



CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

Integrated Development Plan Review 2010/11



CHRIS HANI
The Living Heritage

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GLOSSARY OF TERMS

AFS	Annual Financial Statements
AG	Auditor-General
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative of South Africa
BDS	Business Development Services
CASP	Comprehensive Agriculture Support Programme
COGTA	Department of Co-operative Governance & Traditional Affairs (previously DPLG)
CDWs	Community Development Workers
CHARTO	Chris Hani Regional Tourism Organisation
CHDM	Chris Hani District Municipality
DAFF	Department of Agriculture, Forestry & Fisheries
DARD	Eastern Cape Department of Agriculture & Rural Development
DBSA	Development Bank of South Africa
DDMAF	District Disaster Management Forum
DEAT	Department of Tourism, Environment and Economic Affairs
DEDEA	Department of Economic Development & Environmental Affairs
DFA	Development Facilitation Act No 67 of 1995
DHS	District Health System
DLG & TA	Department of Local Government & Traditional Affairs
DM	District Municipality
DMA	District Management Area
DME	Department of Mineral and Energy
DoE	Department of Education
DoH	Department of Health
DoSD	Department of Social Development
DoT	Department of Transport
DPSS	Department of Public Safety and Security
DRDLR	Department of Rural development & Land Reform
DRPW	Department of Roads & Public Works
DSRAC	Department of Sport, Arts and Culture
DWA	Department of Water Affairs

ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
ECDC	Eastern Cape Development Corporation
EC SDF	Eastern Cape Spatial Development Framework
EEP	Employment Equity Plan
EHO	Environmental Health Officer
EHP	Environmental Health Practitioner
EMP	Environmental Management Plan
EMRS	Emergency Rescue Service
EPWP	Expanded Public Works Plan
ES	Equitable Share (grant)
GCIS	Government Communication and Information Systems
GDS	Growth & Development Strategy
GGP	Gross Geographic Product
GIS	Geographical Information System
GTZ	German Technical Cooperation
GVA	Gross Value Added
HDI	Human Development Index
HIPPS	High Impact Priority Projects
HIV	Human Immune Deficiency Virus
HR	Human Resource
ICT	Information Communication Technology
IDC	Independent Development Corporation
IDP	Integrated Development Plan
IDT	Independent Development Trust
IGF	Inter-governmental Forum
IGR	Intergovernmental relations
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
LED	Local Economic Development
LM	Local Municipality (Category B)
LSA	Local Service Area (Primary Health)
MEC	Member of the Executive Committee
MIG	Municipal Infrastructure Grant

MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MSIG	Municipal Support & Institutional Grant
MSyA	Municipal Systems Act, 2000
MStA	Municipal Structures Act, 1998
NDC	National Development Corporation
NEMA	National Environmental Management Act
NGO	Non Governmental Organizations
NMT	Non motorized Transport
NSDP	National Spatial Development Perspective
NWGA	National Wool Growers Association
PGDP	Provincial Growth & Development Plan
PMS	Performance Management System
PPP	Public Private Partnership
REDS	Regional Economic Development Strategy
RTP	Responsible Tourism Planning
S 57	Managers reporting directly to the Municipal Manager
SALGA	South African Local Government Association
SANRA	South African National Roads Agency
SAPS	South African Police Service
SMME	Small, Medium and Micro Enterprises
SLA	Service Level Agreement
SMME	Small Medium and Micron Enterprises
SOE	State Owned Enterprises
SoR	State of Environment Report
Statssa	Statistics South Africa
STDs	Sexual Transmitted Diseases
TB	Tuberculosis
TSG	Technical Support Group (Part of Premiers IGR system)
VIP	Ventilated Improved Pit (dry sanitation facility)
WSA	Water Service Authority
WSDP	Water Services Development Plan
WSDP	Work Place Skills Development Plan
WSP	Water Service Provider

SECTION A1: EXECUTIVE SUMMARY

1.1 INTRODUCTION

This document represents the reviewed integrated development plan 2010/11 for the Chris Hani District Municipality. The plan was adopted with the budget on the 27th May 2010. It has been formulated in line with the requirements of the Local Government Municipal Systems Act (MSA) 32 of 2000 which prescribes for the review of municipal integrated development plan. The review focuses on the following areas:

- Complying with legislation and policy framework requirements
- Adding information from the turnaround strategy (LGTA)
- Updating of information
 - where new and updated information exists such as statistics for understanding backlogs and scale of problems
 - incorporating internal sector plans that were adopted after the IDP adoption
- Responding to MEC comments
 - MEC made a number of comments on our current IDP which necessitated amendments.
- Responding to Auditor General's comments
 - The AG issued a number of comments on the annual financial statement 09/10. The review attends to these matters
- Ensuring a credible and compliant IDP utilizing the **DPLG** GUIDE for CREDIBLE IDP.
 - The structure of the document has been amended according to the GUIDE to ensure easy reporting and alignment with other spheres of government. For, example, drafting the report along the lines of the 6 KPA's of local government

1.2 DEMOGRAPHIC PROFILE

The official statistics on the population of CHDM from Statistics South Africa show a decrease in population from 809 581 in 2001 to 798 597 in 2007 utilising the community sample survey. However the District Municipality is of the opinion that the survey results are not accurate as the majority of the population is rural and census results in rural areas are not as accurate as urban areas. Global Insight statistics offer a more accurate picture. These statistics indicate that there is a decrease like Statssa but from 817 709 in 2001 to 810 353 in 2007 and 809 925 in 2008.

The number of households has increased from 187 330 in 2001 to 203 041 in 2007 utilising Statssa. Global insight reflects a growth from 193 292 in 2001 to 207 578 households in 2007. This indicates a move towards a more nuclear family group rather than the larger family group.

CHDM is a predominantly rural district with over 70% of its households residing in rural areas but living in villages. Focus has to therefore be given to developing and designing interventions to empower rural areas.

The majority of the population is female (53%) and (54.4%) is under the age of 20. This suggests a need for educational facilities, skills and training as well as youth specific programmes and projects

1.3 ECONOMIC DEVELOPMENT

LED is the first priority in 2010/11 and should be mainstreamed into each project and programme that is undertaken by the District Municipality. A LED strategy is in place to ensure that directorates understand the importance of their contribution to LED. The main role of the District Municipality in LED is to create a favourable environment for business development and success. A favourable business environment means that infrastructural services must be reliable and that businesses must have convenient access to markets and essential inputs into

the business. It is also important that the regulatory environment is user-friendly. Implementation of LED is carried out by the public, private and non-governmental sectors according to their abilities and strengths (LED Toolkit).

The CHDM GDP has grown by over one and half times from 2, 6 billion Rands in 2006 to approximately 7, 3 billion in 2008, in contrast to the national GDP growth of between 3% and 5%. In spite of this growth, high levels of unemployment (57%) and poverty persist.

1.4 ENVIRONMENTAL MANAGEMENT

The District has an adopted integrated environmental management plan (EMP) to guide its interventions and functions with regard to the environment and conservation. However due to the numerous challenges in this area especially financial constraints, implementation is limited. DEAT and DEDEA as legal custodians of the environment need to play a greater role regarding enforcement and financing.

The effects of climate change on our district have been numerous and include:

- **Massive rainfall and hail downfalls due to thunderstorms creating the potential risk of disasters.** The district experiences an annual summer rainfall of up to 700 -800mm in areas like Cofimvaba whilst in the more arid western areas, the average annual precipitation is between 200mm and 300mm.
- **Evaporation levels tend to be high and negatively affect water balance.** The arid western area loses about 2 146 mm per annum, whereas it is approximately 1 700 mm per annum in the Lady Frere and Cofimvaba areas.
- **Extremes in temperature conditions that contribute to common sickness:** summer months can have maximum temperatures often exceeding 40°C in the lower lying areas in the western (arid) section of the district while minimum temperatures in the winter months in the high lying areas are often well below zero and frost is a common occurrence throughout the district.

- **Decrease in annual rainfall.** The entire district has been affected by drought conditions and several towns in the region including Queenstown (the largest) have severe water shortages.

1.5 SERVICE DELIVERY PROFILE

Water & Sanitation: Backlogs are 24% for water and 45% for sanitation. Water backlog estimated at R718 million & Sanitation backlog estimated at R448 million. The highest concentration of backlog for water and sanitation infrastructure is in the Engcobo, Intsika Yethu, Lukhanji and Emalahleni local municipalities.

Roads & Stormwater: The road network in the rural areas is underdeveloped and generally in a poor condition with many low level bridges needing replacement. Many villages are still inaccessible by road in wet conditions. This is due to limited funds and capacity which contributes to the lack of maintenance. The District Municipality is currently not responsible for any roads and works on an agency basis. The main tarred roads are in need of maintenance (apart from the N6) and in some cases, resurfacing such as the R61. The Departments of PW, R&T, SANRA need to be lobbied to increase their support, creation and maintenance of the Provincial and National network

Housing: Not a function of DM. The DM's only function is to support and co-ordinate the facilitation of planning and implementation by LMs

Disaster Management, Fire Fighting & Emergency Services: The District is busy finalizing its Disaster Management sector plan. Fire fighting services are the function of the District in certain municipalities. The clarification of roles and SLAs for firefighting is required. The EMRS services are not a district function but service delivery is hampered by the lack of emergency vehicles (5 service the entire DM areas)

Community Facilities: The District builds and maintains certain of these facilities through grants received from relevant departments. However more grants are required and the relevant authorities require more lobbying for funds e.g. DSRAC for libraries and sportsfields

Municipal and Environmental Health Services: There is generally poor attention paid to environmental health services at most LMs due to lack of capacity especially in the Sakhisizwe, Inkwanca, Engcobo, Intsika Yethu, Tsolwana and Emalahleni municipalities.

The DM needs to continue supporting these activities across all LMs and the devolution of MHS will be a vehicle to address the equity in delivering MHS with the CHDM. This emanates from the clear definition of Municipal Health Service by the National Health Act 61 of 2003 that defines the function as the function of the district municipality and the metro. This therefore advocates the transferring of all the EHP'S that are currently appointed by the department of Health to the district municipalities.

Education: This is the competency of the DoE. The DM's role is to ensure the supply of water and sanitation infrastructure to educational facilities and co-ordinate initiatives with other departments to ensure that learners are equipped with the necessary skills demanded by the economy.

Safety & Security: Although this is the competency of the SAPS and the Departments of Justice and Safety and Security, the DM co-operates in crime prevention programmes with other departments. In addition the DM implements measures to prevent corruption.

Primary Health Care Services: Need to conclude SLA with DoH regarding our clinic and support District Health Office to implement their infrastructure upgrading and maintenance commitments in 10/11. It must be noted that Primary Health Care Services are rendered on an agency basis for the Department of Health. The funding arrangement that is being implemented is 80:20 with no funds given for the infrastructure and for replacing of the dilapidating mobile clinics. Shortage of staff is a great challenge with the introduction of OSD and rural allowance that is not allocated to local government employees. The state of the roads within our district is a challenge as it even destroying the current mobile clinics.

In terms of National Benchmark of 1 clinic for every 10 000 h/h and 1 hospital for every 5 0000hh for infrastructure provision, Chris Hani areas are doing very well in terms of health provision. However challenges still exist with the accessibility of health facilities, quality of the service and the staffing and retention of staff in rural areas. The table below gives a summary.

LSA	Fixed Clinic	CHC	Mobile clinics	Others	District hospitals	Reg/Spec hospitals		ARV	Baby friendly
Lukhanji	30, 5 LA 25 Prov	2	3 4 LA	1	2 PAH 1 Pri.run	2	1	Frontier	Molteno
Engcobo	21	2	7	0	2	0	0	All Saints	
Emalahleni	18, 3 LA 15 Prov		03	2	1 2 PAH	0	0	Glen Grey	
Intsika Yethu	35	1	1 3 LA	0	1	0	0		
Inxuba Yethemba	21, 13 LA 8 Prov	1	1 6 LA	0	2 1 PAH	0	0	Cradock	Wilhem Stahl
Sakhisizwe	10, 3 LA 7 Prov	0	3	0	2	0	0	Cala	
Total	135	6	31	3	14	2	1	5	2

1.6 INSTITUTIONAL TRANSFORMATION & FINANCIAL VIABILITY

The document contains a detailed BUDGET for 2010/11. Challenges for financial viability include among others

- Inadequate financial management and reporting systems which has led to a recurring problem of not achieving a CLEAN AUDIT. The IDP document highlights Financial Management as a key result area in order to focus on financial viability interventions, improve systems (AFS + ASSET Register, risk management, internal controls) to be compliant with the MFMA.

1.7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The DM is committed to increasing good governance and public participation practices in order to ensure a culture of accountability and anti-corruption free.

The main issues of focus for 2010/11 are to:

- Promote good governance
- Fight against corruption
- Promotion of effective public participation through dedicated programmes to empower ward committees, CDWs and implementation of our communication strategy
- Setting relevant institutional mechanisms for effective customer care relations
- Promoting inter-sphere government cooperation by participating in the IGR structures
- Continuous improvement and building of internal capacity to plan, implement and evaluate our plans effectively
- Reduction of unfunded mandates through creative engagement of relevant authorities and lobbying for sustainable SLAs

1.8 BROAD PRIORITIES IDENTIFIED IN THE TURN AROUND STRATEGY

- a)* The organization needs to be re-organised to work better and smarter in delivering basic services.
- b)* Chris Hani DM should and must use and maximise the rural development potential of the region as a strategic resource.
- c)* Align Community Services with the Massive Social Security Programme.
- d)* Early Childhood Development is a critical aspect of a better education system, and together with a NSFAS reform.

- e) The creation of the department of the institution of the Traditional Leadership within COGTA to work legislative and with executive powers in the local government.
- f) Handle devolution of the CHDM MHS and National Health Insurance scheme.
- g) Develop working partnership with DARD Minister on IGR space for a broad and strategic socio-economic mandate, and agendas.
- h) MTSF has 10 budgeted priorities, and PGDP has 8 key development areas – align and integrate key issues of TAS.
- i) Transform spatial planning and delivery. For example, houses are built and with no mainstreaming for basic service delivery, roads, clinics, etc.
- j) **Water Services** -
 - the municipality has to deal with lengthy application license process.
 - the current infrastructure backlogs which stand at R16, 204 billion, and current funding streams are not responsive. Issues of topography and density might necessitate a possibility of increased fiscal requirements from the national government, perhaps, in the form of a *rural development allocation or grant*.
 - a focused approach is required to address dilapidated infrastructure, balancing competing needs and source additional funding alternatives.
 - severe Drought: long term planning, alternative, interim and innovative approaches must emerge for consideration.
- k) New Development: examine linkages, such as, the *Land Audit!*
- l) The municipality should define its role in the construction of roads infrastructure.

- m) Water Services Provision: capacity and compliance issues. CHDM Municipal Support Services?
- n) LED and Job Maximisation: infrastructure has biggest slice and backlogs cost around R3 billion. EPWP incentive scheme, economic imbalance, policy review – SCM, DPW Incubator Programme form part of the challenges. SACE’s rigid policy on black professional engineers hinders career progression and development agenda, as it take time for a person to reach upward mobility.
- o) Skills development is significant factor for the local economy to address socio-economic challenges, poverty, unemployment and underdevelopment.
- p) Craft a long term vision and institutionalise a coordinated planning framework.
- q) Chris Hani IDP objectives need to be both strategic and action oriented.
- r) Performance of the district municipality should be documented so as to acknowledge and strengthen weaknesses - before the end of term for local government.
- s) Partnerships are desirable, but need to be specific and strategic to enhance the implementation of the local government mandate. Are these short term, strategic, public, private and or foreign.
- t) The DM needs to be clear in defining itself as a rural municipality and ensure that the definition is understood by all stakeholders.

The concept is ambiguous and varies from set of environments. However, conceptualisation informed by socio-economic activities of such contexts, define what is rural.

- u) Are we interacting and planning along with the LMs?

A robust awareness campaign is required for coordination and communication purposes in partnership with a regional office for Government Communication Information System.

v) What is the plan for the catchment dams within the district?

*There is a room for engagement on this matter with key decision makers.
Water Allocation Reform not yielding positive results.*

w) What is the retention strategy for skills migration and our bursars?

It is widely assumed to conduct a comparative study and development of skills retention plan in public and private sector.

x) A Single Public Sector, where is the process now to address our human resources challenge?

1.9 IDP PRIORITIES 2010/11

1. LOCAL ECONOMIC DEVELOPMENT including Rural development
 - Agriculture, Forestry, Tourism, Manufacturing, Construction and Trade
2. SERVICE DELIVERY + INFRASTRUCTURE
 - Water and Sanitation, Roads, Housing, Municipal Public Works, Health (Primary + Public), Municipal Health, Environmental Management, Waste Management , Disaster Management, Fire fighting, Community Facilities, Safety and Security, Education, Social and Community needs development, Town and Regional Planning, HIV and AIDS
3. MUNICIPAL FINANCIAL VIABILITY and MANAGEMENT
 - Clean Audit Statements, Budget + Expenditure, Reporting, Supply Chain Management, Risk Management Revenue + Billing, ICT
4. MUNICIPAL TRANSFORMATION and ORGANISATIONAL DEVELOPMENT
 - Powers and Functions, Organizational Development, WSP, EEP, HIV/Aids Plan, Special Programmes

5. GOOD GOVERNANCE and PUBLIC PARTICIPATION

- Public participation, Municipal Planning (IDP, PMS, SDF etc), IGR , Anti-Corruption, Customer Care Relations + Communication, Internal audit, Archiving, Meeting minutes, ICT, HIV and AIDS, Contract Management, CDW's

6. SPATIAL ANALYSIS & RATIONALE

- Land use management and spatial planning

SECTION A2: PLANNING PROCESS

1. INTRODUCTION

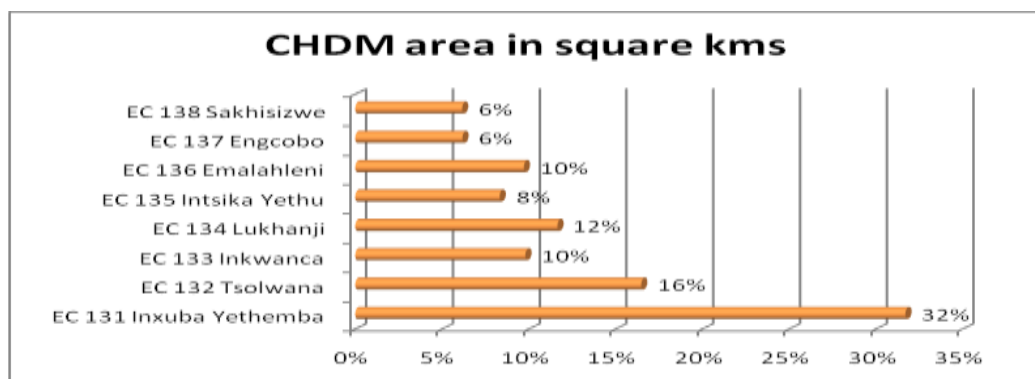
In line with the provision of the Local Government Municipal Systems Act (MSA) 32 of 2000 which prescribes for the review of municipal integrated development plan (IDP) this document represents Chris Hani District Review IDP for implementation in 2010/11.

This revised IDP must be read and understood within the context of a rolling 5 year development vision beginning at the inauguration of the current council (2006) until its tenure end in 2011.

2. LOCALITY CONTEXT

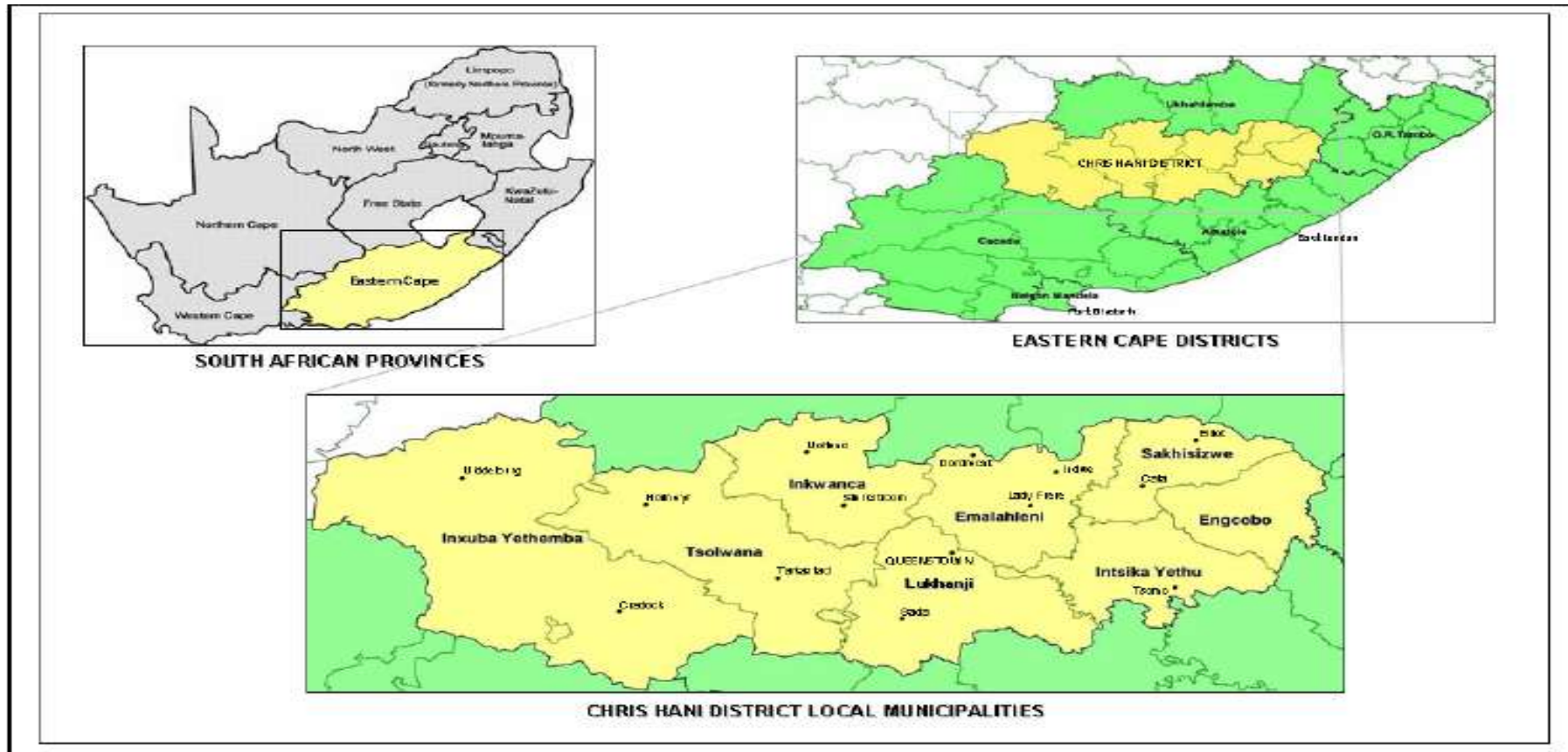
Chris Hani District Municipality is located within the centre of the Province of the Eastern Cape surrounded by the district municipalities of OR Tambo, Joe Gqabi, Cacadu and Amatole. . It is made up of the following eight local municipalities and 1 DMA:

- Inxuba Yethemba
- Tsolwana
- Inkwanca
- Lukhanji
- Intsika Yethu
- Emalahleni
- Engcobo
- Sakhisizwe
- Mt Zebra National Park (DMA)



Chris Hani District Municipality covers an area of 36, 561 square kilometres in extent. The above figure shows the distribution of areas by local municipal jurisdiction. It shows that Inxuba Yethemba is the largest single municipality (32%) in the district, followed by Tsolwana (16%). Sakhisizwe and Engcobo are the smallest in terms of size (6% each).

The figure below shows the eight municipalities that constitute the district of Chris Hani Municipality (ITP 2008).



3. THE PROCESS PLAN

As required by the Local Government Systems Act, the municipality developed an IDP and Budget Review Process Plan and Framework plan which went to the IPED Standing Committee on the 17th August 2009 to be tabled by the Executive Mayor at the Council meeting in August in accordance with the MFMA. The Council meeting did not sit and the later Council meeting in September could not sit due to the lack of a quorum. The item was not tabled at the December council meeting and was only eventually adopted at the Council meeting on the 25th January 2010.

3.1. Introduction

In terms of the Municipal Systems Act, Chapter 5, Part 3, a Municipal Council must review its integrated development plan annually in accordance with its performance measurements in section 41; and to the extent that changing circumstances so demand and may amend its integrated development plan in accordance with a prescribed process. In accordance with the philosophy behind the Municipal Structures Act, 1998, Section 84 (1) that states: A district municipality has the following functions and powers:

- a) Integrated development planning for the district municipality as a whole including a framework for integrated development plans for the local municipalities within the area of the district municipality, the Chris Hani District Municipality has drafted a framework plan to assist and coordinate the IDP Review process.

The District Municipality is adopting a cluster approach in order to gather and verify the necessary information for strategic decision making processes and to ensure that integrated planning and project development occurs between itself, local municipalities and sector departments within the Chris Hani municipal area.

3.2. Organizational Arrangement

The following arrangements have been set in place to institutionalise community/ stakeholder participation and also to enable the municipality to manage the drafting of the output. Further, these organisational arrangements will provide an

organised platform for the accessing of the decision making process by all the affected and interested stakeholders in the IDP Review process.

3.2.1 Council

The Council is chaired by the Speaker, Cllr Mpasha.

Council Terms of Reference

The Council shall:

- Oversee the Review of the IDP
- Adopt the Reviewed IDP

3.2.2 IDP Manager

The Municipal Manager, Mr. Mpilo Mbambisa has delegated the authority of managing the IDP to the IPED Director. However this office will still maintain the overall responsibility for the IDP.

Terms of reference for the IDP Manager

The IDP Manager shall, in accordance with the provisions of the IDP legislation framework:

- Ensure that the District Framework is drafted and adopted by the District Municipal Council;
- Ensure that the IDP and budget review process plan is drafted and adopted by Council
- Manage the IDP by ensuring that all daily planning activities are performed within an efficient and effective consideration of available time; financial and human resources;
- Encourage an inclusive participatory planning process and compliance with action programme
- Facilitate the horizontal and vertical alignment of the various IDP's
- Ensure that the planning process outcomes are properly documented
- Manage service providers for the IDP
- Chair the IDP Steering Committee
- Co-ordinate with various government departments and other IDP Managers to ensure that all the projects, strategies and objectives of the local

municipalities and those of the district are shared and distributed amongst government departments so that they might incorporate them in their planning process and vice versa.

3.2.3 IDP Steering Committee

The IDP Steering Committee will consist of:

- Municipal Manager
- Section 57 Managers
- Line Managers

Terms of reference for the IDP Steering Committee

- Provide technical and advisory support to the IDP Manager
- Perform daily planning activities including the preparation and facilitation of events; documentation of outputs and making recommendation to the IDP Manager and the Council
- Commission feasibility studies and business plans for projects
- Commission in depth studies
- Act as the secretariat for the Representative Forum

Meeting Schedule

The IDP Steering Committee will meet as per the timetable.

3.2.4 IDP Representative Forum

The Municipal Executive Mayor, Cllr Sigabi, will chair the IDP Representative Forum.

IDP Representative Forum Terms of Reference

The IDP Representative Forum shall:

- Represent the interest of various constituencies in the IDP planning process
- Provide an organizational platform and mechanism for discussion, negotiation and decision making between stakeholders including the district municipality

- Provide a communication mechanism for the exchange of ideas and opinions among the various stakeholder interest groups
- Participate in the setting up of key performance indicators including the monitoring thereof in line with the adopted Performance Management System
- Monitor the performance of the planning and implementation process

3.3. Intergovernmental Processes

3.3.1 The District Intergovernmental Forum (known as the Mayors Forum)

Members:

- CHDM Mayor
- Category B Municipality Mayors

Task:

- Information sharing
- Consultation on political issues affecting delivery
- Alignment of policies
- Coordination of actions derived from the Alignment Committee
- Overseeing function of IDP implementation progress
- Discuss matters arising in the PCF and other national igr forums
- Consult on matters of common concern
- Provide a mechanism for monitoring the implementation of national, provincial and municipal policies

3.3.2. District Managers Forum

Members:

- CHDM Municipal Manager
- Category B Municipal Managers
- Sector Departmental Heads

Task:

- Information sharing
- Consolidation of quarterly progress report on IDP implementation for IGF derived from clusters
- Forwarding of political issues affecting delivery to IGF
- Promote integrated rural and urban development through programmes such as ISRDP and URP
- Enhance co-ordination of actions and programmes between the organs of government across local, provincial and national lines
- Facilitate communication between government and communities
- Make inputs/ contributions to the IDP
- Act as a monitoring and evaluation tool on IDP implementation
- Facilitate the coordination of strategic planning in the district – aligning provincial and municipal strategic planning

The Municipal Manager and the Executive Mayor as Chairperson's of their respective Forum's forward issues to the Premiers Co-ordinating Forum, TSG and Muni-Mec. The Municipal Manager forwards issues requiring political intervention to the Mayors' Forum. The District Managers Forum will report to the IGF through the CHDM Municipal Manager.

3.3.3. Chris Hani Clusters

There will be 3 IGR clusters known as Social Development, Economic and Infrastructure Development and Governance and Fiscal.

Economic and Infrastructure Development Cluster

- headed by IPED Portfolio Councillor

Social Development Cluster

- headed by Health &Community Portfolio Councillor

Governance & Fiscal Cluster

- headed by Finance Portfolio Councillor

Cluster Tasks

- Promote integrated development through alignment of projects and programmes
- Promote transparent, effective and efficient governance
- Promote good financial management
- Enhance and develop integrated capacity building initiatives
- Promote, advocate and implement performance management systems
- Make inputs/ contributions to the IDP
- Act as a monitoring and evaluation tool on IDP implementation

Secretariat:

- Committee Clerks under the supervision of the Director Corporate Services.

Meetings:

These clusters will meet on a quarterly basis and when needed by the IDP process.

3. 4. Distribution of Roles and Responsibilities

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

Internal Municipal Distribution

Actors	Roles and responsibilities
1. Council	<ul style="list-style-type: none"> ● Consider and adopt reviewed IDP and budget ● Consider and adopt Framework plan ● Consider and adopt Process Plan ● Encourage and promote public participation ● Keep public informed about the contents of the IDP

Actors	Roles and responsibilities
2. Mayoral Committee	<ul style="list-style-type: none"> • Oversee the management, co-ordination, monitoring of the IDP Review • Assist in resolving political disputes
3. IDP Manager	<ul style="list-style-type: none"> • Ensure that the District Framework and reviewed IDP and budget are adopted by the Council • Manage the IDP by ensuring that all daily planning activities are performed within an efficient and effective consideration of available time; financial and human resources; • Encourage an inclusive participatory planning process and compliance with action programme • Facilitate the horizontal and vertical alignment of the district IDP with local municipal IDP's and national and provincial sector plans and programmes • Ensure that the planning process outcomes are properly documented • Manage service providers for the IDP • Co-ordinate with various government departments and other IDP Managers to ensure that all the projects, strategies and objectives of the local municipalities and those of the district are shared and distributed amongst government departments so that they might incorporate them in their planning process and vice versa

Actors	Roles and responsibilities
4. Heads of Directorates & Senior Management	<ul style="list-style-type: none"> • Provide technical and advisory support to the IDP Manager

3.4.2. External Municipal Distribution

Actors	Roles and responsibilities
1. National and Provincial Sector Departments	<ul style="list-style-type: none"> • Ensure the participation of Senior personnel in the IDP review process • Horizontal alignment of programmes and strategic plans within the clusters • Provide technical support and information to the planning process • Monitor and evaluate the preparation and implementation process • Provide training and capacity building support to the district and local municipalities • Coordinate support programmes so that overlapping does not occur • Monitor compliance with provincial policy and legal framework • Provide financial support to the IDP planning and implementation process
2. Support providers	<ul style="list-style-type: none"> • Provide methodological and technical guidance • Conduct in depth studies when commissioned by the Steering Committee • Ensure delivery of a product that is user friendly and tailor made for each municipality

3.5. Community Participation Strategy

PHASE	PARTICIPATION MECHANISM & PLANNING EVENTS
Analysis	<ul style="list-style-type: none"> Use of district and local municipal workshops to verify data on community priorities
Projects	<ul style="list-style-type: none"> Use of district and local municipal workshops to verify data on community priorities
Approval	<ul style="list-style-type: none"> Use of district and local municipal workshops to verify data on community priorities

3.6. Alignment mechanisms and procedures

The District Municipality will be responsible for ensuring smooth coordination of local municipal IDP reviews and their alignment with the district IDP Review through district clusters and IDP Rep Forums.

INTEGRATION AND ALIGNMENT STRATEGY FOR THIS IDP		
	PROGRAMMES & GUIDELINES	MUNICIPAL RESPONSES
National	Legislation & Policies	Process Plan recognizes the list that informs our IDP approach
	National Spatial Development Perspective	Currently revising our SDF and that process will take into consideration our role in advancing the objectives of EC SDF and National SDP
	Millennium Development Goals	Have incorporated the targets into our objectives and strategies
	National LED Framework	Been considered in determining economic development objectives and strategies as well as informed

		our LED strategy
Province	PGDP	Have identified key strategic localized projects in response to the EC Provincial 24 PRIORITIES
	Spatial Development Framework	Have adopted the hierarchy principle in determination of nodal areas
Sector Departments	Operational Plans and Programmes	Have acknowledged all key projects that are budgeted and conformed for implementation in 2010/11 within our areas.
		Formal letters of confirmation of commitments to be issued by Mayor as part of lobbying departments to act on their commitments – 2010/11
		Will cooperate with sector departments in implementing their commitments via direct engagements with our relevant line function departments and IGF
LMs	IDP summaries	Will align the DM IDP review with LMs by ensuring that their IDPs are summarized and considered in determining final District IDP commitments and PROJECT list

3.7. Binding legislation

The Municipality will utilize all pieces of binding national and provincial legislation and policies that have direct bearing on its powers and functions to guide the process with particular emphasis to the following legislation:

- Constitution of the Republic of South Africa Act 108 of 1992
- Development Facilitation Act 96 of 1995
- Municipal Structures Act 117 of 1998
- Municipal Systems Act 32 of 2000
- Water Services Act 108 of 1997
- Municipal Finance Management Act

3.8. Action Programme

The following table is attached and illustrates the IDP review action programme and also gives an indication to the planning activities that will be undertaken in a calendar format.

Phase	Activity	Responsibility	Date
Pre-Planning	<ul style="list-style-type: none"> • Develop process plan and framework plan • Present Final budget, process plan & framework plan to Council for adoption 	<ul style="list-style-type: none"> • B.Viedge • D.Agyemang 	<ul style="list-style-type: none"> • 1 – 31 July 2009 • August 2009

Analysis Phase	<ul style="list-style-type: none"> • Gather information for analysis phase • IDP Steering Committee to discuss budget review and process plan • District IDP Rep Forum to inform the community about the process plan • District IDP Rep forum to gather information for analysis phase • Analysis phase completed 	<ul style="list-style-type: none"> • Management • B.Viedge • B.Viedge • B.Viedge • B.Viedge 	<ul style="list-style-type: none"> • 1 September– 30 October 2009 • August 2009 • 9 September 2009 • 6 October 2009 • 31 October 2009
Strategies Phase	<ul style="list-style-type: none"> • Strategies phase commences • IDP Steering committee to discuss budget review and strategies • District IDP Rep Forum • Strategies phase completed 	<ul style="list-style-type: none"> • B.Viedge • B.Viedge & T.Pambaniso • B.Viedge • B.Viedge 	<ul style="list-style-type: none"> • 1 November 2009 • November 2009 • 25 November 2009 • 30 November 2009

<p>Projects Phase</p>	<ul style="list-style-type: none"> • Projects phase commences • IDP Steering Committee • IDP Steering Committee • Sections and Directorates to discuss strategies, objectives, projects & budget (operational & capital) for next 3 years & budget revisions for 2007-8 • District IDP Rep Forum • Projects phase completed 	<ul style="list-style-type: none"> • B.Viedge • Senior Management • Snr Management • B.Viedge • B.Viedge 	<ul style="list-style-type: none"> • 1 December 2009 • December 2009 • 15 January 2010 • 1 Dec 2009-31 January 2010 • 19 January 2010 • 31 January 2010
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Alignment & Approval Phase	<ul style="list-style-type: none"> • Alignment phase commences • IDP Steering Committee to gather Budget information • IGR Meetings • District IDP Rep Forums • 21 Day Comment Period • IDP Steering Committee • Draft IDP & budget adoption by Council • IGR Meetings • District Roadshows • IDP Steering Committee • IDP Steering Committee (SDBIP) • IDP Steering Committee (SDBIP) • Final adoption of DM IDP and budget 	<ul style="list-style-type: none"> • B.Viedge • T.Pambaniso • S 57 • B.Viedge • B.Viedge • T.Pambaniso • M.Mbambisa • S 57 • S 57 • T.Pambaniso • T.Pambaniso • T.Pambaniso • M.Mbambisa 	<ul style="list-style-type: none"> • 1 February 2010 • 12 February 2010 • 22 – 24 February 2010 • 25 February 2010 • 23 March 2010 • 25 May 2010 (PMS) • 5-26 March 2010 • 12 March 2010 • 31 March 2010 • 7 -9 April 2010 • 13-15 April 2010 • 16 April 2010 • 7 May 2010 • 21 May 2010 • 26 May 2010
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SECTION B: SITUATION ANALYSIS

1. DEMOGRAPHIC PROFILE

1.1. Population

The official statistics on the population of CHDM from Statssa show a decrease in population from 809 581 in 2001 to 798 597 in 2007 utilising the community sample survey. However the District Municipality is of the opinion that the survey results are not accurate as the majority of the population is rural and census results in rural areas are not as accurate as urban areas. Global Insight statistics offer a more accurate picture. These statistics indicate that there is a decrease like Statssa but from 817 709 in 2001 to 810 353 in 2007 and 809 925 in 2008.

This decrease in population is due to outward migration and the decline in population growth rate as can be seen in the table below:

Annual Population growth rate

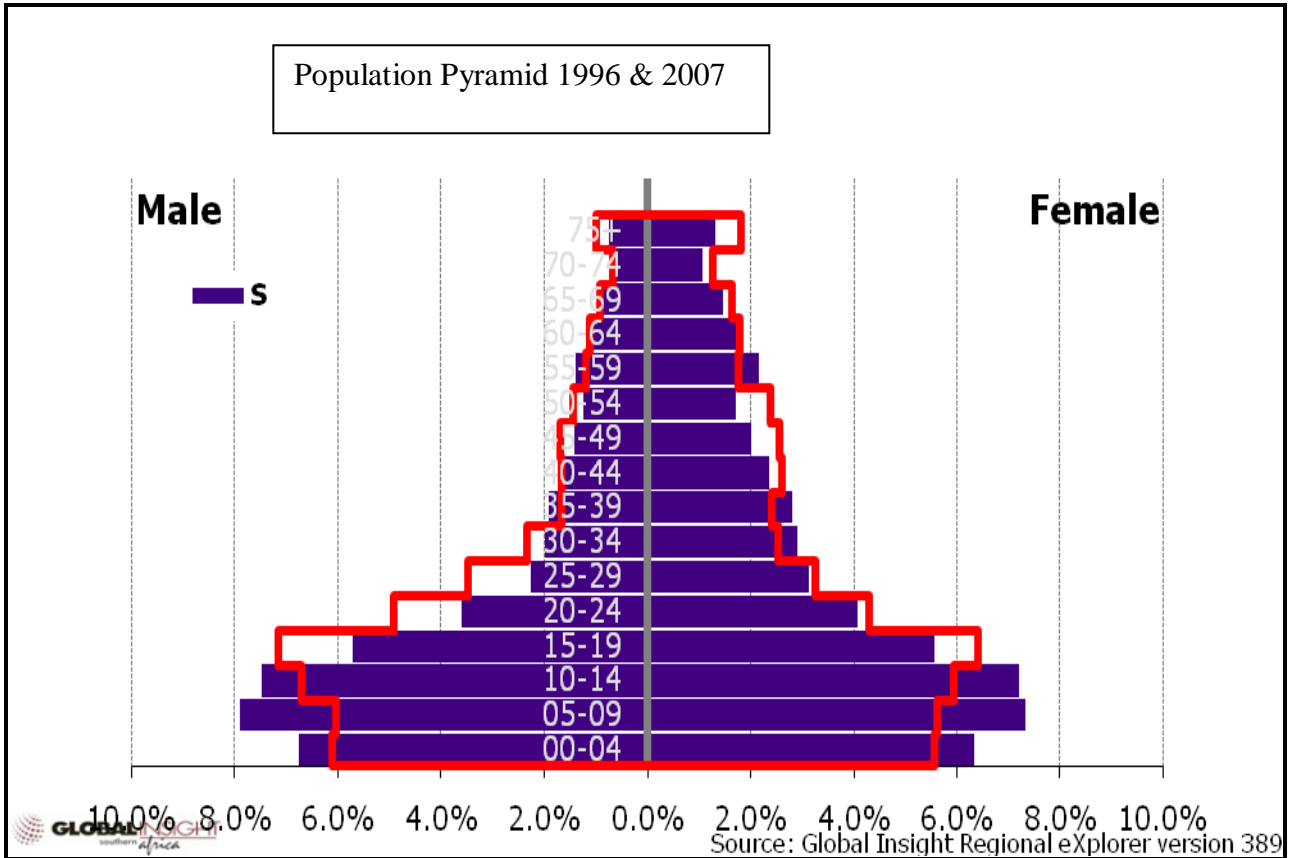
Race group	Annual Population growth rate
Black	-0.2
White	-1.6
Coloured	0.3
Asian	-0.9

Global Insight 2007

The average population growth rate calculated using Global insight figures from 1996 to 2007 is - 1.92 %. This means that our population is experiencing a negative population growth. There are several factors which contribute to this but the most important are increase in education level and urbanisation. The impact of this on planning is that we will have more and smaller households in the future.

The decrease in annual population growth rate is in line with the situation at national level which shows a significant decline in the Asian, white and black population. However the increase in the Coloured population growth rate is not mirrored on a national scale.

The population pyramid below shows the 1996 population in red versus the 2007 population in blue. It shows a significant decline in male and female aged 15 – 19 and a decline in males 25 – 29. One of the factors for this could be due to out migration for employment and schooling. The decrease in females 44 to 54 is worrying as this is the stage when women are still looking after their teenage children.



The majority of the population are young people of the ages 5 to 20 (54.4%). These are largely children who are of school going ages and therefore, it is necessary for

the district to lobby for improved access to schooling infrastructure and resources in their engagement with the Department of Education.

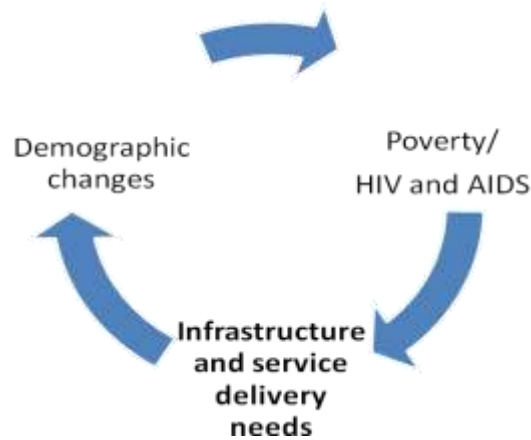
The largest population in the district utilising Statssa data resides in Lukhanji municipality with a population of 208 081 in 2007 which is an increase from the 184 542 in 2001. This growth is probably due to in migration as it offers the most chances for employment. Intsika Yethu follows with 185 342 which is also a growth from 175 221 in 2001 and is probably due to its more youthful and fertile population. Engcobo municipality has a population of 135 979 which is a decline from the 148 403 in 2001 but as this municipality has a high HIV and Aids infection rate, the result is not surprising. Emalahleni's population of 125 293 is only 120 less than in 2001. Sakhisizwe has 53 472, Inxuba Yethemba 48 399, Tsolwana 27 660 and Inkwanca 14 283. Tsolwana and Inkwanca show decreases in excess of 5 000 from 2001 which could again be the result of HIV and Aids or out migration in search of employment.

The number of households has increased from 187 330 in 2001 to 203 041 in 2007 utilising Statssa. Global Insight data reflects a growth from 193 292 in 2001 to 207 578 households in 2007. This indicates a move towards a more nuclear family group rather than the larger family group

1.2. The impact of HIV and AIDS within the District

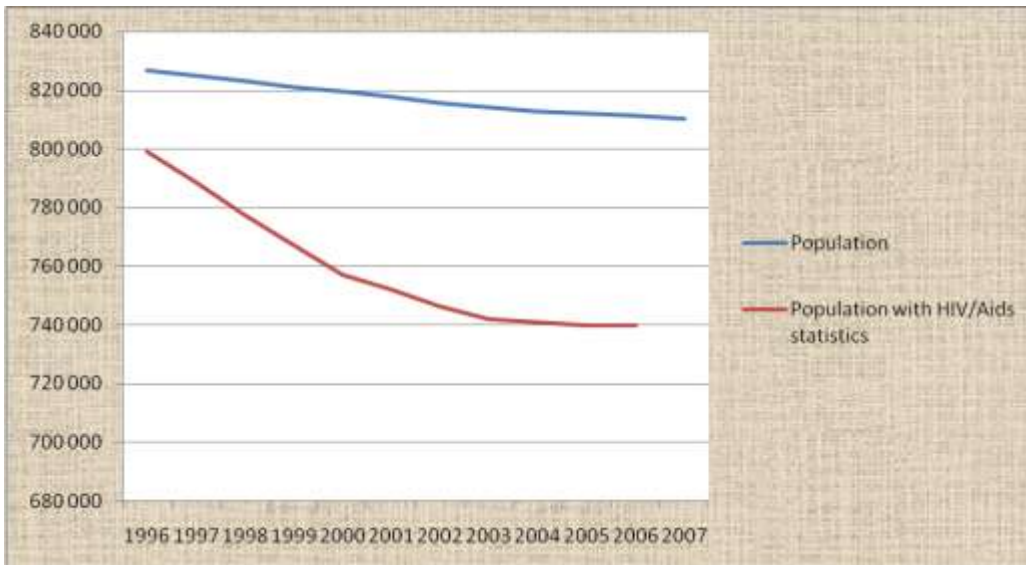
HIV and AIDS affect local economic development as well as health and all other infrastructure and service delivery. HIV and AIDS affects all community members through illness and death associated with the disease. Key community members become ill or spend time in caring for others resulting in the household composition changes with women, youth and elderly assuming even greater burdens. The District may also provide infrastructure that will be redundant in the future as the demand decreases because of the impact of HIV and AIDS. Therefore, if the impact of HIV and AIDS is not addressed in all municipal programmes and services, its effects

on the population will result in further poverty which may lead again in an increase of infected and affected people. The circle below clearly demonstrates the linkages between the demographic structure of the population (age and gender), poverty and infrastructural needs and service delivery mechanisms.



Recent studies undertaken in the District Municipality show that HIV and AIDS infection rates have declined and the anticipated mortality rates are not as high as was anticipated in the graph below.

Population growth 1996 to 2007 with and without HIV and AIDS



Global Insight 2007

The graph illustrates the current population and what it would have looked like if the HIV and AIDS infection rate had continued increasing.

The decrease in infection rate is due to many factors but the most important of these is increased access to health facilities, increase in education and lastly an increase in nutrition. The food parcels and gardens planted by many departments in various programmes have ensured that people have more access to proper nutrition. In addition people have greater knowledge of safe reproductive practices and thereby STI's are greatly reduced.

2. ECONOMIC DEVELOPMENT PROFILE

2.1. Introduction

The White Paper on Local Government¹ (1998) introduces the concept of “developmental local government” which is defined as: “Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives.” However the same document makes it clear that:

“Local Government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities.”

“LED is the process by which public, business and NGO sector partners work collectively to create better conditions for economic growth and employment generation. The aim is to improve the quality of life for all.”
World Bank Definition

Thus, local economic development is about creating a platform and environment to engage stakeholders in implementing strategies and programmes. The White Paper goes on to state that:

- *“The powers and functions of local government should be exercised in a way that has a maximum impact on the social development of communities – in particular meeting the basic needs of the poor – and on the growth of the local economy.”*

The **National Framework for LED** then sets out a clear framework and **specific objectives** to guide Local Economic Development.

2.2. Economic Development Principles

There are various different approaches to local economic development BUT

The position taken by the Chris Hani Regional Economic Development Strategy is that the government, unless it expands the public service, does not create jobs and that government’s primary responsibility is to:-

- ✓ *Improve the socio-economic support to prepare people to take up economic opportunities;*
- ✓ *continuously improve the enabling environment by minimising red tape and the transaction cost of doing business, and*
- ✓ *Create an enabling environment for new investment as well as the retention and expansion of existing business.*

2.3. Drivers of economic growth in our province

Our economic development planning is informed partly by the NSDP (National Spatial Development Perspective) which advocates the following expenditure principles:

- focus economic growth and employment creation in areas where this is most effective and sustainable as economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation
- foster development on the basis of local potential by ensuring that government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities) is focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- address past and current social inequalities by focusing on people not places so that in localities where there are high levels of poverty and development potential capital investment expands beyond basic service provision to exploit the potential. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence to enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- overcome the spatial distortions of apartheid by channeling future settlement and economic development opportunities into activity corridors and nodes that are adjacent to or link the main growth centres to create regional gateways to the global economy.

The NSDP categorization gives Chris Hani District Municipality low to medium resource potential, low human need and low economic activity thereby implying that the District should focus on the provision of basic infrastructure but increase expenditure on social infrastructure and particularly on human resource development.

The Provincial Growth and Development Plan (PGDP) advocates the “Systematic eradication of poverty through a holistic, integrated and multi-dimensional approach to

- pro-poor programming.

- Agrarian transformation and strengthening of household food security.
- Consolidation, development and diversification of the manufacturing base and tourism potential”.

These objectives are realised through the support of the three foundation objectives of infrastructure development, human resource development and public sector and institutional transformation. The PGDP goes further to highlight areas of potential developmental activity in the Eastern Cape Provincial Spatial Development Plan (PSDP) which in the Chris Hani District Municipality are the:

- Friendly N6 and Maluti routes
- Conservation of forests in Engcobo Local Municipality
- Potential for coal mining at Indwe, Emalahleni Local Municipality
- Industrial potential of Queenstown
- Karoo heartland i.e. Cradock and Middelburg
- Potential for agriculture

The Province has since identified the following High Impact Priority Projects (HIPPs).

Economic growth and Infrastructure cluster.

- Infrastructure development
- Umzimvubu Catchment Basin
- Agricultural beneficiation & forestry

Social Needs Cluster.

- 2010 FIFA World Cup – Intensifying Role-player & Stakeholder Support and promoting cultural Industries
- Scaling-up Prevention and Treatment of HIV/AIDS
- Community Mobilisation Against Crime

Governance and administration Cluster

- Strategic skills Project (NSF)
- Financial Viability for local government
- Planning , monitoring and evaluation

2.4. REDS in the Chris Hani District Municipality

The CHDM Regional Economic Development Strategy was developed through an intensive consultative process with the participation of key stakeholders from the public and private sectors and civil society informed by current agreements, District, Provincial and National policy positions and plans, and relevant legislation. Particular emphasis has been placed in the 2006 Growth and Development Summit (GDS) agreement in the formulation of this strategy. The strategy acknowledges our rural situation and therefore advocates for promotion of rural urban equity in infrastructure development, services expansion and stimulation of economic opportunities.

