUS YR	PREVIOUS YR	Current Year	Budgeted Year +1	Budgeted Year +1
	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Budgeted	Budgeted	Budgeted	Budgeted
GOVERNMENT GRANTS AND SUBSIDIES LOCATIONS	R'000	R'000	R'000	R'000	R'000
1. Equitable Share	78,414,940	88,676,000	99,780,000	115 999 000	146 291 000
2. Municipal Systems Improvement Grant	790,000	800,000	890,000	934 000	967 000
3. Municipal Infrastructure Grant	25,935,000	31,461,000	35,042,000	38 856 000	40 729 000
4. Finance Management Grant	1,500,000	1,500,000	1,550,000	1,600 000	1,650 000
5. Integrated National Electrification Programme Grant	-	25,000,000	11,000,000	6 000 000	6 354 000
6. EPWP	-	1,000,000	1,000,000	1 849 000	-
Total Grants and Subsidies National Government	106,639,940	148,437,000	149,262,000	165 238 000	197 949 091

8.8 Financial Plan and Budget Statement

This plan is prepared in terms of Section 26 (h) of the *Local Government: Municipal Systems Act*, as amended, which stipulates that a financial plan must be prepared as part of the Integrated Development Plan.

The three year financial plan includes an Operating Budget and Capital Budget informed by the IDP priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The review of the Municipality's IDP has a ripple effect on the budget.

In addition to being informed by the IDP, the municipal fiscal environment is influenced by a variety of macro-economic control measures. National Treasury determines the ceiling of year-on-year increases in the total Operating Budget. Various government departments also affect municipal service delivery through the level of grants and subsidies.

Table 41: Indicative 3 Year MTEF Budget for IYLM

INTSIKA YETHU MUNICIPALITY (EC 135)			
BUDGET COST CODES DESCRIPTION	MEDIUM TERM BUDGET FRAMEWORK		
PERSONNEL	BASE LINE TOTAL 2014-2015	BUDGET 2015-2016	BUDGET 2016-2017
<u>COUNCILLORS</u>	-		
Basic Salary Councillors	9 934 423.39	10 520 554.37	11 099 184.86
Travelling allowance Councillors	2 156 945.23	2 284 205.00	2 409 836.27
Cellphone Allowance Councillors	936 055.01	991 282.26	1 045 802.78
Data Cards Councillors	151 200.00	160 120.80	168 927.44
Risk Policy for Councillors (service delivery protest)	443 520.00	469 687.68	495 520.50
<u>EMPLOYEES</u>	-		
Annual Bonus	3 371 540.88	3 570 461.79	3 766 837.19
Bargaining Council Levies	37 947.60	40 186.51	42 396.77
Basic Salary Employees	37 745 110.05	39 972 071.54	42 170 535.48
Cellphone Allowance employees	742 786.34	786 610.73	829 874.32
Housing Subsidy	1 782 779.58	1 887 963.58	1 991 801.57
Medical Aid Employees	2 781 656.65	2 945 774.39	3 107 791.98
Night Shift Allowance	278 477.64	294 907.82	311 127.75

Pension Fund employees	7 304 128.32	7 735 071.89	8 160 500.84
Relief Personnel	2 270 400.00	2 404 353.60	2 536 593.05
SALGA Levies	408 914.48	433 040.43	456 857.66
Skills Development Levies(UIF/SDL)	811 569.81	859 452.43	906 722.31
Vehicle Travel Allowance	6 517 392.77	6 901 918.94	7 281 524.49
Workmans Compensation fund			
TOTAL	77 674 847.75	82 257 663.77	86 781 835.27
	-	-	-
GENERAL EXPENSES	-	-	-
Accommodation & Meals	1 960 000.00	3 920 000.00	4 135 600.00
Advertisements(Recruitment/IMBIZO/IDP/SDBIP/Valuation Roll/AFS/Budget Process	897 205.39	950 140.51	1 002 398.24
Annual Audit Committee fee	108 000.00	114 372.00	120 662.46
Annual Financial Statements	1 845 000.00	1 953 855.00	2 061 317.03
Annual Report	87 188.47	92 332.59	97 410.88
Audit Fees	6 500 000.00	6 883 500.00	7 262 092.50
Bank Charges	190 151.25	201 370.17	212 445.53
Books & Publication	60 000.00	63 540.00	67 034.70
Camping equipment and accommodation	25 000.00	26 475.00	27 931.13
Catering	236 100.00	250 029.90	263 781.54
Cleaning Material	20 000.00	21 180.00	22 344.90
Conferences Venues and facilities(Strat Plan)	150 000.00	158 850.00	167 586.75

Consulting Fees (Engineering Planning)	952 699.97	1 008 909.27	1 064 399.28
Electricity	389 526.07	412 508.11	435 196.05
Engeneering and planning software costs	80 000.00	84 720.00	89 379.60
Fuel & Oil (Motor Vehicles)	2 103 163.96	2 227 250.63	2 349 749.42
Fuel & Oil (Plant & Machinery)	3 000 000.00	3 177 000.00	3 351 735.00
Hire of Equipment & Vehicles	200 000.00	211 800.00	223 449.00
IDP Document/ SDBIP	98 750.56	104 576.84	110 328.57
Insurance - for Assets	336 161.59	355 995.12	375 574.86
Legal Fees	1 580 650.00	1 673 908.35	1 765 973.31
Licence & Registration ICT (Software)	512 540.00	542 779.86	572 632.75
Loan Repaymnet (DBSA)	1 000 000.00	1 059 000.00	1 117 245.00
Material & Stores	60 000.00	63 540.00	67 034.70
Motor Vehicle Repairs & Mantainance	2 250 950.00	2 383 756.05	2 514 862.63
Motor Vehicle Registration & Licences	902 360.34	955 599.60	1 008 157.58
Motor Vehicle Tracker Monitoring Management System	204 307.66	216 361.81	228 261.71
Office Equipment Rental (Leased equipment)	1 361 021.40	1 441 321.66	1 520 594.35
Office Equipment Repairs	70 000.00	74 130.00	78 207.15
Perfomance Management System	500 000.00	529 500.00	558 622.50
Postage	2 500.00	2 647.50	2 793.11
Pound Costs	10 000.00	10 590.00	11 172.45
Printing & Stationery	80 000.00	84 720.00	89 379.60
Profressional Fees (Internal Audit/ Engineering/Traffic/Land Fill Site Management/GIS/Town Planner/	75 460.00	79 912.14	84 307.31
Protective Clothing	250 000.00	264 750.00	279 311.25

Provision for Bad Debts	1 700 000.00	1 800 300.00	1 899 316.50
Provision for Depreciation of Assets	35 000 000.00	37 065 000.00	39 103 575.00
Repairs & Maintenance Buildings	2 875 060.00	3 044 688.54	3 212 146.41
Security Services/System-Motor Vehicles x 70 units	187 402.32	198 459.06	209 374.31
Security Systems (Rental) RED GUARD	104 762.12	110 943.09	117 044.95
Subsistence & Travelling	124 312.00	131 646.41	138 886.96
Telephone - Data Line Rental	384 735.65	407 435.05	429 843.98
Telephone - Dignet Rental (VPN/ Internet)	372 000.00	393 948.00	415 615.14
Telephone - Usage (Consumption)	913 565.38	967 465.74	1 020 676.35
Training Expense	390 000.00	413 010.00	435 725.55
Transport - Flight Charges/ Tickets	812 537.96	860 477.70	907 803.97
Uniform - Staff	30 000.00	31 770.00	33 517.35
VAT Recovery Commission Expenditure	1 464 281.27	1 550 673.86	1 635 960.93
TOTAL GENERAL EXPENSES	72 457 393.36	78 576 739.57	82 898 460.24
OTHER OPERATING EXPENDITURE		-	-
		-	-
INFRASTRUCTURE PLANNING AND DEVELOPMENT		-	-
Town Planning and Land Use/ Land Survey	778 882.91	824 837.00	870 203.04
Road Maintenance (routen)	1 535 172.77	1 625 747.96	1 715 164.10
BUDGET AND TREASURY OFFICE			
FMG			
Integrated Financial System (Pastel & Payday)	675 246.18	715 085.70	754 415.42