The strategy provides focused areas around which resources can be leveraged and mobilised in order to contribute to the broad overall objective of ensuring that ***all people in the district are able to benefit from the economy.***

2.4.1. Prioritisation of the sector with most potential

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

The prioritisation of a particular sector implies:

- ***Dedicated allocation of resources***
- ***Strategic decisions on the distribution of limited resources and funds***
- ***Clear publicly stated focus***
- ***Spin off benefits for other sectors***
- ***Prioritisation within the sector***

The two sub-sectors within the broadly defined Agriculture sector that have the strongest comparative advantage and which are best positioned to result in job creation and improvement in livelihood opportunities are:

- Timber production and processing
- Livestock production and processing



Whilst crop production and agro-processing sector remain important areas of intervention within the District, the present cost of transport to high volume markets will most likely render local production uncompetitive until substantial economies of scale and consistent quality can be achieved.

Furthermore, the current business model of irrigations schemes needs to be reviewed in order to ensure the establishment of professional management, encouragement of entrepreneurship, and inclusion of integrated business development support. This sector is of political significance and has the potential to contribute to regional food security, service local markets and social development. This remains an important strategic area of focus for the CHDM and requires a detailed and specific intervention.



The **timber and livestock production** and processing sub-sectors are **already positioned** to significantly contribute to the economic growth and development of the District. These two sub-sectors **require “special” attention** and are to become the focus of a special purpose vehicle or a **regional economic development agency**.

2.4.2. Corridors, value chain integration and cluster development

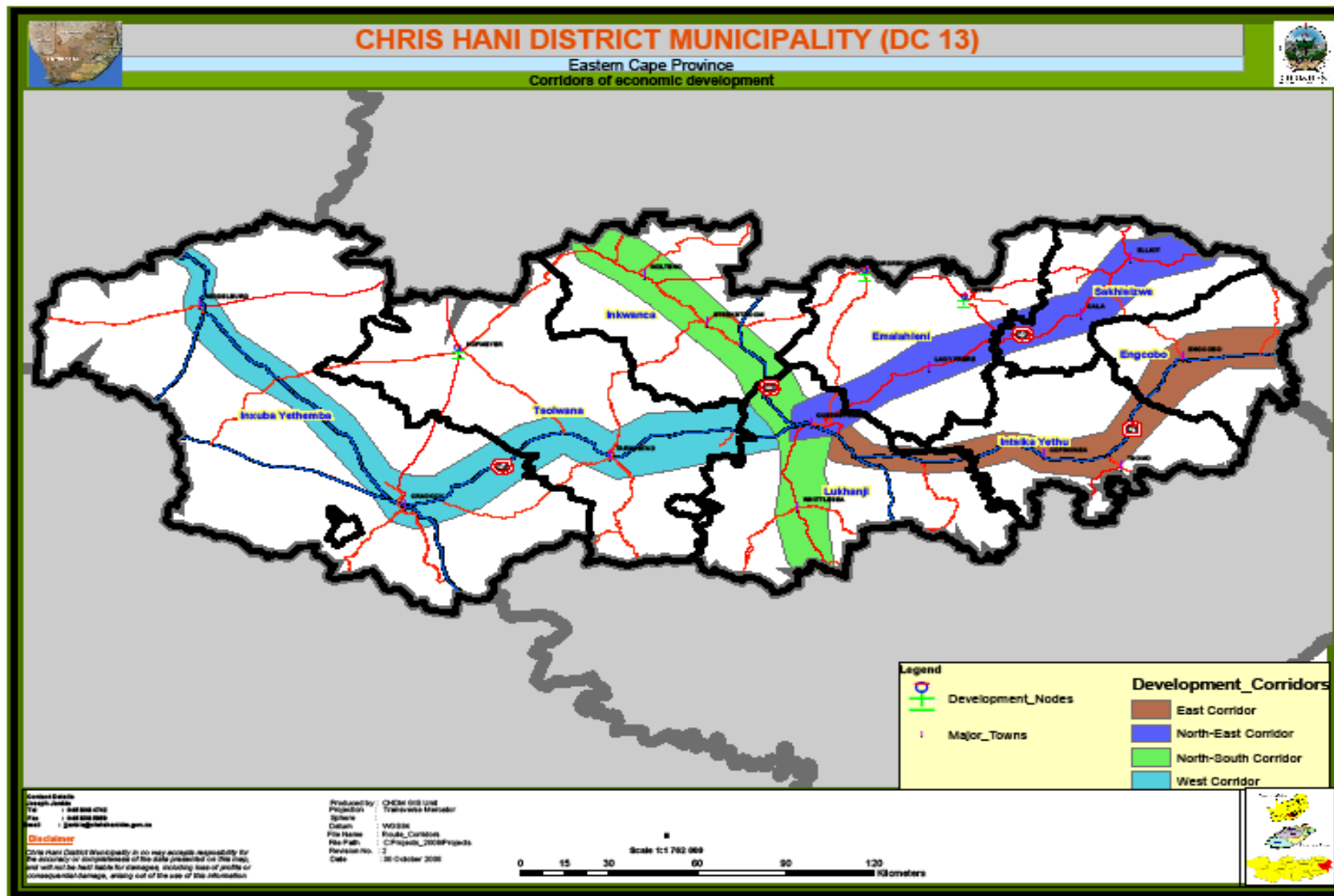
The CHDM REDS has adopted a specific approach which is integral to its regional economic development. The first component of this approach is that of **corridor development**. The second component is that of **value chain integration**, and the third that of **cluster development**. It is important to recognise how these approaches differ and how these relate to one another.

- **Corridor development**

CHDM is committed to a corridor development approach. Integral to this approach is a focus on geographic and spatial initiatives and interventions which link the node towns and small towns surrounding these nodes in an integrated economic development process. Small town regeneration initiatives are central to this approach.

The **east** corridor outlined in brown on the map below runs along the R 61 and links Ngcobo, Cofimvaba and Tsomo to Queenstown. The **north-east** corridor links Elliot, Cala and Lady Frere to Queenstown. The **west** corridor links Middelburg to Cradock along the N10 and then links Cradock, Tarkastad to Queenstown along the R61. The **north –south** corridor links Whittelsea to Queenstown and Molteno.

One of the main objectives of the corridor development approach is to ensure integration and alignment of economic development plans with spatial development plans, land use plans, infrastructure development plans and other relevant sector plans. It allows CHDM to implement a wide range of generic and routine LED initiatives, whilst simultaneously focusing on the defined area of strategic differentiation and the concept of value chain integration.



– **Value chain integration**

Value chain integration implies looking at all the components of a particular sector and subsector and identifying what can be done or put in place to add value to what already exists, and in doing so, promote job creation and provide more livelihood opportunities.

The timber production value chain is predominantly located within the North Eastern Corridor and the North West Corridor. Timber value adding activities are predominantly located in Queenstown, with potential for early gaps in the value chain (e.g. sawmills, treatment, processing of waste, etc) to be strengthened and/or established within towns along the two defined corridors.

The livestock value chain extends across all corridors in the District, with particular points of focus around the strengthening / establishment of strategically located public goods investments (e.g. abattoirs, tanneries and other value adding facilities).

Value chain analysis can be used to identify “gaps” in a locality or along a corridor in order to make strategic decisions about what interventions to implement (or what not to implement).

The value chain integration approach is particularly important in the development of a competitive advantage for the district and in the understanding of the need to make strategic decisions to allow the district to competitively position itself nationally and globally. Choices then arise as to whether to focus on trying to develop all the components of all the value chains or to focus on part of those value chains where one has a comparative advantage with the most potential to be converted into a competitive advantage.

- **Cluster development**

In order to build a regionally or globally competitive position it is necessary to determine in which part of each value chain one can compete and then relentlessly **cluster in** all the resources, competencies and technology that will be demanded from everyone who can

add value or influence moving forward to achieving the **strategic intent**. The cluster approach to develop focused and strategically located value chains may well provide the momentum needed to begin the rebuilding and rejuvenating of small towns within these municipalities.

2.4.3. CHDM regional economic development strategic areas of focus

The overall responsibility for the facilitation of economic development lies with the District Municipality. Strategic areas of focus (as identified through the consultative process) include:

- i. Building on sector specific comparative advantages**
- ii. Creation of an enabling environment**
- iii. Corridor development**
- iv. Regular, mandatory and opportune economic development functions**

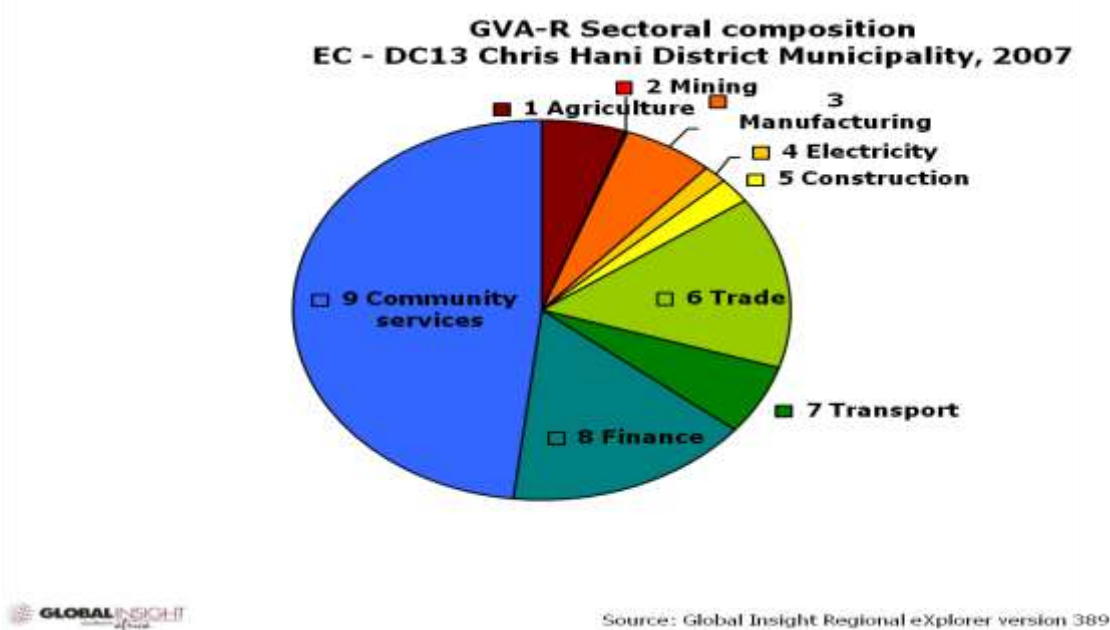
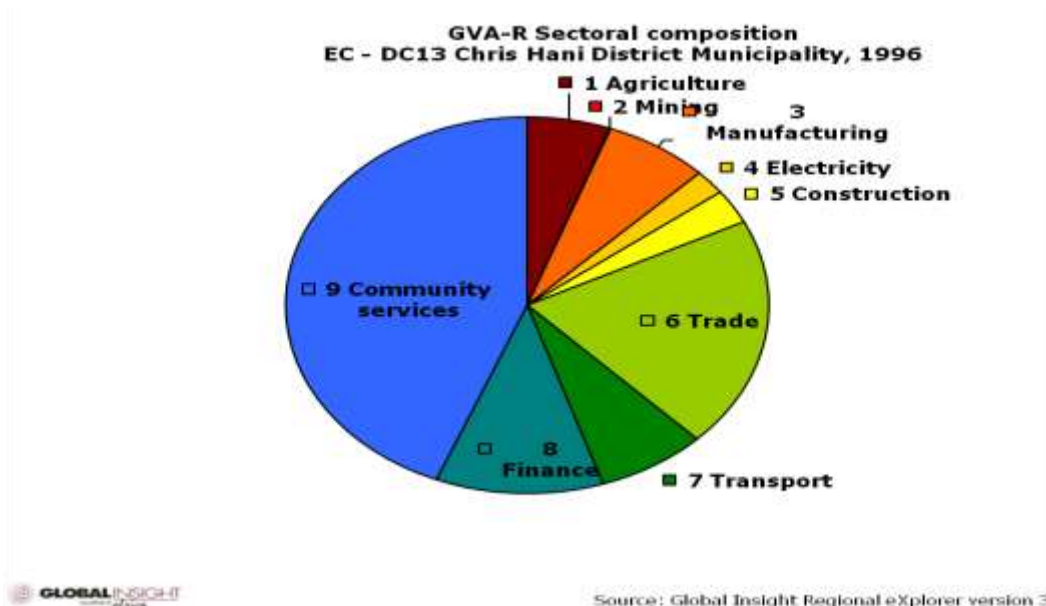
2.4.4. CHDM Regional Economic Development Agency

The primary focus of the Economic Development Agency will be:

- ***Targeted resource mobilisation and the management of ring-fenced funds***
- ***Access to financing***
- ***Sub-sector value chains and clusters development***
- ***Targeted skills development***
- ***Institutional framework for formal collaboration***
- ***Commercialisation of underutilised public assets***
- ***Holding strategic interest on behalf of future beneficiaries***

2.5. Economic Overview

The Chris Hani District economy is heavily reliant on community services. In other words In Chris Hani District without the employment opportunities offered by government, the economy would be in decline. This is born out below in the two pie graphs showing the gross value added per sector in 1996 and 2007 utilising global insight data. From this it is clear that the slice of each sector in the economy has hardly grown apart from the community services sector.



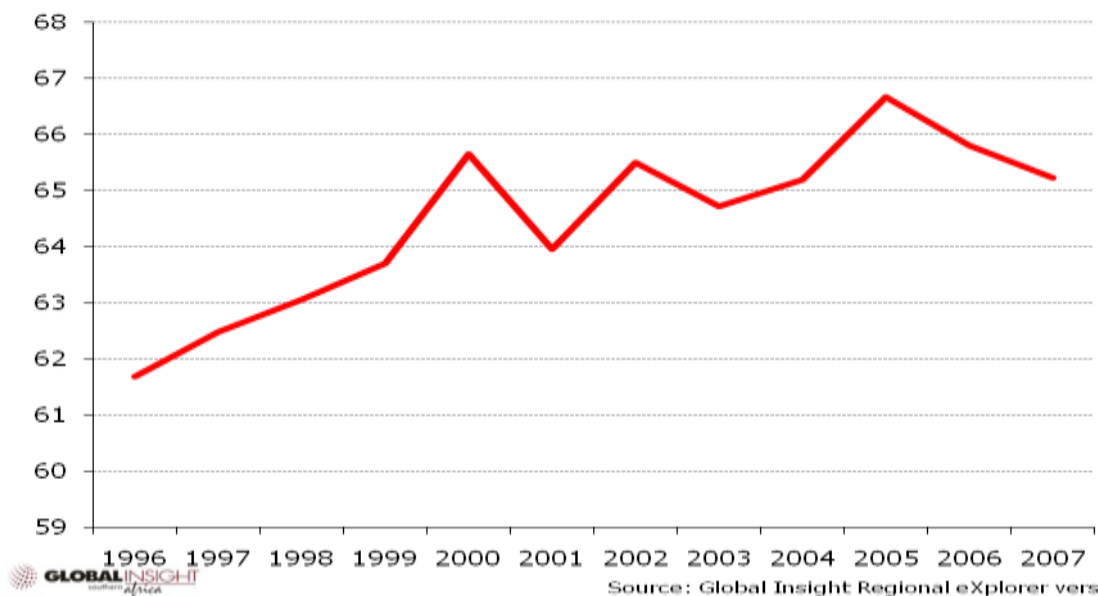
This conclusion is borne out by analyzing the gross value added percentage growth per sector from 1996 to 2007 as shown in the table below. It indicates that many sectors are in decline whilst some have hardly grown at all. In fact the GDP only grew by 1.8 % as opposed to the national average of 5 to 6 % per year.

Chris Hani District municipality (Global insight data)	
Gross Value added average annual growth (% Constant 2000 prices) 1996-2007	
Agriculture and hunting	0.4%
Forestry and logging	0.4%
Mining of metal ores	-3.6%
Other mining and quarrying	-1.3%
Food, beverages and tobacco products	-0.5%
Textiles, clothing and leather goods	-2.0%
Wood and wood products	0.2%
Fuel, petroleum, chemical and rubber products	2.1%
Other non-metallic mineral products	-2.1%
Metal products, machinery and household appliances	0.2%
Electrical machinery and apparatus	1.5%
Electronic, sound/vision, medical & other appliances	-2.4%
Transport equipment	1.2%
Furniture and other items NEC and recycling	0.8%
Collection, purification and distribution of water	-1.7%
Electricity, gas, steam and hot water supply	-3.4%
Construction	5.2%
Wholesale and commission trade	0.0%
Retail trade and repairs of goods	2.0%
Sale and repairs of motor vehicles, sale of fuel	2.4%
Hotels and restaurants	-1.1%
Land and Water transport	0.5%
Air transport and transport supporting activities	-0.6%
Post and telecommunication	4.6%
Finance and Insurance	3.9%
Real estate activities	3.6%

Other business activities	2.4%
Public administration and defence activities	2.5%
Education	0.9%
Health and social work	4.2%
Other service activities	1.1%
Total Industries	1.9%
Taxes less Subsidies on products	1.0%
Total (Gross Domestic Product - GDP)	1.8%

This information in conjunction with the tress index shown below which indicates the level of diversification in an economy shows a non diverse, stagnant and declining economy. As a result this economy is at risk from any fluctuations in the global economy especially at this time of recession. Attempts have to be made to ensure that the economy becomes less reliant on government employment and is more diversified. This will enable it to become more efficient and resistant.

Tress index
EC - DC13 Chris Hani District Municipality

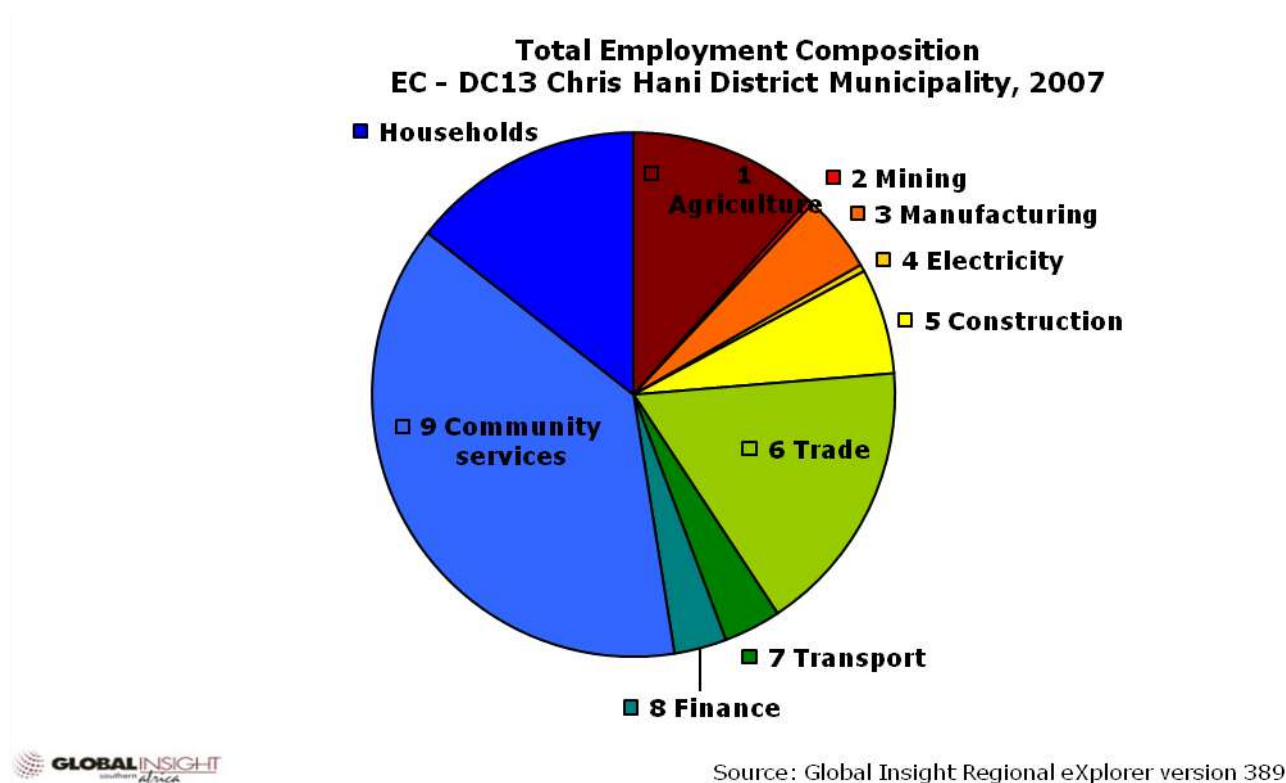


The district has a comparative advantage in agriculture (including forestry) and services (construction, retail trade services and community services) which must

be maximized. This must be strengthened as well as the finance, manufacturing and transport sectors.

2.6. Employment and Unemployment

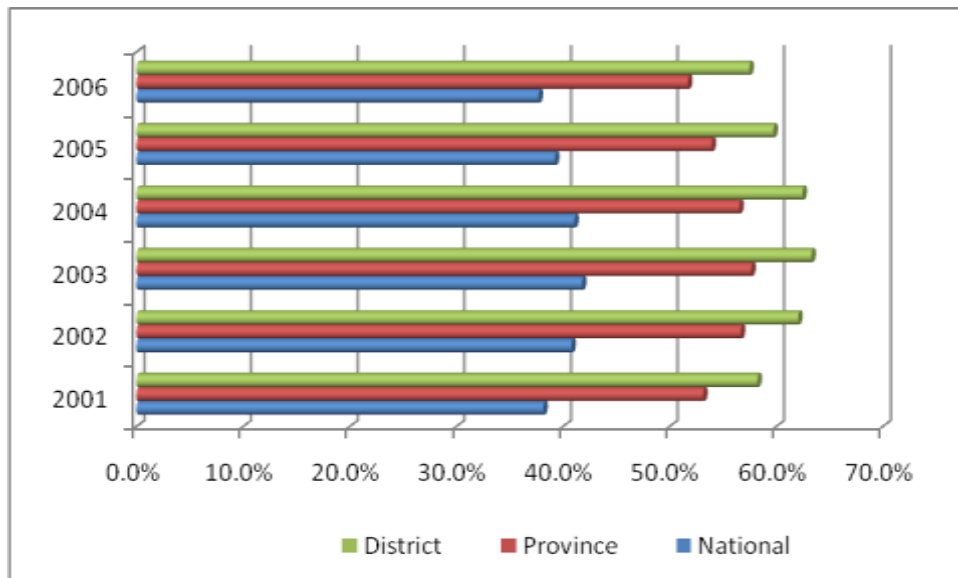
The majority of persons in CHDM are employed in the community services as previously stated with trade as the next biggest employer as shown in the pie graph below.



It is interesting to note the percentage of persons employed in households. This can be both as domestic or self employed. The high percentage employed in agriculture, households and trade shows that the economy is still relatively underdeveloped. A more developed economy should show higher percentages employed in the manufacturing, electricity, finance and construction industries. The reason for the high employment in trade and agriculture could be due to the fact that these industries are reliant on unskilled labour of which the large majority of the labour force is unskilled.

Unemployment is a major challenge in our economy. It is estimated to be about 57% and currently higher than that of the country at 37% and that of the EC Province at 51%. The figure below shows a comparative perspective of our unemployment challenge. The figure below compares the CHDM rate of

unemployment with that of the EC province and country based on Global Insight statistics which uses the expanded definition.



Due to high rates of unemployment there is generally high dependence on grants and remittance (monies sent home by sons and daughters working in urban centres) as the main sources of household incomes in especially the poor areas in our district. In general most people get their money from social grants especially in Emalahleni. Many especially in municipalities like Tsolwana and Engcobo depend on remittances whilst close to half in Inxuba Yethemba and Sakhisizwe get their income from wages (FIVIMS Report).

In the above figure, it is also shown that while the unemployment rate went even higher than 60% at the beginning of 2002, our various interventions (EPWP, Agric scheme revitalization and others) have started to show some results as the trends reflect a declining rate since about 2005.

2.7. Poverty Alleviation and food security

The CHDM has a very high malnutrition and hunger index. It has the second highest level of chronic malnutrition amongst the ISRDP nodes. The municipalities of Engcobo, Sakhisizwe and Intsika Yethu are the worst affected according to FIVIMS Report as shown in the table below.

Municipality	Chronic Malnutrition	Underweight Children	Acute Malnutrition
Inxuba Yethemba	1.09	0.69	0.0
Inkwanca	1.16	0.68	0.04
Lukhanji	1.20	0.77	0.06
Emalahleni	1.24	0.78	0.08
Intsika Yethu	1.30	0.88	0.11
Sakhisizwe	1.29	0.81	0.10
Engcobo	1.36	0.96	0.14
Tsolwana	1.16	0.72	0.04

Source FIVIMS

In addition CHDM has the second highest concentration of people going hungry. Intsika Yethu is the worst affected municipality. In fact Intsika Yethu is one of the identified 11 poorest municipalities in the Eastern Cape.

Municipality	H/holds experiencing chronic hunger
Engcobo	11357
Inkwanca	603
Intsika Yethu	25043
Inxuba Yethemba	1869
Lukhanji	7135
Sakhisizwe	5969
Tsolwana	848

Source FIVIMS

With acute concentration of hunger poor households are forced to spend the greatest percentage of their income on food. People in five out of eight municipalities spend more than half of their income on food. This happens even in

municipalities with high cultivation rates which suggesting that farming is not a major source of food. The relatively high spending on housing and transport suggests that food costs are high due to the distance from the markets (FIVIMS Report). However a recent study undertaken by the Department of social development suggests that these figures might be inflated due to a poor understanding of how the rural economy operates. The study indicates that in the ISRDP nodes of which the DM is one there has been a decrease in the inability of households to feed children due to the child support grant. However not enough people are taking advantage of the grant and instead rely more on the old age pension grant.

2.8. Small, Medium and Micro Enterprises (SMME sector)

2.8.1. Small Businesses in the Eastern Cape

A Statssa Survey (March 2001) found that about 9% (209 000) of all businesses in SA, mostly black or PDI are in the Eastern Cape. The survey further uncovered that women entrepreneurs in the EC outnumbered men by almost three to one in the province – a figure well above the national average. The survey's findings also confirmed that of the 209 000 small businesses, 126 000 were based in rural areas of the Eastern Cape (Programme of Support for LED in the Eastern Cape, 2004).

Small and medium enterprises have a significant contribution (collectively 29%) to the provincial economy as opposed to informal and micro businesses (collectively 6%) in the Eastern Cape. The same scenario prevails in terms of employment contribution by both the small and medium-sized enterprises (collectively 37%).

The exact size of the SMME sector within the District area is not known. Estimates suggest that there could well be more than 30 000 small business operators. The majority of businesses are owner-managed or sole proprietors with few business partnerships particularly in the rural areas (ECMAC Database 2005). However, there has been an increase in the number of cooperatives being established as part of government's drive to promote the cooperatives movement. More than 50% of the small businesses have been in existence for more than 5 years which demonstrates resilience by local enterprises.

More than half of the enterprises are in the trade sector, followed by community, social and personal services sector businesses. Catering and accommodation represents a third sector with a relatively high level of commercial activity in terms of district entrepreneurship.

Few enterprises are involved in commercial agriculture despite the numerous agriculturally based poverty alleviation projects being supported by the ISRD programme. The majority of businesses fall within the micro and small business categories in terms of turnover levels and employ an average of 7.5% employees (Local Business Enabling Environment Study 2007). 37% of business owners are between the age group of 30 – 39 years with those under 30-years only making 13% of local businesses (Local Business Enabling Environment Study 2007).

2.8.2. The SMME business environment within Chris Hani

In general the area lacks business support services. Business people have to either travel to Queenstown or outside the municipal area to access business support services.

Lukhanji has the most developed business environment. The area is the main urban centre of the district and its primary economic node.

The main challenges hindering SMME development are:

- Limited access to markets for agricultural and other products;
- High transportation costs
- Inadequate telecommunications structure: no internet access, telephone coverage limited;
- Limited local consumer spending capabilities as a result of unemployment;
- Lack of appropriate business skills;

- Under resourced and under capacitated municipal LED units to support business
- Lack of appropriate by-laws and policy regulating and supporting businesses;
- Difficult access to land for commercial purposes;
- Local business not represented by a common structure.
- Police protection – slow response and high crime in some areas;
- Insufficient fire protection;
- Inadequate and irregular electricity supply.
- Insufficient and deteriorating municipal infrastructure e.g. roads, electricity, sanitation and water;
- Insufficient business development services;
- Municipal irresponsiveness, slow processes and poor communication;
- Economic leakages resulting from outflow of local resources
- Lack of trading infrastructure e.g. business accommodation
- Untapped financial assistance for start-ups and existing businesses
- High municipal service rates
- Limited Access to appropriate finance and stereotypes in major banks
- Lack of mentorship programmes
- Limited entrepreneurial culture
- Lack of appropriate capacity building programmes;

2.9. Agricultural Sector

Agriculture forms one of the key potential growth sectors in the CHDM. The Agricultural strategy has prioritised the following sectors for investment:

- Agro – processing e.g. cheese production
- livestock farming particularly goats and cattle
- high value crop production e.g. hydroponics and bio-fuels

Livestock farming is an important source of income for both commercial and communal farming.

The western part of the region is increasingly turning to game farming especially in the areas around Queenstown, Cradock, Tarkastad and Molteno. The District Municipality has engaged in partnerships with National Wool Growers Association (NWGA) to improve the quality of wool sheep, develop wool growers associations, train farmers on livestock and veld management and build appropriate infrastructure such as shearing sheds and fences. In the 2009/10 financial Year two shearing sheds were completed in Intsika Yethu LM and another two shearing sheds in Engcobo and Lukhanji Municipalities.

Further partnerships with the Agricultural Research Council and Department of Agriculture and Rural Development have resulted in the construction of livestock handling facilities.. ASGISA-EC and TEBA Development are assisting with development of the livestock improvement programme by introducing Boer goats and Nguni cattle.

The greatest challenge to livestock production remains lowskills level, access to land, poor veld and livestock management, limited access to market, limited access to financial and credit access by emerging farmers due in part to insecure land tenure, limited mentoring and information from DoA and dilapidated and insufficient infrastructure such as roads, fencing, stock dams and dipping tanks.

Dryland cropping is only feasible in small parts of CHDM within the Intsika Yethu, Sakhisizwe and Engcobo municipalities. DoA have prioritised these areas under the Massive Food Programme. The Siyazondla homestead food production programme assists with improving household food security. Under High Value Crop Production, the DM supported the pilot project for hazel nuts production at Glenbrook irrigation, partnering with ECDC and an Italian Company. The project was initiated by Agrisudafrica and Eastern Cape Development Corporation (ECDC) as a Community Development Project with contributions by various other role players including the Department of Agriculture and Rural Development (DARD).

The project is a pilot project for the evaluation of hazelnut production viability in the area with added value in the form of a successful vegetable business and training programme.

There is presently 8000 ha under irrigation with CHDM containing two of the largest irrigation schemes in the Eastern Cape i.e. Ncora and Qamata. A further 7600 ha could be placed under irrigation if the large Gariep Transfer Project were to be implemented. However there are vast areas of underutilised land within the existing schemes such as Shiloh where only 40% of the scheme is currently utilised. In addition to these schemes there are several large scale commercial farming enterprises.

Any future irrigation development must consider the recommendations from the District's WSDP (Water Services Development Plan) that CHDM should not consider developing any more irrigation schemes apart from the already established schemes and must look at other methods of irrigation such as drip irrigation which ensure that water evaporation is minimised..

CHDM and DoA have prioritised irrigation schemes under their respective revitalisation and resuscitation programmes Their collaborative efforts are focussed towards attracting investors to run the schemes under private, public partnerships. Funding has been provided for setting up the correct institutions to run the schemes, building of lay dams, centre pivots and irrigation systems, upgrading of office facilities, seed, planting and harvesting operations as well as equipment such as tractors, ploughs and trailers. However due to the complex community structures residing within the schemes, the effort of the District and its partners has not yet resulted in independent and financially sustainable irrigation schemes although considerable progress has occurred.

2.10. Forestry, Timber and Wood Products

The Chris Hani District Municipality is richly endowed with a number of forest plantation resources. Most of these forest plantations are found in Intsika Yethu and Engcobo Local Municipalities and are owned by DAFF. There are also some woodlots and few hectares of category A plantations (Pine stands) in Sakhisizwe Municipality.

Despite the existence of raw material, land for afforestation and market opportunities, the forestry sector in Chris Hani District Municipality remains uninspiring, with very little significance to and impact on the economy of the region. This is due, in part to poor management of the resources whereby the operational costs of the forest plantations and woodlots far outweigh the income generated by these plantations. In order to address this issue and the poor quality goods produced focus must be given to:

- Proper management of forest plantations
- Value adding processes.
- Investment promotion
- Meaningful empowerment of communities
- Continued monitoring and evaluation of the process to address the problem areas.
- Capacitation of the existing small sawmillers

As a result Chris Hani District Municipality and the Local Municipalities have developed the Wood Cluster programme with the following **ANCHOR PROJECTS**:

- Sawmill project
- Furniture factory
- Pole treatment plant
- Charcoal production
- Tree nursery project
- Afforestation programme

The dti co-funded the sawmill project for the implementation plan development. A challenge of inadequate supply of raw material for this project is being investigated. The dti conducted a special study on the sawmillers around Chris Hani on aspects of productivity, yields, issues of safety, technology and skills. Through the study it has been discovered that there is a need for skills development and technology upgrading to improve the productivity and competitiveness. Since the dti is starting a National Training Programme on small-scale sawmilling, the district municipality has been chosen as a pilot. The dti approached SEDA to conduct training for the Sawmillers on Co-operatives core principles and Business plan development. Training started in May 2010. SEDA is going to assist on the registration of the sawmillers as primary co-operatives.

A skills development programme was conducted by Forestry SETA at Engcobo charcoal project. The training started on 01 March 2010. The SETA introduced a New Venture Creation project (Business skills development programme). The CHDM has also piloted the project at Lukhanji Local Municipality since March 2010.

2.11. Construction and Coal mining

The District has a high development profile in terms of the ISRDP nodal status. Its high infrastructure budget allocation presents opportunities for the establishment of a local construction industry and may enhance competitiveness by addressing critical shortcomings in economic infrastructure. The strong growth and development in public housing and construction comes with a huge demand for construction material such as clay and cement bricks. At present illegal brick making activities are prevalent throughout the district mainly to fulfill the demand of private construction needs. Due to low quality and illegal operations, these bricks cannot be used for public sector construction.

The PGDP has identified coal mining at Indwe and Molteno as a HIPPS project. The exploitation of the Molteno/Indwe coalfields is currently being investigated to access their viability. A public private partnership company has been established

with Elitheni. Prospective rights for the Indwe coal mines have begun and the results look promising.

2.12. Manufacturing

Manufacturing represents a significant proportion of the CHDM economy at 8 % GGP and 5 % employment. Lukhanji municipality especially Queenstown has a small furniture, dairy processing and wood products industry and operates as the prime manufacturing centre of the District. Middelburg and Cradock have food processing activities. Manufacturing mainly takes place in Queenstown and the major activities are furniture making, food processing and pressed metal. The three biggest employers in Queenstown are manufacturers' viz. Seating, Twizza, Crickley Dairy and Stateline Pressed Metal. Other manufacturing industries are biltong processing, cheese making, Ouma rusks, leather processing and bone meal production.

2.13. Agro-processing

While the districts' agricultural potential is obvious, primary agricultural projects have had a minimal impact on unemployment. This situation necessitates strategies to increase value-added production by exploiting opportunities that exist along the various crop and livestock value chains. Particular advantages lie in food-processing based on resource and crop availability, existing factory infrastructure, as well as relatively well developed road infrastructure when compared to other rural districts.



The bulk of the districts' farm output goes for processing outside the district e.g. milk, beef, wool (as shown in the photograph above), fruit etc which regulates the district to the bottom of the value chain. Opportunities exist in food-processing especially in the areas on convenience food, specialty foods and organic foods. Beside food –processing the District can promote high value crops such as cotton as well as bio-diesel. Bio-diesel initiatives present huge opportunities especially around the existing sugar-beet project near Cradock where Sugarbeet SA, Central energy Funds and the IDC have entered into a partnership that will see 6000ha of sugarbeet planted, construction of ethanol production plant and buying of the ethanol by PetroSA to blend into their stock. It is estimated that this project will create up to 2000 temporary jobs and 500 permanent jobs only in the ethanol plant construction phase.

2.14. Trade and Services

Trade and services contributes in total between 16 % to the District GGP in 2000 and 22 % employment in 2004. The majority of SMME's are found in the retail and service sector (73%). It is the predominant form of economic activity in CHDM.

2.15. Tourism

The district has a rich history and natural resources that can promote tourism development in the region. These resources are untapped and are not adequately budgeted for within the District and local municipalities. The District has access to a number of major routes, the friendly N6 and the N10 which link the District with East London, Bloemfontein and Port Elizabeth and the R61 linking Queenstown with Mthatha and the Wild Coast. It is in order to overcome this difficulties that the District has developed an Tourism Integrated Plan and ensured the resurrection of local tourism organizations such as the Intsika Yethu Local Tourism Organization, Middleburg Karoo Tourism, Cradock Karoo Tourism, Lukhanji Tourism and the District Tourism organisatio



The region's emergence as a malaria free game farming and nature reserve location has contributed to tourism revenue, a trend that looks set to continue. The growth of this sector may crowd in private sector investment and support the emergence of supporting industry and services.

The District has one national park (Mountain Zebra National Park), 2 nature reserves in Lukhanji & Tsolwana, 2 game reserves (Tsolwana, Lawrence De Lange) and private game reserves and game farms. There are also new establishments that include the promotion of heritage sites.

The friendly N6 provides an opportunity for tourism development as it links the wild coast and sunshine coast to the hinterland. In addition to this opportunity there are many Anglo-Boer War memorials, places related to struggle heroes and Bushmen paintings.



The District is currently focusing its tourism activities on branding and marketing the various activities available. In addition cultural and heritage sites are being marketed through the implementation of a Chris Hani Liberation Heritage route. The Chris Hani Liberation Heritage Route Icon Site Guide has been developed, launched and distributed nation-wide including the development of marketing materials for each of the individual routes; Sisulu, Ndondo and Calata. A tourism centre has been developed in Queenstown and is operational.

3. ENVIRONMENT

3.1. Climate

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

3.2. Rainfall

The rainfall varies dramatically over the area depending mostly on altitude and distance from the coast. In the western arid areas, the average annual precipitation is between 200mm and 300mm whereas in the eastern high lying areas of

Cofimvaba it is 700-800 mm. The greater part of the area is, however, arid to semi-arid and receives less than 400mm per annum.



Rainfall distribution is poor and dry spells are a frequent occurrence. In his study, J.H van Wyk comes to the conclusion that the rainfall of the former Transkei shows little variation and can therefore be classified as reliable.

He points out, however, that the variation of rainfall during the early summer months makes early planting of agronomic crops risky. (*Wood & van Schoor, 1976*).

It is a summer rainfall area with 70% - 80% of the precipitation occurring during the summer months in the form of thunderstorms. These storms are often of high intensity and are sometimes accompanied by hail. Only 20 - 30% of the rainfall occurs during the winter month, which usually results in snowfalls on the Chris Hani District Municipality plateau and the high lying mountainous areas of the Compassberg and Winterberg.

The further west, the poorer the rainfall distribution, with severe droughts occurring fairly frequently. The rainfall in the eastern area (Cofimvaba and Ngcobo) is more evenly spread, except for the early summer months when “dry” spells can be expected, which makes the early planting of agronomic crops risky (*Wood & van Schoor, 1976*).

3.3. Evaporation

Evaporation in the District is much higher than the average annual rainfall. The area thus experiences a negative water balance. The evaporation in the arid western area is 2 146 mm per annum, whereas it is approximately 1 700 mm per annum in the Lady Frere and Cofimvaba Districts. This phenomenon complicates

crop production as it requires moisture conservation for dry land cropping and sophisticated irrigation management.

3.4. Temperatures

The temperature is characterised by extremes. During the summer months, the maximum temperature often exceeds 40°C in the lower lying areas in the western (arid) section of the study area. Minimum temperatures in the winter months in the high lying areas are often well below zero and frost and snow is a common occurrence throughout the area.

The average commencing date for frost in most of the area is the 20th April and the average last date for frost is the 10th October. Frost can, however, occur at any time of the year in the Molteno District. This area experiences the largest inter-diurnal variation (change from one day to the next) in temperature. (*A.J. Roets & Associates, 1999*).

The temperature in the eastern part of the District is a bit more moderate with frost occurring from 21st May to 10th September.

3.5. Prevailing winds

During the summer months, the prevalent wind direction in the study area is north-westerly (berg winds) whereas south-easterly to south-westerly winds prevail during the winter months. Wind, however, is not regarded as a limiting factor in the study area.

3.6. Geology

The District consists mainly of Beaufort sediments intruded by dolerite. These comprise shale, mudstone and sandstone.

3.6.1. Soils

The soils in the District area are mainly from the Beaufort and Molteno series of the Karoo sequence. As a result, the soils are poorly developed, shallow or duplex (rocky), which are mostly not suitable for crop production. In the valleys, however, deeper soils do occur. In the Fish River Valley as an example, there are 15 soil forms of which the Hutton, Clovelly and Oakleaf forms (Binomial Classification) are dominant.

Soil salinity is, however, a major problem in the irrigation areas in the Cradock, Hofmeyr and Tarkastad Districts. The soils of the more arid areas of the study area are generally shallow and consist mainly of the Mispah, Glenrosa and Swartland forms. In the flood plains, watercourses and plains, deeper soils of the Oakleaf, Dundee and Valsrivier form are more common.

3.6.2. Topography, drainage and vegetation

The District is part of what is described as gradual “step” topography. The “steps” are formed by the Winterberg mountain range in the south and the Stormberg range north of Sterkstroom.

The Stormberg Mountain range runs from east to west dividing the area into the high lying Stormberg plateau in the north and the generally lower altitude area in the south. The Winterberg range with an altitude of 2 370 m above sea level extends into the southernmost section of the area. The altitude of the Compassberg to the west of the Stormberg range is 2 502 m, whereas the Stormberg plateau is \pm 1 800 m above sea level. The altitude of the lower lying area in the Cofimvaba District is \pm 600 m above sea level. The greater part of the area, however, lies between 500 m and 1000 m above sea level.

The main drainage systems are the tributaries of the Great Fish, Great Kei Rivers and Mbashe river systems, which drain into the Indian Ocean. The western section of Chris Hani District Municipality consists mostly of mixed nama Karoo veld whilst the eastern section consists mostly of moist upland grassland. What is important from a conservation aspect is the valley thicket occurring along the Kei and Mbashe River systems and the pockets of afro-montane forest occurring north of Ngcobo.

3.7. Conservation Areas

The known conservation areas in the Chris Hani District Municipality are listed in the table below. Only two of these conservation areas are under the direct control of the municipality, namely Lawrence de Lange and Longhill (Lukhanji). In addition, a National Park (Mountain Zebra National Park), a number of private

nature reserves (i.e. Blanco) and three natural heritage areas (i.e. Benghoil & Bushy Park, Carnarvon and Mhoge) are located, at least in part, within the Municipality.

The formal protected area network is relatively extensive with the Mountain Zebra National Park (SANP) and the Commando Drift and Tsolwana provincial reserves. The early selection of protected reserves in the CHDM was based on ad hoc decisions to protect specific mammals rather than objective criteria based on biodiversity mapping. Control of all indigenous forests in the Eastern Cape including the CHDM, was handed over to the Directorate of Nature Conservation of the Eastern Cape Province authorities in 1996, and management plans for all forests are still in preparation. Formally protected water sources include a number of large water catchments, including the dams: Grassridge, Lake Arthur, Commando Drift, Xonxa, Lubisi and Ncora.

3.8. Water Resources

The CHDM falls within four river systems:

- The Great Fish River draining the central / western area southwards;
- The Kei River draining the central / eastern area southwards;
- The Mbashe River draining the eastern area southwards;
- The Orange River draining to the North.

Of these the Fish and Kei Rivers are the most significant rivers in terms of the catchment areas in the CHDM. The total surface water available in the district has been estimated from the Eastern Cape Water Resources Assessment as follows:

- Potential maximum yield (including dams and transfers) = 1013.5 Mm³ / annum
- Probable total consumption and losses = 775.8 Mm³ / annum
- Available surface water resource = 237.7 Mm³ / annum

It is clear that across the whole district, there is a positive surface water balance and that approximately 23,4% of the potential yield is still available for use, providing drought conditions do not exist.. It is however worth noting that the resource is concentrated at the major dams and rivers and as would be expected is

not readily or cheaply accessible to all potential users located a distance from these resources.

DAMS, WETLANDS AND SPRINGS

Chris Hani is characterized by a number of major dams, which serve the towns and the various irrigation schemes. The major dams in Chris Hani are:

- The Grassridge Dam between Cradock and Middelburg used as a balancing dam
- The Lake Arthur and Commandodrift Dams near Cradock used for irrigation
- The Xonxa, Lubisi and Ncora Dams between Lady Frere and Ngcobo used for irrigation.

Most of the wetlands occur in the Inxuba Yethemba municipality followed by the Emalahleni and Tsolwana municipalities (4 each). The Engcobo, Inkwanca and Lukhanji municipalities only have one listed wetland. Wetlands occur in the catchments above the Commando Drift, Elands drift, Grassridge, Lake Arthur and Xonxa Dams.

A number of wetlands are located upstream of the dam immediately west of Dordrecht and above what appears to be the Thrift Dam on the Black Kei, although not marked as such on the topographical map (3226BC). All the riparian wetlands are located within Eastern Mixed Nama Karoo vegetation, with the exception of three found within Moist Upland Grassland (Lemoenfontein, Qumanco and Snowdale-Success) and four within South-eastern Mountain Grassland (Clarke's Siding, Dordrecht Town, Driefontein 188 and Geluksvlei).

Springs are an important source of water in the district. They are also used for recreational purposes such as at the Cradock Spa. A number of endorhic pan wetlands occur in the district, two each in the Inkwanca (Coldstream pan, Die Pan wetland complex) and Inxuba Yethemba (Helderwater pan, Rooikop) municipalities and one in the Tsolwana municipality (Rotterdam wetland complex). The Helderwater pan, Rooikop wetland and Rotterdam wetland complex are located within Eastern Mixed Nama Karoo, whereas the Coldstream pan and Die Pan wetland complex are found within South-eastern Mountain Grassland.

Artificial Wetlands in the form of dams, excavations, solar salt extraction works and wastewater treatment works occur to varying extents throughout the district. Solar salt extraction works have the most restricted distribution, being limited to an area west of Hofmeyr. They are all therefore located within the Tsolwana municipality. All these salt works are located within Eastern Mixed Nama Karoo. Although they have been classified here as artificial wetlands they are largely based on existing features, namely Landpan, Middelpa and Soutpan.

3.9. Heritage Sites

One hundred and two sites were identified in the Chris Hani District Municipal area, categorized according to their nature, namely whether they are human generated structures or natural artifacts. Out of these, the Chris Hani Liberation heritage route has identified iconic sites and a booklet has been printed containing these sites.

Number of sites in each category.

Category	Number of sites
Human Generated Artifacts	
Historical buildings	25
Monuments and memorials	6
Museums	9
Graves	5
Rock Art	6
Living Heritage	7
Open Land	7

3.10. Environmental Challenges

Government and the District Municipality have long neglected environmental protection. This has led to many environmental disasters in the past, which could have been avoided if environmental policies had been in place and enforced.

Lack of clean and unpolluted water is a major environmental problem in Tsolwana in particular Thornhill area. Limited access to clean water affects mainly Emalahleni, Intsika Yethu, Sakhisizwe, Engcobo and Lukhanji. Inkwanca and Inxuba Yethemba suffer from lack of a guaranteed water supply, which should be rectified in the near future. Limited access to water impacts upon the ability of people to practice good personal and food hygiene. The old and people with disabilities are particularly affected as they have difficulty in gaining access to water. The growing of crops is limited as there is no water to spare for the crops, which creates many nutritional problems. Stock farming may also be limited due to insufficient water being available that has a notable impact upon people's livelihoods.

Limited and poor sanitation creates numerous environmental problems, such as water pollution due to the waste being washed into the rivers by rain. Such water pollution is often directly attributable to a variety of diseases which children playing in these contaminated areas pick up. The smell from improper sanitation also affects quality of life for residents.

The greatest challenge facing government and local government in particular is how to minimise harmful environmental practises that contribute to global warming and ultimately climate change. A summit was recently held on this topic in the District to promote awareness of the problems created by global warning.

Chris Hani District Municipality has produced an Environmental Management Plan (EMP) in order to point out areas of concern. The plan highlights areas of the environment which should be conserved and protected. Animal and vegetation species and cover are mapped and identified. In addition present and future environmental problems are identified per local municipality as well as all renewable resources. It recommends that:

- The DM appoint dedicated environmental staff
- The DM develop an integrated environmental management system

- The DM implement pollution control measures such as air pollution monitoring stations
- The DM assist to develop the capacity of its LM's to deal with environmental issues
- The DM undertake environmental impact assessments (EIA's) for all of its current and future project

However the District Municipality is struggling to finance the implementation of this plan especially regarding pollution control mechanisms.

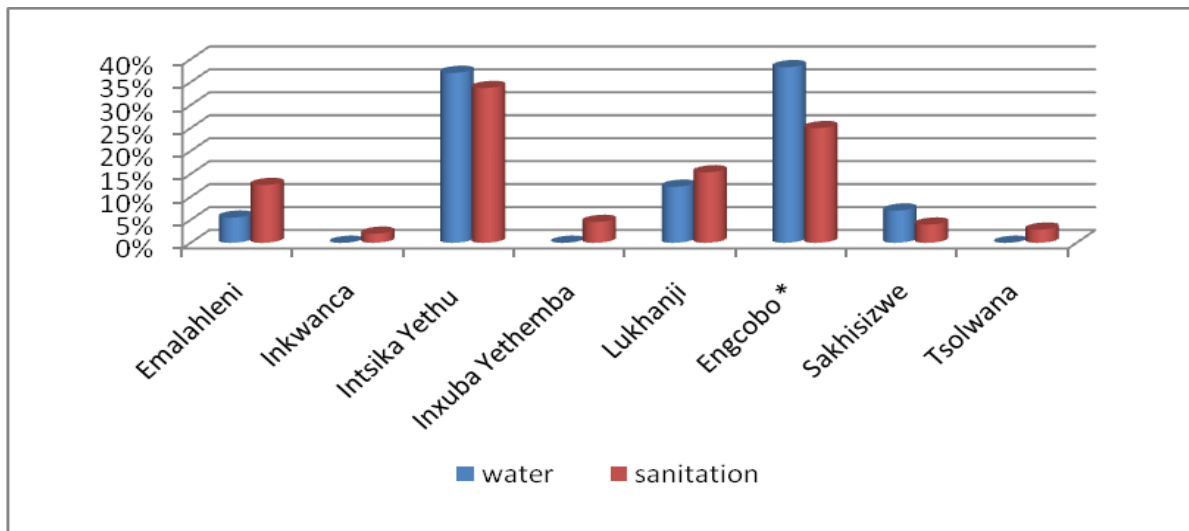
4. SERVICE DELIVERY & INFRASTRUCTURE

4.1. Water & Sanitation

Chris Hani District Municipality is the designated WSA. All its 8 local municipalities are Water Service Providers. Strong and healthy relationships with the LMs have resulted in the appointment of 42 critical and technical staff who are deployed to different LMs. These people have assisted in strengthening LM's water service provider staff and also ensured that staff inherited from Department of Water Affairs are managed at the LM level. This has also resulted in the improvement of the operational budget expenditure and vehicles and trucks amounting to R27 million have been purchased. An improved customer care relation and limited downtime has been observed.

4.1.1. Water and Sanitation Service Backlogs

The water services development plan (WSDP) utilizing Statssa figures from the 2007 Community Survey estimates that currently 76% of the total population of Chris Hani District Municipality (CHDM) is served with water services, whilst 55% is served with sanitation services. A detailed breakdown is given below utilizing Statssa figures:



However the WSDP of 2008 relies on household figures instead and based on an extrapolation of the 2007 Statssa figures delivers the following figures contained in the table below.

Water and Sanitation Services Delivery Profile

Municipality	Population Served		Population Not Served	
	Water	Sanitation	Water	Sanitation
Emalahleni	29,352	13,108	2,962	19,206
Inkwanca	3,694	2,413	-	1,271
Intsika Yethu	24,491	18,543	23,310	29,258
Inxuba Yethemba	12,483	12,483	-	-
Lukhanji	46,094	14,270	7,571	39,396
Engcobo	15,690	8,540	19,380	26,530
Sakhisizwe	10,589	4,057	3,201	9,734
Tsolwana	7,134	5,142	-	1,992
DMA	23	23	-	-
TOTAL	149,539	78,578	56,425	127,387
PERCENTAGE	73%	38%	27%	62%

Source: CHDM Water Services Development Plan: 2008

The major challenge is meeting the backlog targets as set out by the national government due to the insufficient capital funds (i.e. MIG allocations). The collapsing infrastructure in towns is not included in the backlog.

The CHDM has identified and quantified all villages with water and sanitation backlogs within their area of jurisdiction and put them into clusters. Consultants

have been appointed for all identified projects in order to start preparing designs and documents up to the tender stage. This will help to eliminate delays when the MIG funds are made available.

The District Municipality could not meet the target of eradicating buckets by the end of December 2007 due to financial and capacity constraints. The DM has committed itself in ensuring that it provides free basic services to its communities. Due to the allocated powers and functions the provision of basic level of services is limited to water and sanitation. Backlogs have made it difficult to provide these services in areas which do not have infrastructure especially in the former Ciskei and Transkei areas. The funding with respect to MIG falls short in eradicating the backlog.

4.1.2. Funding required for backlog eradication

The WSDP presents a number of possible developmental scenarios. Given the available and potential resources and capacity, the most viable scenario envisages increasing resources so that the backlogs are addressed by 2014.

Chris Hani DM has also developed a water services backlog eradication strategy, whereby all areas with backlogs have been identified and quantified up to the village level. The affected villages have been grouped into nine clusters (i.e regional schemes).

The following table presents the funding requirement to address the backlog:

Funding requirement to Address Water and Sanitation Backlog (WSDP 2008)

Clusters	No of Villages	Households	Total Cost	Urban/Rural
1	17	1653	R 102,594,230	Rural
2	38	3919	R 129,726,695	Rural
3	11	2427	R 58,714,048	Rural
4	36	3173	R 162,209,630	Rural
5	37	3146	R 204,188,946	Rural
6	108	4669	R 520,089,290	Rural
7	37	4843	R 213,727,017	Rural
8	34	3055	R 174,996,766	Rural

9	9	593	R 50,425,300	Rural
Xonxa Bulk Supply	-	-	R 80,000,000	Rural
Other areas	-	-	R 1,691,782,787	Rural
TOTAL		56,245	R 3,388,454,710	

It is noted that there is a need to find alternate sources of funding if we are to increase our rate of delivery. However, to date such funding has not been sourced; therefore this needs to be a priority for 2006 – 2011.

More investment is required in utilising surface water resources. In addition the monitoring of the usage of groundwater requires improvement. A worrying challenge is the minimal pollution contingency measures in place in the district. In addition far more attention has to be paid towards ensuring and implementing water conservation and demand management.

Some of the greatest challenges in eradicating the backlogs are:

- ▣ MIG Allocated funds do not roll over to the next financial year
- ▣ MIG Funds not spent are forfeited
- ▣ MIG Funds are strictly to be spent only on approved projects that meet the MIG conditions
- ▣ MIG Projects must also be recommended by the respective sector departments
- ▣ Contravention of MIG conditions are regarded as unauthorized expenditure and are not reimbursable by MIG unless approved by MIG
- ▣ Serious drought conditions
- ▣ Limited staff with technical expertise wanting to work in the rural areas of Chris Hani District Municipality

4.2. Roads and Stormwater

The road network in the Chris Hani District consists of a hierarchy of national, provincial and municipal roads. Two national routes pass through the Chris Hani District in a north-south direction i.e. the N10 and N6. The local Trunk and Main roads link the larger towns and villages and mostly run in an east-west direction. The best example is the R61, which runs from Cradock in the west through Queenstown to Mthatha in the east. The total length of the provincial road network amounts to approximately 43 465km. This is made up of approximately 5 102 km (12%) of surfaced roads and 38 363km (88%) of gravel roads. Only 707 km of the total network of nearly 8 900 km in Chris Hani is surfaced.



The overall condition of the road network in the Province and in the Chris Hani District has not improved, mainly due to insufficient funds for maintenance and inherited backlogs. Gravel roads require regular maintenance especially with heavy rains and high traffic volumes as can be seen in the photograph above. From an economic point of view, gravel roads suppress economic development since they lead to high vehicle operating costs and often lead to the damage of crops transported.

The District is responsible for maintaining identified roads in the Inxuba Yethemba area on an agency basis if the Department of Roads and Transport. The issue of roads classification is currently under discussion and there is a possibility that some classes of roads may be devolved to district and local municipalities.

4.3. Education

Education levels are low throughout the District, as indicated in the Table below.

Source: STATSSA 2001

Municipalities	No schooling	Some primary	Complete primary	Some secondary	Grade 12	Higher
EC131:Inxuba Yethemba	5 786	9 068	3 152	10 023	4 886	2 099
EC132: Tsolwana	4 841	4 148	1 181	3 645	1 749	747
EC133: Inkwanca	2 641	3 251	943	2 511	1 044	590
EC134: Lukhanji	18 018	20 186	7 689	30 033	14 744	8 238
EC135: Intsika Yethu	30 798	20 167	6 206	18 992	4 521	3 217
EC136: Emalahleni	20 436	12 018	3 197	10 997	2 963	2 384
EC137: Engcobo	25 974	13 660	3 556	12 997	3 499	2 267
EC138: Sakhisizwe	5 824	6 575	1 794	7 048	2 507	1 640
DC 13 Chris Hani DM	114 318	89 073	27 718	96 246	35 913	21 182

Source: Statssa 2001

The table indicates that in fact the majority of Chris Hani residents are functionally illiterate. The resulting high number of undereducated people entering the workforce places significant demand on the economy to provide unskilled jobs. As no economy can provide for such a large unskilled labour force, it stands to reason that there will be high rates of unemployment which is indeed the case.

A number of reasons contribute to the low levels of education such as:

- Parents lack the money to send children to school
- Limited number of school facilities, and a significant number of poorly constructed and maintained schools without water, sanitation and electricity
- Lack of adequately trained and motivated educators
- Lack of pre-primary, secondary and tertiary institutions in the region
- Lack of educational equipment
- Lack of adult literacy programmes
- High rate of teenage pregnancies

The Departments of Education and Social development, in conjunction with local municipalities and the District Municipality, must, therefore, concentrate on a two pronged approach: (1) whereby learners have access to well equipped and maintained school buildings, crèches and pre-primary facilities as many of these facilities are inadequate for their function, and (2) the necessary funds being made available to encourage learners to complete their high school education.

4.4. Libraries

There is a significant lack of libraries within the District, resulting in school children and other learners being unable to access information they require for their studies. It is noted, however, that some progress is being made in this regard.

4.5. Sports & Recreation Facilities



The District offers a wide display of sports from the more adventurous such as white water rafting, horse endurance trails to the more sedate such as bowls. Indigenous sporting activities such as horse races and stick fighting are promoted and competitions held throughout the rural areas.

Many sport clubs and codes have a proud tradition and have been going for many years. However, there is a significant lack of sports and recreational facilities within the District, especially in the former homeland areas. This may be directly attributed to the policies of the former government, which did not take into cognisance the health and welfare of people living in the then homelands. As a result many schools do not have their own playgrounds or sporting facilities.

4.6. Community Halls

Community halls provide multiple opportunities, including a place for people to gather for meetings, a place from which information may be disseminated, and a

place from which services (such as pension payouts) may be provided. The lack of community halls means that local communities have no place to gather, partake in recreational and educational activities, and receive pensions or pertinent community information

4.7. Housing

The provision of formal housing for low and middle income residents is a core function of local municipalities acting as service providers for the province. The District Municipality serves to co-ordinate and facilitate the process but does not undertake housing delivery. Housing sector plans were undertaken for all LM's by the Department in 2007/8 but no overall plan for the District.

Within the urban areas, housing development is generally occurring, however, within the rural or communal areas, the provision of housing is only beginning to be addressed. The primary constraint with regards to the provision of housing in rural areas relates to issues around land ownership and registration of title. The current housing regulations also fail to make provision for adequate land for making food gardens that these poor households need for survival. Furthermore, housing needs in rural areas are often not known as rural people generally ask for land instead of houses.

4.8. Telecommunication

Telkom is currently expanding its public phone infrastructure in the rural homeland areas with the result that the majority of Chris Hani residents do have access to some sort of telephones. Cellular phones cannot be used in all areas of the District due to the mountainous terrain, which disrupts television, radio and cell phone reception. The investment into telecommunications infrastructure is further hindered by vandalism and theft. Cellular and television providers should be lobbied to increase their network coverage in these areas so that consumers can experience a more satisfactory service.

There is still very limited access to fax and computer / internet facilities. GCIS has recently completed a survey whereby they wish to install a multi-purpose facility that will give community members access to all tele-communication facilities in

each municipality. The only existing facilities of this nature are currently located at the Qamata Great Place in the Intsika Yethu Local Municipal area, Thusong Centres and at Ngcobo town.

4.9. Transport (Source: ITP, July 2008)

When considered from a transport perspective, the Chris Hani District is of importance not only to the local socio-economic climate, but also to the country as a whole. There are two national roads passing through the district in a north-south direction i.e. the N10 and N6 as well as two rail lines. The two rail routes links Port Elizabeth and East London to the interior. The main east-west road corridors are along the R61 from Cradock, through Queenstown and beyond, the R359 from Queenstown through Lady Frere and Cala to Elliot and the R56 from Queenstown through Sterkstroom, Molteno and Steynsburg to Middelburg.

4.9.1. Taxi services

There are 21 registered taxi associations operating in the 16 towns situated within the Chris Hani District. According to the Registrar there are approximately 1 600 active members in the different associations. This figure excludes operators who are using sedans and bakkies/LDV. It is evident that there are some differences between the Registrar and Taxi Associations due to the frequency of the update of the Registrar's database.

From the records of the Registrar, there are currently 304 registered taxi routes in the Chris Hani District. Bakkie taxis comprise a significant percentage on the routes i.e. +/- 60 % and are dominant in Engcobo, Cofimvaba, Cala and Tsomo. The sedan operation is largest within the Lukhanji Municipality and particularly Queenstown.

Due to the large number of passengers using taxis in the District, as well as the flexibility of the taxi industry, taxis are the most prominent form of local public transport. The type of vehicles operating in the field varies from the typical minibus, to light delivery vehicles (LDVs) and sedan or passenger cars. There are

also many more routes between settlements than there are within settlements. This can be explained by the fact that most of the settlements in Chris Hani are small and thus there is not a great demand for motorised travel within the settlement boundaries. Most daily activities can be accomplished on foot since the distance to be travelled is relatively small in comparison to the greater distances between settlements.

4.9.2. Bus services

There are currently 31 bus operators in CHDM according to the local ECDRT office but only 11 of these have operating permits and the buses only operate in four of the eight district municipalities. The buses operate on 49 routes of which nine are subsidised. Operations on the subsidised routes were suspended due to feasibility and/or un-roadworthy vehicles. Africa's Best 350 scheme has brought 16 new buses to the CHDM routes.

4.9.3. Long distance travel

There are marked increases in the number of long distance journeys undertaken during holiday periods such as Christmas (December-January) and Easter (April school holidays), whereas during out-of season times there may be no services on those routes, depending on the mode. Long distance routes include a number of important destinations and include both road and rail based services. There is a close relationship between local and long distance public transport services – passengers from outlying areas would be transported on a local service to reach a main settlement and from there transfer onto a long distance service.

Even though long distance travel in Chris Hani resembles a corridor and feeder system, there is little coordination between and within the schedules and frequencies of modes and equally little consolidated information available on long distance travel.

4.9.4. Freight Transport

In Chris Hani, the main freight movement corridors are mainly along the national routes. Cargo is transported nationally through the district from/to the coastal

towns of East London and Port Elizabeth primarily to/from Gauteng. The freight is moved by either road or rail. There are no major freight generators within the Chris Hani District other than the typical economic activities in the larger urban area, such as Queenstown.

The movement of freight has become more and more road based in the past few decades. The busiest route being the N10 carries more than 100 long/large heavy vehicles per day. This amount to approximately 10 interlinks per hour along the route.

4.9.4.1. Rail freight

There are two primary railway lines passing through the Chris Hani District in a north-south direction. They are the East London – Bethulie route (passing through Queenstown, Sterkstroom and Molteno) and the Port Elizabeth – Cradock – Carlton route. There were also a number of other lines in the district but these are not in use or the lines have been lifted.

4.9.5. Rail Services

The Shosholoza Meyl operated by Transnet Freight Rail operates along two north-south routes through the municipality. The two routes are the following:

- Johannesburg – Bloemfontein – Cradock – Port Elizabeth
- Johannesburg – Bloemfontein – Cradock – Port Elizabeth
- Johannesburg – Bloemfontein – Molteno – Sterkstroom – Queenstown –
- Cape Town – Colesberg – Molteno - Sterkstroom – Queenstown – East London

The area is served well with rail service. These services are mostly passenger services but carry limited freight.

4.9.6. Air Services

There are not scheduled air services to and from any airports/airfields in the Chris Hani District. There are several airstrips near the larger towns. All the airstrips are unsurfaced, except the Queenstown airfield, which has one surfaced runway. There

are a total of 10 airfields/airstrips located in Chris Hani. The airfields are mostly used for recreational and tourism activities.

4.9.7. Non-motorised Transport

Planning for non-motorised transport (NMT) has historically been neglected even though it is an important method of transport. The main issues witnessed during the assessment process were the unavailability of safe pedestrian facilities, such as walkways and shelters, and accommodation for people with disabilities.

Walking is a major mode of transport in the CBD areas. The surveys indicated that the highest numbers of pedestrians are found in the CBD's of Queenstown, Cofimvaba, Engcobo, Lady Frere and in Cradock and Middelburg. Pedestrians face many problems due to the limited availability of pedestrian facilities.

4.9.8. Scholar Transport

The importance of intervention in a scholar transport system has its roots in the fact that education levels are low throughout the District, with a literacy rate of 47.1%. It has been found that one of the reasons that contribute to the low levels of education is the lack of convenient access to schools resulting in long travel times, mostly by walking to school..

4.9.9. Challenges

The issues that the Chris Hani District faces with respect to public transport are the following:

- Multiple small taxi operators that are tied to geographical locations are inflexible and are difficult to coordinate and integrate in a larger system
- Buying power of individual taxi operators is very low.
- Vehicle capacities are not necessarily suited to the demand
- Rail and subsidised buses operated at regional level and are not integrated into local planning

- Operator and regulatory fixation with vehicle type and layout discriminates against passenger volumes / needs and does not provide operational flexibility
- The overloading of heavy vehicles is a major contributor to the premature failure of road pavements .
- Gravel roads often become impassable in wet weather, isolating settlements that can only be reached by such means. .
- The large number of stray livestock on roads.
- Poor management and supply of transfer facilities.
- Derelict passenger rail lines and stations
- Insufficient vehicle testing and licensing facilities
- Unavailability of public transport facilities (including for the disabled)
- Lack of cooperation between Public Transport Operators and the Municipal Authorities
- Lack of Institutional capacity at Local and District level to manage transport planning and implementation.
- Insufficient supply of taxi related information, especially bakkie and sedan operations.
- Outdated information at the Taxi Registrar
- Lack of pedestrian and non-motorised transport facilities
- Lack of accident database for the Chris Hani District
- Lack of District Road Maintenance Programme
- Inadequate pedestrian signs and markings and off loading areas especially within CBD areas
- Limited traffic calming measures within areas of high accidents
- Low visibility of traffic officials and law enforcement
- Insufficient supply of taxi related infrastructure
- Public transport in the rural areas is reliant on bakkies
- By-laws limiting the operation of hawkers on side-walks are not implemented or proclaimed.

4.9.10. Recommendations

- Public transport should provide connectivity where private transport is unfeasible
- Each settlement condition requires a particular development and transport approach
- Strong land use management should be accompanied by integrated transport provision to achieve more compact, efficient settlements and transport services
- Tourism potential should not be ruined by uncontrolled settlement growth or insensitive transport connections

4.10. Health Care

Epidemiological analysis reflects that Gastrointestinal diseases are the most prevalent diseases for which adult patients are admitted to hospital, making up some 20% of the cases, followed by respiratory conditions, which contribute 18%. In the Paediatric Wards diarrhoea is the most prevalent disorder (27%), followed by acute respiratory infections (23%).

4.10.1. Health Care Capacity

According to national norms of one clinic per 10 000 people, the Chris Hani District Municipality has far more clinics than are needed. However, the rural distribution of the population and the spread of health facilities to meet the needs of these communities justifies this situation.

The distribution of human resources at health facilities across the District Municipality is however, biased in favour of the larger centres. The national average figure for nurses per 100 000 people, is 12 nurses. CHDM seems to be under resourced showing figures like 2.7 nurses per 100 000 people for Intsika Yethu and 2.5 for Emalahleni.

Mobile services seem to be used extensively in some sub-districts. Some mobile services assist farms while others assist large sectors of the population at village

points. Having classified the Chris Hani District Municipality as a rural district, the accessibility and quality of mobile services needs particular attention in the future. Bed occupancy rate has increased from 68 to 72 %.

4.10.2. Clinics and Hospitals

According to national norms, the ideal Level 1 hospital /population ratio is 1:750. This indicates that Chris Hani District hospitals are reasonably well resourced in terms of Level 1 hospitals, with the exception of two sub-districts, namely Inxuba Yethemba (1:4003), Intsika Yethu (1:1482). Analysing available beds per 1000 population, Chris Hani District Municipality – with 2.2 beds per 1000 population is within the national average of 2.5. However, in some areas the available beds per 1000 population are well below the national average (e.g. Intsika Yethu (1:1482), Inxuba Yethemba (1:692) and Lukhanji (1:791)). Based on available data, the Bed Occupancy Rate is about 68% - well below the national norm of 80%. This lower occupancy rate might be linked to inaccessibility to the hospital or lack of trust in the services provided.

4.10.3. Clinical Support & Paramedical Services

Laboratory services seem to be impeded by serious road and transport problems. The turnaround time of TB sputum in many instances is still 7 or more days. Radiography services seem to be fairly distributed. There are x-ray machines in all sub-districts. Interestingly, where there is no radiographer, technician or assistant radiographer, trained nurses are performing this task.

Rehabilitation services seem to be seriously under-resourced where most of the professionals are hospital-based and very few community rehabilitation services are available. Public sector oral services are also very scarce, coupled, in some cases, to infrequent and unreliable sessions. In Inxuba Yethemba, only Middleburg has a dentist.

Nutrition is an obvious gap in the District. In particular, the high levels of underweight children and malnutrition rates need to be addressed.

4.11. Municipal Health Services (MHS)

There is an uneven distribution of environmental health services in the District. To illustrate, Lukhanji has ten EHO's in total, Inxuba Yethemba has 4 in Cradock and 2 in Middleburg, while the other sub-districts have roughly one or two for the entire sub-district. This situation will be rectified when the power and function of municipal health becomes a district power and function (the situation will be addressed once the process of MHS devolution processes has been finalised which means the transfer of provincially employed EHP to the CHDM as articulated in the section 78.) . However the issue of adequate funding for this function needs to be resolved after the finalisation of devolution processes. Section 78 assessments has been conducted and finalised in December 2004 in giving to effect as to how MHS will be rendered within CHDM area of jurisdiction.

Food Safety is one of the critical elements in safe guarding the health of the communities within CHDM area of operation. Food Handling Premises competition continues to be implemented as one of the strides towards assisting owners to comply with the legislation that governs Food Quality. Sakhisizwe Local Municipality hawkers have been targeted as part of the food quality in receiving Gazebos, tables and cooler boxes. Food samples are being taken to check the quality and the standard of Food that is being sold and consumed by the public. Where challenges are found interventions are implemented.

Lapses eradication under Environmental Management has been implemented the EPWP approach on both funding allocations i.e. DEDEA and CHDM. Through these two funding 610 people benefitted from the project in three (3) municipalities which are Lukhanji; Emalahleni & Intsika Yethu.

4.11.1. Waste Management and Environmental Management

Solid waste disposal sites occur in all municipalities apart from Engcobo and Intsika Yethu. The only registered site occurs in Elliot (CHDM EMP 2004). Most of these sites are in a bad state, poorly managed and inappropriately positioned close to water sources. In general the problems can be summarised as follows:

- Limited if any staff training
- Infrequent covering of waste
- Burning of waste
- Close proximity to water courses
- Uncontrolled access
- Limited formal recycling or waste minimisation
- Disposal of medical and industrial waste in some Municipal Waste sites
- Uncontrolled storm water
- Inadequate staffing
- Inadequate budget allocation and equipment
- Lack of provincial government support in registering other landfill sites

In order to address these issues the IWMP gives the following recommendations:

- The development and implementation of a integrated waste management system/plan
- The capacity building of all LM's regarding waste management sites. This is due to the fact that the majority of LM solid waste sites do not comply with legislation, are poorly managed and unlicensed
- Waste management sites must be identified and co-ordinated
- Local Municipalities must be capacitated to see waste management as a potential revenue source for the municipality
- Greater allocation of resources and budgeting by LM's for waste management
- Immediate licensing and correct management of waste management sites
- DM to ensure that LM's understand its role as a facilitator and co-ordinator

The DM continues to encourage environmental cleanliness through its waste management. A pilot on Wheelie Bins has been implemented at Inkwanca LM with

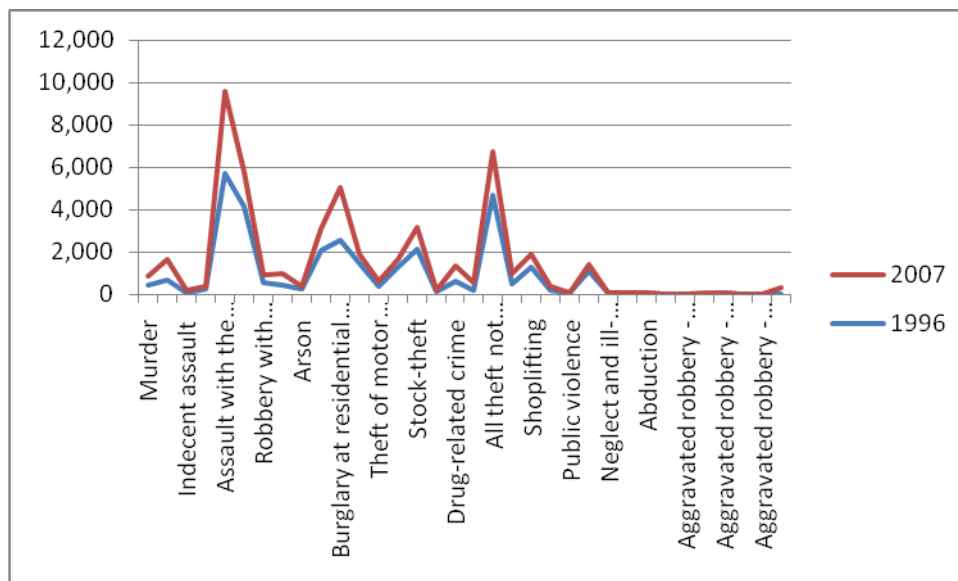
1200 wheelie bins purchased accompanied by a Compactor Refuse Truck. Intsika Yethu and Emalahleni LMs also got assistance towards Land Fill Site improvements.

In observing Environmental Days CHDM has hosted a climate change workshop in capacitating LMs and the district and sector departments. A pledge was then signed in committing stakeholders on strides towards combating practices that contribute negatively towards the climate change. In celebrating Water Week and Arbour Day, door to door campaign was conducted at Qumanco and with the launch of a newly built Sanitation Resource Centre. In line with climate change a school greening project has been implemented in four (4) schools which are Three Crowns; Gobinamba, Kleinbooi and Mbewula with the component of biogas and hybrid energy systems as an alternative energy solution pilot.

The District is poised to become one of the best green energy providers with 3 wind farms being situated near Molteno, Dordrecht and on the edge of the Inxuba Yethemba Municipality.

4.12. Safety and Security

Whilst crime remains a serious issue within the District, the SAPS are undertaking numerous strategies through which to combat crime. SAPS records the incidence of crime on a daily basis, and utilises this information to manage the crime situation in the region. The most significant rises in crime as indicated by the chart below are in indecent assault, residential burglary and theft not covered in other categories. A study done by the department of Social development have indicated that there is a rise in the gender based violence index from 0.16 in 2006 to 0.29 which is worrying and can be linked to the rise in assaults on women.



Some of the key challenges faced by SAPS in addressing crime relate to the poor quality of some roads which lead to police stations. This is most notable in rural areas. The result is such that it is difficult for the residents of the area to access police stations. In addition, infrastructure capacity – particularly with regards to the holding cells is an issue. There is currently insufficient jail accommodation in the area. As a result, many convicted prisoners are kept in holding cells.

It is noteworthy that the SAPS boundaries and those of the Local and District Municipalities do not coincide. As a result, the coordination of activities is often a challenge.

4.13. Disaster Management

The Disaster management centre has been built in Queenstown and has satellite centres in some of the municipality. The main aim of the centre is to increase awareness and train communities and local authorities on how to prevent disasters and what to do in the event of a disaster. As part of a disaster response, the District Disaster Management Awareness Forum (DDMAF) has been formed consisting of all actors who are required to respond to a disaster. A disaster risk assessment has been undertaken of the district and has identified areas susceptible to environmental and meteorological hazards such as drought, snow, severe storms, lightning, tornadoes and strong winds. A draft disaster management plan has been formulated which indicates what action should be

taken in the event of a disaster. Awareness campaigns are held on an annual basis and ISDR day is celebrated.

The District has three vehicles for response purposes and our satellite offices are operational. Communication system for the centre is still undergoing procurement processes. Disaster Risk Management Policy Framework and Scientific Risk Assessment were done by service providers. Scientific Risk Assessment awaits presentation to the Council.

4.14. Fire Fighting Services

Fire fighting services are located in the Disaster management centre. There are currently a chief fire fighter and 8 firefighters. The district is at great risk from both naturally occurring and man made veld fires. The unit therefore spends a great deal of time educating communities about the risks of fire and fire prevention. In the urban areas, particularly the former homeland towns, fire hydrants are scarce or non existent. As a result fire fighting efforts are unsuccessful or limited.

The Department of Local Government and Traditional Affairs is in a process of building a fully fledged Fire Station at Engcobo LM. A Service Provider has been appointed by the department. The following equipment were procured which are three (3) land cruisers of which two (2) are for Engcobo; one (1) for Molteno and Hazmat trailer that will be stationed centrally to assist whenever there is a hazardous substance spillage. Two (2) Hino- medium pumps will be delivered for Middleburg and Elliot.

4.15. HIV and Aids

The issue of HIV&AIDS Coordination needs to be clearly articulated as contained in the DPLG framework and SALGA country plan of HIV&AIDS within the local government environment.

CHDM continues to invest in its employees and Councillors through implementation of internal HIV&AIDS programs. Internal World AIDS Day was conducted in partnership with Emalaheni LM. During the STI and Condom week a VCT massive campaign was conducted with 189 employees participating in knowing their status campaign. The program was done in collaboration with Sakhisizwe LM as part of the technical support with the EAP unit being part of the program. A Base-line anonymous survey was conducted by Sakhisizwe LM with 106 people participating. For the candle light memorial Engcobo LM was part of the program with also EAP unit. Peer educators as part of internal programs are being capacitated on the needs that have been identified by them so as to assist employees that might have any issues relating to HIV&AIDS. The door to door campaigns have further helped to create awareness of this menace.

The District AIDS Council (DAC) through external programs has conducted door to door campaigns during the women's month at Tsolwana LM and World AIDS day at Intsika Yethu LM. In capacitating our communities on HIV&AIDS matters Ward AIDS Councils have been established for the above mentioned LMs respectively. In understanding their mandate inductions have been conducted whereby plans of actions have been established. In commemorating candlelight CHDAC in partnership with the Council of Churches and the Department of Health conducted the event at Lukhanji LM and also launched the HIV Counselling and Testing(HCT).

4.16. Expanded Public Works Programme

Learner contractors are doing well on site. The contractors at Engcobo have finished the projects and the completion inspection will be done on the 1st June 2010. The contractors at Intsika Yethu have achieved about 95% of their construction work. These ten contracts have contributed in the number of jobs created. This programme forms part of the Government's priority which aims at transforming the economic state of our district by ensuring capacitation of our developing contractors.

24 learner contractors will be appointed for the next intake. Screening process is underway thereafter they will be deployed in different projects within the District.

A total of **3806** people were employed in all EPWP projects as was reported to the Department of Public Works between July 2009 and March 2010.

5. SPATIAL ANALYSIS and RATIONALE

The majority of this information is contained in the Spatial Development Framework which is a separate document to the IDP.

5.1.Land Tenure and Ownership

The Chris Hani District Municipality comprises parts of the former Transkei and Ciskei homelands and CPA areas. The most common form of tenure in the former Transkei areas is the communal land tenure system. Ownership of land in the urban areas and former CPA areas is held by Free-hold Title Deeds. A considerable amount of land in the area of the former Transkei is still state – owned. This situation results in difficulty in obtaining land for developmental purposes. There have been calls from communities in the rural areas in the former Transkei areas to be given title to their land on an individual basis. This will ensure tenure security and also safeguard them against future claims from others or loss through potential reorganization of village land at a later stage. It is envisaged that the Communal Land Rights Act (Act No. 11 of 2004) also known as ClaRA will inform proposals for short term actions even though the Municipality will not be able to rely on its provisions until the Act comes into effect (Emalahleni Housing sector plan).

5.2. Land restitution and redistribution

The Land Reform Area Based Plan is a sector plan of the Municipality, to be implemented in partnership with the Department of Rural Development and Land Reform, the Department of Agriculture, and Chris Hani District Municipality. The Area Based Plan is a plan aimed at ensuring the achievement of local land reform objectives and targets in a coordinated and integrated manner with other development initiatives.

The Land Reform ABP Vision is:

A transformed farming community that is:

- *Reflective of a racially diverse rural population living in harmony, with tenure, social and economic security;*
- *Agriculturally productive in all municipal areas, producing food for the population in an economic and environmentally sustainable manner.*

Transformed communal settlement and land areas that are:

- *Reflective of households with secure and defined tenure rights, which are protected by law;*
- *Reflective of an efficient and effective system of administration of the land and the management of the use of the land;*
- *Agriculturally productive, with allotments and commonages producing food for the household and, and where appropriate, on a commercial basis, in an economic and environmentally sustainable manner.*

Objectives and Targets for the Municipal ABP are:

REDISTRIBUTION

- a. In terms of the national policy objective of achieving a 30% redistribution of white owned farmland:
- b. In terms of the national policy objective of productivity on redistributed farms: Farms redistributed achieve at least 80% of envisaged production output estimated in the Project Business Plan, and generate at least 75% of envisaged beneficiary income estimated in the Project Business Plan within 5 years from land occupation by the beneficiaries, with output and income steadily increasing from its baseline in year one.

COMMUNAL LAND MANAGEMENT

The key Focus Areas for land reform in the communal land areas have been identified as:

1. Land Administration (by which is meant, in this ABP, dealing with the key issues of land allocations, and recording and managing land rights in communal land areas);
2. Tenure reform or, more specifically, land rights clarification, upgrading or formalization (achieving recognized security of tenure); and
3. Dealing with issues of settlement planning and land use management (for example, to better permit natural resource utilisation for economic development and/or manage such natural resources to ensure appropriate land use and prevent resource degradation).

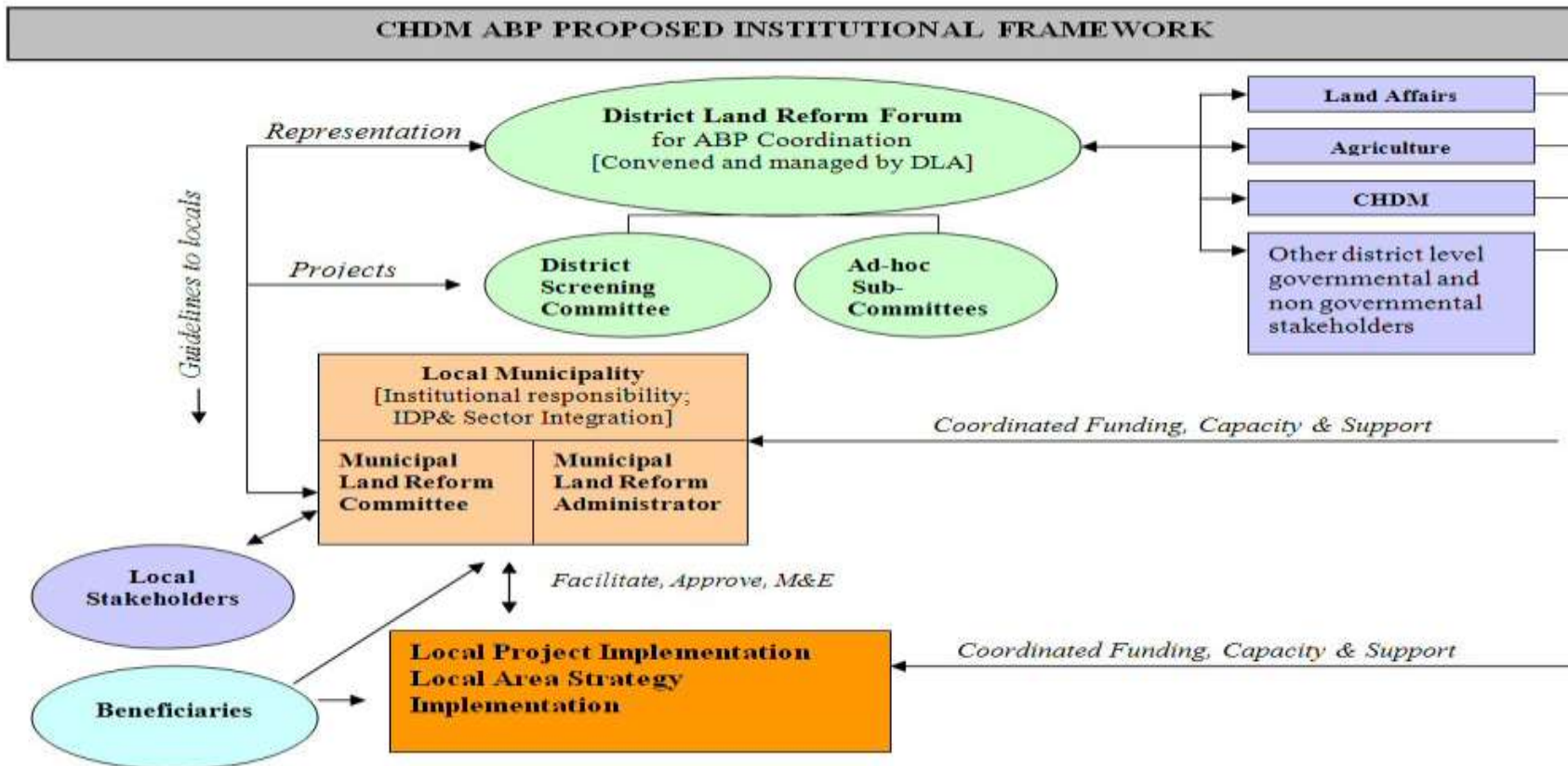
Strategies applied to deal with these focus areas are:

1. To implement a targeted programme of Local Planning Processes in areas prioritized by local municipalities.
2. To secure management support from the District Municipality and the Department of Rural Development and Land Reform for Local Planning Processes projects.
3. To establish a capacity building programme in support of local planning projects being implemented.

The Institutional Framework for Implementing the ABP is:

- a. Establish local land reform offices with a Land Reform Administrator

- b. Establish and convene the local Land Reform Committee
- c. Participate in the District Land Reform Forum
- d. Implement and manage the Small-Scale Farmer Support Programme



All programme institutional and projects are subject to implementation funding from the Department of Rural Development and Land Reform, and (for relevant aspects) from the Department of Agriculture or other Departments.

Programme Institutional Costs:

The cost of the project is enormous (table below) in light of budget constraints. It is however obvious that the District will not meet the target under present conditions and that the timeframes for the plan need to be extended if the target of 30% is to be met.

Annual Programme Targets/Ha Enterprises		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Municipality	Cost Item	2008/9	2009/10	201/11	2011/12	2012/13	2013/14	
Chris Hani	Land price	63,869,550	184,038,580	285,374,152	356,786,936	419,411,652	474,303,060	1,783,930
	Enterprise cost	17,246,767	53,748,383	80,800,565	101,036,662	118,207,573	132,376,979	503,416,949
	Planning Costs	3,715,000	11,340,000	17,089,400	21,315,600	25,053,600	28,126,000	106,648,600
	Support costs	13,920,000	41,990,430	63,475,200	79,161,600	93,139,200	104,832,000	396,518,400
	Total	98,751,317	291,117,363	446,748,337	558,300,798	655,812,025	739,638,039	2,790,367,879

The high costs are due to the amount of land which needs to be redistributed contained in the table below.

Annual Programme Targets (ha/enterprise)		Year 0 (pre-ABP iniation)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Municipality	Ha/enterprise	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14	
Emalahleni	Hectares	748	2,444	3,936	4,581	4,577	4,577	20,861
	Projects	2	7	11	12	13	13	58
Inkwanca	Hectares	3,166	11,298	16,156	17,630	20,059	21,642	89,951
	Projects	4	14	20	22	25	27	112
Inxuba Yethemba	Hectares	15,550	37,400	52,900	62,250	71,500	79,250	318,850
	Projects	11	28	38	45	50	55	250
Lukhanji	Hectares	3,415	8,430	10,460	12,490	12,980	14,270	62,045
	Projects	5	12	15	18	19	21	90
Sakhisizwe	Hectares	0	460	460	460	460	460	2,300
	Projects	0	1	1	1	1	1	5
Tsolwana	Hectares	7,481	19,095	27,949	33,538	36,877	36,653	161,953
	Projects	7	17	25	30	33	33	145
Total Hectares		30,718	79,127	111,861	130,949	146,453	156,852	655,960
Total Projects		29	79	110	128	141	150	660

5.3. Land Administration Concerns

There is much concern about land administration in terms of land allocation, the recording of issued land rights, the management of land use processes in rural settlement areas, in the former Ciskei and Transkei area. This results from the breakdown of formal system in the communal land areas which has resulted in informalisation of practices whereby various role-players like, traditional Authorities, Department of Agriculture, ward Councillors, allocate land and record such allocations. The problem of land administration has repercussion on land management because it results in conflict between land uses in the rural areas. The issues are further clarified in the attached SDF.

5.4. Development issues

All the land for development in the urban areas is owned by the Municipality and private individuals whilst the State owns the rural land in the former Transkei and Ciskei. Whilst land is available for development, it is not quantified, ownership issues are unclear and zoning schemes and spatial development frameworks are outdated and inadequate in providing direction for future and current development needs.

Land tenure issues whereby ownership of land in the urban areas and former CPA areas is held by free-hold Title Deeds but in the rural areas is generally communal is creating tension and delays in development projects. This current fragmented land tenure system and the different planning legislation aligned to it creates difficulty in:

- accessing of land for development, primarily for housing, grazing or farming
- more effective utilization of existing land, addressing land rights, provision of title deeds and management and rights on the municipal commonage.
- Developing an effective land administration system

6. MUNICIPAL TRANSFORMATION and ORGANISATIONAL DEVELOPMENT

CHDM is a Category C District Municipality as envisaged in Section 155(1) (c) of the Constitution of the Republic of South Africa, 1996 and in terms of Section 10 of the Local Government: Municipal Structures Act, No. 117 of 1998. Within its area of jurisdiction there are eight local or Category B municipalities as envisaged in Section 155(1) (b) of the Constitution and Section 9 of the Structures Act. The original organisational structure was developed at a time when certain powers and functions had not been finally allocated, and when legislation prevailed that has, in the mean time either been updated or supplemented. The Employment Equity and Work Place skills plan were developed to show areas of need for training and where equity targets were not being meant.

6.1. Current Situation

Chris Hani District Municipality is made up of six functional Directorates as portrayed in the structure below,



The IPED (Integrated Planning & Economic Development) Directorate consists of IDP, Organisational PMS, LED, GIS and Town and Regional Planning. Corporate Services has two facets, i.e. administrative and legal and human resources. Health and Community Services consists of Primary Health, Municipal Health and HIV and Aids. The Finance Directorate has a budget and treasury office, expenditure and income and financial systems. Engineering Directorate has roads, transport, planning project management unit and water services. Under the Municipal

Managers office are the units of disaster management, fire fighting internal audit, supply chain management, SPU, ICT and Communication which are functionally controlled by other Directorates. Each Directorate is headed by a section 57 employee. The organograms of each Directorate is contained in Annexure E .

6.2. Human Resources Challenges

The District Municipality is in the process of finalising its organisational structure as well as job descriptions and posts. However due to the complex nature of this work and the change management principles that come into play, the process is taking longer than expected. As a result the following problem areas have been highlighted and require discussion.

- The placement of the various units within the Municipal Managers' office which currently prevents the Municipal Manager from managing more important macro issues.
- The role of the Strategic Manager within the Municipal Managers Office and the overlapping functions with IPED
- Changing the name and function of the Strategic Manager to the Director: Institutional Support Services, in charge of a Municipal support Unit.
- Sharing the responsibility of SDBIP between IPED and Finance
- Changing the name of IPED to Strategic Management directorate
- The placement of Housing and Fleet Management

In addition the retention and attraction of staff is proving to be a huge challenge as the municipality cannot compete with the benefits that staff may receive elsewhere. This is particularly true in the technical and financial services sector. It is however very worrying that a internal CHDM 2009 survey shows a 16 % HIV and Aids prevalence rate amongst Municipal Officials which adds to the limited capacity problem..

The District has compiled a job retention strategy as well as a work place skills plan in order to try and mitigate some of the factors that lead to staff resignations. However more needs to be done to provide incentives to current staff so that they can grow and develop within the municipality to reach their full potential.

In order to assist with all of the challenges mentioned above the human resources section has highlighted several other areas of concern which need to be addressed.

These are:

- The District Municipality needs to complete the review of all its Human Resources Policies and Procedures.
- Completion of all the Job profiles for the new organisation structure.
- Succession Planning
- Change of focus in Employment Equity – Females at Executive and Senior. Manager levels;
- Completion Job Profiles (as per Corporate Directorate’s SDBIP); and
- Implementation of robust assessment tools.
- Implementation of a Performance Based culture throughout the organisation.
- Remuneration Policy
- Development of an Incentive policy.
- Human Resources Department has the personnel with all the requisite skills and knowledge to partner with other business unit and directorates on Human Capital optimisation as well as ensuring that the HR implementation delivers a cutting edge HR information system.
- Completion of all job descriptions

The demographics of the institution over the past three years shows a significant improvement in terms of employees from the designated groups being represented within the workforce.

- Number of female employees
 - ✦ 2007 = 134 or 42 %
 - ✦ 2008 = 156 or 38 %

✦ 2009 = 160 or 40 %

It must be noted that the majority of females are represented in the management level, professional qualified to semi- skills occupational levels.

Measures have been put in place to ensure compliance with the conditions of service and harnessing employee relations by keeping employees informed about new developments that impact on their functions. For example in-depth induction programme, providing information on policies and conditions of service.

Programmes that seek to eliminate audit queries have been implemented such as leave administration, updating of personnel files and verification of staff academic qualifications so as to ensure compliance.

Through the proper functioning of a Local Labour Forum, matters of bargaining at municipal level, consultation and agreements have been reached for employee related matters.

Employee Assistance Wellness Programme

To ensure that employee well-being takes centre stage in the functioning of municipality an EAP UNIT was established. This was followed by the development and adoption of Integrated Wellness Strategy. Through this strategy the following Organizational development programmes for employees were implemented:

- financial wellness and budgeting
- healthy relationships and marriages
- anger and conflict management
- trauma debriefing programmes.
- Therapeutic/counselling services for employees with personal and family related challenges.

- Wellness event for all CHDM employees and councillors was successfully held in partnership with Engcobo LM and more than 700 employees attended and actively participated in the event

Capacity Building

The Eastern Cape Strategic Skills Project (ESCCP) which commenced in 2008 has come to an end. The Chris Hani District Municipality in partnership with the Office of the Premier has managed to train a number of unemployed youth throughout the District in the areas of Manufacturing, Tourism, Infrastructure and Agriculture.

Through this project, the successful learners have been able to gain certificates of competence in the fields of, Tourism (Professional Cookery), Agriculture (Plant Production and Mixed Farming), Infrastructure (Road Construction) and Manufacturing (Automotive Repairs). Out of the above competent learners:

- 56 of the 86 competent learners are female = 65%
- 100% youth
- Competency rate of 69%
- Drop out rate of 30% (drop outs include learners who were employed before completion of the learnership).

Future Plans

- Provide support to other directorates in terms of human capital in line with the approved structure.
- Undertake an organizational work study
- Maintenance of workplace discipline
- Implementation of capacity building programmes
- Implementation of Employee Perception Survey outcomes.
- Team building programmes for all CHDM Directorates
- Implementation of wellness programmes
- Technical support to all Local Municipalities for implementation of wellness programmes.

6.3. Constitutionally Allocated Functions

The table below illustrates the powers and functions that have been allocated to local government in terms of the Municipal Structure Act 117 of 1998 Section 84 and Part B of Schedules 4 and 5 of the Constitution and are applicable to the District Municipality based on the Demarcation Board November 2008 assessment..

Powers and Functions	Shared
Integrated development planning for the district municipality as a whole including a framework plan for local municipalities	LM's do their own integrated development plan but align with the DM
Bulk supply of water	LM's act as water service provider
Bulk supply of electricity	LM's act as bulk suppliers of electricity
Bulk sewage purification works and main sewage disposal	The DM performs this function in conjunction with the LM's
Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole	The DM does not perform this function as there are no roads which serve the DM as a whole
Regulation of passenger transport services.	The DM does this in conjunction with the Department of Transport
Municipal airports serving the area of the district municipality as a whole.	There is no District Municipal airport so this function is not performed
Solid waste disposal sites serving the area of the district municipality as a whole	There is no district site and although the DM has no authority it performs this function in conjunction with LM's as part of the MHS service for pollution control
Municipal health services serving the area of the district municipality as a whole	
Fire fighting services serving the area of the district municipality as a whole.	The DM provides services for all LM's except Inkwanca, Intsika Yethu and Engcobo

Powers and Functions	Shared
The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district municipality as a whole	There is no district site and although it has no authority it performs this function at LM level as part of the MHS service of management of food stuffs.
The establishment, conduct and control of cemeteries and crematoria serving the district as a whole.	There is no district site and although it has no authority it performs this function at LM level as part of the MHS service of disposal of the dead.
Promotion of local tourism for the area of the district municipality	
Municipal public works relating to any of the above functions or any other functions assigned to the district municipality	
The receipt, allocation and, if applicable the distribution of grants made to the district municipality.	
Air pollution	The DM has no authority but is the air pollution licensing authority with the LM's being the air quality monitoring authorities.
Municipal planning	This is a shared function with LM's
Child care facilities	The DM has no authority but performs the function
Storm water management system	The DM has no authority but performs the function as part of the WSA and MHS services as part of water pollution control.
Trading regulations	The DM has no authority but performs the function as part of the MHS services of food stuff control
Licensing and controlling of undertakings that sell food to the public	The DM has no authority but performs the function as part of the MHS services of issuing certificates of competency before licenses can

Powers and Functions	Shared
	be issued by the LM's.

7. MUNICIPAL FINANCIAL VIABILITY and MANAGEMENT

7.1. Overview of our financial standing

Chris Hani Municipality is committed to financial viability and has set as its development targets in terms of this IDP, a goal of achieving a clean audit by end of 2010/11 and continuously promoting compliance with sound accounting practices as well as maintaining a healthy cash flow at all times. This commitment is in recognition and understanding of the extent of challenges facing our financial management systems and process at this time.

However the District Municipality is facing a financial crisis whereby much of the Equitable Share has been ringfenced for water services leaving many of the other powers and functions under budgetted.

7.2. Auditor General's view of our financial situation

The Chris Hani District Municipality failed to receive a clean audit for the financial year 2009/10. This was due to the following factors:

- Certain Journal entries for credits and debits were processed with no supporting documents
- Poor document management
- Poor asset management

However an action plan to respond to each specific issue raised in the AG report has been developed and implemented in order to address the shortcomings. The office of the CFO has been tasked with leading the implementation and monitoring of outcomes of our action plan interventions.

7.3. Budget

A consultative budgeting process in which all directorates participated is guided by the process plan that delivered a final budget by May 2010. A budget for 2010/11 was drawn and adopted together with this IDP review on 27 May 2010. The budget is contained at the end of the document

7.4. Capital projects

Draft capital projects were submitted by directorates and reviewed and accessed for inclusion in the final draft budget.

7.5. Supply Chain Management

The Supply Chain Management unit is currently experiencing many challenges which are outlined below that hamper good financial management:

GENERAL/CUT ACROSS ISSUES

1. Policies and Procedures
2. Under staffing
3. Improper planning on acquisition of goods
4. Training and formal induction
5. Lack of procedures to report on fruitless expenditure
6. Loss of documents by Auditor General
7. Lack of process to deal with litigated expenses
8. Access control system (clocking system)
9. Use of internal employees
10. Standardisation of reports that are to be prepared.