Interns Training & CPMD Programme	473 620.00	501 563.58	529 149.58
Interns (Salaries)	526 380.00	557 436.42	588 095.42
MSIG		-	-
Asset Register (Revaluation of assets & asset register)	900 000.00	953 100.00	1 005 520.50
Valuation Roll	1 200 000.00	1 270 800.00	1 340 694.00
CORPORATE SERVICES DEPARTMENT		-	-
Corporate Branding	100 000.00	105 900.00	111 724.50
OHS (Occupational health Safety Program and Compliance)	300 000.00	317 700.00	335 173.50
Wellness Programmes and EAP	200 000.00	211 800.00	223 449.00
COMMUNITY SERVICES DEPARTMENT		-	-
Social needs	20 000.00	21 180.00	22 344.90
LOCAL ECONOMIC DEVELOPMENT			
Business Plan Development	500 000.00	529 500.00	558 622.50
LED Conditional Grants Projects	3 676 915.01	3 893 853.00	4 108 014.91
SMME support initiatives	130 000.00	137 670.00	145 241.85
Eggs	150 000.00	158 850.00	167 586.75
ADMIN-MAYOR'S OFFICE		-	-
Entertainment	220 389.39	233 392.37	246 228.95
Imbizo	207 153.60	219 375.66	231 441.32
Mayor's Cup	671 637.10	711 263.69	750 383.19
National day Celebration	210 801.57	223 238.86	235 517.00
EPWP	2 849 000.00	3 017 091.00	3 183 031.01
Offical Activities	668 063.30	707 479.03	746 390.38

Pauper Burial	32 150.00	34 046.85	35 919.43
SPU	467 784.80	495 384.10	522 630.23
Disaster Fund (emergencies/ fire)	388 289.40	411 198.47	433 814.39
ADMIN-SPEAKER'S OFFICE		-	-
Advance Councillor Training	300 000.00	317 700.00	335 173.50
Capacity Building	186 636.00	197 647.52	208 518.14
Ward Committees (Stipend)	3 024 000.00	3 202 416.00	3 378 548.88
Corporate Identity	116 113.37	122 964.06	129 727.08
Public Participation	189 190.99	200 353.26	211 372.69
		-	-
OTHER OPERATING EXPENDITURE	20 697 426.39	21 918 574.55	23 124 096.15
TOTAL OPERATING EXPENDITURE	170 829 667.50	182 752 977.88	192 804 391.67
CAPITAL EXPENDITURE			
Office furniture & equipment	100 000.00	105 900.00	111 724.50
Intangible Assets - (Computer Software/ M-Vehcl monitoring)	298 775.19	316 402.93	333 805.09
TRUCKS	2 000 000.00	2 118 000.00	2 234 490.00
Sheep shearing sheds (Wool improvement programme)	750 000.00	794 250.00	837 933.75
Development of Informal Trading	800 000.00	847 200.00	893 796.00
Traffic Management System	300 000.00	317 700.00	335 173.50
MicroSoft Volume Licencing - Outright Purchase	981 767.94	1 039 692.25	1 096 875.32
Vehicle Testing Station Centre (Plans)	155 850.00	165 045.15	174 122.63
Landfill (Contruccion of a Cell)	1 030 000.00	1 090 770.00	1 150 762.35

Upgrading gravel to surface (Tsono Roads&stormwater)	10 778 479.00	11 414 409.26	12 042 201.77
Intregrated Transport Plan	700 000.00	741 300.00	782 071.50
Stormwater Management Plan	826 520.00	875 284.68	923 425.34
Vehicle Testing Station	1 000 000.00	1 059 000.00	1 117 245.00
Lubisi Development centre chalets	1 500 000.00	1 588 500.00	1 675 867.50
Infrastrcture backlog and assessment	1 200 000.00	1 270 800.00	1 340 694.00
Tsono Street Lights & High Mast Phase 2	1 000 000.00	1 059 000.00	1 117 245.00
Cofimvaba Lighting &high mast phase 3	1 173 480.00	1 242 715.32	1 311 064.66
Fourty to Mawusheni Access Road	5 777 854.33	6 118 747.74	6 455 278.86
Deckets hill to Cube Access Road	2 360 000.00	2 499 240.00	2 636 698.20
Ngqwarhu to Zwelixelile Access Road	1 770 000.00	1 874 430.00	1 977 523.65
Xume to Nobhokwe Access Road	3 736 666.67	3 957 130.00	4 174 772.15
Lower Qutsa to Ndenxe Access Road	1 770 000.00	1 874 430.00	1 977 523.65
Mtwaku Access Road	1 770 000.00	1 874 430.00	1 977 523.65
Qumanco Access Road	1 160 000.00	1 228 440.00	1 296 004.20
Ngxwashu Access Road	1 770 000.00	1 874 430.00	1 977 523.65
Ezintlanti Access Road	590 000.00	624 810.00	659 174.55
INEP	6 000 000.00	6 354 000.00	6 703 470.00
TOTAL CAPITAL EXPENDITURE	51 299 393.13	54 326 057.32	57 313 990.48
TOTAL EXPENDITURE	222 129 060.63	237 079 035.21	250 118 382.14
REVENUE	BUDGETED REVENUE	BUDGETED REVENUE	BUDGETED REVENUE