ASSETS

1. Asset Management System – Mr. Lolwana
 - a. Reconciliation of asset management system developed by the service provider and internal systems by 20 June 2010
 - b. Establish Asset management committee with representatives from all directorates by 10 June 2010
 - c. Asset tracking
2. Filling of vacant positions -
3. Review of asset management policy by October 2010 – Mr. Lolwana

SUPPLY CHAIN MANAGEMENT

1. Contracts management – Ms Fumbeza and Mr Lynch

- a. Develop contract management policies and procedures approved by Council (submission by 10 June 2010)
2. Implementation of demand plan
 - a. Submission from the directorates by 1st of July
 - b. Monitoring by demand officer
3. Understanding of SCM processes and procedures
4. Non adherence to budget
5. Implementation of Fraud Prevention Strategy/Policy
6. Declaration of interest
7. late payment of creditors
8. lack of transparency
9. monitoring of acquisition of goods/inventory management

ACCOUNTING: EXPENDITURE

1. Misallocation of funds
2. Absence of reconciliation
3. Late payment of creditors
4. Accounting for WSA expenditure

INCOME

1. Collection and accounting of water services income
2. Debtors management
3. Identification of grants and subsidies
4. Revenue enhancement

SYSTEMS AND ICT

1. Investment in technology
2. Integration of systems
3. Disaster recovery and business continuity
4. Report writing and business intelligence
5. District Information Management System
6. Electronic Document Management System and workflow
7. Removal of unlicensed version of Venus
8. Improper location of ICT (e.g. MM & B&T)

REPORTING

1. Shortfall in system terms of financial reporting requirement
2. Under utilisation of systems to generate reports
3. Lack of understanding of reporting legislation
4. Need to streamline reporting processes/activities within the organisation

The District Municipality is in the process of addressing these issues which may be seen from the turn around strategy issues.

8. GOOD GOVERNANCE and PUBLIC PARTICIPATION

8.1. Special Programmes

The SPU Section has identified areas which need to be resolved to ensure that youth, people with disabilities, the elderly, children and gender issues are addressed within the institution:

- Strategic focus responds to a need for skills development through education and training.
- Demographic analysis does not provide accurate picture about youth. It provides no information about the levels and types of disability. It provides no information about children. This unclear picture compromises targeted programming, impact benchmarking and evaluations.
- IDP does not provide a district skills profile. It only assumes the need for education and training on the basis of high number of youth in the district, without even quantifying that number. Information is neither disaggregated according to gender nor disability. In the absence of such skills profile training interventions are compromised in terms of impact benchmarking and evaluation.
- It is not clear how the 26% youth ownership of SMMEs is distributed across economic sectors in the district. The same is not said about women ownership, except that their dress-making enterprises make up 44% of the manufacturing sector. Nothing is said about disability. The determination of any support for promotion of enterprise development would be compromised if based on such inadequate planning information.
- IDP emphasizes the lack of recreational facilities for youth especially in former homeland areas. It is silent on recreational needs of women and people with disabilities, children and the elderly.
- Need to focus on land tenure is limited only to youth and women, to the exclusion of people with disabilities. This may lead to this group being excluded from housing beneficiation as well as land for commercial purposes.
- IDP silent on HIV/Aids and disability, children and the elderly. This may lead to inappropriate strategies and resource misallocation.
- IDP acknowledges need for appropriate baseline information for proper planning. It acknowledges need for policies, mechanisms, processes and procedures for mainstreaming. It acknowledges need for improving coordination.

8.2. IGR

The Executive Mayor of the CHDM is convening the IGRF of the District. It is composed of : -

- All Mayors in 8 municipalities
- The Departmental officials in the District

- The District Manager’s Forum

The technical MMF supports the DMAFO in terms of the : -

- Technical advise on policy / program debate
- Develop an agenda
- Report on progress
- Attend such DMAFO

The Executive Mayor attends the Premier’s Co-ordinating Forum to raise issues that talk to Strategic positioning of the CHDM in the fight against poverty. The MM attends the Technical Forum with the Director General of the Province. SALGA is an integral part of all these processes as the organized body of the local government

8.3. Internal Audit and Audit Committees

The Internal Audit Unit is based under the Municipal Managers Office. It has been criticized in past AG reports for not fulfilling its function. As a result the unit has been strengthened and its staff capacity increased. An annual audit plan is presented and adopted by Council highlighting proposed areas of investigation.

The District Municipality shares an Internal Audit committee consisting of members of the public with other local municipalities This committee meets according to an annual schedule.

8.4. Risk Management

The District adopts and annual risk management plan. It is not the job of Internal Audit but unfortunately due to the lack of an appointed risk Manager, the unit manages the process and the Municipal Manager assesses the implementation of risk management plans. The progress on the implementation of risk management plans is monitored by the performance audit committee. The District Municipality will be engaging a risk and compliance Manager for the 2010/11 financial year,

8.5. Public Participation Strategy

A recent study by the Department of Social Development has indicated that residents in ISRDP nodes rate their local authorities higher than other spheres of government but cynicism is beginning to increase. There is a growing perception that all spheres are not doing anything to improve the lives of residents. In addition there is a growing sense of alienation i.e. that a person has no influence on their surrounds or community and a growing lack of apathy towards attending community participation programmes like the IDP. It is therefore even more important that CHDM increases its public participation and feedback mechanisms.

CHDM currently runs IDP and Budget roadshows on a yearly basis in all municipalities. In addition it hosts several public knowledge sharing days on health issues, hygiene, water and sanitation usage, supply chain management, disaster and fire prevention strategies and fire, occupational health and safety, LED, GIS and Planning.

9. KEY PRIORITIES (KPAs) FOR 2010/2011

1. LOCAL ECONOMIC DEVELOPMENT including rural development
 - Agriculture, Forestry, Tourism, Manufacturing, Construction and Trade
2. SERVICE DELIVERY and INFRASTRUCTURE
 - Water and Sanitation, Roads, Housing, Municipal Public Works, Health (Primary + Public), Municipal Health, Environmental Management, Waste Management , Disaster Management, Fire fighting, Community Facilities, Safety and Security, Education, Social and Community needs development, Town and Regional Planning, HIV and AIDS
3. MUNICIPAL FINANCIAL VIABILITY and MANAGEMENT
 - Clean Audit Statements, Budget + Expenditure, Reporting, Supply Chain Management, Risk Management Revenue + Billing, ICT
4. MUNICIPAL TRANSFORMATION and ORGANISATIONAL DEVELOPMENT

- Powers and Functions, Organisational Development, WSP, EEP, HIV/Aids Plan, Special Programmes
5. GOOD GOVERNANCE and PUBLIC PARTICIPATION
- Public participation, Municipal Planning (IDP, PMS, SDF etc), IGR , Anti-Corruption, Customer Care Relations + Communication, Internal audit, Archiving, Meeting minutes, ICT, HIV and AIDS, Contract Management, CDW's.
6. SPATIAL ANALYSIS and RATIONALE
- Land use management and spatial planning

Although these priorities are aligned to the 5 year local government strategic agenda, they are also aligned to the new priority areas of national government as expressed below.

- Addressing the immediate financial and administrative problems in municipalities.
- Promulgate regulations to stem indiscriminate hiring and firing in municipalities.
- Tighten and implement a transparent municipal supply chain management system.
- Ensure that programmes of national and provincial government and State Owned Enterprises are reflected in municipal Integrated Development Plans and
- Overcome a “one size fits all” approach by differentiating responsibilities and simplifying IDPs.

Post 2011 priorities, which are part of Vision 2014 include

- Significantly reducing infrastructure backlogs
- Universal access to affordable access to basic services by all citizens
- Formalising of all informal settlements
- Clean cities through waste management in such a way that it creates employment and wealth.

- A single election for national, provincial and local government with key benefits including a single manifesto, one financial year, single public service, common 5 year medium term planning, aligned human resource and budgeting framework.

The ruling party has outlined five priorities for this term, which are:

- Creating decent work and sustainable jobs
- Rural Development and Land reform
- Education
- Health and
- Fighting Crime and Corruption

National Government has then added Local Government and Human Settlement to form part of the priorities for this term. We need to make sure that our programmes talk to these priorities. Our government has introduced an outcomes approach which the Minister of Cooperative Governance and Traditional Affairs has called a meeting on the 4th June 2010 to present the outcomes approach on “A Responsive, Accountable, Effective and Efficient Local Government System”. We will now highlight some challenges, achievements and planned programmes in line with our Turn-Around Strategy.

SECTION C: DEVELOPMENTAL STRATEGIES

VISION

“A well capacitated Municipality, characterised by a good quality of life and a vibrant, self- sufficient economy driven by skilled communities living in a safe and healthy environment”

MISSION

“To provide affordable quality services, alleviate poverty and facilitate social and economic development of the area, through integrated development planning, co-operative governance, skills development and the sustainable utilisation of resources” reflects the vision.

OBJECTIVES AND STRATEGIES FOR 2010/11

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
Service Delivery & Infrastructure	Water and sanitation Planning	Water Services Development Plan	Complete Water Services Master Plan	Completed plan	Plan adopted	Develop plan
			Development of Water Resource Management Strategy	Strategy developed	Strategy adopted	Develop strategy
	Water and sanitation infrastructure	Provision of basic water and sanitation services	Implementing the Capital Programme	% projects implemented	100	Implement projects
			Implementing the Bulk Infrastructure Programme	% projects implemented	100	Implement projects
		Ensure continuity of water supply	Refurbish dilapidated infrastructure	% refurbishment	50	Develop project proposals
	EPWP	Maximise job creation and develop SMME contractors	To align all our programmes and projects to be EPWP compliant	EPWP compliance	100	Ensure projects EPWP compliant

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
Service Delivery & Infrastructure	Water Services Provision	Water Conservation & Demand Management	Implementation of the WCDM strategy	WCDM strategy implementation	50	Implement IWCM
		Revenue enhancement	Develop & Implement Revenue enhancement strategy	Strategy developed	1 strategy	Implement strategy
	Water Services Provision	Revenue enhancement	Registration of Water Works and Waste Water Treatment Works, and development of site specific operators manuals			

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
			Training, mentoring, registration and licensing of process controllers according to class of Water Works and Waste Water Works			
	Provision of training on Drinking Water Quality Monitoring/ Waste Water Protocols and Standards					
			Develop an incident Management Protocol for Drinking Water Quality Control/ Waste Water			

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
	Transport	Manage Public Transport	Develop Integrated Transport Plan			
	Roads	To maintain the access road infrastructure in the Inxuba Yethemba area as per the Service Level Agreement with Department of Roads and Public Works	Maximise CHDM needs staff. Embark on extra funding be allocated by Department of Roads and Public Works	ITP		
Service Delivery & Infrastructure	Waste Management	To provide waste management service to all our areas and support municipalities	Implementing the IWMP	Number of revised and approved IWMP	8 x LM IWMP's by March 2010	Revision of all IWMP's as part of DBSA project

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		Reduce all waste by 50% by 2015	Implementing IWMP	Reduction of waste to landfill - Original Quantity vs Quantity after implementation	30% reduction	Partnership with SASOL - Chemicity to establish recycling initiatives and composting at all major towns in the DM area. Use of alternative technologies to convert waste to energy. Implementation and enforcement of the NEMS: Waste Act as well as enforcement through EMI designations, Implementation and enforcement of IWMP
				Development of Waste Management strategy for the District. No of technologies implemented	Minimization strategy to be developed	Develop term of reference. Visit to waste to energy site in Durban

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
	Municipal Health	To provide effective environmental health service (Municipal Health Services) and support municipal public health activities	Providing support to LMs for environmental health, inspections of food selling outlets and animal control	No of outlets complying to Regulation 918 vs No of outlets registered on the MHSIS	60 % compliance	Revision of baseline survey to update database of premises. Determine compliance ration
			Conducting awareness workshops	No of Municipal areas covered during roadshows	100 % coverage	Finalization of Roadshow itinerary for 2010 / 2011
Service Delivery & Infrastructure	Municipal Health	To provide effective environmental health service (Municipal Health Services) and support municipal public health activities	Providing training and awareness for 2010 World Cup	No of outlets that adhered to R 918 and were provided with 10 point WHO training	100% coverage of all major outlets on routes through district	Finalization of Roadshow itinerary for 2010 / 2011

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		Build the capacity of LM's to deal with their own environmental management issues by July 2010	Implementing agreed on internal operational interventions	No of Municipalities trained in Environmental Management	100% coverage i.t.o training of Senior officials and Councillors in the DM	Development of an capacity building programme with WESSA
		Introduce alternative technologies to contribute to sound environmental principals by July 2009	Supporting investigations for alternative technologies	No of alternative technology projects implemented in the DM	4 x Biogas units, 4 x wind turbines 4 x Eco Circle Systems 4 x Composting units	Identification of 4 schools in the DM area for implementation as per set criteria
		To ensure compliance of 80 % of all food samples on an annual basis	Development of sampling programme Issuing of Certificate of Acceptability	No of samples complied to relevant legislation	80 % compliance rate	Development of action plan and training component (10 point plan)

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To ensure compliance of 95 % of all water samples taken by Environmental Health Practitioners on an annual basis	Development of sampling programme	Compliance of treated water supplies as per the criteria set in the SANS 241	95% compliance	Setup of water quality unit
		To ensure 100% compliance of all Funeral undertaker businesses registered in the CHDM area by 2009.	Issuing of Certificates of competency	No of funeral undertakers complying vs no of registered funeral undertakers	100% compliance	Review of baseline survey - update database

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
Service Delivery & Infrastructure	Air quality control	To develop Air Quality Monitoring plans and awareness programmes by June 2010	Establish air quality monitoring stations within CHDM	No of municipalities with approved AQMP	100% by June 2011	Develop TOR for AQP. Link with Provincial air quality officer in assisting with the development as well as the establishment of monitoring stations for ambient air quality in the District. Sign SLA with LM's to render air quality monitoring function on their behalf. Establishment of indoor air quality monitoring lab
	Fire services	To provide an effective and quick response to fires	Establish satellite fire stations in all LM's	Temporary fire stations	3	Identify sites
			Improve communication channels by installing necessary infrastructure	Control room establishment	1 in Queenstown by 2011	Appoint service providers to install equipment

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To ensure that local communities are capacitated in fire prevention methodology	Recruit staff and capacitate local communities	Permanent fire stations	2	Appoint specialists to draw up plans and implement building
Municipal transformation & Organisational Development	Legal Services	To ensure compliance with municipal & general applicable legislation and litigation	Research and be abreast with legislative and policy developments to advise council, management & staff and mitigate the risk of litigation	Reduced audit queries on legal compliance and litigation	Circulate legislative, policy updates and litigation outcomes to council, management and staff	Undertake research
	Council Support and Oversight	To ensure that Council Resolution are implemented	To produce quarterly reports on the implementation of Mayoral and Council resolution	Council resolution implemented	Circulation of Mayoral and Council resolution to Management for implementation	Produce reports
		To ensure compliance with legislation & rules of order of Council	Publicising notices for Council Meetings	Public informed of Council Meetings	Issue advert for Council meetings	Produce adverts

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
	Security Services	To ensure that all security measures to secure council assets are in place	Install security systems and Continuous training of security personnel	reduce theft	0% - theft of municipal assets	Continuous improvement of security systems
	Records Management	To ensure compliance with relevant legislative prescripts in records & document management	Implementation of records improvement plan	development of Records Management Policy, implementation of RC Disposal Plan	Records Management process in compliance with	Constantly review and update the legislation
	By-laws and policies	To ensure compliance with all relevant legislation	Identifying by-laws and policies that need reviewing and revise accordingly	Number of legal notices issued i.t.o non compliance	100%	Development of additional By-laws to support new legislation
		To review existing policies and by-laws	Identifying by-laws and policies that need reviewing and revise accordingly	No of approved by - Laws	100%	Development of additional By-laws to support new legislation

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
	HIV & Aids Co-ordination	To reduce the prevalence of HIV & AIDS in CHDM by 1% per annum.	Implementation of the HIV&AIDS policy and workplace programs.	Implementation of HIV and AIDS educational programs per year	6 HIV and AIDS educational programs per year	Peer education programmes to be held in each directorate bi-monthly
				Policy review	1 review by end of financial year	HIV & AIDS workplace policy will be reviewed
				HIV & AIDS education programme for trade unions	1 HIV & AIDS education programme	Arrange in consultation with shop stewards and unions for HIV related training to be conducted by shop stewards in their constituencies
				No of partnerships formed	Partnership formed with stakeholders	Involve partners in HIV & AIDS workplace events and programme and utilise their skills, expertise and knowledge for the benefit of the employees and councillors.

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
			Commemoration of National and International days such as STI/Condom week	Events or programmes held to commemorate days	STI/Condom week, Candlelight memorial for AIDS deaths and World AIDS event held per year	Planning with HIV & AIDS committee in partnership with EAP section commemoration of event mentioned to be held in February, May and November yearly.
				Training for peer educators	3 trainings for peer educators	Procurement processes for training have been initiated
			Conduct HIV testing within the workplace (ongoing)	VCT unit with VCT nurse, VCT campaigns conducted	VCT unit with VCT nurse, 2 VCT campaigns conducted per year	HR to advertise for VCT nurse.
			Provide psychological support for infected and affected employees	Established support group for infected	1 established support group for infected	Encouraging disclosure of HIV positive status and meeting with infected to assess their readiness to form a support group

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
				bi-monthly support group meetings	6 support group meetings to be held in all CHDM workplaces	To strengthen the functioning of established support groups through holding them regularly bi-monthly
			Mainstream HIV & AIDS within CHDM workplace	mainstreaming workshop	1 mainstreaming workshop	Action procurement processes for workshops to be conducted on mainstreaming policy.
				HIV & AIDS mainstreamed in each department		Facilitate assistance to be given to directorates on mainstreaming HIV & AIDS in their programmes and services once workshop has been conducted on mainstreaming policy

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
			Provide technical support to the Local Municipalities within the CHDM area of jurisdiction	Development and adoption of HIV and AIDS workplace policies in 3 L.M's and committees in all L.M's, HIV and AIDS programmes implemented in Inxuba Yethemba and Intsika Yethu	3 LM's and HIV & Aids programmes in Inxuba Yethemba and Intsika Yethu	Visit HIV and AIDS coordinators of Inxuba Yethemba and Intsika Yethu to advise and guide them on steps to follow to ensure their HR department develops the policy and ensure its adoption by council. Also ensure that policies from the 6 other L.M.'s except Lukhanji L.M. (no structures at present) are adopted by their councils. Also assist the 4 L.M.'s in establishing committees

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
			Communication Strategy /marketing for HIV & AIDS Programmes	Monthly news letter, create space for advertising of HIV & AIDS programmes in the CHDM website, banners for Candlelight and World AIDS day commemoration in the workplace	Monthly news letter, HIV and AIDS programme in CHDM website, banners for Candlelight and World AIDS day commemoration in the workplace	To work with our communication department for publication of HIV and AIDS workplace programmes in newsletters and in CHDM website
		To have a uniform annual programme for all the DAC stakeholders' activities	Integration and coordination of HIV and AIDS programmes through DAC structures	Quarterly DAC and LAC meetings	4 DAC& LAC meetings per year . 2 functional LACs and 50% WACs per year	Hold Quarterly DAC and LAC Meetings
		To reduce the impact of HIV and AIDS in the communities and workplace	Observation of National Health Calendar days on HIV & AIDS through door to door campaigns	No of door to door campaigns conducted;	3 programmes per annum Candlelight memorial; Women's Month and World AIDS Day	Conduct Door to door campaigns in partnership with all DAC stakeholders.

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
			Ensure that HIV & AIDS research programmes are conducted and analysed	No of door to door campaigns conducted; No of completed questionnaires No of questionnaires captured in the computer; Analyzed data by a service provider	3 Door to door campaigns conducted and questionnaires completed, captured and analyze per annum.	Finalizing Door to door fact finding campaign by ground diggers; Stipend for door to door ground diggers; Data capturing from the questionnaires of Door to door campaign; Solicit service provider for analysis of the raw data :door to door
			Capacity Building of all AIDS Council structures and stakeholders	Number of trained ground diggers; DAC and LAC stakeholders; Induction of WACs in two LMs per year and NGOs	Induction workshops for 50% of WACs established in Two LMs. Training of ground diggers in 1 LM.	Hold Workshops for DAC; LAC Coordinators; LAC Chairpersons; Subcommittees; WACs and Train ground diggers on Basic HIV & AIDS and NGOs doing HIV & AIDS Programmes

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
			LAC and WACs support	Provide financial and technical support to LACs Provide financial and technical support for functioning of WACs	All 8 LACs financially supported per year. All established WACs get financial support per year.	Submission of action plans to claim support funding of LACs and WACs
			Establishment of Ward AIDS Councils in Two Municipalities per year	Number of Ward AIDS Councils established per year	50% of Ward AIDS Councils established in each of the 2 LMs per year	Hold general ward meetings to establish WACs

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To reduce the negative impact of HIV and AIDS amongst the communities of CHDM area of jurisdiction.	To monitor that community needs identified through the door to door campaign are implemented by various government departments and organizations.	Number of interventions implemented by affected departments and organizations.	Number of interventions implemented by affected departments and organizations.	Three departments monitored on implementation of interventions through submission of reports to the DAC.
	Occupational Health and safety	To ensure implementation and compliance of the CHDM and LM with the OHS policy	Support LMs with internal audit services	Establishment of OHS structures	OHS structures established in 8 LM	Facilitate appointments of extra staff for unit
			By facilitating implementation of the SHE plan		1 OHS structure for CHDM will be established	Facilitate identification and training of FA

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
				Training of first aiders	11 first aiders will be trained	Facilitate identification and training of SHE
				Training of SHE reps	30 She Reps will be trained	Facilitate identification and training of ail
				Training of incident investigators	30 incident investigators trained	
	Employee assistance wellness programme	To improve employee well-being and performance through implementation of integrated wellness programmes	To facilitate implementation of integrated wellness strategy and wellness calendar	Participation of employees in counselling and therapeutic services	Counselling services are accessible to all	Create a conducive counselling environment

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
					100 % counselled employees are referred to ext SP	Develop a service directory& referral system
					5 after care groups are formulated	Formulate after care groups
		To provide technical support to LM on establishment and implementation of IWP	Coaching and mentorship programmes on establishment and implementation of IWP will be provided to LM	IWP in LM are established and strengthened	1 IWP committee is in place in all 8 LM	Facilitate formulation of IW committee
					Each LM has a IWP policy in place	Provide technical support in policy formulation

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
					All LM have wellness programmes developed	provide support and guidance
					8 LM are capacitated on IWP life skills	Facilitate capacity building of LM

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To improve employee well-being and performance through implementation of integrated wellness programmes	To facilitate implementation of integrated wellness strategy and wellness calendar	Preventative, promote and educational programmes and workshops are implemented	8 educational life skills workshops implemented	Identify service provider and participants
					2 wellness day events	Follow supply chain processes
					Observation of National calendar events	Follow supply chain processes

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To improve employee performance and morale	To implement Team building and rewards and recognition programmes	Team building and rewards and recognition programmes are implemented in each Directorate	Team building programmes in all Directorates	Facilitate implementation of the program
					The best employee programme is implemented	Facilitate implementation of the program
					Long service awards and retirement programme implementation	Facilitate implementation of the program

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To improve employee physical well-being and relations	Implementation of the Sport and recreation programmes	Sport and recreation programmes are established and strengthened	3 sport codes are established and strengthened	Facilitate implementation of the program
					2 recreational programmes are established	Facilitate implementation of the program
					4 sports tournaments are implemented with LM	Facilitate implementation of the program

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
	Fleet Management	To ensure implementation and compliance of Fleet Management Policy	By putting control measures in place, in purchasing, maintaining and monitoring of municipal vehicles	4 new vehicles to be purchased and fitted with power tracker	Purchasing of vehicles	Follow SCM Procedures
		To ensure the safety of Council Vehicles	Installation of shelter for new vehicles	5 Carports Erected	Erection of car ports	Follow SCM Procedures

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
	HR Development	Implementation of the reviewed and approved organizational structure	Filling of the approved positions	95% new appointments done	Improved turnaround time for recruitment of staff from submission of recruitment notification	Follow Recruitment & Selection Policy

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To give effect to the Skills Development Requirements of the institution	Submission of workplace Skills Plan, implement training and evaluate and assess the impact of the programme	Plan submitted and training implemented and improved performance	Submission of WSP 2010/2011	Implementation of the approved WSP 2010/2011
		To ensure compliance with employment equity measures	Implement and monitor implementation of employment equity plan	Submission of EE Report to DoL	Compliance and submission to DoL	Compilation of the EE Report

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To promote sound labour relations and compliance with legislation	Making provision for the functioning of the LLF.	Functioning LLF on matters on areas of common concerns	Functioning LLF	Implementation of the Organizational Rights Agreement
			Ensure compliance to working conditions, labour laws and collective agreements	Improved working conditions and performance	Training conducted	Circulation and training on employment related legislation & Collective agreement to employees

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
Spatial Analysis & rationale	Town Planning	To ensure adherence to planning legislation	Assist LM's with regard to Town Planning issues	Capacity building programmes on spatial planning and development planning	All LM's within the CHDM	
		To capacitate LM's with regard to planning legislation	Support LM's in developing their SDF's and co-ordination of town planning projects	Develop town planning schemes for all towns in the district	2 LM's per financial year	

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
	GIS	Implement, manage and maintain a Geographical Information Warehouse for the district	Conducting the GIS Road Shows	Annually		Visiting the LM in February.
		Distribute data in accordance with policy	Implementing the GIS Policies	Annually review		Waiting for the comments
			Engage with stakeholders to ensure relevance of data in the system	Annually review		

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		Capture and maintain data to ensure it is current and accurate				
Local Economic Development	LED	To grow district economy and contribute to job creation and fight against poverty and unemployment	By implementing RLED strategy	Small business assisted to finance business start-up	No of SMME supported by end of financial year	Call for business proposals from LM,s and select SMME's to be funded
				Purchase of Nguni bulls	No of bulls purchased	Purchase of bulls
				Implementation of Wood cluster programmes in the DM	Sawmillers developed. 100ha of forest planted. Pole treatment plant operating and two charcoal plants operating	To assist Local Sawmillers in improving their current operation and assist communities in the identified areas to apply for aforestation licences. And to finish the Pole Treatment plant at Cofimvaba and facilitate the smooth implementation of the Charcoal plants at Engcobo and Intsika Yethu

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
				To set up co-operatives and purchase rams	Purchase of rams and setting up of Coop	Assist in identifying sellers and provision of facilities
				To build 2 shearing sheds	No of shearing sheds built	Procurement of services & linkages with NWGA
				To increase yield from 2.5 T per ha to 3 T per ha	Crop yield	To increase yield from 2.5 T per ha to 3 T per ha
				To grow crops and increase yields from 4 T per ha to 6 T per ha in Ncora & Qamata	Crop yield	Procurement of services, facilitation & coordination
				To assist emerging tourism operators develop their product	Assistance of tourism operators	Facilitate capacity building & project coordination
				Erect signage	signs erected	Facilitation & coordination of the project

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
				To develop a CHDM destination marketing strategy	Destination marketing strategy	Coordination & facilitation and monitoring
				To assist LTO's and revive the District DTO	Operational LM and DM Tourism organisations	Coordination & facilitation and monitoring
				To host District Smme Expo and send SMME to both Provincial and National EXPO's	District SMME EXPO to be organised and SMME's assisted to attend EXPO's	Coordination & facilitation of the process
				To give financial support to cooperatives	Cooperatives supported	Assist in identifying sellers and provision of facilities
				Development of Investment strategy to benefit from RIDS and other initiatives	Investment promotion strategy	1 Investment promotion strategy

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
				To support development of corridor plans and support project where there is shortfall	Corridor implementation plan for each of the 4 corridors and financial support to one programme/project	4 corridor plans and 1 project funded
				Transfer funds for operations	Operational SEDA	Operational SEDA
				Investigation into viability of Development Agency	Viability survey	1 viability survey
				Completion of phase 2 of CHDM LHR project	Phase 2 to be completed	Development of conservation Management Plan, promotional video, marketing products and signage
				Clear tourism destinations	No of destinations identified	Facilitation & coordination
				Functional & viable partnerships	Community development	Facilitation & coordination of partnerships & cofunding

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
Good governance & Public Participation	Public participation	To ensure that public participation is increased	Review communication strategy to (i) to respond to current environmental imperatives (ii) develop a programme of action that is aligned to IDP processes and	Adoption of the reviewed integrated strategy	Adoption of the reviewed integrated strategy by December 2010	Conduct district environmental assessments, review strategy,

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
			priority programmes. (iii) promote public participation	implementation of the action plan	Implementation of the programme of action	Develop newsletters, talk shows, roadshows, outreach programmes, information days, promote council meeting attendance, media liaison (to promote municipal programmes, achievements and initiatives).

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To maintain and build a uniform corporate identity and image that promotes the municipal vision, mission and values	Enforce adherence to branding guidelines,	Adherence to Branding guidelines,	100% compliance rate	Promote branding guidelines to internal publics, promote brand symbol visibility in strategic areas (boundaries, offices, etc)
			Develop and implement an integrated marketing strategy	Adopted marketing strategy, implementation of marketing programme of action	Adoption of the reviewed integrated strategy by December 2010	Informative Website content that gives feedback and allows for input from stakeholders, market the DM's achievements, IDP, market DM as a tourism and investment destination, advertorials, advertisements, exhibitions, promotional material
	Customer Care	To facilitate a coordinated flow of two way communication between DM and its clients / customers for improved	Develop and implement a customer care strategy	Adopted customer care strategy and implementation of action plan	Adopted customer care strategy and implementation of action plan by December 2010	Source service provider to develop strategy and promote and get the buy in from all directorates about where the desk should be placed

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		service delivery				
	Anti-Corruption	To provide institutional mechanisms for discouraging corruption in our ranks	Employ relevant personnel	Revised Fraud Prevention Plan and operational fraud hotline	Adoption of fraud plan by December 2010	Review a fraud prevention plan and establishment of a hotline
	Internal Audit	Provide continuous support to LM to ensure effectiveness of the established internal audit units	Provide an anonymous platform for reporting of alleged corruption activities	Signed SLA's with LM's	SLA's with LM's by September 2010	Appoint Service Providers to Co-source the internal audit shared services

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
	SPU	To enhance integrated policy implementation for accelerated socially vulnerable groups rights delivery	Mainstreaming			Work with all Municipal Departments and LM's in ensuring that socially vulnerable groups' rights are included in their planning, policies, budget and day to day line functions. e.g. Reaching the employment target of 2% of Persons with Disabilities.
		To strengthen the strategic socially vulnerable groups rights management and leadership capacities at all both District and Local Municipalities to achieve sectoral and organisational cohesion.	Enhance Policy Work, Capacity Building, Advocacy and Planning			Develop a delivery guide for Departments and Local Municipalities, Ensure Training and Development on both National and International instruments, Observe Institutionalised Days.

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
		To facilitate, coordinate, monitor, evaluate, communicate and report on the socially vulnerable groups rights policies and programmes.	Participation, Coordination, Monitoring and Evaluation			Situation analysis and consolidated database, Coordinate Government and Civil Society Sectors, IDP processes, Quarterly and Annual performances tracking meetings and Reports.
		To foster desired citizenship principles among socially vulnerable groups and thereby give impetus to the people's contract Working Together We Can Do More.	Social Cohesion and Awareness			Strengthen Structures, Networks, Partnerships with coordinated programmes across the district, Undertake civic education to deepen patriotism particularly in Minorities.

Key Priority Area (KPA)	Functional Result Areas	Objective	Strategies	KPI	Targets	Action
Municipal Financial viability & Management	Supply Chain Management	To have a supplier database and update our SCM policy.	By inviting new registration and updating our database	List of approved service providers	100% compliant database by June 2010	
	"Prepare a compliant budget & ensure expenditure compliance by departments	"Preparing & adopting a final budget with the IDP review and ensuring IDP alignment.				
	"To achieve a clean statement by 2010 / 2011.	"By converting the asset register, related reporting and management of systems to be fully GRAP compliant.				
	"To enhance the municipalities' revenue generating capacity.	"Restructure water revenue by localising water activities.				

TURN AROUND STRATEGY

NO	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
1	lack of policies on identified areas (i.e training policy,suspension,review the recruitment and selection policy so that it can relate to the EE plan)	To comply with the legislative requirements	Policy development	Number of HRM policies adopted	development and review of policies	Review of Recruitment and selection policy	Sep-10	Director-corporate services
						Policy on suspension developed. TP to be developed		
2	High staff turnover	Recruit and Retain staff	Implementation of Scarce skills policy		All JDs finalized.	Finalisation of the job evaluation/benchmarking process	SALGBC	Director - Corporate services
						dependant on the implementation of wage curve		Director - Corporate services
3	Wage curve	standardise salaries in LG	Implementation of Collective agreement		Adoption of the organizational framework.	Finalisation of the realignment of departments	Sep-10	Director-corporate services
					Development of organogram.	Develop of organisational structure	Sep-10	Director CS
						Finalisation of Job Evaluation	SALGBC	
4	Office space	Acquire office space	fast track the process of building/rent		Acquired office space	Fast track the process of building.	01-Jul-10	MM &CS

NO	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
						Alternative office space.		
5	Vacancies	Filling of the approved vacant positions in the approved organgram		Vacancy rate	Fill all S 57 vacancies	to fill SM post	ASAP	MM
					95% new appointments done	Improved turnaround time for recruitment of staff		
6	Performance Management System	Implementation of a Performance Management System Framework	Cascade PMS to employees below S57		Level of implementation of the Performance Management System	Cascade PMS to employees below S57	Jan-11	CS
					All S57 with signed performance Agreements and submitted to the Department			
7		To develop a Skills development plan for employees (2009/10)	Submission of workplace Skills Plan, implement training and evaluate and assess the impact of the	Plan submitted and training implemented and improved performance	Training of (TC) Training Committee members	Training of (TC) Training Committee by the DLGTA in collaboration with LGSETA	Jul-10	CS

NO	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
		To give effect to the Skills Development Requirements of the institution (IDP)	programme		Submission of WSP 2010/2011	Training Committee Meetings reflected on Municipal Calendar	Jun-10	CS
						Implementation of the approved WSP 2010/2011	Jul-10	CS
8	LLF	To promote sound labour relations and compliance with legislation	Making provision for the functioning of the LLF.	Functioning LLF	Number of meetings held in accordance with its constitution	Hold LLF meetings as per planned schedule	Monthly	CS
			Ensure compliance to working conditions, labour laws and collective agreements	Training conducted	Functioning LLF on matters on areas of common concerns	Develop Organisational rights agreements		
					Improved working conditions and performance	Implementation of the Organizational Rights Agreement		

NO	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
						Circulation and training on employment related legislation & Collective agreement to employees		
9	Employment Equity	To review the EE strategy to ensure compliance with employment equity measures	Implement and monitor implementation of employment equity plan	Reaching of the EE target(5% National norm)	EE Target (5 % of National norm)	Advertisements should indicate that designated groups should apply	Sep-10	CS
						Engage institutions with people with disabilities		
				Compliance and submission to DoL (IDP)	Submission of EE Report to DoL	Adherence to Employment Equity targets as per the numeric targets set out in Employment Equity Plan		

NO	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
						Review of Recruitment & Selection policy(head Hunting) Head hunting with clearly defined guidelines in respect of people with disabilities		
						Succession planning strategy to address issue of Women representation at Management level. Establishment of the EE forum		
						Compilation of the EE Report		
10	Legal services	To ensure compliance with municipal & general applicable legislation and litigation	Research and be abreast with legislative and policy developments to advise council, management & staff and mitigate the risk of litigation		Reduced audit queries on legal compliance and litigation	Recruitment of legal specialists	Jul-11	CS

NO	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
1	Access to Water and Sanitation- New Infrastructure	Elimination of sanitation backlog (95000 households per annum) and provide 200000 households with water	Cluster projects, Utilisation of existing major dams and rivers	Build 2400 toilets per year, 3012 households to be served with water per annum	end of 2010/11 fy	Register projects in the MIG system, procure service providers	Continuous process	PMU Manager
2	Refurbishment of dilapidated infrastructure	To improve the quality of service	Assessment of existing (inherited) infrastructure. Determining the cost of refurbishment	Reduction in service and supply breakdowns	2010/2011 fy	Appointment a service provider and Water Services staff to do the assessment	Continuous process	Water Services Authority Manager
3	Institutional capacity and arrangement (WSA)	Relationship building and strengthening service delivery	Strengthen IGR Structures, Appointment of Key Water Services staff	Improve relationship. Improved Capacity of WSPs and WSA	2010/11 fy	Hold IGR meetings , Municipal Manager's meeting, Filling of Key Positions	Continuous process	Water Services Authority Manager
4	Municipalities to function as Business entities	To provide sustainable service	Ringfencing	Water Services accounted separately from other services	Jul-11	Sign agreements with LMs		Director Engineering
5	Revenue enhancement	Maximise revenue	Review and update indigent register policy, Data cleansing, improvement of billing systems, improve customer care relations	Increased Revenue Collection	10 % increase on revenue	Assess WSPs individually and prioritize projects. Appoint service providers to assist on the priority	30-Jun-11	Financial Controller

						programs for WSPs		
6	Infrastructure Asset Management and Maintained Plan	To develop infrastructure asset register as per the required standards and maintenance plan	Collect and update the available information	To have efficiently operating infrastructure and to have working maintenance plan	To have maintainance and replacement costs of our infrastructure	To appoint a service provider to will align our GIS information, verify and cost the assets	30-Jun-12	Director Engineering
7	Underutilisation of available water resources (Dams etc) for water consumption	Elimination of water backlog	Engage DWA to relax conditions to utilise dams	Number of water use license applications granted by Water Affairs	Approval of 6 water use licenses	Formal water use applications were submitted	Process	Department of Water Affairs

8	Drought	Limit the impact of drought with respect to supply and demand to the community	Longterm planning, Early warning signals, Elevate drought severity to higher structures (Province) - Premier's coordinating Forum. Influence Province to budget for disaster related events	Reduction and disruption in breakdown in supply of service	provide every household affected with basic supply in the short term	Implement Water conservation and demand management actions throughout the District	Commenced and access on regular basis	Water Services Providers (LMs)
9	Housing and new development	To ensure proper integrated planning and coordination. Strengthening of the human settlement development sector plans	Streamlining planning activities between LMs and the DM with reference to DM functions, Also with other sector departments eg Housing. Revisit the housing matter.	Provision of Bulk water and sanitation provision for housing development	2010/2011 fy	Ensure housing development bulk sanitation and water services incorporated into 3 year plan and implemented	Continuous process	PMU Manager
10	Poverty eradication	To maximise job creation	To utilise EPWP principles (minimization of machines when implementing projects)	Jobs created	3000	Implement labour intensive projects	Continuous process	PMU Manager
11	Primary Health care services	To finalise provincialisation of PHC	Engage Salga, DOH and Labour	PHC performed by Province	DOH	Dept. of Health and Salga to finalize provincialization	2010/11	Department of Health

12	SMME Development	To develop SME contractors	To incorporate SMME into the EPWP Vukuphile Programme	Upgrade the contractor's CIDB status	24 Learner contractors	Target specific projects for the 24 learner contractors	3 years from 2010/11 financial year	EPWP Coordinator
13	Maintenance & Graveling of Proclaimed Roads	Routine Roads Maintenance on Provincial Roads in Inxuba Yethemba LM Area	To render a service in most efficient and cost effective manner. Extension of SLA	Full Spectrum of routine maintenance on provincial roads located within the	Blading 2148 KM of Proclaimed Roads and Graveling 30 KM	Secure extension of 3 year plan and Render a in house routine maintenance service in the most efficient manner	End March 2011	Deputy Director Roads
14	Municipal Health Services	To ensure finalization of the Devolution process	DOH and SALGA to finalize funding of the function	MHS fully funded and staff transferred	2010/11	Influence the formula used to allocate funding by National Treasury.	Mar-11	Department of Health

15	SPU	To mainstream all special needs in infrastructure programmes such as HIV/AIDS and Other Special needs	Infrastructure service be biased towards mainstreaming HIV and AIDS infected and affected.	HIV and AIDS mainstreamed in infrastructure programmes	Designated Groups	Increased participation of special needs programmes in Infrastructure and related. Projects	Jul-11	SPU Coordinator
16	Free Basic Services	To improve access to Free Basic Services	Update indigent registers in all LMs	% of Indigent households with access to Free Basic services (water; electricity and sanitation)	Indigent communities	Establish dedicated function and ensure adequate staffing within the WSA Unit.	Jul-11	WSA Manager
17	Disaster Management	To implement disaster management plans	Implementation of Disaster Management Policy Framework	Approved and Implemented document	Councillors and Officials	Submit draft Framework for adoption	Dec. 2010	Disaster Manager
			Development of Disaster Management Plans	Approved and Implemented document	Councillors and Officials	Submit draft Plan for adoption	Dec. 2010	Disaster Manager
18		To establish disaster management satellite centres	DLGTA to properly fund the function	Establishment of functional satellite centres	Apr-11	DLGTA to gazette funding for MTEF	Apr-11	DLGTA

19	Fire services	To establish functioning emergency and fire services along strategic routes	A well equipped Mobile Joint Operations Centre (JOC)	JOC functioning	Govt. departments and Municipalities	Establish a JOC committee	Dec. 2010	Chief Fire Officer
20		To ensure the compliance of fire services to statutory requirements	Municipality needs to source funds.	DLGTA to gazette fire services funds for the MTEF	DLGTA, DM and LMs	Funding Proposals submitted to Province	Dec-10	DLGTA

No	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Pers	Budget R 000
1	Revenue enhancement strategy	Increase collection of revenue	2009/10 To obtain and verify revenue information from LM's (assessment). In relation to water and sanitation	LM's water revenue info obtained.	Number of municipalities assessment status obtained	conduct assessment. Identify shortcomings: initiate intervention programs.	July 2010	CFO DTS	400

			Monitoring and auditing of water revenue at LM's regularly	Monitoring report to council & audit conducted.	Number of revenue reports to council, and water revenue audit conducted at LM's	Obtain reports from municipalities and conduct audits on reports.	July 2010. monthly - December 2010 Audit		500
					Number of reports analysed	Analyse reports	monthly		
			Pursue new revenue sources for council programmes.	New funding sources confirmed	Number of new funding sources for council programmes	Assist directorates to identify other sources of funding to sustain the programmes	February 2011	CFO & MM	
						Engage potential donors for council programmes in conjunctions with appropriate directorates.	June 2011	CFO	

			Limit the loss of conditional grants due to non spending or underspending	Value of loss of conditional grants	Value of conditional grants saved.	Monitor and assist directorates to avoid loss of conditional grant funding by having plans and funds committed to realistic programs.	July 2010	CFO & System Administrator	
						Assist directorates to have procurement plans for programmes and activities with clear timeframes.		SCM	
			Intensify Investment program to enhance Interest yields.	Investment yield increase	5% investment yield increase	To have an active investment program and committee.	July 2010	CFO & MM	
2	Cash flow and financial management	Enhance the management of creditors & Finance in general	Timeious creditor payments and timed procurement of goods and services.	Number of complaints of creditor late & non payments	Decrease the number of creditor complaints of non-payment & late payments	Capacitation of personnel and suppliers on treasury processes of payment and procurement.	October 2010	CFO & DIPED	
			Strengthening of finance management capacity.			Filling of vacant budgeted positions.	September 2010	MHR & CFO	
						Develop task based	November	CFO	500

						procedure manuals for finance staff.	2010		
3	Capital expenditure	Review accounting practices	Revise accounting methodology i.t.o. Work in Progress projects	Accounting practice revised.	Number of WIP items capitalised	Tacking stock of WIP projects and capitalise	June 2010	DCFO	
						Monitor and track from directorates reports on capital programmes.	June 2010	HOD's & DCFO	
4	Audit Action plan	Implement audit action plan	Address qualification matters raised in the audit report	Qualification issues addressed	Number of audit qualification issues raised by the AG attended to	Embark on active program in addressing audit action plan matters.	August 2010	MM, CFO & DCFO	
						Implement an audit readiness program		CFO & DCFO	200
5	Annual Financial Statements / Reports	Appointment of Financial Statements specific staff	Build in house Financial statements preparation and in-year	Timely submission of AFS & reports	Timely submission of AFS	To appoint a person responsible for financial statements.	August 2010	Council, MM CFO, DCS	258 p/a

			reporting			Filling of vacant financial reporting positions.			
6	Asset register	Manage council's asset register.	Establish complete and reliable asset register	Asset register completed	GRAP compliant Asset register	Update asset register to reconcile with assets by bar codes, location, description and value.	July 2010	CFO & DCFO	1 000
						Adhere to infrastructure assets unbundling by June 2011 as per GRAP	June 2011	CFO & DCFO	4 800
						Depreciation of assets.	May 2010	CFO & DCFO	
7	Supply chain management	SCM supplier data base management	Effective use of SCM supplier data base	Data base established	To establish an effective data base	Encourage directorates to submit service needs.	June 2010	MSCM, CFO	

			Number of additional registrations	95% of known suppliers to be registered on supplier database.	Conduct annual continuous supplier's registration and total re registration after every second year.	September 2010	MSCM, CFO	
			Number of non registered SP used	Reduction in the use of non registered service providers	Encourage relevant suppliers to register on the supplier data base	Continuous	MSCM & Mcom	
			Performance of SP monitored	Reduction of number of non registered service providers used.	Conduct quarterly reviews of service provider performance	Oct 2010. Jan 2011, April 2011 & Jul 2011	MSCM, CFO	
	Contract Management	Implement mechanisms to ensure completeness & record of contracts	Number of contracts recorded & reported	Establish a completed up to date contract register	Submit to council status of contracts (amongst other unsigned)	June 2010	MSCM	

		Uncentralised Goods Received Point.	Implement alternative goods receive process	Improve handling of Goods received	Improved practice temporal goods receive process	Implement mechanisms for effective monitoring of decentralised of receipt of goods	June 2010	MSCM	
						Develop a process checklist to receive goods in directorates	June 2010	MSCM	
8	Audit Committee	Functional Audit committee	Create awareness on audit committee mandate to council	Number of sittings held annually	Audit Committee is functional.	Adherence to audit committee findings and recommendations	Jul-11	CFO	Opex
9	Internal Audit Unit	Establish Audit Unit	Labour resourcing of internal audit unit	Number of positions filled		To fill all vacant and budgeted positions	August 2010	MM ,MIA, MHR	
10	Policies & By-laws	Renewal of policies and by-laws	Updating of policies and by-laws	Number of policies reviewed	Appropriate policies must be in place	Conduct annual reviewal of budget and treasury policies	December 2010	CFO, DTS all other HOD's	250
11	Compliance	Monitor & ensure compliance	To implement a compliance monitoring	No of non compliance matters	Reduce number of non	Appoint a risk and compliance official	August 2010	MM; DCS	258 p/a

			mechanism	reported	compliance to under 5%	Assist directorates with statutory compliance matters		RO & HOD's	
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No	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
1	Establishment of a Mayoral Business Leadership Forum	To advise Council on key development areas for the district	Establish a forum where business leaders, labour and civil society could discuss LED	Key areas identified for economic development	Business, Labour, ECDC, DEDEA and civil society	Facilitate the establishment of a Mayoral Business Leadership Forum	By October 2010	Executive Mayor
2	A LED forum has been established although it is not functional. Only two (2) of the four (4) scheduled meetings have been held.	To encourage active participation of relevant stakeholders on matters relating to economic development	Mobilize relevant stakeholders and Conduct awareness in LMs	Improvement in participation	LMs, Business, ECDC, DEDEA, Cooperatives	Roadshows to LMs targeting stakeholders during election campaigns	Oct-10	Portfolio Head of LED and Speaker

No	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
3	IGR Structures	To strengthen coordination of the IGR structures	Solicit support from Provincial leadership and circulate calendar of events	IGR to be an agenda item of PCF and MuniMec	PCF, MuniMec, TSG, Mayors, MMs	Development of Schedule of DIMAFO and T/DIMAFO meetings in line with Council Meetings.	Jul-10	Executive Mayor and Speaker
	Partnerships	To have a formal partnership with ECSECC	Develop key areas of support	Signing of the MOU	ECSECC, DM	Signing of MOU	By July 2010	Municipal Manager
4	Mayoral Outreach Programme	To encourage active participation of communities	To prepare an annual plan for outreach in partnership with LMs	People will make informed decisions on service delivery	DM, LMs	District in partnership with the LMs to develop the programme	Table initiative in the next Mayor's forum and have a programme of action	Executive Mayor and Speaker
5	Exco Outreach Programme	To influence the Exco outreach programme	Package issues raised in previous EXCOs and send to Premier before outreach	EXCO address relevant issues	EXCO, Council, Managers	Feedback on the previous EXCOs	Jun-10	Speaker

No	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
6	Demarcation of Government Departments	To ensure that all government departments are aligned to Municipal boundaries	Discuss the matter at PCF	Proper coordination of programmes	Provincial leadership, District Managers	To lobby for the alignment of Departments with Municipal Boundaries.	Next PCF	Executive Mayor
7	Intergovernmental Planning and Budgeting	to align government development programmes	Utilize IGR structures all spheres of govt.	Well coordinated development and maximize use of resources	National, Province and Municipalities	Joint Planning of all spheres of govt.	Jul-10	Executive Mayor and Municipal Manager
8	Petitions Management	To speedily respond to community complaints	Develop petition management strategy	Timeous response to complaints	Councillors, Officials and Community	Investigate the complaint	By November 2010	Speaker
9	Customer Care Services mechanisms	To coordinate information between communities and municipality	Establish Customer Care Unit and strategy	Established Customer Care Unit	Communities	Integrate available resources and work towards establishment of customer care unit	By July 2011	Municipal Manager

No	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
10	Capacity Development Programmes for Councillors	To capacitate Councillors on public participation issues	Develop a training programme for Councillors	Well capacitated public representatives	Councillors < LGSETA, SALGA, DBSA	Organize training on various aspects of public participation	Jul-11	Speaker
	Role Clarification between the Mayor, Speaker and Chief Whip	To clarify the roles played by Speaker, Mayor and Chief Whip	To develop guidelines which clarify roles and responsibilities	Roles and responsibilities document adopted by Council by December 2010	Speaker, Mayor and Chief Whip	Finalize roles and responsibilities document in line with SALGA guideline	Dec-10	
11	Public participation strategy	Ensure participatory democracy and compliance with Municipal Systems Act	Develop strategy with clear programme of action	Maximum participation of stakeholders in CHDM programmes	Communities, Councillors and officials	Appoint relevant personnel to develop the public participation strategy with a programme of action	Jun-11	Speaker

No	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
12	Political Oversight	To improve functioning of Council structures	To establish a political oversight committee represented by all political parties	Establishment of a political oversight committee	Councillors	Council should appoint an oversight committee constituted by all political parties	Sep-11	Speaker
13	Legislative Compliance	Ensure compliance and monitoring of LG legislation	Establish a Risk Management Unit to perform the function	Compliance to LG legislation	Councillors and Officials	Appointment of official to coordinate compliance issues	Jan-11	Municipal Manager
14	Gazetting of funds by Provincial Government	Ensure Provincial Grants are spent on time	Provincial Treasury to enforce early gazetting of funds	Departments gazette funds by April	Govt. departments and Municipalities	Through IGR the matter be sensitized on timeous gazetting of funds	Jan-11	Municipal Manager
15	IDP and Budget	To maximize sector participation in IDP processes	OTP and DLGTA to mobilise sector departments	No. of sector agreements secured regarding commitments into IDPs	Govt. departments, public entities and Municipalities	IDP Process Plan be sent to all stakeholders	Aug-10	Municipal Manager

No	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
16	ICT	ensure that ICT staff have appropriate and up to date skills to perform their duties	Properly institutionalized ICT function and adequately resourced to render high quality IT Services.	Improvement on ICT support services	CHDM ICT staff	perform a skills audit to identify training needs capacitate ICT staff to ensure that they are able to perform their duties	Dec-10	CFO ICT Manager SDF
		Ensure reliable, available and robust network to enable continuous communication.	acquire and implement a network monitoring system	95% network uptime	Councillors and Officials	develop and implement processes and procedures	Jun-10	ICT Manager
		Improve Capacity of the ICT unit	Identify crucial posts to be filled	Well functioning unit	Officials	Filling of crucial posts	Jun-10	Human Resource Manager
		To improve computer skills of users	Identify training needs for users	Computer literate staff	Councillors and Officials	Training of users on basic computer use and applications	Jun-10	ICT Manager

No	Functional Area	Objective	Strategy	KPI	Target	Action	Time Frame	Resp Person
		To improve the performance of the network	Acquire a system to monitor performance	Improved performance of the network	Service Providers, Officials	Acquire and implement a system that will monitor and report the performance of the network	Sep-10	ICT Manager
		to ensure a highly secured network with an excellent recovery system	acquire a functional back-up system	back-up tapes stored off-site	CHDM	Procure a functional Back-up system	Sep-10	ICT Manager
		to provide a system that will track performance of projects	to implement a District Information Management System	Availability of information i.e. project progress and expenditure at a press of a button	CHDM	to procure and implement a Distinct Information Management System	Dec-11	ICT Manager
		to ensure that all systems in the DM are integrated	implement Enterprise Architecture	integrated systems	CHDM	presentation of EA and appointment of Enterprise Architects	Jul-11	ICT Manager

SECTION D: Spatial Development Framework

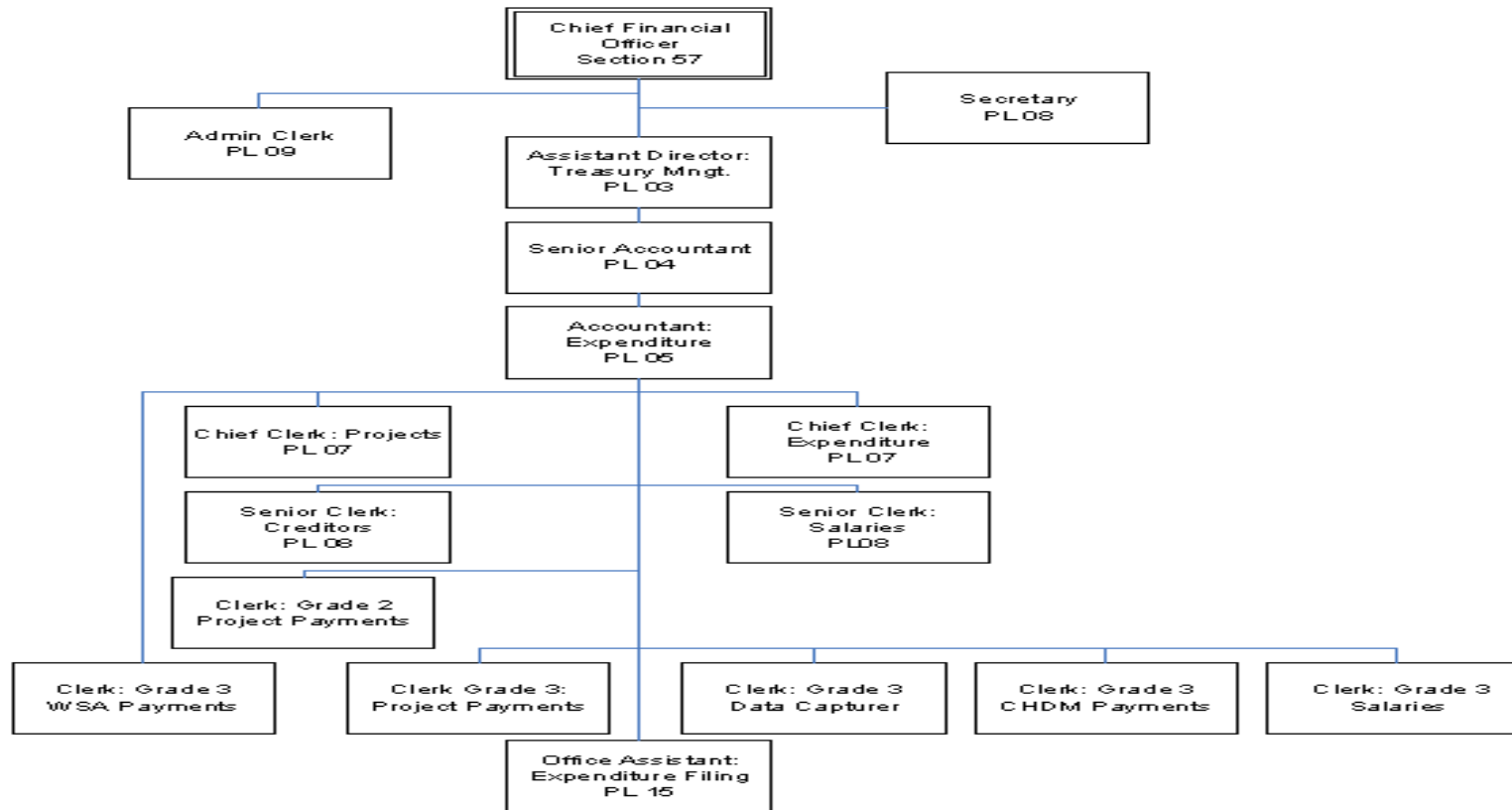
The Spatial Development Framework is in the process of being reviewed and as such is a separate document.

SECTION E: ORGANOGRAMS

BUDGET & TREASURY

Treasury Management: Expenditure

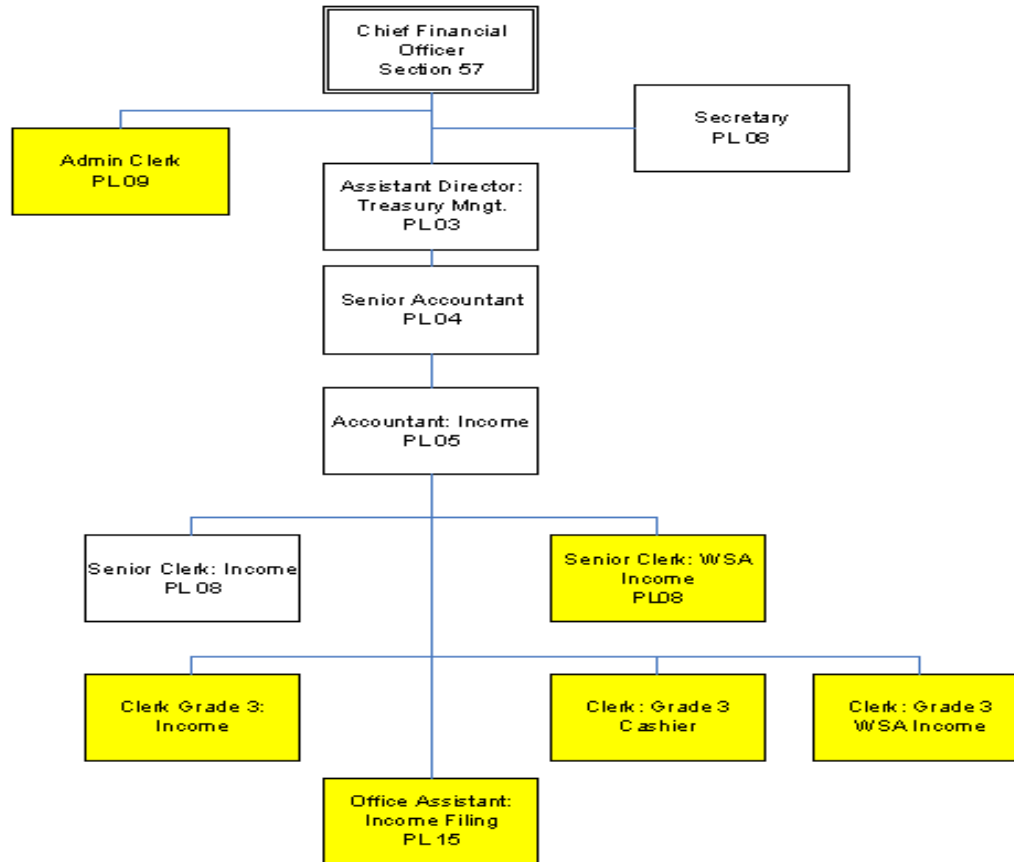
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BUDGET & TREASURY

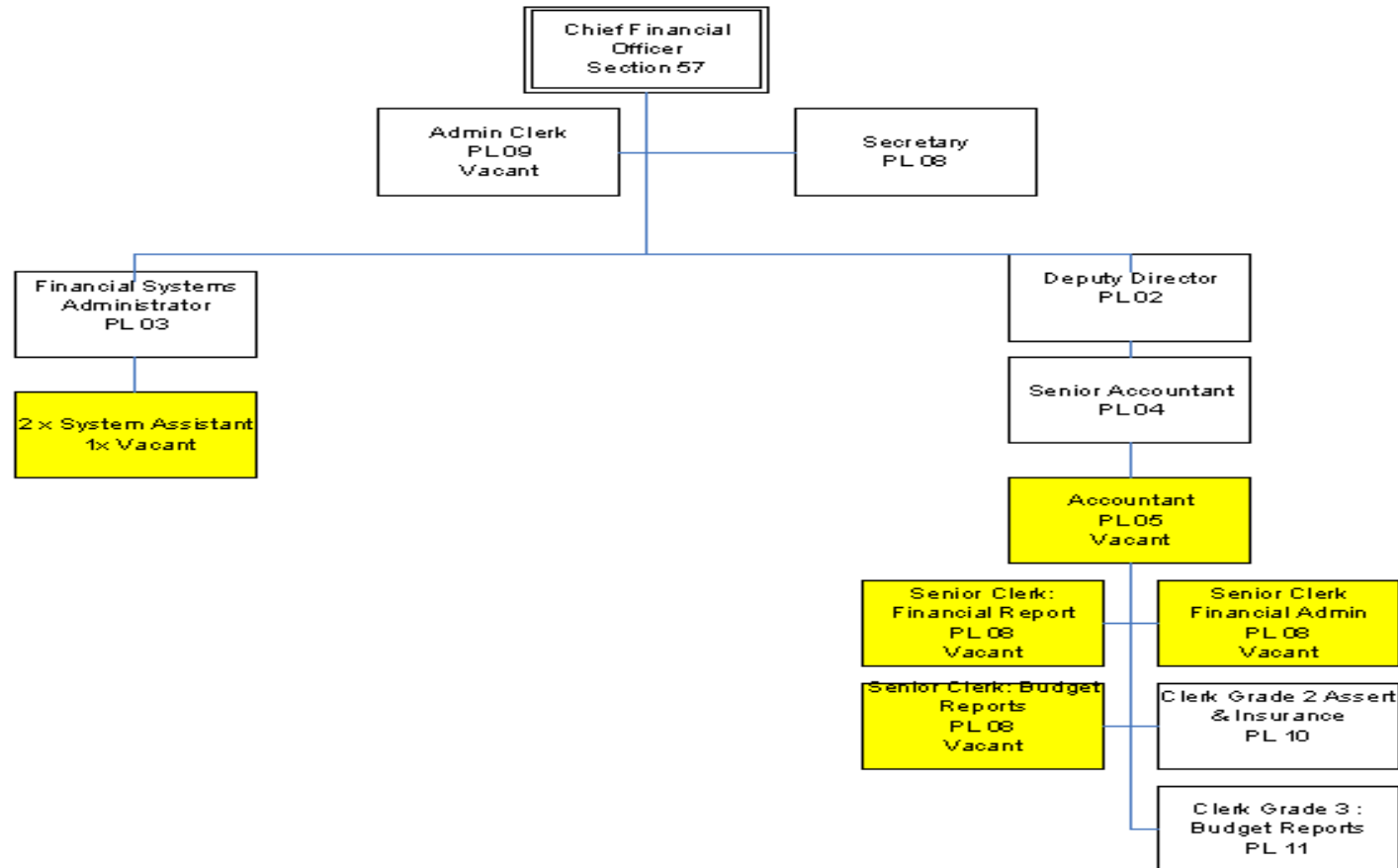
Treasury Management: Income

Annexure 4.3



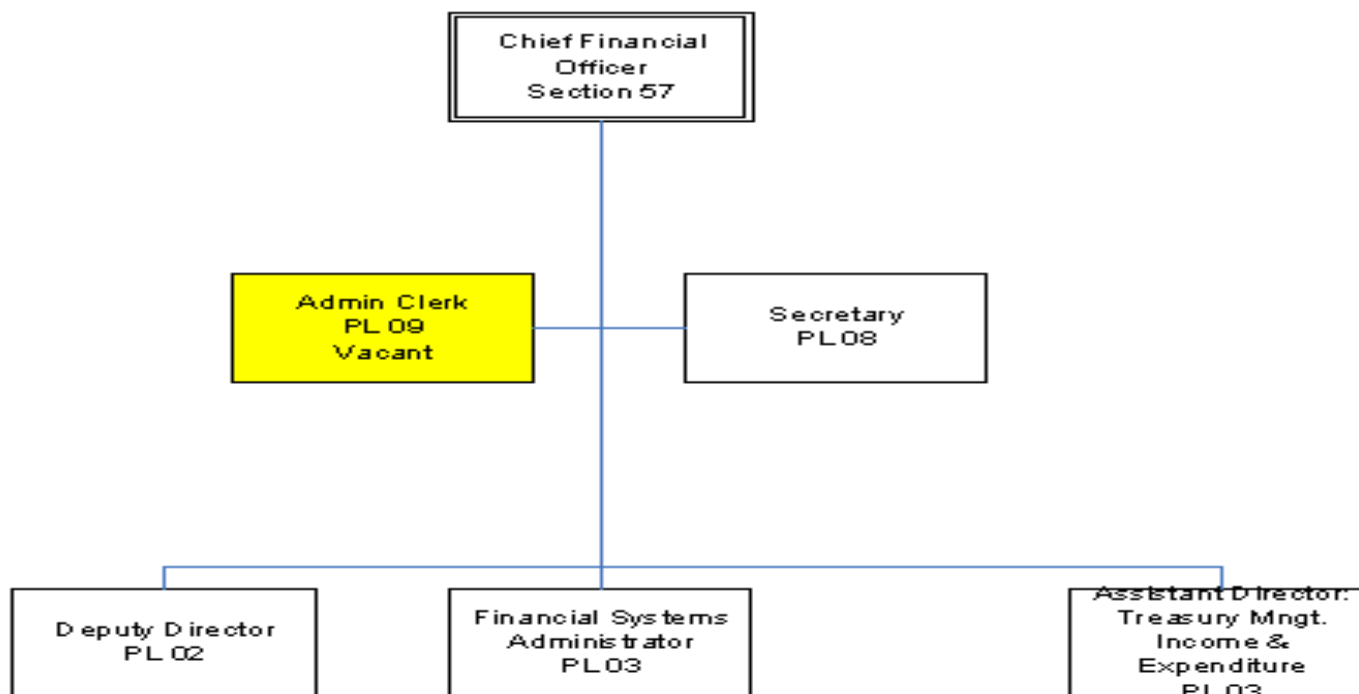
BUDGET & TREASURY SYSTEMS

Annexure 4.1



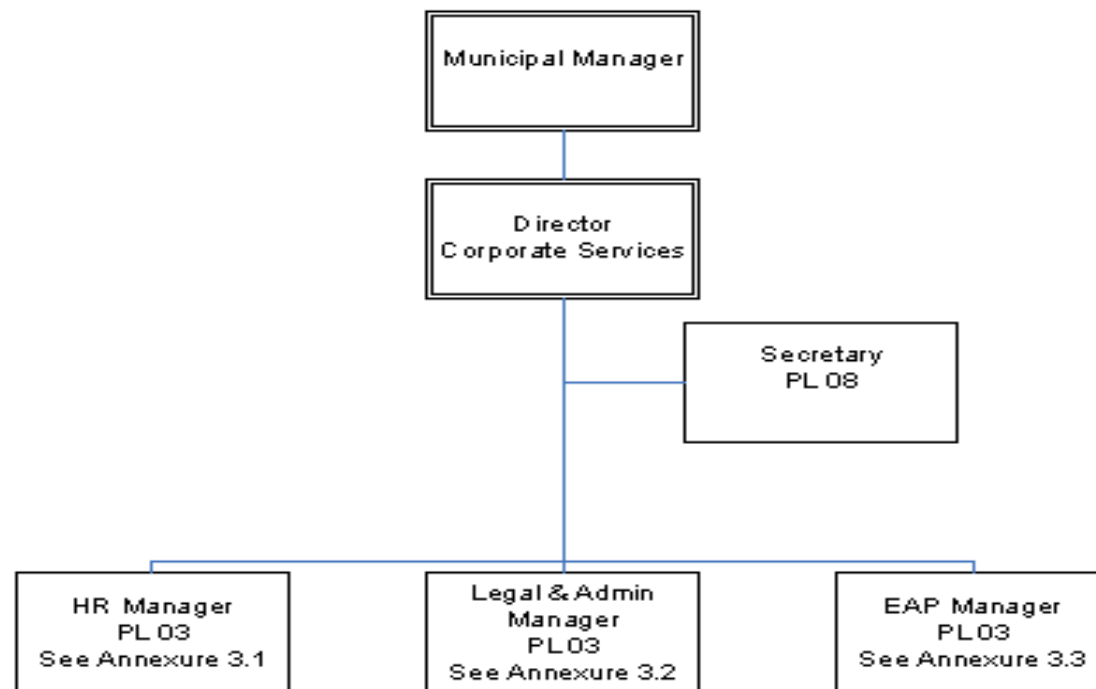
BUDGET & TREASURY Management Structure

Annexure 4



CORPORATE SERVICES Management Structure

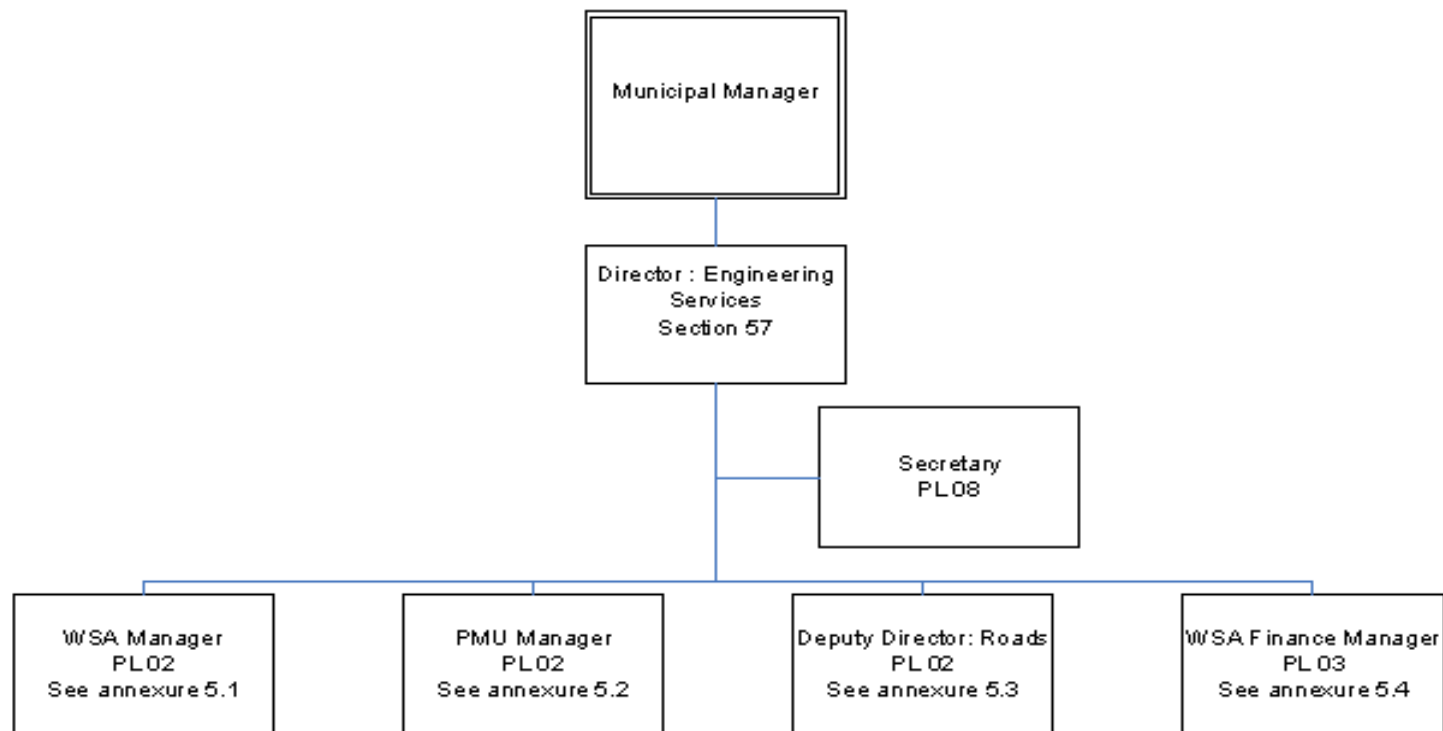
ANNEXURE 3



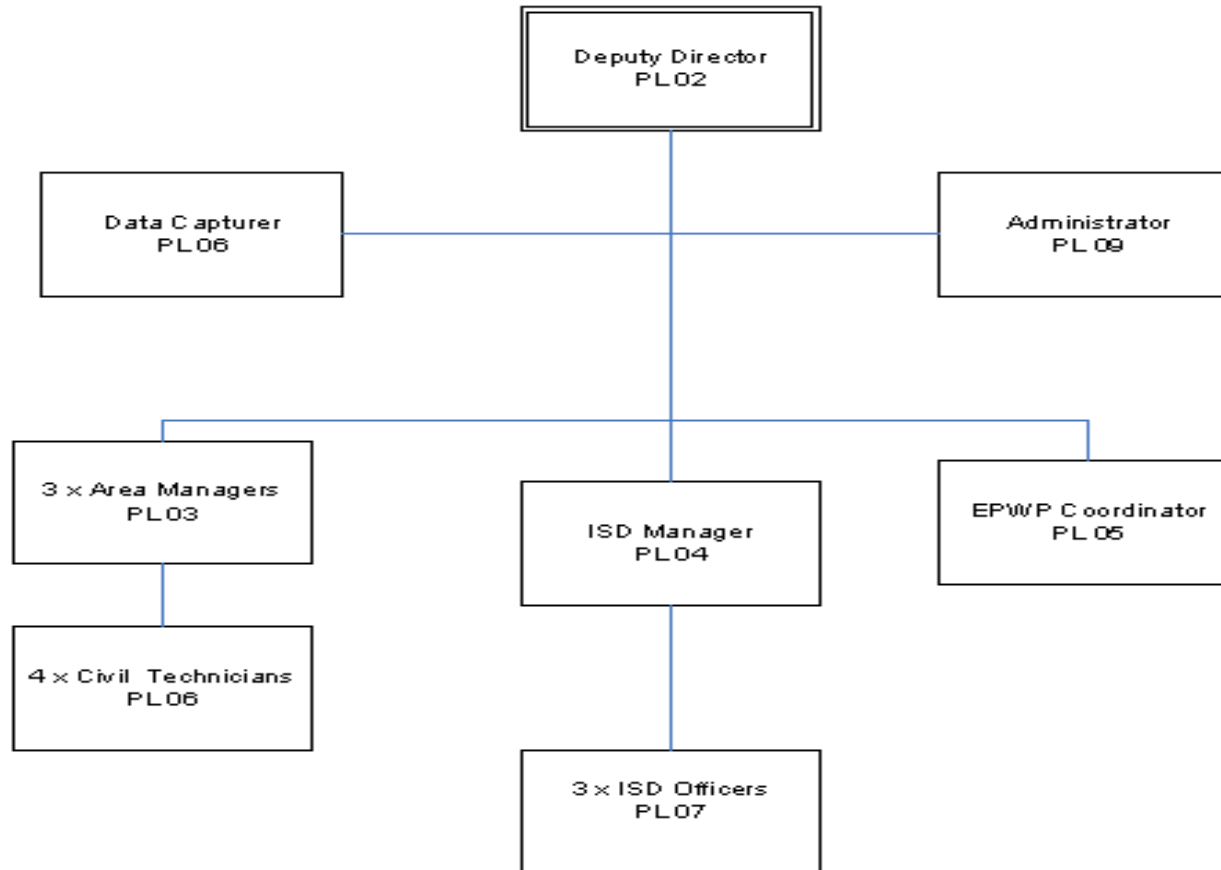
ENGINEERING SERVICES

Management Structure

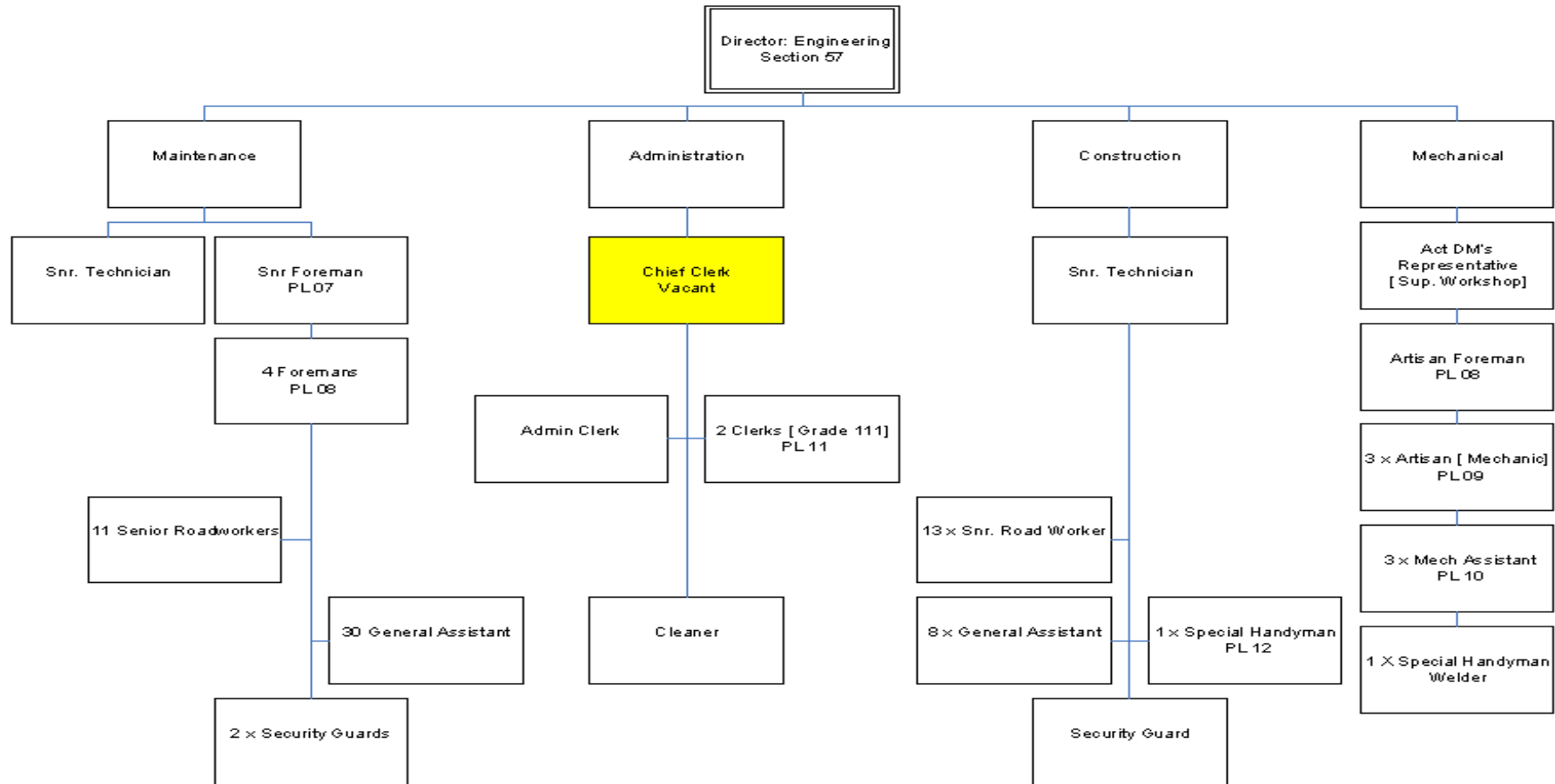
Annexure 5



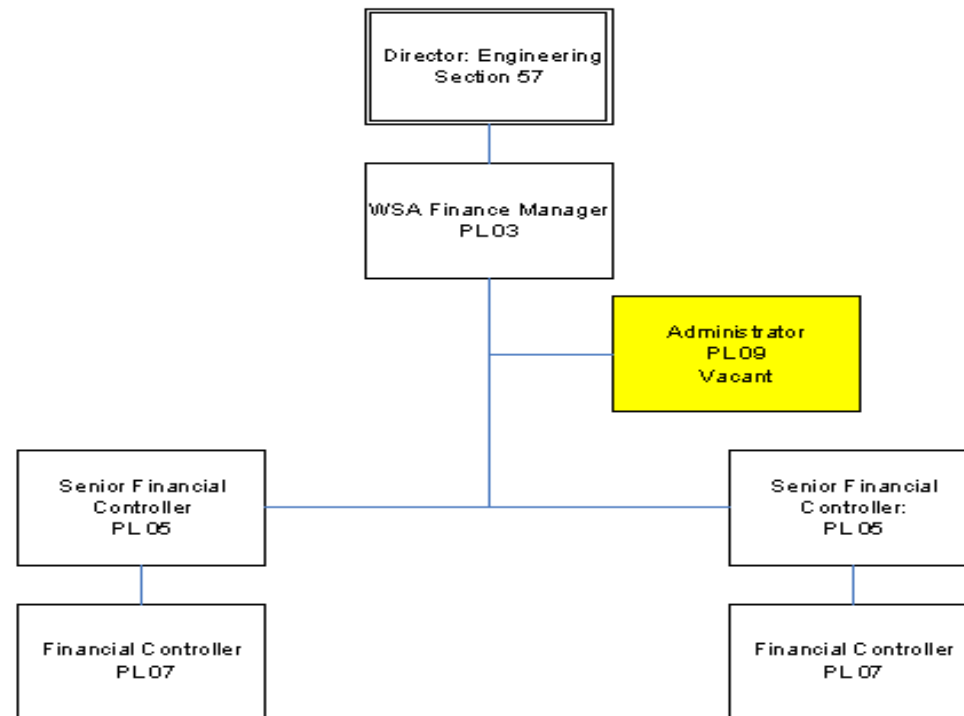
ENGINEERING DIRECTORATE PROJECT MANAGEMENT UNIT ANNEXURE 5.2



ENGINEERING DIRECTORATE ROADS SECTION Annexure 5.3



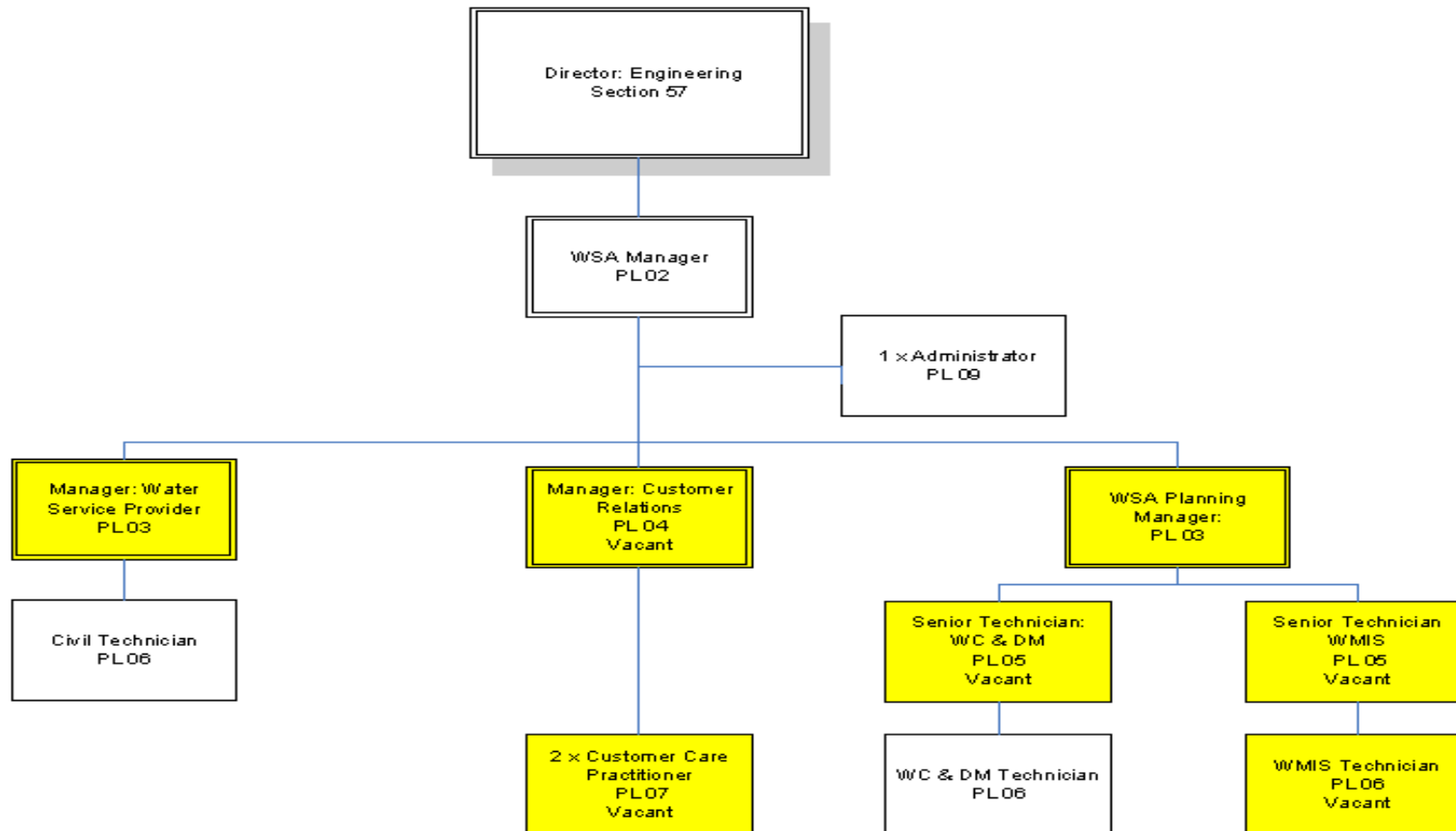
ENGINEERING DIRECTORATE WSA & PROJECT FINANCES Annexure 5.4



ENGINEERING DIRECTORATE

Water Services Authority

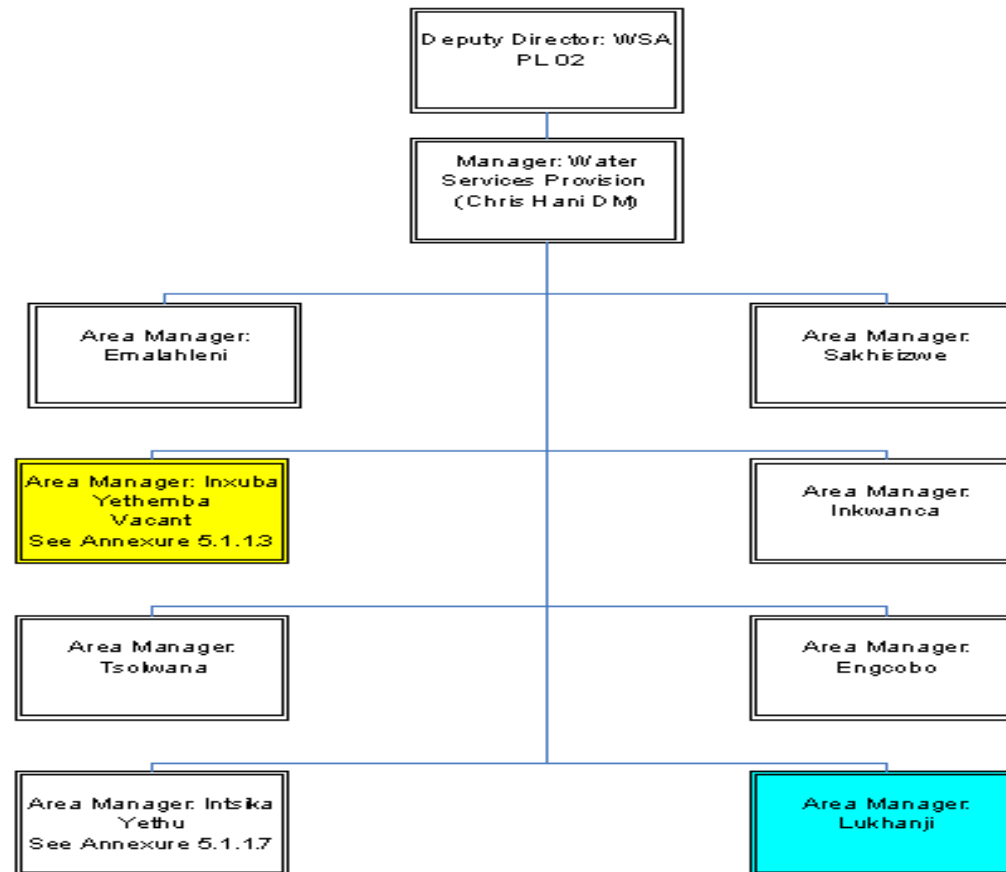
Annexure 5.1



ENGINEERING DIRECTORATE

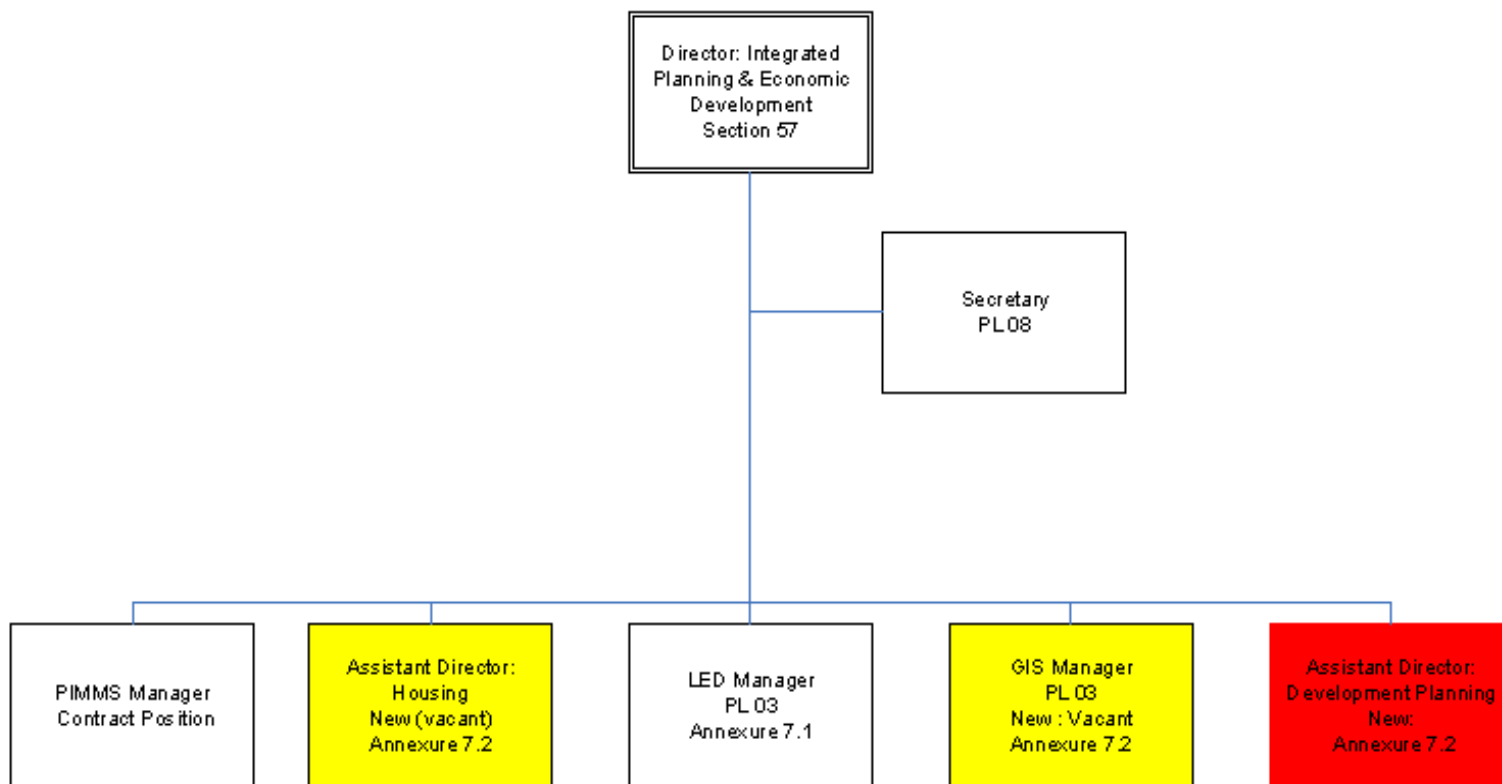
Water Services Provision

Annexure 5.1.1

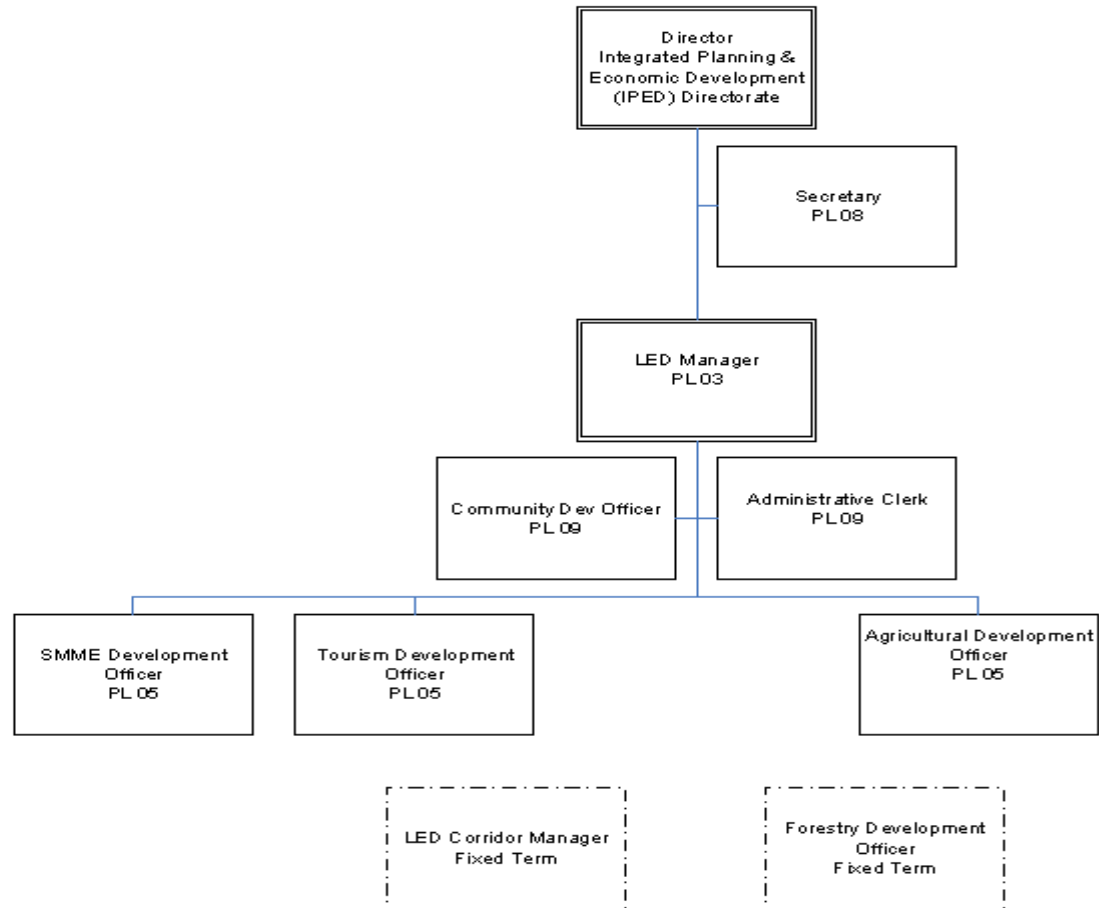


INTEGRATED PLANNING & ECONOMIC DEVELOPMENT Management Structure

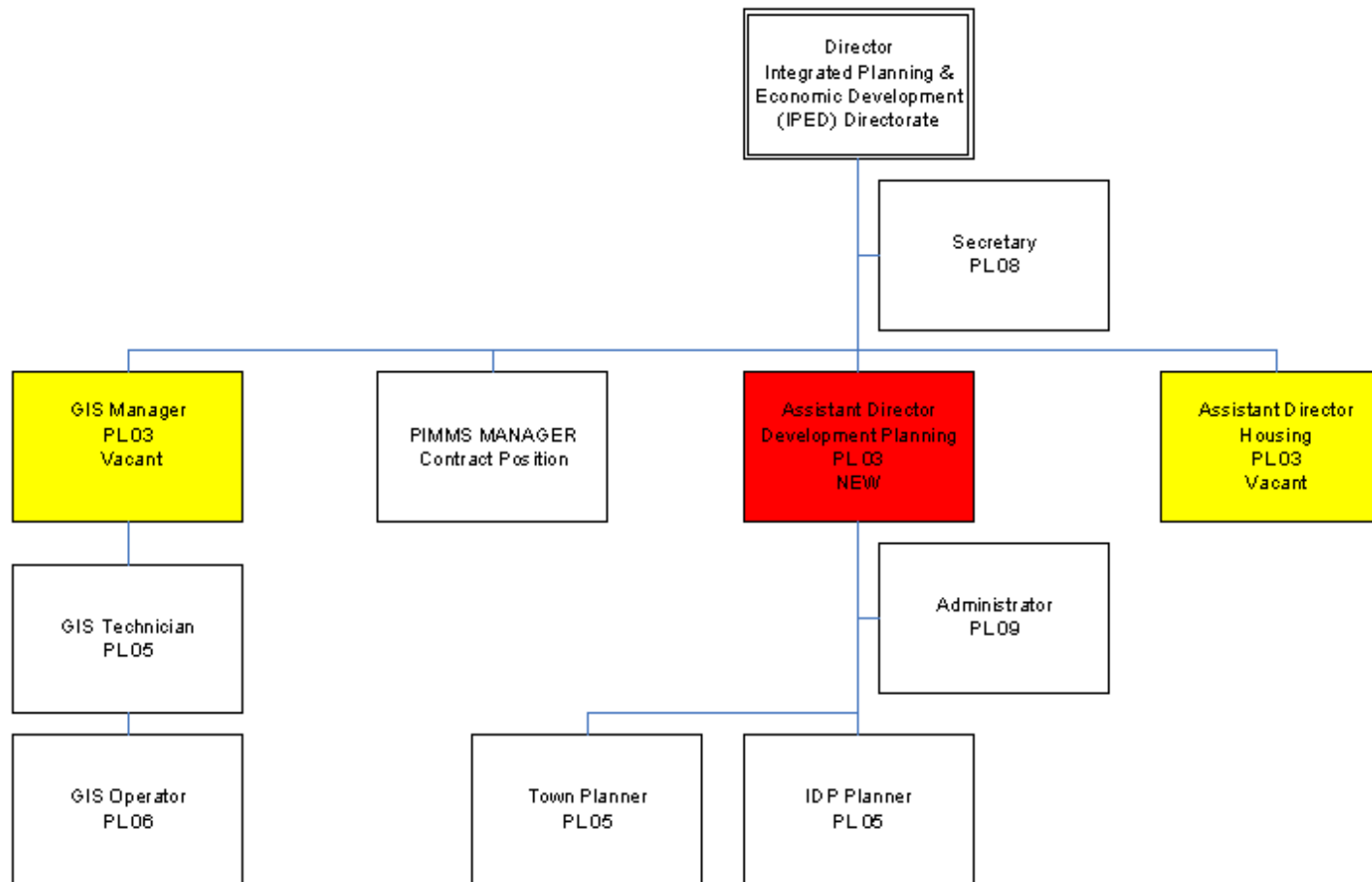
Annexure 7



INTEGRATED PLANNING & ECONOMIC DEVELOPMENT OPERATIONAL STRUCTURE ANNEXURE 7.1.