	-	-	-
BTO - Interest on Rates	-	-	-
BTO - Interest Received	298 558.00	316 172.92	333 562.43
BTO - Tender Receipt	46 114.86	48 835.64	51 521.60
COM - Agency Fees	363 968.00	385 442.11	406 641.43
COM - Cemetry	4 500.00	4 765.50	5 027.60
COM - Learners Licence & Driving Licence	1 400 000.00	1 482 600.00	1 564 143.00
COM - Pound Fees	76 579.34	81 097.52	85 557.88
COM - Telecentre	30 000.00	31 770.00	33 517.35
COM - Town Hall Hire Receipt	30 349.27	32 139.88	33 907.57
COM - Traffic Fines	250 000.00	264 750.00	279 311.25
DEBTORS - Rates Receipts	4 865 251.59	5 152 301.43	5 435 678.01
DEBTORS - Refuse Receipts	233 890.00	247 689.51	261 312.43
DEBTORS - Rent Building	237 081.52	251 069.33	264 878.14
DEBTORS - SARS VAT RECOVERY	11 997 129.90	12 704 960.56	13 403 733.39
GRANTS - EPWP INCENTIVES	1 849 000.00	1 958 091.00	2 065 786.01
GRANTS - Equitable Share	115 999 000.00	146 291 000.00	147 367 000.00
GRANTS - FMG	1 600 000.00	1 650 000.00	1 700 000.00
GRANTS - INEP	6 000 000.00	26 200 000.00	25 000 000.00
GRANTS - MIG	38 856 000.00	40 729 000.00	42 452 000.00
GRANTS - MSIG	934 000.00	967 000.00	1 018 000.00
LED - Business Licence	18 226.15	19 301.49	20 363.07
TECH - Plan Approval Fees	50 912.00	53 915.81	56 881.18
TECH - Plant Hire	288 500.00	305 521.50	322 325.18

TOTAL	185 429 060.63	200 263 385.48	220 289 724.03
NET PROFIT(DEFICIT)	(36 700 000.00)	(39 636 000.00)	(43 599 600.00)

8.9 Financial Recovery Plan

The Municipality has not uncounted any financial difficulties for the past 3 years, but to deal with such instances in the near unforeseeable future, the Municipality has developed policies in the form of Borrowing and Financing policy including our interactive corporation with organs of state (e.g. Treasury and Local Government) to close any gaps before they transpire.

8.10 Summarized Financial Statements

It is the responsibility of the accounting officer to make sure that the annual financial statements are prepared based on the prescribed format and submitted to Auditor General on time as prescribed by the MFMA. The Financial Statements listed below relate to the last 2 years of audited financial information 2012/2013 financial years.

Intsika Yethu Municipality

Financial Statement for the year ended 30 June 2013

Statement of Financial Position as at 30 June 2013

Figures in Rand	Note(s)	2013	Restated 2012
Assets			
Current Assets	5	91 076	212 049
Inventories	6	3 668 533	20 498 009
Other Receivables	7	7 418 543	2 161 078
Receivables from non-exchange transactions	8	722 959	6 008 018
VAT receivable	9	6 038 748	938 413
Receivables from exchange transactions	10	7 722 364	6 859 152
		25 662 223	36 676 719
Non-Current Assets	3	544 331 384	528 715 658
Property, plant and equipment	4	649 726	355 473
Intangible assets		544 981 343	529 071 131
Total Assets		570 643 566	565 747 850
Liabilities			
Current Liabilities			
Payables from exchange transactions	14	24 398 568	29 856 507
Unspent conditional grants and receipts	11	9 463 726	1 386 981
Provisions	12	906 675	404 165
Short-term borrowings	13	465 739	367 233
		35 234 708	32 014 886
Non-Current Liabilities			
Long-term borrowings (DBSA)	13	8 297 504	8 763 242
Total Liabilities		43 532 212	40 778 128
Net Assets		527 111 354	524 969 722
Reserves			
Revaluation reserve		22 831 223	22 831 223
Other NDR		407 153 589	487 751 464
Accumulated surplus		97 126 542	14 387 035
Total Net Assets		527 111 354	524 969 722