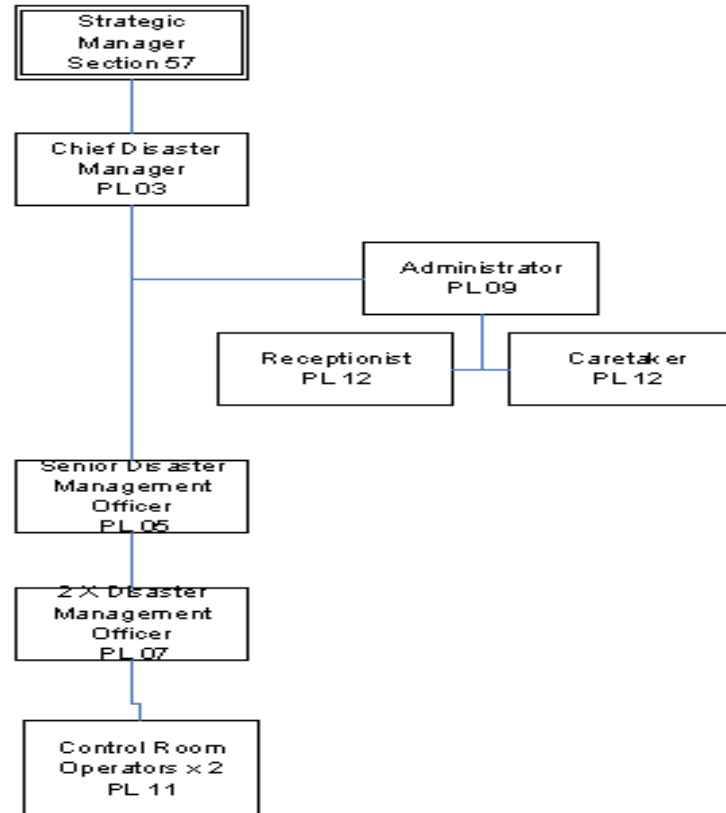


INTEGRATED PLANNING & ECONOMIC DEVELOPMENT OPERATIONAL STRUCTURE ANNEXURE 7.2



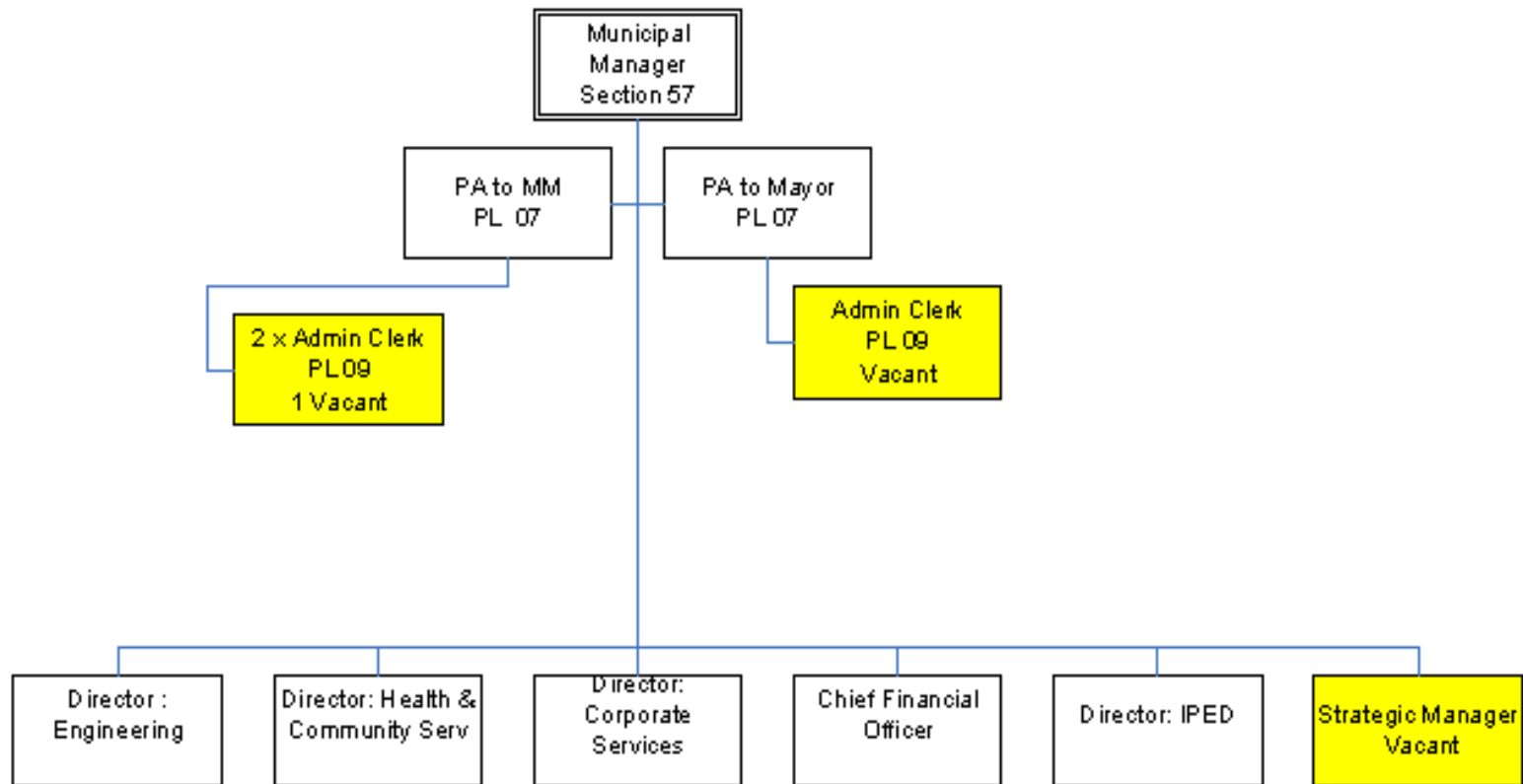
Office of the Municipal Manager DISASTER MANAGEMENT

Annexure 2.3



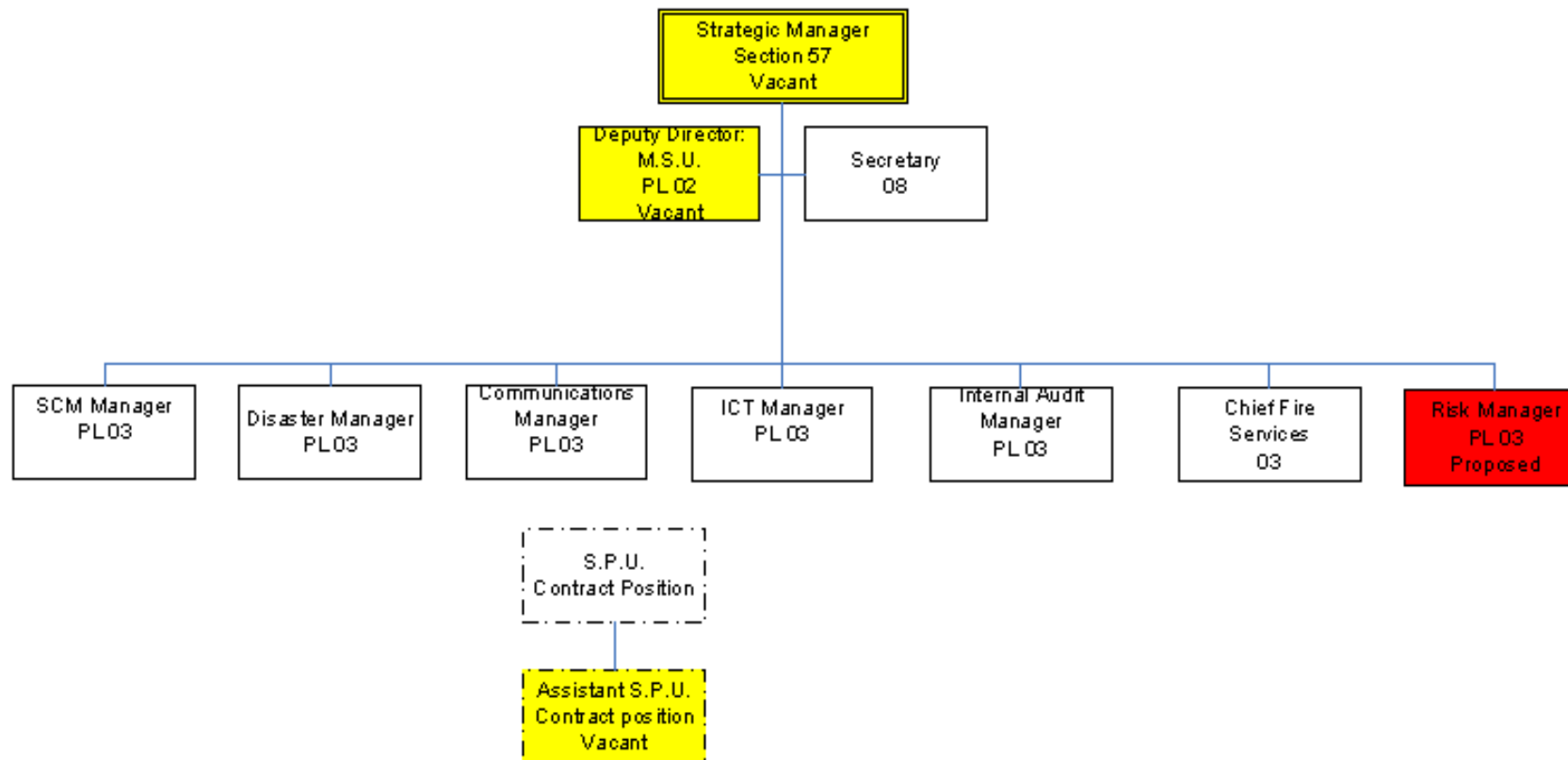
Office of the Municipal Manager Management Structure

Annexure 2



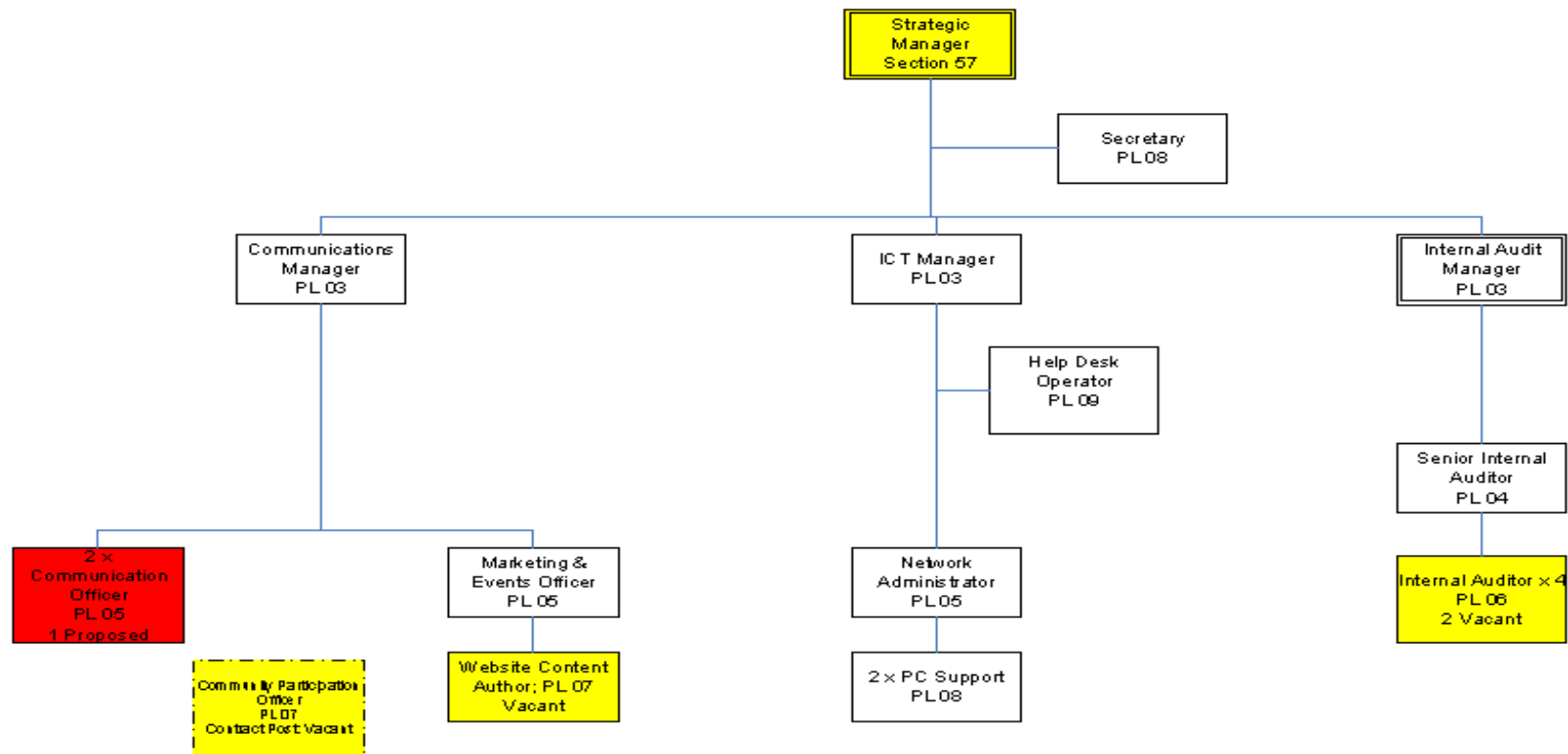
Office of the Municipal Manager Management Structure

Annexure 2



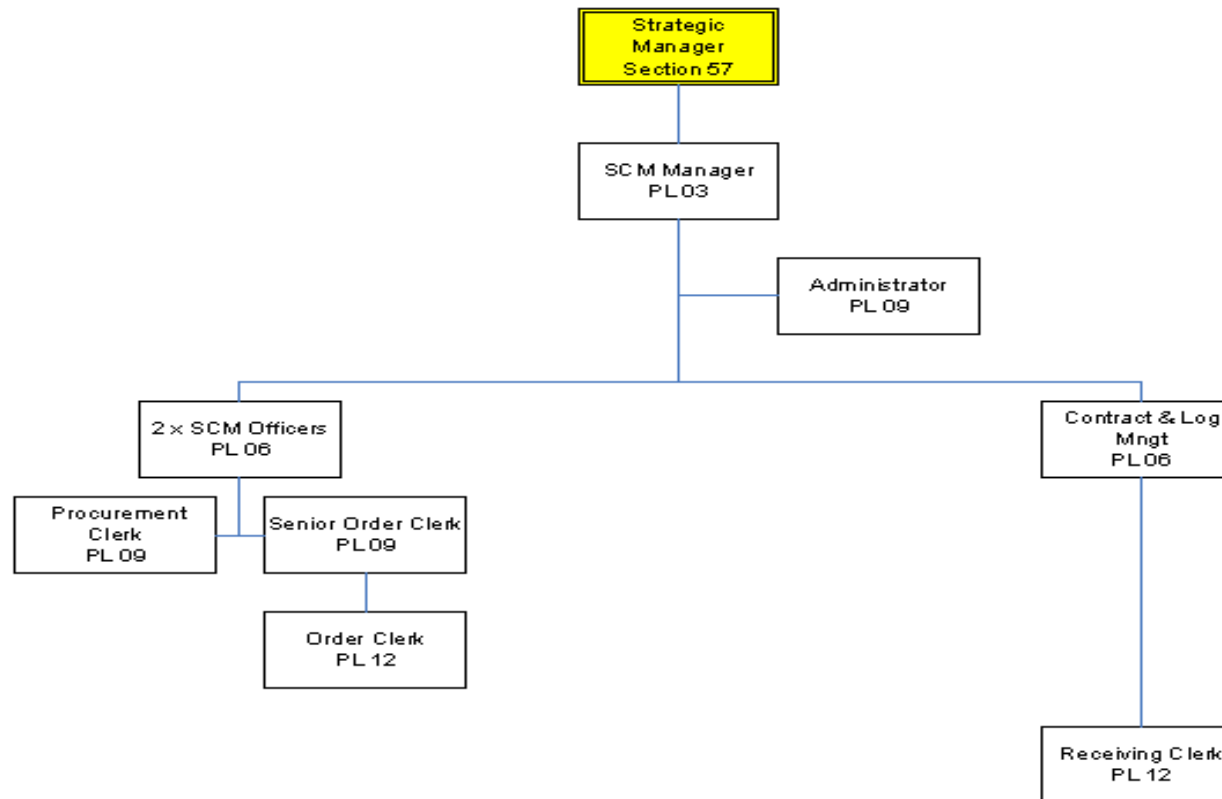
OFFICE OF THE MUNICIPAL MANAGER COMMUNICATIONS/ ICT/ INTERNAL AUDIT

ANNEXURE 2.1



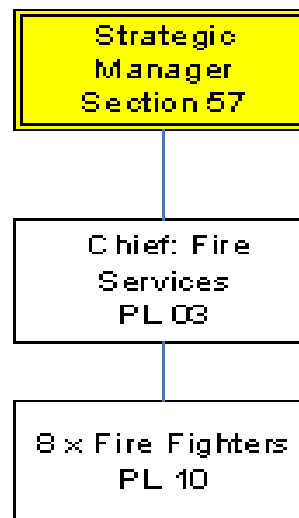
Office of the Municipal Manager Supply Chain Management

Annexure 2.2



Office of the Municipal Manager FIRE SERVICES

Annexure 2.4



SECTION F: PROJECTS

DISTRICT MUNICIPAL PROJECTS

MIG

Project Number (1)	Project Name	Funder	2010/11	2011/12	2012/13	2010/2011		
						WATER	SANITATION	OTHER
EMALAHLENI MUNICIPALITY								
232	Indwe Rehabilitation of Rds &S/water	MIG	R 2 000 000	R 120 000	R 0			R 2 000 000
638	Emalahleni ward 2 & 10 Sanitation	MIG	R 1 500 000	R 4 000 000	R 500 000		R 1 500 000	
294	Cacadu Villages Water	MIG	R 2 000 000	R 0	R 0	R 2 000 000		
	Mackay's Nek Sanitation	MIG	R 12 000 000	R 8 080 256	R 10 000 000		R 12 000 000	
	Vukani Bulk Services water & roads	MIG	R 2 000 000	R 700 000	R 0	R 2 000 000		
1208	Qoqodala Access Road	MIG	R 1 500 000	R 250 000	R 0			R 1 500 000
1067	Dubeni Access Road	MIG	R 1 000 000	R 350 000	R 0			R 1 000 000
	Water Projects (WSA-WSP)	MIG	R 0	R 1 000 000	R 2 000 000			
	Sanitation Projects (WSA-WSP)	MIG	R 0	R 1 000 000	R 2 000 000			
	Cluster 1 Water backlog (Wards 7,8 ,10,13,14)	MIG	R 2 000 000	R 7 628 571	R 16 000 000	R 2 000 000		
	Cluster 2 Water Backlog (Wards 1,2,4&6)	MIG	R 1 000 000	R 3 617 143	R 10 000 000	R 1 000 000		
	Cluster 4 Water Backlog	MIG	R 1 000 000	R 3 674 886	R 10 000 000	R 1 000 000		
	Cluster 2 Sanitation - (Wards 1 & 6)	MIG	R 3 000 000	R 6 483 000	R 10 000 000		R 3 000 000	
	Cluster 4 sanitation (Wards 2,3,4,5,15,16,Vukani Guba,& Percy Villages)	MIG	R 3 500 000	R 15 200 000	R 10 000 000		R 3 500 000	
	Cluster 3 Sanitation(Wards 7,8,9,10,11,12,13& 14)	MIG	R 3 500 000	R 15 200 000	R 10 000 000		R 3 500 000	
	Dordrecht Bucket Eradication	MIG	R 10 400 000	R 5 600 000	R 3 800 000	R 10 400 000		
TOTAL: EMALAHLENI LM			46 400 000.00	72 903 856.58	84 300 000.00	18 400 000.00	23 500 000.00	4 500 000.00
INKWANCA MUNICIPALITY								
	Molteno Roads and Stormwater Phase 2	MIG	R 100 000	R 0	R 0			R 100 000

Project Number (1)	Project Name	Funder	2010/11	2011/12	2012/13	2010/2011		
						WATER	SANITATION	OTHER
	Sterkstroom Roads and Storm water Phase 2	MIG	R 50 000	R 0	R 0			R 50 000
	Molteno Low level bridge	MIG	R 1 000 000	R 0	R 0			R 1 000 000
	Molteno Oxidation Ponds	MIG	R 4 000 000	R 1 000 000	R 0		R 4 000 000	
	Upgrading of Molteno WWTW	MIG	R 500 000	R 1 000 000	R 1 000 000		R 500 000	
	Upgrading of Sterkstroom Sewer Plant	MIG	R 0	R 1 000 000	R 1 000 000			
	Improvement of Water Borne System at Nomonde	MIG	R 0	R 1 000 000	R 1 000 000			
	Upgrading of Pump Stations in Molteno	MIG	R 500 000	R 1 000 000	R 1 000 000		R 500 000	
	Upgrading of Sterkstroom Reservoir	MIG	R 0	R 1 000 000	R 500 000			
	Upgrading of Molteno Reservoir	MIG	R 500 000	R 500 000	R 500 000	R 500 000		
	Equipping of Boreholes in Molteno	MIG	R 500 000	R 1 580 000	R 1 000 000	R 500 000		
	Molteno Sport Complex	MIG	R 100 000	R 0	R 0			R 100 000
TOTAL: INKWANCA LM			R 7 250 000	R 8 080 000	R 6 000 000	R 1 000 000	R 5 000 000	R 1 250 000
INTSIKA YETHU MUNICIPALITY								
106	Cofimvaba Sewer (Bulk line and treatment works)	MIG	R 8 000 000	R 5 000 000.00	R 5 000 000.00		R 8 000 000.00	
821	Tsomo RDP 2 Water supply	MIG	R 5 750 000	R 1 000 000.00	R 0.00	R 5 750 000.00		
282	Tsomo RDP 3	MIG	R 5 000 000	R 6 585 718.00	R 0.00	R 5 000 000.00		
716	Cofimvaba Ward 15 - Water Reticulation Phase 2	MIG	R 1 000 000	R 0.00	R 0.00	R 1 000 000.00		
528	Cofimvaba - Roads in Wards 7, 9, 12, 14(528)	MIG	R 1 500 000	R 0.00	R 0.00			R 1 500 000.00
110	Cofimvaba ward 16 sanitation	MIG	R 1 151 090	R 0.00	R 0.00		R 1 151 090.00	
507	Luthuli water supply	MIG	R 8 000 000	R 6 000 000.00	R 2 000 000.00	R 8 000 000.00		
718	Ward 8 Sanitation	MIG	R 1 000 000	R 3 000 000.00	R 2 000 000.00		R 1 000 000.00	
715	Ward 3 Sanitation	MIG	R 6 000 000	R 3 000 000.00	R 2 000 000.00		R 6 000 000.00	
877	Qamata water Project(877)	MIG	R 10 000 000	R 5 000 000.00	R 2 000 000.00	R 10 000 000.00		
	Intsika Yethu Ward (6,9,12,21 old phase 2) Water Supply	MIG	R 1 000 000	R 1 000 000.00	R 0.00	R 1 000 000.00		
	Kuluqolo Access Roads	MIG	R 2 000 000	R 0.00	R 0.00			R 2 000 000.00

Project Number (1)	Project Name	Funder	2010/11	2011/12	2012/13	2010/2011		
						WATER	SANITATION	OTHER
	Intsika Yethu Sanitation - Amanzabantu	MIG	R 5 000 000	R 3 000 000.00	R 10 000 000.00		R 5 000 000.00	
	Cofimvaba water reticulation	MIG	R 2 000 000	R 5 000 000.00	R 7 000 000.00	R 2 000 000.00		
	Cluster 6 Sanitation (Wards 1,2,3,4,6,7,8,9,22 & 23)	MIG	R 1 000 000	R 4 000 000.00	R 7 000 000.00		R 1 000 000.00	
	Cluster 7 Sanitation (Wards 10,11,12,14 & 20)	MIG	R 1 000 000	R 6 500 000.00	R 9 500 000.00		R 1 000 000.00	
	Cluster 8 Sanitation (Wards 15,16,17,18,19)	MIG	R 1 000 000	R 6 500 000.00	R 3 000 000.00		R 1 000 000.00	
	Cluster 2 Water backlog(Ward1,4,5,6,7)	MIG	R 2 000 000	R 6 000 000.00	R 10 000 000.00	R 2 000 000.00		
	Cluster 4 Water backlog(Ward 21,22)	MIG	R 2 000 000	R 6 000 000.00	R 10 000 000.00	R 2 000 000.00		
	Cluster 8 Water backlog(Ward 16,17,18)	MIG	R 2 400 000	R 3 500 000.00	R 7 000 000.00	R 2 400 000.00		
	Cluster 9 Water backlog (Ward 13)	MIG	R 1 000 000	R 2 000 000.00	R 3 000 000.00	R 1 000 000.00		
	Upgrading of Tsojana Treatment Works and Bulklime	MIG	R 500 000	R 1 000 000.00	R 10 000 000.00	R 500 000.00		
	Upgrading of Tsomo Water Treatment Works	MIG	R 500 000	R 1 000 000.00	R 5 000 000.00	R 500 000.00		
	Tsomo Bulk Services(New Housing Development In Tsomo)	MIG	R 500 000	R 500 000.00	R 10 000 000.00	R 500 000.00		
TOTAL: INTSIKA YETHU LM			R 69 301 090	R 75 585 718	R 104 500 000	R 41 650 000	R 24 151 090	R 3 500 000
INXUBA YETHEMBA MUNICIPALITY								
	Rosmead Rural Water	MIG	R 6 000 000	R 5 500 000	R 6 000 000	R 6 000 000		
	Lingelihle Sewer Pump Station	MIG	R 0	R 500 000	R 1 500 000	R 0		
	Rosmead/ Midros Reservoir	MIG	R 0	R 500 000	R 1 500 000	R 0		
	Cradock Water Treatment Works	MIG	R 0	R 500 000	R 1 500 000	R 0		
	Middleburg Waste Water Treatment Works	MIG	R 0	R 500 000	R 1 500 000	R 0		
	Primary Clear Water Tank	MIG	R 0	R 500 000	R 1 500 000	R 0		
	Lingelihle - Rehab gravel street and access roads	MIG	R 50 000	R 0	R 0			R 50 000
	Cradock Water reservoir	MIG	R 778 160	R 2 000 000	R 0	R 778 160		
TOTAL: INXUBA YETHEMBA LM			R 6 828 160	R 10 000 000	R 13 500 000	R 6 778 160	R 0	R 50 000

Project Number (1)	Project Name	Funder	2010/11	2011/12	2012/13	2010/2011		
						WATER	SANITATION	OTHER
LUKHANJI MUNICIPALITY								
	RA 60 Hewu Bulk Water Supply	MIG	R 3 570 537	R 4 570 537	R 10 000 000	R 3 570 537		
	Rathwick Water and Sanitation	MIG	R 1 000 000	R 5 000 000	R 4 000 000	R 1 000 000		
	Zingquthu Sanitation	MIG	R 1 000 000	R 1 000 000	R 0		R 1 000 000	
	Upgrading of Queenstown WTW	MIG	R 0	R 500 000	R 1 000 000			
	Upgrading of Queenstown WWTW	MIG	R 0	R 500 000	R 1 000 000			
	Upgrading of Mlungisi Water Reservoir	MIG	R 0	R 500 000	R 1 000 000			
	Upgrading Whittlesea/Sada WTW	MIG	R 0	R 500 000	R 1 000 000			
	Ilinge Sewer System	MIG	R 0	R 500 000	R 1 000 000			
	Ilinge Water Reticulation	MIG	R 500 000	R 1 500 000	R 1 000 000	R 500 000		
	Ilinge Treatment Works	MIG	R 500 000	R 2 000 000	R 2 000 000	R 500 000		
	Cluster 1 Water backlog (ward 27)	MIG	R 2 000 000	R 2 000 000	R 13 000 000	R 2 000 000		
	Cluster 3 water backlog (Ward 1)	MIG	R 2 128 571	R 8 628 571	R 12 000 000	R 2 128 571		
	Cluster 1 Sanitation (Wards 5,11,12,13,14,18,27	MIG	R 7 857 212	R 8 960 892	R 6 000 000		R 7 857 212	
	Cluster 2 Sanitation (Wards 1,2,3,4,6,23,19,20,23,24,25,26,	MIG	R 5 500 000	R 8 000 000	R 6 000 000		R 5 500 000	
TOTAL: LUKHANJI LM			R 24 056 320	R 44 160 000	R 59 000 000	R 9 699 108	R 14 357 212	R 0
ENGCOBO MUNICIPALITY								
269	Nkondlo/Gqobonco water supply (Bulk supply)	MIG	R 4 000 000	-		4 000 000.00		
376	Lower Gqaga water supply	MIG	R 500 000	-		500 000.00		
690	Bojane Skobeni Water Supply	MIG	R 8 000 000	500 000.00	-		8 000 000.00	
1031	Engcobo treatment works	MIG	R 5 364 990	2 000 000.00	-		5 364 990.00	
	Extension 11 Bulk Services	MIG	R 500 000	1 000 000.00	1 000 000.00	250 000.00	250 000.00	
	Augmentation of Nkobongo Water Scheme	MIG	R 500 000	2 000 000.00	2 000 000.00	500 000.00		

Project Number (1)	Project Name	Funder	2010/2011					
			2010/11	2011/12	2012/13	WATER	SANITATION	OTHER
	Upgrading of Eluhewini Water Scheme	MIG	R 500 000	1 000 000.00	1 000 000.00	500 000.00		
	Upgrading of Nkwenkwana Bulk Line	MIG	R 500 000	1 000 000.00	1 000 000.00	500 000.00		
	Cluster 6 Water Backlog(Ward 9,13,15,16))	MIG	R 1 000 000	1 000 000.00	1 000 000.00	1 000 000.00		
	Cluster 5 Water Backlog(Ward6'12,13,14)	MIG	R 1 000 000	1 000 000.00	1 000 000.00	1 000 000.00		
	Cluster 7 Water Backlog(Ward 7,8,9,10,11,15)	MIG	R 4 685 440	7 000 000.00	5 000 000.00	4 685 439.58		
	Cluster 9 Sanitation (Wards 1,2,3,4 & 6)	MIG	R 10 500 000	6 089 305.00	8 000 000.00		10 500 000.00	
	Cluster 10 Sanitation (Wards 7,8,,10,11 &12)	MIG	R 10 000 000	8 000 000.00	11 000 000.00		10 000 000.00	
	Cluster 11 Sanitation (Wards 13,15 & 16)	MIG	R 8 000 000	8 000 000.00	12 951 000.00		8 000 000.00	
TOTAL: ENGCOBO LM			R 55 050 430	R 38 589 305	R 43 951 000	R 12 935 440	R 42 114 990	R 0
SAKHISIZWE MUNICIPALITY								
1135	Cala ext 13, 14 & 15- Roads, Stormwater & water	MIG	R 250 000	R 0	R 0			R 250 000
	Elliot Waste Water Treatment Works	MIG	10 500 000.00	6 104 120.00	3 800 000.00		10 500 000.00	
	Cluster 5 Sanitation (Wards 2,3,4,7 and Taleni)	MIG	5 000 000.00	4 000 000.00	2 000 000.00		5 000 000.00	
	Cluster 4 waterbacklog(Wards 6,7,& 4)	MIG	3 000 000.00	3 000 000.00	10 000 000.00	3 000 000.00		
	Cala Bulk Services	MIG	500 000.00	1 000 000.00	1 000 000.00	500 000.00		
	Upgrade of Cala Water Treatment Works	MIG	1 000 000.00	3 000 000.00	4 000 000.00	1 000 000.00		
	Xalanga Ward 4 Water Supply	MIG	R 1 500 000	R 500 000	R 0	1 500 000.00		
TOTAL: SAKHISIZWE LM			R 21 750 000	R 17 604 120	R 20 800 000	R 6 000 000	R 15 500 000	R 250 000
TSOLWANA MUNICIPALITY								
	Cluster 1 Sanitation (Ward 2 & 3	MIG	R 2 000 000	R 9 680 000	R 8 000 000		R 2 000 000	
	Rocklands Water Supply	MIG	R 200 000	R 0	R 0	R 200 000		
	Tarkastad Bucket Eradication	MIG	R 300 000	R 1 000 000	R 0		R 300 000	
	Rehabilitation of Sewer Ponds	MIG	R 0	R 500 000	R 500 000			

Project Number (1)	Project Name	Funder	2010/11	2011/12	2012/13	2010/2011		
						WATER	SANITATION	OTHER
	Thembaletu Water Supply	MIG	R 0	R 500 000	R 500 000			
	Upgrading of Hofmeyer Sewer Mainline	MIG	R 0	R 1 000 000	R 1 000 000			
	Hofmeyer Pump station	MIG	R 500 000	R 2 000 000	R 1 000 000	R 500 000		
TOTAL: TSOLWANA LM			R 3 000 000	R 14 680 000	R 11 000 000	R 700 000	R 2 300 000	R 0
CHRIS HANI DISTRICT MUNICIPALITY								
	PMU Operational Budget 0910	MIG	R 3 000 000	R 3 000 000	R 3 000 000			R 3 000 000
GRAND TOTAL: MIG PROJECTS			R 236 636 000	R 284 603 000	R 346 051 000	R 97 162 708	R 126 923 292	R 12 550 000
	MIG ALLOCATION (MTEF)		R 236 636 000	R 284 603 000	R 346 051 000			

BIG Projects

Project Number (1)	Project Name	Funder	2010/11	2011/12	2012/13
INTSIKA YETHU MUNICIPALITY					
ECRO26	Tsomo RDP 2 Water supply	BIG	R 2 250 000	R 0.00	R 0.00
ECR023	Cluster 9 Water backlog (Ward 13)	BIG	R 17 000 000	R 21 500 000.00	R 35 000 000.00
TOTAL: INTSIKA YETHU LM			R 19 250 000	R 21 500 000	R 35 000 000
INXUBA YETHEMBA MUNICIPALITY					
Project Number (1)	Project Name	Funder	2010/11	2011/12	2012/13
ECRO05a	Middleburg Water Provision	BIG	R 3 250 000	R 12 000 000	R 6 250 000

TOTAL: INXUBA YETHEMBA LM			R 3 250 000	R 12 000 000	R 6 250 000
LUKHANJI MUNICIPALITY					
	Augment Queenstown water supply(Xonxa)	BIG	R 5 900 000	R 12 000 000	R 45 100 000
TOTAL: LUKHANJI LM		MIG	R 5 900 000	R 12 000 000	R 45 100 000
ENGCOBO MUNICIPALITY					
		Funder	2010/11	2011/12	2012/13
ECR025b	Cluster 6 Water Backlog(Ward 9,13,15,16))	BIG	R 7 600 000	41 000 000.00	57 000 000.00
ECR025a	Cluster 5 Water Backlog(Ward6'12,13,14)	BIG	R 6 000 000	8 500 000.00	13 250 000.00
TOTAL: ENGCOBO LM			R 13 600 000	R 49 500 000	R 70 250 000
TSOLWANA MUNICIPALITY					
ECRO05b	Hofmeyr Water Supply	BIG	R 3 250 000	R 12 000 000	R 6 250 000
TOTAL: TSOLWANA LM			R 3 250 000	R 12 000 000	R 6 250 000
CHRIS HANI DISTRICT MUNICIPALITY					
GRAND TOTAL: BIG PROJECTS			R 45 250 000	R 107 000 000	R 162 850 000
BULK INFRASTRUCTURE ALLOCATION			R 45 250 000	R 107 000 000	R 162 850 000
TOTAL FUNDING - MIG PROJECTS			R 45 250 000	R 107 000 000	R 162 850 000

ACIP Projects

Project Number (1)	Project Name	Funder	1011
INTSIKA YETHU MUNICIPALITY			
	ISD Baseline Survey - Sanitation	ACIP	R 300 000
	Ward 3 Sanitation	ACIP	R 2 300 000
	Ward 16 Sanitation	ACIP	R 1 115 000
TOTAL: INTSIKA YETHU LM			R 3 715 000
INXUBA YETHEMBA MUNICIPALITY			
	Cradock WWTW	ACIP	R 500 000
TOTAL: INXUBA YETHEMBA LM			R 500 000
EMALAHLENI MUNICIPALITY			
	Emalahleni WWTW	ACIP	R 700 000
TOTAL: EMALAHLENI LM			R 700 000
INKWANCA MUNICIPALITY			
	Sterkstroom WWTW	ACIP	R 400 000
TOTAL : INNKWANCA LM			R 400 000
ENGCOBO MUNICIPALITY			
	Nkondlo Water Supply phase 3 reticulation	ACIP	R 850 000
	Nkondlo Water Supply phase 3 EPWP	ACIP	R 1 200 000
	Augmentation Nkobongo water supply	ACIP	R 400 000
	Bojane Skobeni water supply	ACIP	R 1 265 000

Project Number (1)	Project Name	Funder	1011
	Engcobo Sewer Ponds	ACIP	R 180 000
TOTAL: ENGCOBO LM			R 3 895 000
TSOLWANA MUNICIPALITY			
	Hofmeyer WWTW	ACIP	R 873 000
TOTAL TSOLWANA			R 873 000
CHRIS HANI DISTRICT MUNICIPALITY			
GRAND TOTAL: ACIP PROJECTS			R 10 083 000

SECTOR DEPARTMENTS

This Section includes programmes and commitments by sector departments.

DEDEA: Projects funded 2009/10 Financial Year					
Name of project	Budget allocated	Location of project	Progress to date	Implementing Agent	Project output
VUSUBUNTU CONFERENCE CENTRE	Approved budget= R2 251 344 First Tranche= R1 125 672	Inxuba Yethemba LM (Ward 7)	Project start –up phase. Funds transferred by end October PSC establishment done Development of a Comprehensive Business plan to include both DEDEA and DEAT funding underway.	Inxuba Yethemba LM,DEDEA,DEAT	A Comprehensive business plan Project Manager A well furnished Conference Centre Facility with admin block and restaurant.

MGWALI MAIZE,FRUIT AND VEGETABLE PROJECT	Approved budget= R2 340 000 First Tranche= R1 170 000	Engcobo LM (Ward 6)	Project start –up phase. Funds transferred by end October PSC establishment done Appointment of a Project Manager underway	Engcobo LM, DEDEA & DoA	Project Manager appointed Purchased Tractor and Implements Purchased machinery and equipment Well constructed Office Purchased Office furniture Secured Markets
RESOURCE SUPPORT GROUP PROJECT	Approved budget= R1 183 656 First Tranche= R591 828	Lukhanji LM, (All 27 wards)	Project start –up phase. Funds transferred by end October PSC establishment done Trainers recruited already Securing of lease for office space underway.	Lukhanji LM,DEDEA & Isolentsha Consulting	Project team recruited A one stop ICT Business Advisory and Support Centre established
Alien species eradication	R3 000 000	Emalahleni LM,Wards 7,8,12,&16 Lukhanji LM,Wards 12,13,14,5 & 27 Intsika Yethu LM,Ward 4,5,6 &7	Implementation stage-R900 000 spent 84 employed 85 employed 51 employed	CHDM	Lapesi eradicated

DEDEA: Projects planned for 2010/11 Financial Year

NAME OF THE PROJECT	INDICATIVE BUDGET AS PER DRAFT APP	LOCATION OF THE PROJECT	IMPLEMENTING AGENT	PROJECT DURATION AND TOTAL BUDGET ALLOCATION	
				DURATION	BUDGET
EZIBELANI WASTE MANAGEMENT AND RECYCLING	R1 800 000	Ezibeleni township	Lukhanji LM	WASTE REDUCTION	12 MONTHS
DORDRECHT CLEAN UP PROJECT	R1 500 000	Dordrecht Township	Emalahleni LM	WASTE REDUCTION	12 MONTHS

DLGTA: Projects funded 2009/10 Financial Year

Name of Project	Budget allocated	Location of the project	Progress to-date	Implementing Agent	Project output
Integrated Development Plan	1 281 000	Chris Hani District Municipality	Funds have been transferred to the District	Chris Hani District Municipality	All IDP processes/phases conducted in the district and 8 local municipalities Adoption of a reviewed IDP Submission of electronic and hard copy IDPs
Performance Management System	627 582	Chris Hani District Municipality	Funds have been transferred to the District	Chris Hani District Municipality	To have functional PMS in place
LED Capacity Building	R 671 000	Chris Hani District Municipality	Funds have been transferred to the Chris Hani District Municipality for the LED Capacity Building (LED experts: Corridor expert and Forestry expert). A concept document for the development of the corridor has been developed and certain LM municipalities within the district engaged on the concept. Furthermore a Stakeholder profiling for the Tree Nursery Project was done and the following stakeholders were identified and engaged to support forestry development	Chris Hani District Municipality	Deployed human capacity to assist in leveraging forestry and corridor presented opportunities.

DLGTA: Projects planned for 2010/2011 Financial Year

Chief Directorate	Name of Project	Budget allocated	Location of the project	Implementing Agent	Duration
Municipal Development & Planning	Integrated Development Plan	1 342 000	Chris Hani District	All IDP processes/phases conducted in the district and 8 local municipalities Adoption of a reviewed IDP	

DLGTA: Projects planned for 2010/2011 Financial Year					
				Submission of electronic and hard copy IDPs	
Municipal Infrastructure, Disaster Management and Free Basic services	Promotion of effective disaster	1 184 000	Chris Hani District	Effective fire & emergency services	2010/2011
Municipal Infrastructure, Disaster Management and Free Basic services	Fire and Emergency Services	1 500 000	Chris Hani District	Effective fire & emergency services	2010/2011
Municipal Governance	Development of HR Plan/Recruitment and Retention	0	Chris Hani District area	HR Plan/Recruitment and Retention Strategy in place	2009/10/11
Local Economic Development Facilitation	LED Corridor Experts	705 000	Chris Hani District	LED Corridor Expert	2010/2011
	LED Strategy/Profiling/economic plan	405 000	Chris Hani District	Economic Plan	2010/2011
Municipal Support & Monitoring Services	Performance Management System	765 000	Chris Hani District Municipality	Chris Hani District Municipality	2010/11

Department of Education: Projects funded 2009/10 Financial Year Infrastructure projects					
Name of project	Budget allocated	Location of the project	Progress to-date	Implementing Agent	Project Output
Lehmansdrift	5,483,588.46	Tsolwana	Under Construction	CDC	7 clsrms, rec clsrms, 1 admin blk, 20 tlts, 400 fnc, 10 wtr tnks, 2 flag poles & site wks
Eluthuthu PS	5,488,890.00	Inkwanca	Under Construction	CDC	7 clsrms, rec clsrms, 1 admin blk, 20 tlts, 400 fnc, 10 wtr tnks, 2 flag poles & site wks
Siyahlangula JPS	12,421,048.33	Sakhisizwe	Under Construction	CDC	ren to 3 clsrms and 1 office, 18 new clsrms, 1 admin and rec, 22 tlts, sec & stk fnc, Concrete walkways, 7 wtr tnks, Flagpoles,Electrical Installation with connection,Site works include concrete pavings

Heukile SPS	5,718,783.76	Intsika Yethu	Under Construction	CDC	new 6 clsrms, admin, 1 rec, 12 tlts, sec & stk fnc, Concrete walkways, 6 wtr tnks, Flagpoles, Electrical Installation, Demolition of existing structures, Site works includes concrete pavings
Dum-Dum SPS	5,109,232.37	Emalahleni	Under Construction	CDC	new 6 clsrms, Demolition of 6 existing clsrms in mud structures, Admin&recclsrms, 11 tlts, sec & stk fnc, Concrete walkways, 6 wtr tnks, Flagpoles, Electrical installation, Demolition of prefabricated structures, Site works with concrete pavings.
Mhlabeni SPS	7,439,566.06	Intsika Yethu	Under Construction	CDC	new 8 clsrms, 1 admin, 1 rec clsrm, 15 tlts, sec & stk fnc, concrete walkways, 4 wtr tnks, flagpoles, Electrical installation with connection, Demolitions of existing structures, Site works

Department of Education: Projects planned for 2010/2011 Financial Year Infrastructure projects					
Name of project	Indicative Budget	Location of the project	Implementing Agent	Project Output	Project Duration & Total Budget Projections
Qutubeni JSS	7,613,172.33	Emalahleni	Under Construction	CDC	ren to 6 existing clsrms, New 4 clsrms, New adminrec clsrm, 18 tlts, Concrete walkways, 6 wtr tnks, Flagpoles, Electrical Installation, Demolitions of existing structures, Site works with pavings.
Lapetuka J.PS.	4,780,558.17	Engcobo	Under Construction	CDC	4 clsrms, Admin & recclsrm, 11 tlts, sec & stk fnc, Concrete walkways, 2 set of wtr tnks, Flagpoles, Electrical installation, Demolition of existing structures, Site works with concrete pavings.
Mtawelanga SPS	7,713,107.03	Engcobo	Under Construction	CDC	New 9 clsrms, Admin rec clsrm, 12 tlts, sec & stk fnc, Concrete walkways, 4 wtr tnks, Plague & Screenwalls, Electrical Installation, Demolition of existing structures, Site works includes concrete pavings
Madotyeni	8,507,294.41	Engcobo	Under Construction	CDC	New 6 clsrms, Admin rec clsrm, 20 tlts, sec & stk fnc, Concrete walkways, 5 wtr tnks, Flagpoles, Electrical Installation, Demolition of existing structures, Site works includes concrete pavings
Ntabankulu	5,067,589.69	Intsika Yethu	Under Construction	CDC	Renovation of existing 3 classrooms, staffroom, office & store, 4 New classrooms of permanent structures, Reception classroom, 6 Toilets, Concrete walkways, 3 Rainwater tanks, Flagpoles, Electrical Installation, Demolition of existing structures, Site works with concrete pavings

Ngwevana SPS	3,000,000.00	Intsika Yethu	Under Construction	CDC	4 clsrms; Office and store; Reception Classroom; 5pit 1 disables/staff &urinal tlts; fencing; Siteworks; Electrical Tubing
Mdanjelwa SPS	3,000,000.00	Engcobo	Under Construction	CDC	3 clsrms; Office and store; Reception Classroom; 4pit 1 disables/staff &urinal tlts; fencing; Siteworks; Electrical Tubing
BB Mdledle JSS	863,884.64	Intsika Yethu	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Gungubele PJSS	632,766.42	Intsika Yethu	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Nkqwiliso JSS	733,992.40	Intsika Yethu	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Nyongwane SPS	632,766.42	Intsika Yethu	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Rodana PJSS	798,502.71	Intsika Yethu	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Bozwana JSS	632,766.42	Emalahleni	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Emaqwatini JSS	756,649.50	Emalahleni	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Mnikina JSS	632,766.42	Emalahleni	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Upper Nkonyama JSS	596,752.37	Emalahleni	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Xonxa JSS	636,013.75	Emalahleni	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Beyele PJSS	761,811.66	Engcobo	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Cefane PJSS	576,719.16	Engcobo	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Kanye SPS	840,160.22	Engcobo	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
LM Silingela JPS	853,111.49	Sakhisizwe	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Manzimdaka JSS	558,920.60	Sakhisizwe	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Cefane PJSS	576,719.16	Engcobo	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Kanye SPS	840,160.22	Engcobo	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
LM Silingela JPS	853,111.49	Sakhisizwe	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Manzimdaka JSS	558,920.60	Sakhisizwe	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Masikulenathi SPS	860,445.78	Engcobo	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
New Horizon PS	757,095.43	Sakhisizwe	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks
Qebe JSS	723,808.64	Engcobo	Under Construction	CDC	ECD Centre , 3 pit tlts, 2 wtr tnks, fnc, site wkks

PROJECT	NO OF PARTICIPANTS	AMOUNT	ROUTES	SCHOOLS	SERVICE PROVIDER
1. STS	2220	R13,500,000.00	112	46	52
2. SNP	31881	R2,038,500.00		118 P.S	3

APRIL 2010	MAY	JUNE	JULY	AUG	SEPT
R 586 809.60	R1998,780.00	R 1066 ,194.00	R761 782.40	R 1066 194.00	R1749,325.60

OCT	NOV	DEC	JAN 2011	FEB	MARCH	TOTAL
R 1998,788.00	R1998,788.00	R399,758.00	R512,354.00	R 1998,788.00	R2035,456.00	R 16,173,025.00

INFRASTRUCTURE

1. LIST OF SCHOOLS WITH CONSTRUCTION UNDERWAY

EMIS	SCHOOL	SCOPE OF WORK	VALUE	STATUS
600796	St Theresa	Construction of 18 Classrooms and Admin Block	R12,874,145,40	Completed and already handed over to the Department of Education
601070	Nolitha HPS	Construction of 14 Classrooms; This is Phase two	R10,397,000	Phase two is about to be completed
601023	Dalubuzwe PS	Construction of 06 classrooms and repairs to the old structure, Admin Office and Store room, 19 toilets and fencing	R8,898,277,98	95% of the work is done and the project is almost complete
600156	Edelweiss PS	Construction of 5 classrooms, toilets, paved assembly and Admin block	R4,850,000,00	90% of the work is done and the project is about to be handed over to the department of Education
600168	Eluthuthu PS	Construction of 07 Classrooms, Admin Block , Grade R and 20 toilets and fencing	R 7,246,000	90% of the work is done.
600367	Lehmansdrift	Construction of 07 Classrooms, Admin Block , Grade R and 20 toilets and fencing	R 7,179,000	90 % work completed
600400	Luvuyo Lerumo SS	Construction of 11 Classrooms and renovations of 16 classrooms	R16 182 023,08	70 %
60033	Khulasomelele PS	Construction of four Classrooms, Pit toilets, fencing and paving	R 4 637 941.00	80% of the work is done
600948	ZINGQUTHU J.S.S	Additional and renovations	R 3 092 040.24	completed

2. ERADICATION OF MUD STRUCTURES

2.1. PRIORITY LIST FOR 2010/2011

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
600898	Vuselela SSS	752	Inciba Circuit	01
600076	Bulelani SSS	750	Ezibeleni Circuit	02
600173	Emfuleni L/HPS	138	Sada Circuit	03

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
600533	Musa L/HPS	114	Sikumthwa Circuit	07
600380	Louis Rex J/HPS	1404	Isibane Circuit	08
601108	Manzezulu SSS	305	Lukhanji	09

600886	Lavelilanga SSS	154	Lukhanji Circuit	04
600576	Ngubencuka SSS	278	Ezibeleni Circuit	05
600856	Tsitsikama L/HPS		Inciba Circuit	06

			Circuit	
600212	Ihlumelo JS	108	Sikumthwa Circuit	10
600529	Mthwakazi L/HPS	149	Sikumthwa Circuit	11
	Nomvuyo JSS	250	Lukhanji Circuit	

2.2. PRIORITY LIST FOR 2011/2012

<u>EMIS</u>	<u>SCHOOL</u>	<u>ENROL</u>	<u>CIRCUIT</u>	<u>PRIORITY</u>
600075	Sinethemba JSS	107	Sikumthwa Circuit	01
600944	Zimeleni JSS	179	Sikumthwa Circuit	02
600766	Sobantu JSS	115	Lukhanji Circuit	03

<u>EMIS</u>	<u>SCHOOL</u>	<u>ENROL</u>	<u>CIRCUIT</u>	<u>PRIORITY</u>
600180	Enqobokeni L/HPS	123	Nciba Circuit	04
600450	Nceba PPS	919	Nkwankca Circuit	05
600292	Imvani FS	159	Isibane Circuit	06

2. SCHOOLS WITH ENROLMENT OF LESS THAN 100

PRIORITY LIST FOR 2010/11

<u>EMIS</u>	<u>SCHOOL</u>	<u>ENROL</u>	<u>CIRCUIT</u>	<u>PRIORITY</u>
600174	Emjikelweni JPS	75	Nciba Circuit	01
600434	Mapassakraal FS	59	Isibane Circuit	02
600540	Mzomhle JPS	63	Lukhanji Circuit	03
600203	Forest Range FS	36	Lukhanji Circuit	04
601083	Mthandeni PS	57	Lukhanji	05

<u>EMIS</u>	<u>SCHOOL</u>	<u>ENROL</u>	<u>CIRCUIT</u>	<u>PRIORITY</u>
600212	Geju FS	32	Isibane Circuit	06
600324	Kei Bridge FS	94	Nciba Circuit	07
600560	Ndzondelelo PS	12	Ezibeleni Circuit	08
601053	Mbuzo FS	27	Lukhanji Circuit	09

5. PRIORITY LIST FOR SCHOOLS WITHOUT WATER 2010/2011

EMIS	SCHOOL	ENROLMENT	CIRCUIT	PRIORITY
600542	Nkosemntu Motman Combined School	1229	Inciba Circuit	01
600067	Brakkloof JSS	261	Inciba Circuit	02
600576	Ngubengcuka SSS	278	Ezibeleni Circuit	03
600948	Zingquthu JSS	120	Lukhanji Circuit	04
600293	Imvumelwano PS		SadaCircuit	05

6. LIST OF SCHOOLS NEEDING SANITATION**6.1. PRIORITY LIST FOR SANITATION 2010/11**

EMIS NO.	SCHOOL	ENROLMENT	CIRCUIT	PRIORITY
600996	Petersdale	113	Ezibeleni Circuit	01
600736	Shilo SPS		Sada Circuit	02
600522	Mthawelanga PS		Sikumthwa Circuit	03
600292	Imvani FS	159	Isibane Circuit	04
600652	Openside FS	22	Lukhanji Circuit	05
600529	Mthwakazi L/HPS	149	Sikumthwa Circuit	06
601113	Twalambisa FS	24	Lukhanji Circuit	07
601053	Mbuzo FS	33	Lukhanji Circuit	08
601083	Mthandeni FS	22	Lukhanji Circuit	09
601050	Gideon Mwanda FS	18	Lukhanji Circuit	10
	Forest Range FS	180	Nkwankca Circuit	11
600212	Geju FS	40	Isibane Circuit	12
600814	Table FS	38	Isibane Circuit	13
600434	Mapassakraal FS	59	Isibane Circuit	14
600540	Mzomhle JPS	63	Lukhan ji Circuit	15
600751	Sinethemba JSS	81	Sikumthwa Circuit	16
600558	Ndlovukazi High School	400	Nkwankca Circuit	17
	Nolukhanyo JPS			
	Lesseyton PS	400		

7. PRIORITY LIST FOR SCHOOLS NEEDING ELECTRICITY IN 2010/11

EMIS NO.	SCHOOL	ENROLMENT	CIRCUIT	PRIORITY
600587	Nkululeko JPS	368	Ezibeleni Circuit	01
600175	Emmet Mahonga PS	501	Ezibeleni Circuit	02
600367	Lehmansdrift FS	276	Lukhanji Circuit	03