Intsika Yethu Municipality

Financial Statement for the year ended 30 June 2013

Statement of Financial Performance

Figures in Rand	Note(s)	2013	Restated 2012
Revenue			
Revenue from exchange transaction			
Service charges	16	4 258 163	2 899 388
Rental of facilities and equipment	24	885 378	757 618
Income from agency services		512 904	461 826
Licences and permits		1 123 773	846 919
Other income	18	2 434 856	4 798 800
Interest receive-investment		41 874	49 450
Total revenue from exchange transactions		9 256 948	9 814 001
Revenue from non-exchange transactions			
Taxation revenue			
Property rates	15	8 987 332	3 726 368
Transfer revenue			
Government grants& subsidies	17	167 227 042	128 197 618
Total revenue from non-exchange transaction		176 214 374	131 923 986
Total revenue		185 471 322	141 737 987
Expenditure			
Personnel	20	75 974 944	63 857 787
Remuneration of councillors	21	9 158 525	5 047 598
Depreciation and amortisation	22	33 999 990	32 829 271
Finance costs	23	492 051	618 973
Repairs and maintenance		4 481 394	3 432 462
Bulk purchases	26	598 936	1 118 250
Grants and subsidies paid	25	5 423 898	6 350 008
General expenses	19	47 816 506	79 461 764
Total expenditure		177 946 244	192 716 113
Operating surplus (deficit)		7 525 078	(50 978 126)
Gain or Loss on disposal of asset		283 015	90 794
Surplus (deficit) for the year		7 808 093	(50 887 332)

Intsika Yethu Municipality

Financial Statement for the year ended 30 June 2013

Cash Flow Statement

Figures in Rand	Note(s)	2013	Restated 2012
Cash flows from operating activities			
Receipts			
Grants		39 029 424	24 657 081
Interest income		41 874	49 450
Other receipts		59 185 714	282 739 600
		<u>98 257 012</u>	<u>307 446 131</u>
Payments			
Employee costs		(18 126 717)	(13 925 919)
Finance costs		(492 051)	(618 973)
		<u>(18 618 768)</u>	<u>(14 544 892)</u>
Net cash flows from operating activities	27	<u>79 638 244</u>	<u>292 901 239</u>
Cash flow from investing activities			
Purchase of property, plant and equipment	3	(78 197 009)	(306 549 580)
Proceeds from sale of property, plant and equipment	3	283 015	90 794
Purchase of other intangible assets	4	(493 806)	(335 333)
Net cash flows from investing activities		<u>(78 407 800)</u>	<u>(306 794 119)</u>
Cash flows from financing activities			
Movement in long-term borrowings (dbsa)		(367 232)	9 130 475
Other non-cash item		-	202 083
Net cash flows from financing activities		<u>(367 232)</u>	<u>9 332 558</u>
Net increase/(decrease)in cash and cash equivalents		863 212	(4 560 322)
Cash and cash equivalents at the beginning of the year		<u>6 859 152</u>	<u>11 419 474</u>
Cash and cash equivalents at the end of the year	10	<u>7 722 364</u>	<u>6 859 152</u>

8.11 Recurring AGs reporting issues

The Municipality has documented an Audit Action plan to ensure that issues that have been reported on the audit report do not resurface. Listed below is the list of recurring issues that were reported by the office of the Auditor General.

No	Financial statement item	Finding	Occurred in prior year ("Yes/ "No")
1.	Trade receivables from exchange transactions	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
2.	Investments	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
3.	Property, Plant & Equipment	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
4.	Payables from exchange transactions	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
5.	Other NDR	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
6.	Government grants	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
7.	Other Receipts	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
8.	Bad debts	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
9.	Depreciation	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
10.	Cash flow statement- Net cash flows from investing activities	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes
11.	Cash flow statement- Net cash flows from operating activities	A journal was passed correcting the prior year figures which were disclaimed but no supporting documentation was submitted for audit purposes.	Yes