600768	Sobantu FS	117	Lukhanji Circuit	04
600529	Mthwakazi L/HPS	149	Sikumthwa Circuit	05
600678	Emjikelweni JPS	73	Inciba Circuit	06
601053	Mbuzo FS	33	Isibane Circuit	07
600059	Bonkolo FS		Lukhanji Circuit	08
601062	Thembu PS		Sikumthwa Circuit	09

8. SCHOOLS NEEDING SECURITY FENCE

7.1 PRIPORITY LIST FOR 2010/11 FINANCIAL YEAR

EMIS NO.	SCHOOL	ENROLMENT	CIRCUIT	PRIORITY
600193	Ezibeleni JPS	216	Ezibeleni Circuit	01
600100	Chibini JPS	42	Sikumthwa Circuit	02
600076	Bulelani SSS	750	Ezibeleni Circuit	03
600749	Sinako JSS	489	Ezibeleni Circuit	04
600757	Siyabulela L/HPS	405	Sikumthwa Circuit	05
600755	Sixishe JSS	789	Ezibeleni Circuit	06
600529	Mthwakazi L/HPS	149	Sikumthwa Circuit	07
600378	Lonwabo JPS	420	Ezibeleni Circuit	08
600533	Musa L/HPS	114	Sikumthwa Circuit	09
600488	Minah T Soga SPS	346	Ezibeleni Circuit	10
600468	Mcewula J/SPS	179	Inciba Circuit	11
600597	Nokwanda JPS	399	Ezibeleni JPS	12
600751	Sinethemba JSS	81	Sikumthwa Circuit	13
600641	Ntshanga JSS	135	Ezibeleni Circuit	14
600597	Nokwanda LPS	399	Ezibeleni Circuit	15
600893	Vukukhanye Primary Schools	31	Inciba Circuit	16
600180	Enqobokeni L/HPS	123	Sikumthwa Circuit	17
	Siyavuya JSS	250		
	Molteno High	350		

9. LIST OF SCHOOLS NEEDING MAJOR RENOVATIONS

8.1 PRIORITY LIST FOR 2010/11 FINANCIAL YEAR

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
601065	KwaKomani Comprehensive		Isibane Circuit	01
600823	Tembekile JPS	271	Ezibeleni	02

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
600521	Mpendulo PPS		Isibane Circuit	08
600279	Howard Ben-Mazwi JSS	468	Ezibeleni	09

			Circuit	
600193	Ezibeleni PS		Ezibeleni Circuit	03
600869	Lower Didimana JSS	212	Nciba Circuit	04
600606	Nompumelelo SSS	842	Sada Circuit	05
600237	Hackney PS	206	Sada Circuit	06
600539	Mzamomhle SSS	127	Sada Circuit	07
600930	Xhumabhokwe JSS		Lukhanji Circuit	
600607	Nomvuyo JSS		Lukhanji Circuit	

			Circuit	
600596	Nogate SPS	311	Eibeleni Circuit	10
600837	Tembisa L/HPS	373	Sikumthwa Circuit	11
600611	Nonesi PPS	1128	Isibane Circuit	12
600757	Siyabulela PS	405		13
200431	Masipahathisane Pre-school		Ezibeleni Circuit	14
600880	Usenathi hps		Inkwankca Circuit	
600503	Molteno High School		Nkwankca Circuit	

9. LIST OF SCHOOLS TO RECEIVE COMPUTERS

9.1. PRIORITY LIST FOR 2010/11

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
600785	St Bedes JSS	250	Lukhanji Circuit	01
600488	Minah T Soga SPS	346	Ezibeleni Circuit	02
600157	Edlelweni L/HPS	1196	Inciba Circuit	03
600370	Lesseyton PS	479	Nkwankca Circuit	04
600885	Velalanga SSS	262	Nciba Circuit	05

9.2. PRIORITY LIST FOR 2011/12

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
601017	Sophakama JSS	155	Sada Circuit	01
600739	Sibuye Combined	712	Nciba Circuit	02
600880	Usenathi PS	651	Nkwankca Circuit	03
600596	Nogate SPS	311	Ezibeleni Circuit	04
600367	Lehmansdrift L/HPS	318	Lukhanji Circuit	05

600886	Lavelilanga SSS	150	Lukhanji Circuit	06
600952	Zolani JSS	361	Sada Circuit	07

9.3. PRIORITY LIST FOR COMPUTERS – 2012/2013

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
600209	Gcina JSS	244	Lukhanji Circuit	01
600548	Nceba PPS	895	Nkwankca Circuit	02
600393	Lukhanji SPS	376	Ezibeleni Circuit	03
600826	Tembelihle PPS	1297	Isibane Circuit	04
600779	Soyisile SSS	232	Sikumthwa Circuit	05
600237	Hackney L/HPS	206	Sada Circuit	06
600738	Sibonile SSS	207	Nciba Circuit	07

10. SCHOOLS FOR GREENING**10.1. PRIORITY LIST FOR IN 2010/11**

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
600757	Siyabulela PS	405	Sikumthwa Circuit	01
600779	Soyisile SSS	232	Nciba Circuit	02

600380	Louis Rex L/HPS	1529	Isibane Circuit	06
600156	Edelweiss PS	224	Nkwankca Circuit	07

9.4. PRIORITY LIST FOR 2013/2014

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
601117	Sovukasikhanye SSS	201	Sikumthw Circuit	01
600542	Nkosemntu Motman Combined School	1229	Nciba Circuit	02
600168	Eluthuthu PS	337	Nkwankca Circuit	03
600671	Philget Mzazi JSS	481	Ezibeleni Circuit	04
600611	Nonesi PPS	1128	Isibane Circuit	05
600746	Sijongephambili	460	Sada Circuit	06
600948	Zingquthu JSS	243	Lukhanji Circuit	07

10.2. PRIORITY LIST FOR 2011/12

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
600480	Mhlotshana SSS	185	Sada Circuit	01
600548	Nceba PPS	919	Nkwankca Circuit	02

600279	Howard Ben-Mazwi JSS	468	Ezibeleni Circuit	03
601022	John Noah SSS	1232	Isibane Circuit	04

600581	Nkonkobe JSS	214	Lukhanji Circuit	03
600522	Mthawelanga JPS	572	Sikumthwa Circuit	04

11. SCHOOLS IDENTIFIED AS MEDIA CENTRES**11.1 PRIORITY LIST FOR 2010/11**

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
600542	Nkosemntu Motman Combined	1229	Nciba Circuit	
600746	Sijongephambili SSS	460	Sada Circuit	
600163	Ekuphumleni SSS	658	Sikumthwa Circuit	
600307	Joe Slovo SSS	987	Nkwankca Circuit	

11.2 PRIORITY LIST FOR 2011/12

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
600760	Siyaphakama SSS	637	Nkwankca Circuit	
600903	WB Rubusana SSS	814	Ezibeleni Circuit	
600375	Lingelihle SSS	853	Ezibeleni Circuit	
600963	Nkwankca SSS	998	Isibane Circuit	

12 SCHOOLS NEEDING ADDITIONAL CLASSROOMS**12.1 PRIORITY LIST FOR 2010/11**

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
	Enyanisweni JSS		Ezibeleni Circuit	
	Lesseyton PS		Nkwankca Circuit	
	Emmet Mahonga		Ezibeleni Circuit	
	Pietersrus PS		Nkwankca	

EMIS	SCHOOL	ENROL	CIRCUIT	PRIORITY
	Lonwabo JPS		Ezibeleni Circuit	
	Sixishe JSS		Ezibeleni Circuit	

			Circuit	
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Department of Health: Projects funded for 2009/10 – 201/11 Financial Year Infrastructure projects					
Name of project	Budget allocated	Location of the project	Progress to-date	Implementing Agent	Project Output
Thembelihle clinic	11 383 000	Sakhisizwe LM Ward 3	Finishing Touches , Painting, Installation of cables for electricity	Public Works	23 Rooms on ground floor + 1 waiting area and 8 rooms on second floor
Mhlwazi clinic	5 163 688.14	Sakhisizwe LM Ward 2	Construction completed awaiting handing over	Public Works	10 Rooms
Beestekraal Clinic	7 218 550.36	Sakhisizwe LM Ward 2	Construction completed clinic handed over and fully functioning	Public Works	7 Rooms
Qiba Clinic	7 600 000	Sakhisizwe LM Ward 2	Foundation Completed Fencing completed	Public Works	Construction of walls
Kuyasa	6.5 million	Intsika Yethu LM Ward 9	Documentation stage to be advertised	Public Works	3 consulting rooms, Maternity & 2 block nurses home
Sada CHC	45 976 154	Lukhanji LM	Handed over fully functional	Public Works	Dispensary, Maternity, Casualty & OPD, Admin block, Management block, Laundry facilities, Dental facilities (is an ideal CHC)
Fransbury clinic	11m	Lukhanji LM (Ward 3)	Consultation with the DOH	ESM Donor	4 Consulting Rooms 2 Bed Maternity Ward Delivery Room Waiting area Nurses home x 3 rooms

Department of Housing: Projects planned for 2010/2011 Financial Year PRIORITY 6: PLANNING AND SERVICING OF SITES					
PROJECT/S	LOCATION	SCOPE	BUDGET 10/11	TARGET 10/11	COMMENT/S

MOLTENO AIRSTRIP	INKWANCA – MOLTENO	1127 (Water, sewer, roads & storm-water)	R 15,5m	Complete construction started in 09/10	Bulk - confirmed Amenities – not confirmed
ENGCOBO EXT 11	ENGCOBO – TOWN	1854 (Water, sewer, roads & storm-water)	R 7,0m	Design (W / S / R & Storm-water), tender & start construction >15%	WWTW, Bridge, Access – challenge, Water - ?, Amenities – not confirmed
JOE SLOVO	INTSIKA YETHU – COFIMVABA	608 (Water, sewer, roads & storm-water)	R 13,5m	Construction – complete 608 sites	Existing settlement – Bulk underway
ENYANISWENI	INTSIKA YETHU – COFIMVABA	431 (Water, sewer, roads & storm-water)	R 10,0m	Construction – complete 431 sites	Existing settlement – Bulk underway
TSOMO EXT II	INTSIKA YETHU – TSOMO	263 (Water, sewer, roads & storm-water)	R 6,0m	Construction – complete 263 sites	WWTW – not confirmed
LADY FRERE 700	EMALAHLENI – LADY FRERE	700 (Roads & storm-water)	R 2,0m	Complete construction started in 09/10	Existing settlement - maintenance
LADY FRERE 564	EMALAHLENI – LADY FRERE	401 (Sewers)	R 2,0m	Complete construction started in 09/10	Existing settlement Water supply interruptions
CALA EXT 13,14 & 15	SAKHISIZWE – CALA	3000 (Sewers)	R 15,0m	Construction > 50%	WWTW – not confirmed, Water Supply - ?
NEW RATHWICK	LUKHANJI – QUEENSTOWN	3000 (Water, sewer, roads & storm-water)	R 6,0m	EIA, TP, Design (W / S / R & Storm-water), enrolment, tender	Bulk – planning (procurement), Amenities – not confirmed, Information - challenge
MASAKHE	INKWANCA - STERKSTROOM	164 (Water, sewer, roads & storm-water)	R 2,5m	Construction – complete all 164 sites	N/A
QUALITY CIFFINS	LUKHANJI - QUEENSTOWN	18 (Water, sewer, roads & storm-water)	R 0,5m	Construction – complete all 18 sites	N/A

**Department of Housing: Projects planned for 2010/2011 Financial Year
PRIORITY 7: INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME (NEW HOUSES TO BE DELIVERED)**

PROJECT/S	LOCATION	SCOPE	BUDGET 10/11	TARGET 10/11	COMMENT/S
SINAKOZWELETHEMBA	EMALAHLENI - DORDRECHT	289	R 12,9m	289 HOUSES	N/A - INFILL

MAVUYA PHASE 1 & 2	EMALAHLENI - INDWE	462	R 12,4m	262 HOUSES	N/A – INFILL
MOLTENO AIRSTRIP - 1127 SUBS	INKWANCA - MOLTENO	1127	R 16,4m	300 HOUSES	BENEFICIARIES, AMENITIES, OTHER SERVICES – ELEC, SOLID WASTE
STERKSTROOM MASAKHE	INKWANCA - STERKSTROOM	164	R 2,5m	164 HOUSES	PLANNING / INSTALLATION OF SERVICES (RISK)
JOE SLOVO	INTSIKA YETHU – COFIMVABA	507	R12,3m	300 HOUSES	FINALISATION OF BULK
ENYANISWENI	INTSIKA YETHU – COFIMVABA	431	R 8,7m	300 HOUSES	FINALISATION OF BULK
TSOMO EXTENTION	INTSIKA YETHU – TSOMO	363	R 5,5m	300 HOUSES	FINALISATION OF BULK ELECTRICITY – ?
ROSMEAD RURAL	INXUBA YETHEMBA	220	R 9,2m	220 HOUSES	PROCUREMENT
BRACKLOOF - 281 RURAL IRDP	LUKHANJI WHITTLESEA	281	R 5,9m	140 HOUSES	CONTRACTORS ON SITE (EARLY 2009)
TOISEKRAAL	LUKHANJI - LESSYTON	364	R 10,6m	254 HOUSES	CONTRACTORS ON SITE (NOV 2009)
ZOLA	LUKHANJI	225	R 7,1m	170 HOUSES	CONTRACTORS ON SITE (NOV 2009)
XUMA	LUKHANJI	126	R 3,1m	75 HOUSES	CONTRACTORS ON SITE (NOV 2009)
CALA - EXT 13 & 14 - R/L 2	SAKHISIZWE - CALA	1545	R 46,5m	716	SOCIO-POLITICAL VOLATILE
CALA PHASE 2 - R/L 2	SAKHISIZWE - CALA	1050	R 16,2m	249	SOCIO-POLITICAL VOLATILE
ELLIOT PHASE 2 - R/L 2	SAKHISIZWE – ELLIOT	800	R 21,0m	324	SOCIO-POLITICAL VOLATILE
ROCKLANDS/BACCELES - 688 RURAL IRDP	TSOLWANA - NTABTHEMBA	688	R 16,1m	241	CONTRACTORS ON SITE
KWEZI VILLAGE - 512 RURAL IRDP	TSOLWANA - NTABTHEMBA	512	R 23,6m	412	CONTRACTORS ON SITE
MITFORD - 700 RURAL IRDP	TSOLWANA - NTABTHEMBA	700	R 16,6m	247	CONTRACTORS ON SITE
KHAYALETHU/TENTERGATE - 1101 RURAL IRDP	TSOLWANA - NTABTHEMBA	1101	R 37,5m	655	CONTRACTORS ON SITE

SPRINGGROVE/THEMBLETHU - 535 RURAL IRDP	TSOLWANA - NTABETHEMBA	535	R 20,1m	353	CONTRACTORS ON SITE
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Department of Housing: Projects planned for 2010/2011 Financial Year PRIORITY 7: INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME (DEFECTIVE HOUSES TO BE RECTIFIED)					
DORDRECHT	1 000	2 070 600	Assessment for Rectification in 2011/12	DORDRECHT	
DORDRECHT : Phase 2 - R/L 1	1 000	2 070 600	Assessment for Rectification in 2011/12	DORDRECHT : Phase 2 - R/L 1	
Indwe - 500 sites	500	1 032 500	Assessment for Rectification in 2011/12	Indwe - 500 sites	
Lady Frere Ext. 5 - R/L 2	700	16 660 000	Rectification Top structure over 2yrs& services rectification in 2010/11	Lady Frere Ext. 5 - R/L 2	
ENGCOBO - EXT. 5 (PHP)	139	29 190	Assessment for Rectification in 2010/11	ENGCOBO - EXT. 5 (PHP)	
ENGCOBO - EXT. 6 (PHP)	408	85 680	Assessment for Rectification in 2010/11	ENGCOBO - EXT. 6 (PHP)	
ENGCOBO - EXT. 9 (PHP)	405	85 050	Assessment for Rectification in 2010/11	ENGCOBO - EXT. 9 (PHP)	
MOLTENO - NOMONDE	412	86 520	Assessment (2010/11)for Rectification 2011/12	MOLTENO - NOMONDE	
MOLTENO - PHASE 2	800	84 000	Assessment (2010/11)for Rectification 2011/12	MOLTENO - PHASE 2	
Molteno Phase 2 - R/L 2	116	24 360	Assessment (2010/11)for Rectification 2011/12	Molteno Phase 2 - R/L 2	

Molteno - Dennekruin	96	20 160	Assessment (2010/11)for Rectification 2011/12	Molteno - Dennekruin	
STERKSTROOM	493	103 530	Assessment (2010/11)for Rectification 2011/12	STERKSTROOM	
Sterkstroom Phase 2 - R/L 2	721	151 410	Assessment (2010/11)for Rectification 2011/12	Sterkstroom Phase 2 - R/L 2	
COFIMVABA - PHP	72	350 000	Assessment and Rectification for 2010/11	COFIMVABA - PHP	
CRADOCK - PHASE 1	1	7 910 000	Rectification 3yrs	CRADOCK - PHASE 1	
	700				
CRADOCK - PHASE 2	1	7 910 000	Rectification 3yrs	CRADOCK - PHASE 2	
	500				
Cradock Michausdal -R/L 2	1	7 910 000	Rectification 2yrs	Cradock Michausdal -R/L 2	
	000				
MIDDELBURG	1	7 910 000	Rectification 3yrs	MIDDELBURG	
	628				
Ilinge Phase 2 - R/L 2	59	-	59 top structures (Rectification) 11/12	Ilinge Phase 2 - R/L 2	
Q/TOWN : COMDEV	3	630 000	Assessment in 10/11 - Rectification 11/12	Q/TOWN : COMDEV	
	021				
Q/TOWN : CONSOLIDA (PHP)	521	-	Assessment in 11/12	Q/TOWN : CONSOLIDA (PHP)	
Q/TOWN : EZIBELENI P1	251	5 460 000	Rectification in 2010/11	Q/TOWN : EZIBELENI P1	
Q/TOWN : ILINGE	1	10 500 000	Rectification in 2010/11	Q/TOWN : ILINGE	
	156				
Q/TOWN : Imvani rural	160	4 550 000	Assessment and rectification in 10/11	Q/TOWN : Imvani rural	
QUEENSTOWN : Enkululekweni - R/L 1	541	105 000	Assessment 2010/11 and rectification of 241 in 11/12	QUEENSTOWN : Enkululekweni - R/L 1	

QUEENSTOWN : Ezibeleni Ext. : Ph 2 - R/L 1	700	12 740 000	Rectification 2yrs	QUEENSTOWN : Ezibeleni Ext. : Ph 2 - R/L 1	
WHITTLESEA - MADAKENI	300	8 400 000	rectification over 2yrs	WHITTLESEA - MADAKENI	
CALA	200	1 575 000	assessment & rectification of 200 houses & services (toilets)	CALA	
Cala - Ext 13 & 14 - R/L 2	200	37 590 000	RECTIFICATION	Cala - Ext 13 & 14 - R/L 2	
Cala Phase 2 - R/L 2	200	13 072 500	RECTIFICATION	Cala Phase 2 - R/L 2	

Department of Safety & Liaison: Projects funded for 2009/2010 Financial Year					
Name of Project	Budget allocation	Location of the project	Progress-to- date	Implementing Agent	Project output
7 PCPS Action Plans implemented at police stations	R35 000	Queenstown, Whittlesea, Cradock, Cofimvaba, Middelburg, Thornhill, Ezibeleni, Ilinge	50% of the annual target has been achieved	Safety & Liaison And other criminal justice Departments with respective local municipalities	Reduction in crimes against women and children Increase in the reporting of crimes
Public education campaign	R20 000	Queenstown	1 public educational campaign was held in Queenstown with particular reference to anti rape	Safety & Liaison, DCS, Social Development, Lukhanji LM	Reduction in crimes against women and children Increase in the reporting of crimes
Support community Safety Forums within the identified Local Municipalities	R9 000	Lukhanji Inxuba yethemba		L. Ms	Integrated safety plans for the Lms

Establish and support District Community Safety Forum	R10 000	CHDM	The project is still in the initial stages	CHDM with Safety & Liaison and other criminal justice departments and agencies	District Community Safety Forum with direct influence on local community safety forums
Support Safer Schools Program in the identified schools	R70 000	Lady Frere District Mtirara Lukhanyo Nzimankulu Nsonkotha	All respective schools have been consulted and workshops held but the establishment of safety committees is still outstanding	DoE supported by SAPS and Safety & Liaison	Safe & secure schools Reduction of violence in schools
Safety & Security work stream for 2010 FIFA World Cup	R15 000	CHDM and Intsika Yethu	Convened 7 work stream meetings	CHDM and all criminal justice Departments & agencies	Safe & Secure environment for 2010 Implementation of a safety plan for the PVA in Intsika Yethu LM
Oversee the functioning of victim friendly centres at police stations	NCI	Cradock, Cofimvaba, Queenstown	All identified stations have been monitored and we are awaiting the responses from the SAPS head office	SAPS with Safety & Liaison	Restoration of dignity for victims of domestic violence at the police stations
Capacity Building for the Community Police Forum	R40 000	All police clusters within the CHDM and those whose accounting police station are within the district municipality	For this current financial year only 11 stations have been trained and we had to monitor the elections of executive committees in various stations	Safety & Liaison with SAPS	<ul style="list-style-type: none"> Enhanced community policing mass mobilization against crime

SASSA: Projects planned for 2010/2011 Financial Year

Grant Type	Expenditure
Care Dependency Grant	2 549 810
Child Support Grant	54 676 500
Foster Care Grant	9 349 280
Grant in Aid	187 250
Old Age Grant	83 172 960
Permanent DG	33 265 080
Temp DG	1 815 480
War Veterans	6 600
SRD	4 062 960
Total	189 085 920

Department of Roads and Transport: Projects funded for 2009/2010 Financial Year					
Name of project	Budget allocated	Location of the project	Progress to-date	Implementing Agent	Project Output

Ngcalasoyi Access Road	3, 019 259.79	Emalahleni Local Municipality @ Lady Frere: Tsembeyi Village 48kms from Queenstown	Completed waiting close out report from the Consultant Project Manager	Pilani/Nomsakh umzi Construction and Qamani Plant Hire, under Department of Roads & Transport EPWP/CBT	Construction of 8kms Access Road
Ntlanjeni to Qoboshana Access Road	3,645 106.24	Emalahleni Local Municipality @ Lady Frere: Macubeni Village 36kms from Lady Frere	Completed waiting close out report from Consultant Project Manager	ILA Construction and Plant Hire under Department of Roads & Transport EPWP/CBT	Construction of 13kms Access Road
Construction of Supply & Erection of Stock Proof Fencing	3,314,741.53	Emalahleni & Lukhanji Local Municipalities: Along R396 from Queenstown to Lady Frere	The project is under implementation 23kms had been completed on both sides of the Road	ILA Construction and Plant Hire. EPWP/CBT	Supply and Erection of 45kms of Stock Proof Fencing
Mgwalana to Dike Access Road	6,054,698.00	Sakhisizwe Local Municipality @ Cala is 3kms from Cala Town	Project is under implementation and is 95% complete	Qamani Plant Hire. EPWP/CBT	Construction of 20kms Access Road
Tyelibhokhwe to Nyalasa Access Road	5,265,314.87	Sakhisizwe Local Municipality @ Cala is 23kms from Cala Town	Project is under implementation and is 70% complete	Imitha Yelanga Engineering CC. EPWP/CBT	Construction of 14kms Access Road
Lower Langanzi Access Road	5,570,523.00	Sakhisizwe Local Municipality @ Cala is 24kms from Cala	Project is under implementation and is 80% complete	Iphinde Trading/VIP Construction JV: EPWP/CBT	Construction of 13kms Access Road
Gubenxa Access Road	5,570,523.00	Sakhisizwe Local Municipality @ Elliot is 22kms from Elliot	Project is under implementation and is 60%	Lukhanji Construction: EPWP/CBT	Construction of 20kms Access Road
Supply and erection of Stock Proof Fence	2,061,615.00	Lukhanji Local Municipality: Queenstown to Whittlesea	Project is under implementation and is 90% complete	Hyman Masterfence/ Wayton Development JV	Supply & Erection of 18kms Stock Proof Fence from Queenstown to Whittlesea

Supply and Erection of Stock Proof Fence	8,000,000.00	Emalahleni/Lukhanji Municipalities on R392 from Queenstown to Dordrecht	Department of Roads and Transport: EPWP/CBT	Supply & Erection of 57kms Stock Proof Fence on R392	6 months
Ngqoko Access Road	8,000,000.00	Emalahleni Local Municipality @ Lady Frere is 3kms from Lady Frere Town towards Bengu	Department of Roads and Transport: EPWP/CBT	Construction of 15kms Access Road at Ngqoko Village	6 months
Tsengiwe Access Road	8,000,000.00	Sakhisizwe Local Municipality @ Cala is 10kms from Cala Town	Department of Roads and Transport: EPWP/CBT	Construction of 4kms Access Road at Tsengiwe Village	4 months
Kei Lands Access Road	8,000,000.00	Intsika Yethu Local Municipality @ Cofimvaba is 30kms from Cofimvaba	Department of Roads and Transport: EPWP/CBT	Construction of 4kms Access Road at Kei Lands Village	4 months
Molteno Station Rail Fence	8,000,000.00	Inkwanca Local Municipality @ Molteno is at Molteno Rail Station	Department of Roads and Transport: EPWP/CBT	Supply and Erection of Rail Fence at Molteno Train Station	4 months

Department of Social Development

HIV and AIDS

NO.	NAME OF ORGANISATION	LOCALITY	AREA OFFICE	CONTACT PERSON OF THE ORGANISATION
1	MASIBAMBANE WOMEN ORGANISATION	COFIMVABA	INTSIKA YETHU	MRS T. NQEZO
2	MALIBONGWE CONSORTIUM OF WOMEN TRUST HCBC	WOODHOUSE	INTSIKA YETHU	MRS N. RHOTYI
3	UNCEDO HCBC	MCAMBALALA	INTSIKA YETHU	MRS N. MAWEZA

4	MASIBAMBANE SUPPORT GROUP	LADY FRERE	EMALAHLENI	MS N. MQAMBELI
5	GOOD SAMARITAN HCBC	DORDRECHT	EMALAHLENI	MS N. SANKWANKWA
6	NDONGA HCBC	NDONGA	EMALAHLENI	N. QHETSIMANI
7	SAKHINGOMSO HCBC	INDWE	EMALAHLENI	MS N. SIKOTI
8	HOUSE OF HOPE HCBC	INDWE	EMALAHLENI	MRS B. PUTE
9	UMTHOMBO WEMPILO HCBC	LADY FRERE	EMALAHLENI	MR MAYEKISO
10	SIBULELE HCBC	EMALAHLENI	EMALAHLENI	MRS N. MOYI
11	SINETHEMBA ORGANISATION	EZIBELENI	LUKHANJI/NKWANCA	MRS S. KHAMBULE
12	INKWANCA HCBC	MOLTENO	LUKHANJI/NKWANCA	MRS S. MANXALA
13	NCEDISIZWE HCBC	WHITTLESEA	LUKHANJI/NKWANCA	MRS FUDUMELE
14	MZAMOMHLE HCBC (NEW)	STERKSTROOM	LUKHANJI/NKWANCA	MRS O. MBIKO
15	SISONKE HCBC (NEW)	QUEENSTOWN	LUKHANJI/NKWANCA	MS SIGABI

16	AKHANANI HCBC (NEW)	LESSEYTON	LUKHANJI/NKWANCA	MRS N. XHOSANA
17	SOPHILASONKE HCBC	CALA	SAKHISIZWE	MRS T. KHANZI
18	SINOVUYO HCBC (NEW)	LOWER CALA	SAKHISIZWE	MS B. BANGANI
19	SIYAKHANA HCBC	ELLIOT	SAKHISIZWE	MS N. SAWULE
20	MASIPHILE HCBC	TSENGIWE	SAKHISIZWE	MS V. YAKOBI
21	GOOD SHEPHARD HOSPICE	MIDDELBURG	INXUBA YETHEMBA	MR CALVERT
22	SIYAPHILA HCBC	THORNHILL	INXUBA YETHEMBA	MRS N.G. HLOMENDLINI
23	NONCEDO HCBC	CRADOCK	INXUBA YETHEMBA	MR B. NKUMBI
24	MIDDELBURG HCBC	MIDDELBURG	INXUBA YETHEMBA	MS MTYOBILE
25	SIKUNYE HCBC (NEW)	TARKASTAD	INXUBA YETHEMBA	MS A. JOKA
26	SINOMBONO CBO (NEW)	NGCOBO	NGCOBO	MS Y. KHANDEKANA
27	ILINGE LETHU HCBC	NKWENKWANA	NGCOBO	MR A QOTOYI

28	THANDISIZWE HCBC	MGUDU	NGCOBO	MS G. FOLO
NO.	NAME OF ORGANISTION	LOCALITY	AREA OFFICE	CONTACT PERSON OF THE ORGANISATION
29	IMBUMBA HCBC	ZADUNGENI	NGCOBO	MS N. MENE
30	SINALO ITHEMBA LOKUPHILA HCBC	QUMANCO	NGCOBO	MRS BEJA
31	ILISO LETHU HCBC	GOSO/MANZANA	NGCOBO	MRS B. PHILISO
32	SISEKO HCBC (NEW)	QEBE	NGCOBO	MS RAMBA
33	ZAMANI HCBC (NEW)	LAHLANGUBO	NGCOBO	MR A. MPOTOLOLO

Services to the Elderly

NAME OF ORGANISTION	LOCALITY	LOCAL MUNICIPALITY	CONTACT PERSON OF THE ORGANISATION
SINENJONGO ADULT ASSOCIATION	MAHLUBINI	INTSIKA YETHU	V.E. MANGOLOTI
SINAKO ADULT ASSOCIATION	WOODHOUSE	INTSIKA YETHU	N.L. CHULAYO

NONKATHALO SERVICE CENTRE	TSOMO	INTSIKA YETHU	V.E. GCADU
TSOMO ELDERLY CENTRE	TSOMO	INTSIKA YETHU	
STERKSTROOM SERVICE CENTRE	STERKSTROOM	LUKHANJI/INKWANCA	MS MANQINDI
MADEIRA OLD AGE HOME	QUEENSTOWN	LUKHANJI/INKWANCA	MRS NEL
JOHN VORSTER OLD AGE HOME	QUEENSTOWN	LUKHANJI/INKWANCA	MS J. DALA
MASIBAMBANE SERVICE CENTRE (NEW)	WHITTLESEA	LUKHANJI/INKWANCA	MS N. MASE
QUEENSTOWN SERVICE CLUB	QUEENSTOWN	LUKHANJI/INKWANCA	MS SOPAZI
NAME OF ORGANISATION	LOCALITY	LOCAL MUNICIPALITY	CONTACT PERSON OF THE ORGANISATION
EKUPHUMLENI SERVICE CENTRE	MOLTENO	LUKHANJI/INKWANCA	MS N. DAKOTA
ZOLA VEGETABLE GARDEN	ALL SAINTS	NGCOBO	MR A SABANTU
MASIVUKENI QUMANCO CENTRE	QUMANA	NGCOBO	MR M GULWA

SIYAZAMA CENTRE FOR OLD RESIDENTS (NEW)	QULUQU	NGCOBO	MRS SIGWELE
MASIPHAKAMENI BADLA SERVICE CENTRE (NEW)	QEBE	NGCOBO	MR M. ZIGEBE
HLALANATHI SERVICE CENTRE	CUMAKALA	EMALAHLENI	MRS N. MAZWI
NONCEDO SERVICE CENTRE	LADY FRERE	EMALAHLENI	MRS KENTE
MASAKHE SERVICE CENTRE	LADY FRERE	EMALAHLENI	MS BATHATHU
SOSEBENZA SERVICE CENTRE	INDWE	EMALAHLENI	MS DASTILE
NERINAHOFF OLD AGE HOME	DORDRECHT	EMALAHLENI	MRS BOUCHER
HUIS TARKASTAD HOME	TARKASTAD	INXUBA YETHEMBA	MR W VAN STRAATEN
ELIZABETH JORDAAN OLD AGE HOME	CRADOCK	INXUBA YETHEMBA	MRS VAN NIEKERK
MIDROS DIENSSENTRUM	MIDDELBURG	INXUBA YETHEMBA	MS VAN ROOYEN
KOMTOTRUS SERVICE CENTRE	CRADOCK	INXUBA YETHEMBA	MS VAN LOGGENBERG

ITHEMBALETHU SERVICE CENTRE	TARKASTAD	INXUBA YETHEMBA	MRS A. HOZA
LINGELIHLE OLD AGE CARE CENTRE	CRADOCK	INXUBA YETHEMBA	MRS JAMES
MASIPHATISANE SERVICE CENTRE	HOFMEYR	INXUBA YETHEMBA	MS DUMEZWENI
HUIS SILVERJARE	MIDDELBURG	INXUBA YETHEMBA	
UNIEFESSHERDENKINGS TE HUIS	MIDDELBURG	INXUBA YETHEMBA	
ELLIOT OLD AGE HOME FOR AGED	ELLIOT	SAKHISIZWE	MRS C. MULLER
ISIDIMA SOMNTU OMDALA SERVICE CENTRE	CALA	SAKHIZWE	MRS P. KUBUKELI
EKUPHUMLENI SERVICE CENTRE	ELLIOT	SAKHIZWE	MS L. NTINTILI
MASAKHANE SERVICE CENTRE	CALA	SAKHISIZWE	MR N. DASI

Crime Prevention

NAME OF ORGANIZATION	LOCALITY	LOCAL MUNICIPALITY	CONTACT PERSON OF THE ORGANISATION
RE-INTEGRATION OF EX-OFFENDER PROGRAMME	INDWE/DORDRECHT/ LADY FRERE	EMALAHLENI	MRS V. MAGQAZA
KHAYALETHEMBA DEVELOPMENTAL FOSTER CARE	QUEENSTOWN	LUKHANJI/NKWANCA	MR N. KHEVA
SINENJONGO SKILLS DEVELOPMENT PROGRAMME	QUEENSTOWN	LUKHANJI/NKWANCA	MR M. HEBE
MASIQHUBEKENI RE-INTEGRATION OF EX-OFFENDER PROGRAMME	WHITTLESEA	LUKHANJI/NKWANCA	MS MRHAJI
NEW BEGINNING RECEPTION ASSESSMENT REFERRAL CENTRE	QUEENSTOWN	LUKHANJI/NKWANCA	MS N. ZODUKA
NICRO	QUEENSTOWN	LUKHANJI/NKWANCA	MS N. MASIKO
DIVERSION PROGRAMME	CRADOCK	INXUBA YEHEMBA	MR M. VENA
CRIME PREVENTION PROGRAMME	CRADOCK	INXUBA YEHEMBA	MR M. VENA
RE-INTEGRATION OF EX-OFFENDER PROGRAMME	CRADOCK	INXUBA YEHEMBA	MR A. ADAMS
DEVELOPMENTAL FOSTER CARE	NGCOBO	NGCOBO	MR T. MGIJIMA
DIVERSION AND MENTORING PROGRAMME	NGCOBO	NGCOBO	MS Y. NOHUZA
CRIME PREVENTION PROGRAMME AND SKILLS DEVELOPMENT	NGCOBO	NGCOBO	MR Z. MJEBEZA
NAME OF ORGANIZATION	LOCALITY	LOCAL MUNICIPALITY	CONTACT PERSON OF THE ORGANISATION

RE-INTEGRATION OF EX-OFFENDER PROGRAMME	INDWE/DORDRECHT/ LADY FRERE	EMALAHLENI	MRS V. MAGQAZA
KHAYALETHEMBA DEVELOPMENTAL FOSTER CARE	QUEENSTOWN	LUKHANJI/NKWANCA	MR N. KHEVA
SINENJONGO SKILLS DEVELOPMENT PROGRAMME	QUEENSTOWN	LUKHANJI/NKWANCA	MR M. HEBE
MASIQHUBEKANI RE-INTEGRATION OF EX-OFFENDER PROGRAMME	WHITTLESEA	LUKHANJI/NKWANCA	MS MRHAJI
NEW BEGINNING RECEPTION ASSESSMENT REFERRAL CENTRE	QUEENSTOWN	LUKHANJI/NKWANCA	MS N. ZODUKA
NICRO	QUEENSTOWN	LUKHANJI/NKWANCA	MS N. MASIKO
DIVERSION PROGRAMME	CRADOCK	INXUBA YEHEMBA	MR M. VENA
CRIME PREVENTION PROGRAMME	CRADOCK	INXUBA YEHEMBA	MR M. VENA
RE-INTEGRATION OF EX-OFFENDER PROGRAMME	CRADOCK	INXUBA YEHEMBA	MR A. ADAMS
DEVELOPMENTAL FOSTER CARE	NGCOBO	NGCOBO	MR T. MGIJIMA
DIVERSION AND MENTORING PROGRAMME	NGCOBO	NGCOBO	MS Y. NOHUZA
CRIME PREVENTION PROGRAMME AND SKILLS DEVELOPMENT	NGCOBO	NGCOBO	MR Z. MJEBEZA

PROJECT NAME	AREAS	ALLOCATION
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CRIME PREVENTION	INTSIKA YETHU (COFIMVABA)	200,000
	CRADOCK	200,000
	EMALAHLENI (LADY FRERE)	200,000
	SAKHISIZWE (CALA)	200,000
	NGCOBO	200,000
TOTAL:CRIME PREVENTION		1,000,000
	INTSIKA YETHU (COFIMVABA)	200,000
	CRADOCK	200,000
	EMALAHLENI (LADY FRERE)	200,000
	SAKHISIZWE (CALA)	200,000
	NGCOBO	200,000
TOTAL: DIVERSION AND MENTORING		1,000,000
PROJECT NAME	AREAS	ALLOCATION
DEVELOPMENTAL FOSTER CARE	EMALAHLENI (LADY FRERE)	250,000
	LUKHANJI-NKWANCA (QUEENSTOWN)	250,000
TOTAL:DEVELOPMENTAL FOSTER CARE		500,000

REINTEGRATION OF EXOFFENDERS	CRADOCK	300,000
	EMALAHLENI (LADY FRERE)	300,000
	SAKHISIZWE (CALA)	300,000
	INTSIKA YETHU (COFIMVABA)	300,000
TOTAL:RE-INTEGRATION OF EX-OFFENDER		1,200,000
PROJECT NAME	AREAS	ALLOCATION
SKILLS DEVELOPMENT	NGCOBO	300,000
	EMALAHLENI (LADY FRERE)	300,000
	SAKHISIZWE (CALA)	300,000
TOTAL: SKILLS DEVELOPMENT		900,000
	QUEENSTOWN	800,000

Early Childhood development

STRATEGIC OBJECTIVE	INVEST IN AND ENSURE THE QUALITY OF SERVICES TO CHILDREN INCLUDING THOSE IN NEED OF CARE
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OBJECTIVE STATEMENT	TO EXPAND ACCESS TO AN APPROPRIATE NUMBER EARLY CHILDHOOD CARE AND DEVELOPMENT, AND MONITOR THE TRAINING OF ECD PRACTITIONERS IN THE DISTRICT
BASELINE	THE NUMBER FUNDED EARLY CHILDHOOD CARE CENTRES IN THE DISTRICT IS 217 CATERING FOR 7500 CHILDREN, AND 208 UNFUNDED CENTRES. 45% OF PRACTITIONERS HAVE NOT BEEN EXPOSED TO TRAINING
JUSTIFICATION	THIS OBJECTIVE WILL CONTRIBUTE TO THE IMPROVEMENT OF THE NUTRITIONAL STATUS OF THE CHILDREN AND IMPROVED READINESS TO ATTEND SCHOOLING AND THEIR CHANCES OF CONTINUED SCHOOLING.
LINKS	THIS OBJECTIVE WILL CONTRIBUTE TO THE DECREASE IN THE NUMBER OF CHILDREN LIVING IN POVERTY BY ENSURING THAT CHILDREN RECEIVE NUTRITIONAL FOOD AND IMPROVED WELL-BEING. IT WILL ALSO CONTRIBUTE TO THE CREATION OF JOB OPPORTUNITIES ESPECIALLY IN RURAL COMMUNITIES. THIS OBJECTIVE IS LINKED TO THE PRIORITY OF STRENGTHENING EDUCATION, SKILLS AND HUMAN RESOURCE BASE.

Substance Abuse

NAME OF ORGANISATION	LOCALITY	LOCAL MUNICIPALITY	CONTACT PERSON OF THE ORGANISATION
COFIMVABA TADA PROJECT	TSOMO	INTSIKA YEHTU	B. NGESI

TEEN AGERS AGAINST DRUG ABUSE	QUEENSTOWN	LUKHANJI/INKWANCA	L. TABATA
TEEN AGERS AGAINST DRUG ABUSE	NGCOBO	NGCOBO	MS T. MATOBE
TEEN AGERS AGAINST DRUG ABUSE	LADY FRERE	EMALAHLENI	MS MENZELWA
TEEN AGERS AGAINST DRUG ABUSE	CRADOCK	INXUBA YETHEMBA	L. BHESI
TEEN AGERS AGAINST DRUG ABUSE	CALA	SAKHISIZWE	MS S. MQALO

Victim Empowerment

NO.	NAME OF ORGANISATION	LOCALITY	LOCAL MUNICIPALITY	CONTACT PERSON OF THE ORGANISATION
1	MIDDELBURG VICTIM SUPPORT CENTRE	MIDDELBURG	INXUBA YETHEMBA	MS N. BANTOM
2	KHUSELEKA SUPPORT CENTRE & SAFE HOME	MCKAYSNEK	EMALAHLENI	MS C.N.T. NGUZO
3	LAVELILANGA GENDER EMPOWERMENT PROJECT (NEW)	INDWE	EMALAHLENI	MR M. CHASO

4	BOLOTWA DOMESTIC VIOLENCE PROJECT AND SAFE HOME	BOLOTHWA	INTSIKA YETHU	MRS C.B. DABA
5	ELUTHUTHU VICTIM EMPOWERMENT CENTRE (NEW)	STERKSTROOM	LUKHANJI/NKWANCA	MS T. HAFULU
6	INKWANCA OVERNIGHT SHLETER (NEW)	MOLTENO	LUKHANJI/NKWANCA	MRS S. MANXALA
7	EZIBELENI ONE STOP CENTRE	EZIBELENI	LUKHANJI/NKWANCA	MRS B. MALITI
NO.	NAME OF ORGANISATION	LOCALITY	LOCAL MUNICIPALITY	CONTACT PERSON OF THE ORGANISATION
8	ILITHA COMMUNITY PSYCHOLOGICAL SERVICES	EZIBELENI	LUKHANJI/NKWANCA	MS N. TSHABE
9	MASIKHAWULELANE COMMUNITY PROJECT	WHITTLESEA	LUKHANJI/NKWANCA	MS N. DYABHUZA
10	NGCOBO SURVIVOR SUPPORT CENTRE	NGCOBO	NGCOBO	
11	CENTRAL SURVIVOR SUPPORT CENTRE (NEW)	NGCOBO	NGCOBO	T. NDINDWA
12	SAKHISIZWE SURVIVOR SUPPORT CENTRE	NGCOBO	NGCOBO	N.N. FUNANI
13	NONKQUBELA LEATHER WORKS	ELLIOT	SAKHISIZWE	MS MDIMBAZA

14	DOMESTIC VIOLENCE UNIT	CALA	SAKHISIZWE	MST YEKO
15	ELLIOT VICTIM SUPPORT CENTRE	ELLIOT	SAKHISIZWE	MS B. SIJENTU

SECTION H: FINANCIAL PLAN

The purpose of the five year financial plan is to create the medium-term strategic financial framework for allocating resources through the municipal budgeting process and to ensure the financial viability and sustainability of the Chris Hani district municipality's investments and operations. Other important reasons for developing the financial plan are:

- to ensure a close planning and budgeting link;
- to inform municipal budgeting over tier;
- to facilitate inter-governmental alignment with regard to capital requirements and sources of funding;
- assess financial management arrangement and financial strategy; and
- to outline revenue and expenditure forecast.

The needs and demands of the various communities far exceed the resources available to the municipality. Consequently it is necessary to weigh the competing demands and to prioritize expenditure. In such a process there are always trade-offs and politicians and senior officials need to focus on the poorer areas where the greatest need exists. Without proper financial planning, sustainability

and sound financial management will not be achieved. Given the nature of Integrated Development Planning, it will be necessary to revise and update financial strategies on a continuous basis. This will ensure realistic monitoring and the implementation of proactive adjustments to the status quo.

FINANCIAL MANAGEMENT ARRANGEMENTS

The following financial management arrangements in the municipality are in place:

a) Administration

Chris Hani District Municipality has a strong finance department and has established an internal audit function responsible for monitoring financial and other controls. In addition, Council is committed to sound financial management and the maintenance of a sound economic base. A Chief Finance Officer (CFO) with a Deputy who heads the Budget and Treasury Office. The District Municipality has implemented a new electronic financial system e-Venus that has enabled it to become GAMAP compliant. Financial management policies and procedures for the entire municipality will be implemented as follows:

- Cash forecasts and cash flow monitoring against forecasts
- Budgeting methods
- Management reporting
- Credit risk management
- Credit policies with emphasis on minimum debtors
- Supply chain management policies
- Supplier selection and monitoring procedures
- Supplier payment periods

- Investment policies

b) Financial Procedures and Policies

Council has approved the following policies to guide the financial procedures and operations. These policies include a revised supply chain management policy, tariff policy, indigent policy, financial codes and by-laws, credit control and debt collecting policy.

c) Council representation

A portfolio Councillor for finance serves on the Mayoral Committee and advises the Executive Mayor on matters in the Mayoral Committee agenda. The Council is responsible for approving the IDP, the operating and capital budgets and the Service delivery Implementation Plan (SDBIP).

FINANCIAL STRATEGIES

The financial strategies adopted by Council include a basic strategy which will apply to the detailed strategies, a financial resources (capital and operational) strategy , revenue raising strategy, asset management strategy, capital financing strategy , operational financing strategy and cost effectiveness strategy.

All aspects of matters relating to the financial matters will take into account Council's social responsibilities and these include Council's indigent policy and recognizing that certain sections of the community do not have the ability to pay for services. A further aspect of social responsibility will focus on transformation and empowerment as called for in Council's supply chain management policy.

(a) Financial Resources

For the purpose of this plan, council has considered financial resources for both capital projects and operation purposes. The various resources available to council are summarized below.

Capital expenditure:

- Internal borrowings using existing funds
- External borrowings
- National government funding – equitable share
- Provincial funding
- National government grants
- Capital markets
- Public / private partnerships
- Disposal of unutilized assets

Operational expenditure:

- Normal revenue
- Short term borrowings
 - Internal
 - External

(b) Revenue raising

The Chris Hani Municipality's main sources of revenue are service levels, water, sanitation and grants. The contribution of the various streams to revenue will be subject to review and this process will include gap plugging to ensure there is no unnatural loss in the various significant streams, benchmarking and tariff reviews annually. In addition a cost benefit analysis of non-essential services will be conducted with a view to introducing tariffs where none exist (user pay policy), increasing tariffs, outsourcing or alternate service delivery. Whilst the issue of tariffs forms part of this financial plan, it is anticipated that the affected departments will be responsible for further investigatory work, such as user surveys. Several strategies are employed to generate revenue as follows:

- The district municipality will through the process of IDP, source more funds from national and provincial governments.
- Donor funding: an area not yet explored. There is a belief that this area is worth pursuing. There may be a need to contract the services of a professional to assist in the development of relevant strategies.
- Interest on investments: Any unutilized funds deposited in the Chris Hani D.M. account must be placed in an appropriate investment vehicle that is high interest generating.
- New functions, roles and responsibilities: All mandates transferred nationally and provincially to the district will only be accepted provided that the capital plus maintenance and operational costs are provided for by the transferring sphere of government.
- Capital loans: Sourcing loan capital from institutions like the DBSA, INCA will be investigated for capital projects.

(c) Asset Management

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance program and insurance cover review. This part of the plan will be extended to assist in identifying and listing unutilised / uneconomic assets with a view to disposal. Although directly related revenue it is appropriate to include the monitoring of rental income and policies, excluding

housing, with the asset management programme. This aspect of asset management will ensure that council is receiving economic rentals from council owned land and buildings, which are rented out.

(d) Capital Budgets

The capital budget for the ensuing financial year and the capital program for the following three financial years have been drawn up in the prescribed form and within the levels determined by the mayoral committee of the district municipality with the considerations of the maximum expenditure levels determined by the Minister of Finance. All proposals received have been collated, assessed, evaluated and prioritized on the following basis:

- Targets in the IDP
- Providing the basic needs of the community
- Promoting social and economic development within the area of jurisdiction
- Financial sustainability
- Technical feasibility
- Total cost, impact of debt receiving and other effects on future operating budgets and
- Planning required and duration of the project.

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide the following principals will apply:

- Statutory funds for fund specific projects
- Internal borrowings for short to medium term non strategic projects
- Provincial and national government funding for medium and long term projects

(e) Operating Budgets

Every Director shall each year in respect of the activities of their respective departments prepare a draft revised operating budget for the current financial year and a draft operating budget for the ensuing financial year in consultation with the finance head of department.

The draft departmental operating budgets shall be compiled within certain levels and shall be:

- Collated and consolidated within the department of finance;
- Given overall consideration by the Mayoral Committee supported by a report thereon by the head of finance;
- Be discussed by the Directors and portfolio Councillors;
- Be open for inspection by the local community through organized civic bodies and civic meetings in accordance with Council's schedule of meetings.

Council's policy is to fund operating expenses from normal revenue streams with short term funding used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short term borrowings. As indicated earlier it is Council intention to maintain a strong economic base by building on good working capital management including setting aside of adequate provisions for working capital. It is anticipated that these reserves will be based on the same principals as currently apply to contributions to existing statutory funds

(f) Fees, Tariffs and Rates

Directors must annually review all fees, service charges and other charges to be included in the operating budget in such a way that:

- Users and consumers are treated fairly, equitably and without bias in application of tariffs;
- The amount of a user-pay for services is in proportion to the use of that service;
- Tariffs reflect the cost of the service;

- Tariffs are set at levels that secure the financial sustainability of the service;
- It encourages and promotes the efficient use of scarce resources.

The CFO must calculate property rates and levies to balance the budget and to ensure the credit worthiness of the municipality is maintained by providing for:

- Bad debts
- Working capital
- Debt servicing costs
- Provisions and reserves.

Three Year Capital Investment Program

The capital investment program is at the moment for an MTEF period of 3 years. The investment program is still based on the split funding mechanism (i.e. before the introduction of the MIG program).

SUMMARY OF CHALLENGES

Challenges for financial viability include among others the inadequate financial management and reporting systems which has lead to a recurring problem of not achieving a CLEAN AUDIT. The document highlight as a key result areas to focus our financial viability interventions, Improving our systems (AFS + ASSET Register) to be compliant with MFMA, DORA, LG Prop Rates Act, Risk management & Internal Controls.