No	Financial statement item	Finding	Occurred in prior year ("Yes/ "No")
12.	Cash & cash equivalent	Comparative figure that was disclaimed in the prior year not corrected and no supporting documentation was provided for audit purposes.	Yes
13.	Cash and Bank equivalents	No supporting documentation submitted	Yes
14.	Cash and Bank	TB does not agree to the balance disclosed in the AFS	Yes
15.	Cash and Bank	Reconciling items and bank reconciliation not cleared timeously	Yes
16.	Immovable assets	Infrastructure assets not on the register and not verified	Yes
17.	Movable assets	Depreciation not correctly calculated	Yes
18.	Operational expenditure	Amounts recorded do not agree to supporting documentation	Yes
19.	Payables	Trade payables with credit balances	Yes
20.	SCM	Request for quotation not advertised for at least 7 days	Yes
21.	Provisions	Supporting documentation for landfill site still in a draft format	Yes
22.	Receivables	Interest not levied or incorrectly levied on debtors account	Yes
23.	Reserves	Limitation of scope on non-distributable reserves movements	Yes
24.	Revenue	New connections not billed for water	Yes
25.	Unauthorised expenditure	Overspending not recognised as unauthorised expenditure	Yes
26.	Vat	Vat disclosed on cash basis instead of accrual basis	Yes

8.12 Internal Controls

The Municipality has a functional Audit Committee that reports to the Council on a quarterly basis. This committee with the assistance of the Internal Audit unit ensures that the municipality has effective internal controls in place, these controls are tested on a regular basis to ensure that they are effective.

There is a Risk Manager, which is a new post that has recently been created within the Municipality, there has been a risk management framework and risk policy that has recently been documented and communicated to the staff members. Risk assessment/ management is the responsibility of management and management ensures that this assessment is conducted on a yearly basis.

Every year during the preparation of the Financial Statement the Municipality prepares an accounting file which is in line with the treasury regulations as to the format of the file and all the contents that are to be on the file are documented and filed

9.1 Financial Policies

9.1 Amendments to Budget Related Policies

The MFMA and the Budget and Reporting Regulations require budget related policies to be reviewed, and where applicable, be updated on an annual basis.

A review of the existing budget related policies indicated that significant changes are required at this stage. The following amended budget related policies are submitted herewith for final adoption:

- Rates Policy
- Supply Chain Management Policy
- Cash and Investment Policy
- Fleet Management Policy

9.2 New Policies proposed

- Borrowing Policy
- Funding and Reserves Policy
- Policy related to long term financial plan
- Policy relating to infrastructural investment and capital projects
- Budget Implementation Plan
- Policies related to Management of losses
- Policy on Pauper Burials
- Policy on Lease of Property
- Policy on Unauthorized/irregular and wasteful expenditure
- Policy on Contingent Liabilities
- Policy on Related Party Disclosures
- Policy on VAT
- Policy on delegation of authority
- Policy on catering
- Policy on GRAP Disclosures
- Policy on Journal Entries
- Policy on Capital Commitments

9.3 History of Audit Reports

- Qualification 2008/2009
- Disclaimer 2009/2010

- Disclaimer 2010/2011
- Disclaimer 2011/2012
- Adverse 2012/2013

IYLM has developed an action plan to address all the audit queries and has strengthened the internal audit unit for the better monitoring of the implementation of this plan.

10. Supply Chain Management and Contract Management

10.1 Supply Chain Management Processes and Procedures

Supply Chain Management Policy is in place for financial year under review and is due for review for the next financial year 2014/2015. Supply Chain Management Processes and Procedures are in place and were communicated to all departments through workshops.

10.2 Bid Committees

There are three bid committees: bid specification, bid evaluation and bid adjudication committee. When the municipality contracts for goods or services, it makes use of competitive bidding / a public call for tenders for contracts over R200 000 as well as for long term contracts. A competitive bidding process generally consists of different stages, for example, compiling bid specifications, advertising the bid, the receipt and evaluation of bids, and the award and implementation of the contract. The Municipal Supply Chain Management Regulations require a municipality's Supply Chain Management Policy to provide for a committee system to oversee the different stages. Bid committee system consists of a bid specification committee, a bid evaluation committee and a bid adjudication committee. The challenge pertaining to the implementation of the committee system is the lack of training of bid committee members to clearly understand the roles of responsibilities.

Recommendation

To build capacity of bid committee members who serve on bid specification, bid evaluation and bid adjudication committees so that all members are equipped with elements of scm model that apply to bid committee system. Training will help them apply knowledge of applicable regulatory framework to ensure compliance and will educate them about the importance of ethical conduct at all stages of bid committee process.

10.3 Contract management

Contract management is the proactive monitoring, review and management of contractual terms secured through the procurement process to ensure that what is agreed is actually delivered by suppliers or partners. Contract Register is maintained and updated regularly.

Currently SCM does not have contract management officer and propose to have a staff dedicated to contract management as this function is very key in ensuring compliance with the terms and conditions agreed and documenting and agreeing any changes or amendments that may arise during contract implementation or execution

Chapter 6: Approval

This FINAL IDP Review 2014/15 was be tabled to council for adoption on the 29 May 2014 and thereafter, comments will be invited from affected and interested parties via an advert in local papers. This period is expected to take about 21 working days from the date of advert.

Following receipt of comments from various interests groups and local communities via ward consultative engagements and mayoral Imbizos, inputs will be considered and drafted into a FINAL document.

A separate sector departmental engagement workshop will be organised during this comments period in order to invite and discuss their comments on our draft and inputs in terms of their planned 2014/15 commitments in our municipality.

Thereafter, the drafting team will produce a FINAL IDP review 2014/15 document which must be tabled to council together with budget for adoption and implementation with effect from 01 July 2014.

The final document will be reproduced and marketed to all relevant audiences to ensure continuous buy-in and support for IDP Review 2014/15 implementation.

Copies will also be forwarded to relevant authorities such as MEC for local government in the province, the District and other development agencies that will be lobbied to contribute to the development agenda of municipality.

DECLARATION OF ADOPTION

Council resolution date for adoption of the Draft IDP document:

.....29/05/2014.....

SIGNATURES

.....

Z. Shasha

MUNICIPAL MANAGER

.....

DATE

.....

K. Vimbayo

MAYOR

.....

DATE

Annexure A: Strategy and Sector Plan Overview

The following provides an overview of plans and strategies currently in existence with IYLM and indicates the year in which they were adopted. Where plans and strategies are in existence, they were considered and informed the compilation of the IDP 2012-2017.

Table 1: Existing Strategies and Plans

Existing Strategies and Plans	
Title	Financial Year Adopted
Human Resource Strategy	2009/2010
Fire Response Plan	2008/2009
Fraud and Prevention Plan	2009/2010
HIV/AIDS Strategy	2009/2010
Tourism Strategy	2008/2009
LED Strategy	2007/2008
Small Towns Development Plan	2010/2011
Spatial Development Framework	2008/2009
Workplace Skills Plan	2008/2009
Employment Equity Plan	2008/2009
Audit Turnaround Plan	2011/2012 (March)
Waste Management Plan	2011/2012
Ward AIDS Council Plan	2011/2012

The table below gives an overview of those plans or strategies currently under development within IYLM or currently in existence with the District Municipality. Where a document is in progress, it could not be said to have an influence on the content of the document, whereas plans that were with CHDM were implicitly considered in the compilation of the IDP.

Table 2: Current Plans with CHDM or Reviews in Progress

Current Plans with CHDM or Reviews in Progress	
Title	Status
Housing Sector Plan	In progress
SDF Review	In progress
Waste Water Treatment Plan	CHDM
Sanitation Implementation Plan	CHDM
Water Services Development Plan	CHDM
Storm Water Management Plan	In progress
Environmental Management Plan	In Progress
Fire and Disaster Management Framework	CHDM

The table below provides an overview of all the potential strategies and plans currently under consideration by IYLM for the new term of Council. Of priority in this regard are the Comprehensive Infrastructure Plan and the Road Master Plan as these are crucial to effective and efficient service delivery within the municipal area. Review and consideration of the implications of plans and strategies on these issues is a useful point of departure for the municipality going forward.

Table 3: Additional Strategies and Plans for consideration in 2012-2017

Additional Strategies and Plans for consideration in 2012-2017	
Title	
Stakeholder Mobilisation Strategy	
Community Participation Strategy	
Complaints Management System	
Traditional Leadership Strategy	
Community Safety Plan	
Air Quality Management Plan	
Trade Effluent Policy	

Additional Strategies and Plans for consideration in 2012-2017

Title

Leachate Management Plan

Integrated Transport Plan

Roads Master Plan

Migration Plan

Land Degradation and Revitalisation Plan

Land Asset Register

Comprehensive Infrastructure Plan