SECTION I: BUDGET for 2010/11

CHRIS HANI DISTRICT MUNICIPALITY		EXPENDITURE					
		2006 / 2007	2006 / 2007	2007 / 2008	2007 / 2008	2008 / 2009	2009 / 2010
		APPROVED BUDGET	REVISED BUDGET	APPROVED BUDGET	REVISED BUDGET	DRAFT BUDGET	DRAFT BUDGET
OFFICE OF THE MUNICIPAL MANAGER – Summary							
	MANAGEMENT AND ADMIN	2 623 300	2 382 317	3 205 767	2 425 720	3 054 069	3 323 688
	DISASTER MANAGEMENT	2 060 500	2 023 224	5 958 126	4 319 663	7 525 983	5 489 146
	COMMUNICATIONS	2 435 600	2 307 504	3 080 959	3 077 980	3 296 008	3 870 711
	ICT MANAGEMENT	1 870 600	1 851 622	2 271 130	2 317 526	2 475 515	3 582 818
	INTERNAL AUDIT	948 500	1 037 454	1 114 695	966 791	1 074 945	2 450 195
	SUPPLY CHAIN MANAGEMENT	1 156 100	1 125 841	1 314 572	1 144 545	1 903 902	1 934 492
	SPECIAL PROGRAMMES UNIT	587 200	586 885	660 661	523 737	588 389	688 134
	TOTAL MUNICIPAL MANAGER OFFICER	11 681 800	11 314 848	17 605 909	14 775 962	19 918 811	21 339 184
	CORPORATE SERVICES - Summary	11 731 800	11 204 848	17 535 089	14 869 642	19 955 932	21 344 403

	MANAGEMENT AND ADMIN	1 602 000	2 382 317	3 205 767	2 425 720	3 054 069	3 323 688
	LEGAL AND ADMIN SERVICES	2 725 500	2 570 351	2 725 500	2 725 500	2 857 784	3 010 688
	HUMAN RESOURCE MANAGEMENT	1 766 600	1 416 993	1 766 900	1 766 900	1 851 711	1 949 852
	ESTATE : office accommodation	1 750 900	1 671 195	2 171 400	2 171 400	2 258 964	2 396 235
	ESTATE : Staff housing	13 200	13 200	13 200	13 200	13 834	14 567
	COUNCIL SUPPORT	788 000	690 957	735 000	735 000	770 280	811 105
	TOTAL CORPORATE SERVICES	8 646 200	8 745 012	10 617 767	9 837 720	10 806 642	11 506 134
	BUDGET AND TREASURY OFFICE - summary	8 646 200	9 933 557	12 429 160	11 825 648	16 825 622	22 955 461
	MANAGEMENT AND ADMIN	1 589 100	1 436 407	2 446 118	2 767 042	2 899 227	3 970 387
	BUDGET CONTROL	1 049 800	979 930	1 791 906	1 102 777	1 898 693	2 003 134
	ACCOUNTING SERVICES	2 173 400	1 978 891	2 349 072	1 975 236	2 656 681	2 718 163
	REVENUE COLLECTION	1 473 100	1 473 100	1 392 737	1 030 803	1 470 523	1 565 787
	SYSTEM ADMINISTRATION	852 000	852 000	944 372	968 604	1 111 968	1 246 371
	TOTAL BUDGET AND TREASURY OFFICE	7 137 400	6 720 329	8 924 206	7 844 461	10 037 093	11 503 842
	COUNCIL GENERAL - summary	7 137 400	6 651 875	8 924 206	7 844 461	10 037 093	11 503 842

	COUNCIL GENERAL	22 649 100	22 497 123	13 823 755	13 562 739	11 133 817	13 196 703
	TOTAL CONCIL GENERAL	22 649 100	22 497 123	13 823 755	13 562 739	11 133 817	13 196 703
		22 649 100	22 497 123	13 823 755	13 562 739	11 133 817	13 196 703
	HEALTH AND COMMUNITY SERVICES						
	MANAGEMENT AND ADMIN	1 714 500	1 599 039	2 126 111	2 148 507	3 242 437	5 162 622
	HEALTH & COMMUNITY SERVICES - Municipal Health Services	10 553 500	4 577 894	11 703 647	5 196 059	9 945 379	14 813 511
	HEALTH & COMMUNITY SERVICES - Environmental Management	615 200	584 969	1 205 328	991 275	720 437	783 623
	PRIMARY HEALTH CARE SERVICES	13 155 100	11 201 205	12 674 248	10 976 176	14 008 419	14 975 263
	TOTAL HEALTH AND COMMUNITY SERVICES	26 038 300	17 963 107	27 709 333	19 312 017	27 916 672	35 735 019
		26 038 300	17 963 107	27 709 333	19 312 017	27 916 672	35 735 019
	TECHNICAL SERVICES						
	MANAGEMENT AND ADMIN	1 206 900	1 125 356	1 248 102	1 271 631	1 288 438	1 359 293
	PROJECT MANAGEMENT UNIT	4 194 600	3 889 576	4 695 715	4 495 138	5 069 803	5 684 684
	WATER SERVICES AUTHORITY	48 449 200	48 612 342	50 399 905	76 177 085	71 861 120	143 765 423
	TOTAL TECHNICAL SERVICES	53 850 700	53 627 274	56 343 722	81 943 854	78 219 361	150 809 400
		48 449 200	48 612 342	50 399 905	76 177 085	71 861 120	143 765 423
	I P E D						

	MANAGEMENT AND ADMIN	1 829 300	1 530 696	1 968 604	1 346 507	1 798 496	2 163 741
	LOCAL ECONOMIC DEVELOPMENT	1 451 600	1 581 791	1 560 613	1 643 521	1 766 299	1 923 560
	PLANNING	772 600	589 227	858 884	814 664	1 799 452	2 379 184
	P I M M S	802 600	691 669	818 733	646 034	0	0
	G I S	0	0	0	0	0	0
	I S R D P	0	0	0	0	0	0
	TOTAL IPED	4 856 100	4 393 383	5 206 835	4 450 727	5 364 248	6 466 484
	OTHER						
	INFRASTRUCTURE ALLOCATION	0	0	0	0	0	0
	GRANTS & DONATION	70 000	70 000	70 000	70 000	70 000	70 000
	TOURISM	145 200	145 200	145 200	145 200	145 200	145 200
	PROBLEM ANIMAL CONTROL	37 000	37 000	37 000	37 000	37 000	37 000
	TOTAL - OTHER	252 200	252 200	252 200	252 200	252 200	252 200
	ROADS	252 200	10 136 861	252 200	252 200	252 200	252 200
	INDIRECT	9 265 800	9 102 444	9 562 485	8 321 580	8 964 723	10 180 991
	PLANT (PUBLIC WORKS)	1 873 800	6 164 127	15 937 615	1 934 940	2 081 645	2 262 029
	TOTAL ROADS	11 139 600	15 266 571	25 500 100	10 256 521	11 046 368	12 443 020

	11 139 600	15 161 571	25 395 100	10 256 521	11 046 368	12 443 020
GRAND TOTAL CHRIS HANI DISTRICT MUNICIPALITY	146 251 400	140 779 847	165 983 828	162 236 200	174 695 212	263 251 987
	140 899 900	146 554 668	161 675 584	158 551 040	174 393 072	267 662 556
	5 351 500	-5 774 821	4 308 244	3 685 160	302 140	-4 410 569

VOTE NUMBER	CHRIS HANI DISTRICT MUNICIPALITY	EXPENDITURE							
		2006 / 2007	2006 / 2007	2007 / 2008	2009 / 2010	2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013
		APPROVED BUDGET	REVISED BUDGET	APPROVED BUDGET	DRAFT BUDGET	REVISED BUDGET	DRAFT BUDGET	DRAFT BUDGET	DRAFT BUDGET
	OTHER - Summary								
	GRANTS AND SUBSIDIES PAID								
-1-14-0009	DONATIONS	70 000	70 000	70 000	70 000	70 000	73 990	78 577	83 213
-1-14-000?	PROBLEM ANIMAL CONTROL	37 000	37 000	37 000	37 000	37 000	39 109	41 534	43 984
-1-14-000?	TOURISM	145 200	145 200	145 200	145 200	145 200	153 476	162 992	172 608
	SUB TOTAL: GRANTS AND SUBSIDIES PAID	252 200	252 200	252 200	252 200	252 200	266 575	283 103	299 806
	GENERAL EXPENSES - OTHER								
-1-15-0036	SUBSIDIES	0	9 884 661	0	0	0	0	0	0
-1-15-0043	TOURISM EXPENSES	0	0	0	0	0	0	0	0
-1-15-0049	O & M - WATER SCHEMES	0	0	0	0	0	0	0	0

	SUB TOTAL: GENERAL EXPENSES - OTHER	0	9 884 661	0	0	0	0	0	0
	CONTRIBUTION TO PROVISIONS								
-1-17-0103	INFRASTRUCTURAL SERVICES	0	0	0	0	0	0	0	0
	SUB TOTAL: CONTRIBUTION TO PROVISIONS	0	0	0	0	0	0	0	0
OPERATIONAL TOTAL OTHER - Summary		252 200	10 136 861	252 200	252 200	252 200	266 575	283 103	299 806
	CONTRIBUTION TO ASSET FINANCING RESERVE								
-3-06-0002	ASSET FINANCING RESERVE	0	0	0	0	0	0	0	0
	SUB TOTAL: ASSET FINANCING RESERVE	0	0	0	0	0	0	0	0
GRAND TOTAL OTHER - Summary		252 200	10 136 861	252 200	252 200	252 200	266 575	283 103	299 806
	OTHER - Infrastructure Allocations								
	GRANTS AND SUBSIDIES PAID								
	CONTRIBUTION TO PROVISIONS								
1040-00-1-17-0103	INFRASTRUCTURAL SERVICES	0	0	0	0	0	0	0	0
	SUB TOTAL: CONTRIBUTION TO PROVISIONS	0	0	0	0	0	0	0	0
TOTAL OTHER - Infrastructure Allocations		0	0	0	0	0	0	0	0

	GRANTS AND SUBSIDIES PAID								
1045-00-1-14-0001	EMALAHLENI LM	0	0	0	0	0	0	0	0
1045-00-1-14-0002	ENGCOBO LM	0	0	0	0	0	0	0	0
1045-00-1-14-0003	INKWANCA LM	0	0	0	0	0	0	0	0
1045-00-1-14-0004	INTSIKA YETHU LM	0	0	0	0	0	0	0	0
1045-00-1-14-0005	INXUBA YETHEMBA LM	0	0	0	0	0	0	0	0
1045-00-1-14-0006	LUKHANJI LM	0	0	0	0	0	0	0	0
1045-00-1-14-0007	SAKHISIZWE LM	0	0	0	0	0	0	0	0
1045-00-1-14-0008	TSOLWANA LM	0	0	0	0	0	0	0	0
1045-00-1-14-0009	DONATIONS	70 000	70 000	70 000	70 000	70 000	73 990	78 577	83 213
1045-00-1-14-000?	PROBLEM ANIMAL CONTROL	0	0	0	0	0	0	0	0
1045-00-1-14-000?	TOURISM	0	0	0	0	0	0	0	0
	SUB TOTAL: GRANTS AND SUBSIDIES PAID	70 000	70 000	70 000	70 000	70 000	73 990	78 577	83 213
	GENERAL EXPENSES - OTHER								
1045-00-1-15-0001	ADVERTISING	0	0	0	0	0	0	0	0
1045-00-1-15-0002	AUDIT FEES	0	0	0	0	0	0	0	0

1045-00-1-15-0003	APPROVED COURSES	0	0	0	0	0	0	0	0
1045-00-1-15-0004	BANK CHARGES	0	0	0	0	0	0	0	0
1045-00-1-15-0005	CLEANING AND CLEANING MATERIAL	0	0	0	0	0	0	0	0
1045-00-1-15-0006	COMMUNICATION (RADIO & OTHER)	0	0	0	0	0	0	0	0
1045-00-1-15-0007	COMPUTER SERVICES	0	0	0	0	0	0	0	0
1045-00-1-15-0008	CONFERENCES AND VISITS	0	0	0	0	0	0	0	0
1045-00-1-15-0010	EDUCATION & MARKETING	0	0	0	0	0	0	0	0
1045-00-1-15-0011	ENTERTAINMENT	0	0	0	0	0	0	0	0
1045-00-1-15-0012	ESTATES - RATES	0	0	0	0	0	0	0	0
1045-00-1-15-0013	ESTATES - SEWERAGE	0	0	0	0	0	0	0	0
1045-00-1-15-0015	FUEL AND OIL	0	0	0	0	0	0	0	0
1045-00-1-15-0016	HEALTH & SAFETY TRAINING AND AWARENESS	0	0	0	0	0	0	0	0
1045-00-1-15-0017	INSURANCE	0	0	0	0	0	0	0	0
1045-00-1-15-0018	LEGAL EXPENSES	0	0	0	0	0	0	0	0
1045-00-1-15-0019	LICENCES	0	0	0	0	0	0	0	0
1045-00-1-15-0020	MEETING FEES (AUDIT COMMITTEE)	0	0	0	0	0	0	0	0

1045-00-1-15-0021	PAUPER BURIALS	0	0	0	0	0	0	0	0
1045-00-1-15-0022	PEST CONTROL	0	0	0	0	0	0	0	0
1045-00-1-15-0023	PLANT RENTALS	0	0	0	0	0	0	0	0
1045-00-1-15-0024	POSTAGE AND TELEGRAMS	0	0	0	0	0	0	0	0
1045-00-1-15-0025	PRESENTATIONS	0	0	0	0	0	0	0	0
1045-00-1-15-0026	PROTECTIVE CLOTHING & UNIFORMS	0	0	0	0	0	0	0	0
1045-00-1-15-0027	PRINTING AND STATIONERY	0	0	0	0	0	0	0	0
1045-00-1-15-0028	PUBLIC EVENTS - IMBIZOS	0	0	0	0	0	0	0	0
1045-00-1-15-0029	PURCHASE OF SAMPLES	0	0	0	0	0	0	0	0
1045-00-1-15-0030	RELOCATION OF STAFF	0	0	0	0	0	0	0	0
1045-00-1-15-0031	RENTS - EXTERNAL	0	0	0	0	0	0	0	0
1045-00-1-15-0033	REPEATER RENTAL	0	0	0	0	0	0	0	0
1045-00-1-15-0035	SUBSCRIPTIONS	0	0	0	0	0	0	0	0
1045-00-1-15-0036	SUBSIDIES	0	0	0	0	0	0	0	0
1045-00-1-15-0037	SUBSISTENCE AND TRAVELLING	0	0	0	0	0	0	0	0
1045-00-1-15-0038	SUNDRIES	0	0	0	0	0	0	0	0

1045-00-1-15-0042	TELEPHONES	0	0	0	0	0	0	0	0
1045-00-1-15-0043	TOURISM EXPENSES	0	0	0	0	0	0	0	0
1045-00-1-15-0048	CIRCUMCISION PROGRAMME	0	0	0	0	0	0	0	0
1045-00-1-15-0049	O & M - WATER SCHEMES	0	0	0	0	0	0	0	0
	SUB TOTAL: GENERAL EXPENSES - OTHER	0	0	0	0	0	0	0	0
	CONTRIBUTION TO PROVISIONS								
1045-00-1-17-0101	LEAVE FUND	0	0	0	0	0	0	0	0
1045-00-1-17-0102	TRAINING FUND	0	0	0	0	0	0	0	0
1045-00-1-17-0103	INFRASTRUCTURAL SERVICES	0	0	0	0	0	0	0	0
	SUB TOTAL: CONTRIBUTION TO PROVISIONS	0	0	0	0	0	0	0	0
TOTAL OTHER - Grants & Donations		70 000	70 000	70 000	70 000	70 000	73 990	78 577	83 213
	OTHER - Tourism								
	EMPLOYEE RELATED COSTS - WAGES AND SALARIES								
1050-00-1-01-0001	SALARIES AND WAGES	0	0	0	0	0	0	0	0
1050-00-1-01-0002	SERVICE BONUS	0	0	0	0	0	0	0	0
1050-00-1-01-0003	LONG SERVICE BONUS	0	0	0	0	0	0	0	0

1050-00-1-01-0004	HOUSING SUBSIDY	0	0	0	0	0	0	0	0
1050-00-1-01-0005	ENTERTAINMENT ALLOWANCE	0	0	0	0	0	0	0	0
1050-00-1-01-0006	TRAVELLING ALLOWANCE	0	0	0	0	0	0	0	0
1050-00-1-01-0007	TELEPHONE ALLOWANCE	0	0	0	0	0	0	0	0
1050-00-1-01-0008	SPECIAL ALLOWANCE	0	0	0	0	0	0	0	0
	SUB TOTAL: EMPLOYEE RELATED COSTS - WAGES AND SALARIES	0	0	0	0	0	0	0	0
	EMPLOYEE RELATED COSTS - SOCIAL CONTRIBUTIONS								
1050-00-1-02-0001	CONTRIBUTION - PENSION FUND	0	0	0	0	0	0	0	0
1050-00-1-02-0002	CONTRIBUTION - MEDICAL AID	0	0	0	0	0	0	0	0
1050-00-1-02-0003	CONTRIBUTION - GROUP LIFE INSURANCE	0	0	0	0	0	0	0	0
1050-00-1-02-0004	UNEMPLOYMENT INSURANCE	0	0	0	0	0	0	0	0
1050-00-1-02-0005	INDUSTRIAL COUNCIL LEVY	0	0	0	0	0	0	0	0
1050-00-1-02-0006	WORKMEN'S COMPENSATION INSURANCE	0	0	0	0	0	0	0	0
1050-00-1-02-0007	SKILLS DEVELOPMENT LEVY	0	0	0	0	0	0	0	0
	SUB TOTAL: EMPLOYEE RELATED COSTS - SOCIAL CONTRIBUTION	0	0	0	0	0	0	0	0

	REMUNERATION OF COUNCILLORS									
1050-00-1-05-0001	COUNCILLOR ALLOWANCE	0	0	0	0	0	0	0	0	0
1050-00-1-05-0002	FACILITY ALLOWANCE	0	0	0	0	0	0	0	0	0
1050-00-1-05-0003	TRAVELLING ALLOWANCE	0	0	0	0	0	0	0	0	0
1050-00-1-05-0004	TELEPHONE ALLOWANCE	0	0	0	0	0	0	0	0	0
1050-00-1-05-000?	HOUSING ALLOWANCE	0	0	0	0	0	0	0	0	0
	SUB TOTAL: REMUNERATION OF COUNCILLORS	0	0	0	0	0	0	0	0	0
	COLLECTION COSTS									
1050-00-1-07-0001	COMMISSION ON LEVY COLLECTIONS	0	0	0	0	0	0	0	0	0
1050-00-1-07-0002	LEGAL FEES	0	0	0	0	0	0	0	0	0
	SUB TOTAL: COLLECTION COSTS	0	0	0	0	0	0	0	0	0
	DEPRECIATION									
1050-00-1-08-0001	DEPRECIATION ON ASSETS	0	0	0	0	0	0	0	0	0
	SUB TOTAL: DEPRECIATION	0	0	0	0	0	0	0	0	0
	REPAIRS AND MAINTENANCE - MUNICIPAL ASSETS									
1050-00-1-09-0001	GROUNDS AND BUILDINGS	0	0	0	0	0	0	0	0	0

1050-00-1-09-0002	FURNITURE, TOOLS AND EQUIPMENT	0	0	0	0	0	0	0	0
1050-00-1-09-0003	PLANT AND MACHINERY	0	0	0	0	0	0	0	0
1050-00-1-09-0005	RADIO EQUIPMENT	0	0	0	0	0	0	0	0
1050-00-1-09-0006	VEHICLES	0	0	0	0	0	0	0	0
	SUB TOTAL: REPAIRS & MAINTENANCE - MUNICIPAL ASSETS	0	0	0	0	0	0	0	0
	BULK PURCHASES								
1050-00-1-12-0001	ELECTRICITY	0	0	0	0	0	0	0	0
1050-00-1-12-000?	WATER	0	0	0	0	0	0	0	0
	SUB TOTAL: BULK PURCHASES	0	0	0	0	0	0	0	0
	CONTRACTED SERVICES								
1050-00-1-13-0001	SECURITY COSTS	0	0	0	0	0	0	0	0
1050-00-1-13-0002	CASH-IN-TRANSIT SERVICES	0	0	0	0	0	0	0	0
	SUB TOTAL: CONTRACTED SERVICES	0	0	0	0	0	0	0	0
	GRANTS AND SUBSIDIES PAID								
1050-00-1-14-0001	EMALAHLENI LM	0	0	0	0	0	0	0	0
1050-00-1-14-0002	ENGOBO LM	0	0	0	0	0	0	0	0

1050-00-1-14-0003	INKWANCA LM	0	0	0	0	0	0	0	0
1050-00-1-14-0004	INTSIKA YETHU LM	0	0	0	0	0	0	0	0
1050-00-1-14-0005	INXUBA YETHEMBA LM	0	0	0	0	0	0	0	0
1050-00-1-14-0006	LUKHANJI LM	0	0	0	0	0	0	0	0
1050-00-1-14-0007	SAKHISIZWE LM	0	0	0	0	0	0	0	0
1050-00-1-14-0008	TSOLWANA LM	0	0	0	0	0	0	0	0
1050-00-1-14-0009	DONATIONS	0	0	0	0	0	0	0	0
1050-00-1-14-000?	PROBLEM ANIMAL CONTROL	0	0	0	0	0	0	0	0
1050-00-1-14-000?	TOURISM	145 200	145 200	145 200	145 200	145 200	153 476	162 992	172 608
	SUB TOTAL: GRANTS AND SUBSIDIES PAID	145 200	145 200	145 200	145 200	145 200	153 476	162 992	172 608
	GENERAL EXPENSES - OTHER								
1050-00-1-15-0043	TOURISM EXPENSES	0	0	0	0	0	0	0	0
	SUB TOTAL: GENERAL EXPENSES - OTHER	0	0	0	0	0	0	0	0
	TOTAL OTHER - Tourism	145 200	145 200	145 200	145 200	145 200	153 476	162 992	172 608
	OTHER - Problem Animal Control								

	GRANTS AND SUBSIDIES PAID								
1055-00-1-14-000?	PROBLEM ANIMAL CONTROL	37 000	37 000	37 000	37 000	37 000	39 109	41 534	43 984
	SUB TOTAL: GRANTS AND SUBSIDIES PAID	37 000	37 000	37 000	37 000	37 000	39 109	41 534	43 984
	GENERAL EXPENSES - OTHER								
1055-00-1-15-0036	SUBSIDIES	0	9 884 661	0	0	0	0	0	0
	SUB TOTAL: GENERAL EXPENSES - OTHER	0	9 884 661	0	0	0	0	0	0
TOTAL OTHER - Problem Animal Control		37 000	9 921 661	37 000	37 000	37 000	39 109	41 534	43 984

CHRIS HANI DISTRICT MUNICIPALITY		OPERATING INCOME						2010 / 2011	2011 / 2012	2012 / 2013
		2007 / 2008	2007 / 2008	2008 / 2009	2008 / 2009	2009 / 2010	2009 / 2010			
		APPROVED BUDGET	REVISED BUDGET	APPROVED BUDGET	REVISED BUDGET	DRAFT BUDGET	REVISED BUDGET	DRAFT BUDGET	DRAFT BUDGET	
REGIONAL LEVIES										
	ESTABLISHMENT LEVY	0	300 000	0	0	0	0	0	0	
	SERVICES LEVY	0	200 000	0	0	0	0	0	0	
TOTAL: REGIONAL LEVIES		0	500 000	0	0	0	0	0	0	
GRANTS AND SUBSIDIES										

ENVIRONMENTAL HEALTH SUBSIDY	9 423 932	6 841 291	6 841 291	7 251 772	7 251 772	0	0	0	0
PRIMARY HEALTH SUBSIDY	10 139 398	8 442 262	9 211 201	10 207 358	10 207 358	10 207 358	10 207 358	10 207 358	10 207 358
ROADWORKS CONTRIBUTION	25 395 100	10 256 521	10 758 992	10 351 475	12 317 842	12 317 842	12 317 842	12 317 842	12 317 842
M S I G (P I M S S & PMS)	1 000 000	0	0	0	0	0	0	0	0
EQUITABLE SHARE	113 255 151	117 959 151	140 291 500	140 291 500	223 806 000	223 806 000	281 530 000	316 327 000	347 648 000
M I G (PMU FUNDING)	2 500 000	3 151 972	3 151 972	2 856 901	2 856 901	3 336 446	2 856 901	2 856 901	2 856 901
LOC. GOV. FINANCE MANAGEMENT GRANT	500 000	500 000	750 000	750 000	750 000	750 000	1 250 000	1 250 000	1 250 000
DISASTER RISK MANAGEMENT SUBSIDY	3 708 000	0	0	0	0	0	0	0	0
WATER SERVICES OPERATING SUBSIDY	0	13 414 000	13 000 000	15 868 000	11 463 000	11 463 000	9 815 000	6 808 000	0
WATER SERVICES OPERATING SUBSIDY (DWAF)	0	3 708 000	4 267 000	0	0	0	0	0	0
FREE BASIC SERVICES (LED)	0	396 000	396 000	0	0	0	0	0	0
DISASTER RISK MANAGEMENT SUBSIDY	0	0	0	0	0	4 000 000	0	0	0
INTERGRATED DEVELOPMENT PLANNING (IDP) / LGTA	0	0	0	0	0	1 197 000	1 426 000	1 513 000	1 593 000
MUNICIPAL PERFORMANCE MANAGEMENT SYSTEMS	0	0	0	0	0	700 000	0	0	0

LOCAL ECONOMIC DEVELOPMENT CAPACITY	0	0	0	0	0	642 000	0	0	0
LOCAL ECONOMIC DEVELOPMENT PROFILING	0	0	0	0	0	418 000	0	0	0
TOTAL: GRANTS AND SUBSIDIES - Operating	165 921 581	164 669 197	188 667 956	187 577 006	268 652 873	268 837 645	317 977 101	349 767 101	374 280 101
INTEREST AND INVESTMENT INCOME									
INTEREST ON DEBTORS	0	100 000	0	11 224	12 000	12 000	12 000	12 000	12 000
INTEREST ON INVESTMENT	1 250 000	1 500 000	1 500 000	3 300 000	16 154 091	16 154 091	15 740 743	15 453 521	15 453 521
TOTAL: INTEREST AND INVESTMENT INCOME	1 250 000	1 600 000	1 500 000	3 311 224	16 166 091	16 166 091	15 752 743	15 465 521	15 465 521
OTHER INCOME - Operating									
COMMISSION ON COLLECTION	0	0	0	0	0	50 000	50 000	50 000	50 000
WATER SERVICE FEES	0	5 000 000	2 000 000	0	500 000	0	5 000 000	5 000 000	5 000 000
RENTAL - EXTERNAL (STAFF HOUSING)	72 000	72 000	72 000	72 000	72 000	72 000	72 000	72 000	72 000
OTHER SUNDRY INCOME	150 000	150 000	150 000	150 000	500 000	610 000	500 000	500 000	500 000
CONTRIBUTION FROM ACCUMULATED SURPLUS	0	0	0	0	0	19 037 227	0	0	0
TOTAL: OTHER INCOME -Operating	222 000	5 222 000	2 222 000	222 000	1 072 000	19 769 227	5 622 000	5 622 000	5 622 000

TOTAL: OPERATING INCOME	167 393 581	171 991 197	192 389 956	191 110 230	285 890 964	304 772 963	339 351 844	370 854 622	395 367 622

CAPITAL INCOME									
CHRIS HANI DISTRICT MUNICIPALITY	2007 / 2008	2007 / 2008	2008 / 2009		2009 / 2010	2009 / 2010	2010 / 2011	2010 / 2011	2010 / 2011
	APPROVED BUDGET	REVISED BUDGET	DRAFT BUDGET		DRAFT BUDGET	REVISED BUDGET	DRAFT BUDGET	DRAFT BUDGET	DRAFT BUDGET
GRANTS AND SUBSIDIES-Capital National									
MUNICIPAL INFRASTRUCTURE GRANT	204 500 000	218 479 477	156 494 028	165 196 099	207 959 099	207 959 099	233 779 099	281 746 099	343 194 099
REGIONAL BULK INFRASTRUCTURE GRANT	0	0	35 000 000	11 000 000	48 000 000	48 000 000	42 250 000	107 000 000	162 850 000
MUNICIPAL SYSTEMS IMPROVEMENT GRANT (M S I G)	0	1 000 000	735 000	735 000	735 000	735 000	750 000	790 000	1 000 000
EQUITABLE SHARE CONTRIBUTION	32 412 849	27 708 849	38 594 500	38 594 500	0	0	0	0	0
RURAL TRANSPORT SERVICES & INFRASTRUCTURE	0	0	0	0	9 800 000	9 800 000	1 100 000	0	0
LIBERATION HERITAGE ROUTE	0	0	0	500 000	0	0	0	0	0
EAST CAPE NODAL DISTRICT (CPB)	0	0	0	5 400 000	0	0	0	0	0
EPWP (Incentive to municipalities) GRANT	0	0	0	0	4 491 000	4 491 000	20 571 000	0	0
RAIN WATER HARVESTING TANKS	0	0	0	0	0	833 000	0	0	0

ACCELERATED COMM INFRASTRUCTURE PROG	0	0	0	0	0	19 000 000	0	0	0
GRANTS AND SUBSIDIES-Capital Provincial									
DISASTER RISK MANAGEMENT SUBSIDY	0	3 708 000	4 000 000	0	4 000 000	0	0	0	0
ROADWORKS CONTRIBUTION	0	9 299 446	11 241 008	17 648 525	11 682 158	11 682 158	12 530 897	11 682 158	11 682 158
INTERGRATED DEVELOPMENT PLANNING (IDP)	0	1 362 000	1 381 000	1 197 000	1 197 000	0	0	0	0
MUNICIPAL PERFORMANCE MANAGEMENT SYSTEMS	0	750 000	750 000	700 000	700 000	0	0	0	0
LOCAL ECONOMIC DEVELOPMENT CAPACITY	0	300 000	642 000	642 000	642 000	0	0	0	0
LOCAL ECONOMIC DEVELOPMENT PROFILING	0	396 000	419 000	418 000	418 000	0	0	0	0
SUBSIDY FOR LIBRARY SERVICES	0	3 500 000	9 987 000	5 987 000	5 000 000	5 000 000	5 530 000	5 987 000	8 258 000
LED FUNDING- (Nguni & Soghurm) / DEDEA	0	5 250 000	5 513 000	5 600 000	5 500 000	5 500 000	6 121 000	8 922 000	9 368 000
FORESTRY DEVELOPMENT	0	1 000 000	1 000 000	300 000	0	0	0	0	0
ISRDP CAPACITY AND SYSTEM SUPPORT	0	317 000	317 000	1 342 000	0	0	0	0	0
GRANTS IN AID TO MUNICIPALITIES	0	850 000	850 000	0	0	0	0	0	0
MUNICIPAL HUMAN RESOURCE DEVELOPMENT	0	310 000	0	0	0	0	0	0	0

DRAUGHT RELIEF	0	1 000 000	1 000 000	0	0	0	0	0	0
INTERMODAL TRANSPORT FACILITY (Lukhanji)	0	0	0	4 100 000	0	0	0	0	0
LAND CARE MANAGEMENT (Lapesi)	0	0	0	3 000 000	0	0	0	0	0
NON MOVING PROJECTS 2008 & BEFORE - FUNDING	0	0	0	0	0	17 434 337	0	0	0
TOTAL: GRANTS AND SUBSIDIES	236 912 849	275 230 772	267 923 536	262 360 124	300 124 257	330 434 594	322 631 996	416 127 257	536 352 257
				449 937 130	568 777 130	599 272 240	640 609 097	765 894 358	910 632 358
INTEREST AND INVESTMENT INCOME									
INTEREST ON DEBTORS	0	0	0	0	0	0	0	0	0
INTEREST ON INVESTMENT	0	6 500 000	6 500 000	6 500 000	500 000	500 000	500 000	500 000	500 000
TOTAL: INTEREST AND INVESTMENT INCOME	0	6 500 000	6 500 000	6 500 000	500 000	500 000	500 000	500 000	500 000
OTHER INCOME									
EASTERN CAPE AIDS COUNCIL (ECAC)	0	95 000	0	0	0	0	0	0	0
DBSA LOAN	0	0	0	0	0	0	0	0	0
CONTRIBUTION FROM ACCUMULATED SURPLUS	0	0	0	1 300 000	1 000 000	11 000 000	0	0	0
CONTR FROM ACCUM SURPLUS-Existing projects	0	0	0	0	0	41 323 526	0	0	0

CONTR FROM ACCUM SURPLUS-LED Projects in IPED	0	0	0	0	0	6 053 341	0	0	0
TOTAL: OTHER INCOME	0	95 000	0	1 300 000	1 000 000	58 376 867	0	0	0
TOTAL: CAPITAL INCOME	236 912 849	281 825 772	274 423 536	270 160 124	301 624 257	389 311 461	323 131 996	416 627 257	536 852 257
TOTAL: INCOME	404 306 430	453 816 969	466 813 492	461 270 354	587 515 221	694 084 425	662 483 840	787 481 879	932 219 879

CHRIS HANI DISTRICT MUNICIPALITY	INCOME					
	2006 / 2007	2006 / 2007	2007 / 2008	2007 / 2008	2008 / 2009	2009 / 2010
	APPROVED BUDGET	REVISED BUDGET	APPROVED BUDGET	REVISED BUDGET	DRAFT BUDGET	DRAFT BUDGET
INCOME						
LEVIES	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
GRANTS AND SUBSIDIES	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
INTEREST AND INVESTMENT INCOME	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
OTHER	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
TOTAL: INCOME	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
	#REF!	0	0			
EXPENDITURE						

SALARIES AND ALLOWANCES	65 860 600	54 066 994	71 081 581	64 329 274	83 382 057	101 500 621
REMUNERATION OF COUNCILLORS	3 808 100	4 375 279	4 518 964	4 607 265	4 965 308	5 622 993
COLLECTION COSTS	506 400	506 400	520 000	520 000	545 480	545 480
DEPRECIATION	2 825 000	2 825 000	3 083 000	3 084 800	3 084 800	3 084 800
REPAIRS AND MAINTENANCE	586 200	850 657	1 398 490	1 059 115	18 115 114	19 978 842
BULK PURCHASES	1 325 000	917 200	1 578 800	1 668 800	1 750 371	4 008 850
CONTRACTED SERVICES	127 200	129 400	123 200	123 200	129 237	142 890
GRANTS AND SUBSIDIES PAID	252 200	252 200	252 200	252 200	252 200	252 200
GENERAL EXPENSES	58 367 100	74 935 870	78 006 339	92 555 536	69 818 989	145 427 412
CONTRIBUTION TO PROVISIONS	469 900	469 900	469 900	469 900	469 000	494 326
ASSET FINANCING RESERVE	12 173 700	12 231 700	6 361 107	3 321 107	9 877 400	4 832 550
TOTAL: EXPENDITURE	146 301 400	151 560 600	167 393 581	171 991 197	192 389 956	285 890 963

EXCESS INCOME OVER EXPENDITURE	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
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FUNDS AVAILABLE FOR CAPITAL PROJECTS	#REF!	#REF!		#REF!	#REF!	#REF!
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CHRIS HANI DISTRICT MUNICIPALITY	EXPENDITURE					
	2006 / 2007	2006 / 2007	2007 / 2008	2007 / 2008	2008 / 2009	2009 / 2010

	APPROVED BUDGET	REVISED BUDGET	APPROVED BUDGET	REVISED BUDGET	DRAFT BUDGET	DRAFT BUDGET
OFFICE OF THE MUNICIPAL MANAGER - Summary						
MANAGEMENT AND ADMIN	2 623 300	2 382 317	3 205 767	2 425 720	3 054 069	3 323 688
DISASTER MANAGEMENT	2 060 500	2 023 224	5 958 126	4 319 663	7 525 983	5 489 146
COMMUNICATIONS	2 435 600	2 307 504	3 080 959	3 077 980	3 296 008	3 870 711
ICT MANAGEMENT	1 870 600	1 851 622	2 271 130	2 317 526	2 475 515	3 582 818
INTERNAL AUDIT	948 500	1 037 454	1 114 695	966 791	1 074 945	2 450 195
SUPPLY CHAIN MANAGEMENT	1 156 100	1 125 841	1 314 572	1 144 545	1 903 902	1 934 492
SPECIAL PROGRAMMES UNIT	587 200	586 885	660 661	523 737	588 389	688 134
TOTAL MUNICIPAL MANAGER OFFICER	800 11 681	848 11 314	909 17 605	962 14 775	811 19 918	184 21 339
CORPORATE SERVICES - Summary	11 731 800	11 204 848	17 535 089	14 869 642	19 955 932	21 344 403
MANAGEMENT AND ADMIN	1 602 000	2 382 317	3 205 767	2 425 720	3 054 069	3 323 688
LEGAL AND ADMIN SERVICES	2 725 500	2 570 351	2 725 500	2 725 500	2 857 784	3 010 688
HUMAN RESOURCE MANAGEMENT	1 766 600	1 416 993	1 766 900	1 766 900	1 851 711	1 949 852

	ESTATE : office accomodation	1 750 900	1 671 195	2 171 400	2 171 400	2 258 964	2 396 235
	ESTATE : Staff housing	13 200	13 200	13 200	13 200	13 834	14 567
	COUNCIL SUPPORT	788 000	690 957	735 000	735 000	770 280	811 105
	TOTAL CORPORATE SERVICES	8 646 200	8 745 012	10 617 767	9 837 720	10 806 642	11 506 134
	BUDGET AND TREASURY OFFICE - summary	8 646 200	9 933 557	12 429 160	11 825 648	16 825 622	22 955 461
	MANAGEMENT AND ADMIN	1 589 100	1 436 407	2 446 118	2 767 042	2 899 227	3 970 387
	BUDGET CONTROL	1 049 800	979 930	1 791 906	1 102 777	1 898 693	2 003 134
	ACCOUNTING SERVICES	2 173 400	1 978 891	2 349 072	1 975 236	2 656 681	2 718 163
	REVENUE COLLECTION	1 473 100	1 473 100	1 392 737	1 030 803	1 470 523	1 565 787
	SYSTEM ADMINISTRATION	852 000	852 000	944 372	968 604	1 111 968	1 246 371
	TOTAL BUDGET AND TREASURY OFFICE	7 137 400	6 720 329	8 924 206	7 844 461	10 037 093	11 503 842
	COUNCIL GENERAL - summary	7 137 400	6 651 875	8 924 206	7 844 461	10 037 093	11 503 842
	COUNCIL GENERAL	22 649 100	22 497 123	13 823 755	13 562 739	11 133 817	13 196 703
	TOTAL CONCIL GENERAL	22 649 100	22 497 123	13 823 755	13 562 739	11 133 817	13 196 703

		22 649 100	22 497 123	13 823 755	13 562 739	11 133 817	13 196 703
	HEALTH AND COMMUNITY SERVICES						
	MANAGEMENT AND ADMIN	1 714 500	1 599 039	2 126 111	2 148 507	3 242 437	5 162 622
	HEALTH & COMMUNITY SERVICES - Municipal Health Services	10 553 500	4 577 894	11 703 647	5 196 059	9 945 379	14 813 511
	HEALTH & COMMUNITY SERVICES - Environmental Management	615 200	584 969	1 205 328	991 275	720 437	783 623
	PRIMARY HEALTH CARE SERVICES	13 155 100	11 201 205	12 674 248	10 976 176	14 008 419	14 975 263
	TOTAL HEALTH AND COMMUNITY SERVICES	26 038 300	17 963 107	27 709 333	19 312 017	27 916 672	35 735 019
		26 038 300	17 963 107	27 709 333	19 312 017	27 916 672	35 735 019
	TECHNICAL SERVICES						
	MANAGEMENT AND ADMIN	1 206 900	1 125 356	1 248 102	1 271 631	1 288 438	1 359 293
	PROJECT MANAGEMENT UNIT	4 194 600	3 889 576	4 695 715	4 495 138	5 069 803	5 684 684
	WATER SERVICES AUTHORITY	48 449 200	48 612 342	50 399 905	76 177 085	71 861 120	143 765 423
	TOTAL TECHNICAL SERVICES	53 850 700	53 627 274	56 343 722	81 943 854	78 219 361	150 809 400
		48 449 200	48 612 342	50 399 905	76 177 085	71 861 120	143 765 423
	I P E D						
	MANAGEMENT AND ADMIN	1 829 300	1 530 696	1 968 604	1 346 507	1 798 496	2 163 741
	LOCAL ECONOMIC DEVELOPMENT	1 451 600	1 581 791	1 560 613	1 643 521	1 766 299	1 923 560

	PLANNING	772 600	589 227	858 884	814 664	1 799 452	2 379 184
	P I M M S	802 600	691 669	818 733	646 034	0	0
	G I S	0	0	0	0	0	0
	I S R D P	0	0	0	0	0	0
	TOTAL IPED	4 856 100	4 393 383	5 206 835	4 450 727	5 364 248	6 466 484
	OTHER						
	INFRASTRUCTURE ALLOCATION	0	0	0	0	0	0
	GRANTS & DONATION	70 000	70 000	70 000	70 000	70 000	70 000
	TOURISM	145 200	145 200	145 200	145 200	145 200	145 200
	PROBLEM ANIMAL CONTROL	37 000	37 000	37 000	37 000	37 000	37 000
	TOTAL - OTHER	252 200	252 200	252 200	252 200	252 200	252 200
	ROADS	252 200	10 136 861	252 200	252 200	252 200	252 200
	INDIRECT	9 265 800	9 102 444	9 562 485	8 321 580	8 964 723	10 180 991
	PLANT (PUBLIC WORKS)	1 873 800	6 164 127	15 937 615	1 934 940	2 081 645	2 262 029
	TOTAL ROADS	11 139 600	15 266 571	25 500 100	10 256 521	11 046 368	12 443 020
		11 139 600	15 161 571	25 395 100	10 256 521	11 046 368	12 443 020
GRAND TOTAL CHRIS HANI DISTRICT MUNICIPALITY		146 251 400	140 779 847	165 983 828	162 236 200	174 695 212	263 251 987
		140 899 900	146 554 668	161 675 584	158 551 040	174 393 072	267 662 556

5 351 500 -5 774 821 4 308 244 3 685 160 302 140 -4 410 569

<div style="border: 1px solid black; padding: 2px; display: inline-block;">CHRIS HANI DISTRICT MUNICIPALITY</div>		2007 / 2008	2008 / 2009	2009 / 2010	2010 / 2011
		REVISED BUDGET	DRAFT BUDGET	DRAFT BUDGET	DRAFT BUDGET
% PER OPERATTING BUDGET		-	-	-	-
TOTAL SALARIES BUDGET		0	0	0	0
OPERATING EXPENDITURE		#REF!	#REF!	#REF!	#REF!
BUDGET SUMMARY		171 991 197	192 389 956	285 890 963	334 251 843
Add back:					
ROADS PROJECT EXPENDITURE		#REF!	#REF!	#REF!	#REF!
EQUITABLE SHARE FUNDED EXPENDITURE		#REF!	#REF!	#REF!	#REF!
M S I G EXPENDITURE		#REF!	#REF!	#REF!	#REF!
ADJUSTED %		#REF!	#REF!	#REF!	#REF!

SECTION I: PERFORMANCE MANAGEMENT SYSTEM

The Chris Hani District Municipality has adopted a PMS system which is a derivative of the balanced scorecard. It is known as the Municipal scorecard

DEVELOPMENT OF PMS

1. Relationship between IDP and PMS

Although the development of the PMS is a separate process, it has very strong parallels with the preparation and development phases of the IDP. It is also crucial that the continuous development of the PMS identifies overlaps and is used to calibrate the synergies between the IDP and performance measurement and performance management of the CHDM. An integrated model for calibrating the three applications (including key performance area (KPA) and key performance indicators (KPIs) is schematically presented in the next page.

PRINCIPLES GOVERNING PERFORMANCE MANAGEMENT

The following principles inform and guide the development and implementation of the Chris Hani District Municipality performance management system:

Simplicity

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

Politically driven

Legislation clearly tasks the municipal council and mayor as the owner of the performance management system. The Executive **MUST** drive both the implementation and improvement of the system. Legislation allows for the delegation of this responsibility or aspects of it to the municipal manager or other appropriate structure as the Executive may deem fit.

Incremental implementation

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

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

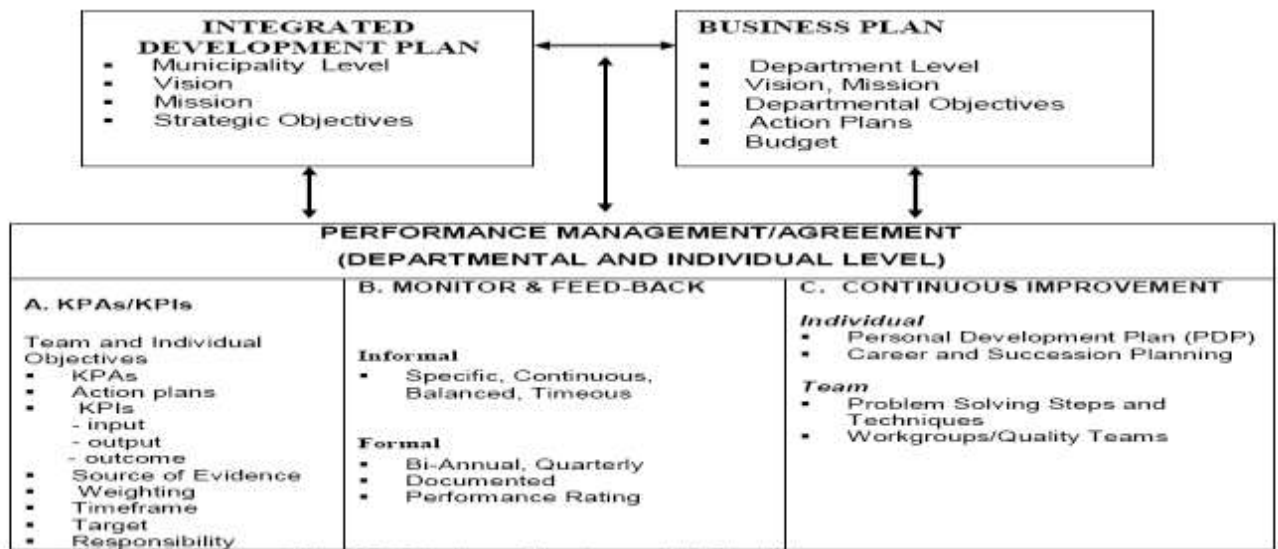
Transparency and accountability

Members of the municipality whose performance will be monitored and measured must ensure that the process of managing performance is inclusive, open and transparent. This can only be achieved by taking effective participation in the design and implementation of the system within the municipality. Again, the process must involve and empower communities so that they are able to understand how the municipality and its departments are run, how resources are spent, and who is in charge of particular services. Similarly, all information on the performance of departments should be available for other managers, employees, the public and specific interest groups.

Integration

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

Objectivity



be

Performance management must be founded on

objectivity and credibility. Both the processes of managing performance and the information on which it relies need to be objective and credible. Sources of data for measuring indicators should be scrutinized to enhance credibility of information and therefore objective decision-making.

WHAT DO WE MONITOR AND REVIEW

International experience in both the private and public sectors has shown that traditional approaches to measuring performance, which have been heavily reliant on only financial measures, are severely lacking. It has become well accepted that in order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing as seen by differing categories of stakeholders. To ensure this balanced multi-perspective examination of Chris Hani District Municipality's performance, a model has been adopted to guide performance management in the entire municipal organisation.

What is a model?

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

Why do we need a model?

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

They provide:

Balance

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

Simplicity

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

Mapping of Inter-relationships

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

Alignment to the Integrated Development Planning (IDP) methodology

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

The Revised Municipal Scorecard Model

The Chris Hani municipal council will make use of the Municipal Scorecard Model as its model for performance management. This model is useful for the following reasons. It is:

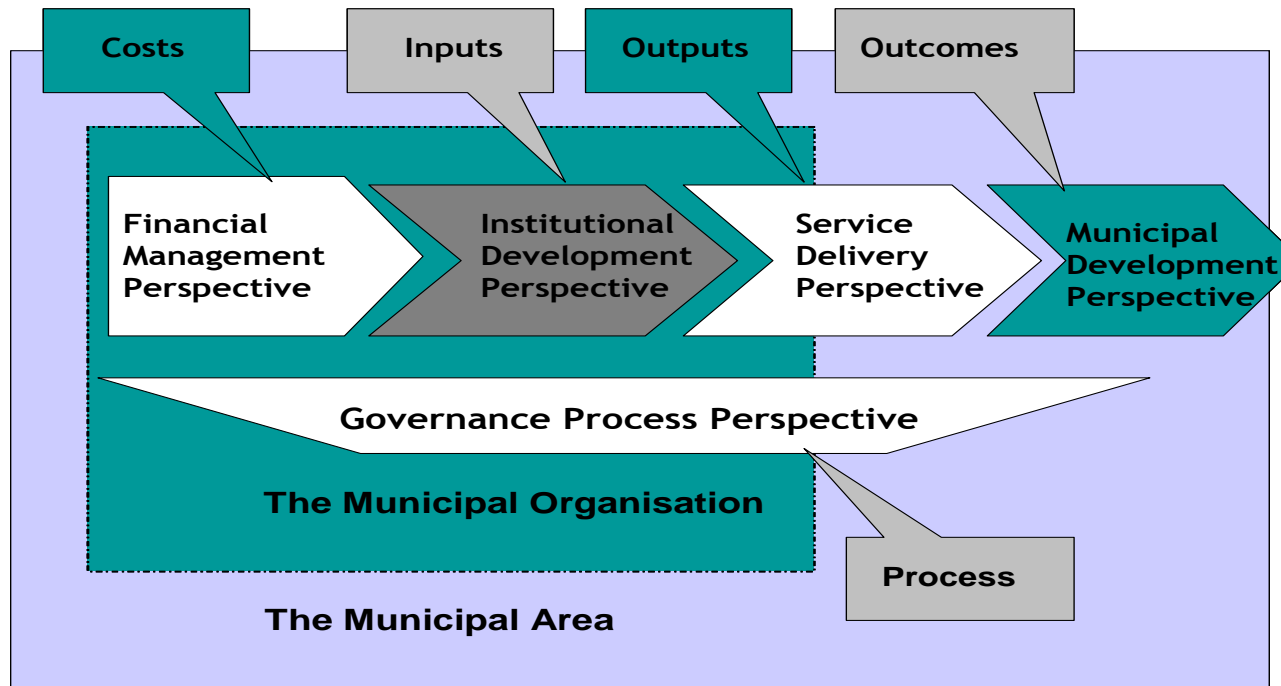
- Tightly aligned to the strategic planning and IDP processes of the municipality
- Directly relevant to the notion of developmental local government
- A balanced view of performance based on municipal inputs, outputs, outcomes and process
- A simple portrayal of municipal performance, where inter-relationships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

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

- Municipal Transformation & Organisational Development
- Infrastructure Development and Service Delivery
- Local Economic Development
- Municipal Financial Viability & Management
- Good Governance & Public Participation

The Municipal Scorecard Model is based on five key perspectives outlined in the following figure:

Figure 1: Structure of the Municipal Scorecard



The Municipal Development Perspective

In this perspective, the municipality will assess whether the desired development impact in the municipal area is being achieved. It incorporates social, environmental and economic development aspects. This perspective will constitute the development priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It will be difficult to

isolate development outcomes for which the municipality is solely accountable. It is expected that the development priorities and indicators, will often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area will be useful in telling the Municipality whether its policies and strategies are having the desired development impact.

The Service Delivery Perspective

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

The Institutional Development Perspective

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

- Human Resources
- Information
- Organizational Infrastructure
- Asset management

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

The Financial Management Perspective

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

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

Governance Process Perspective:

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

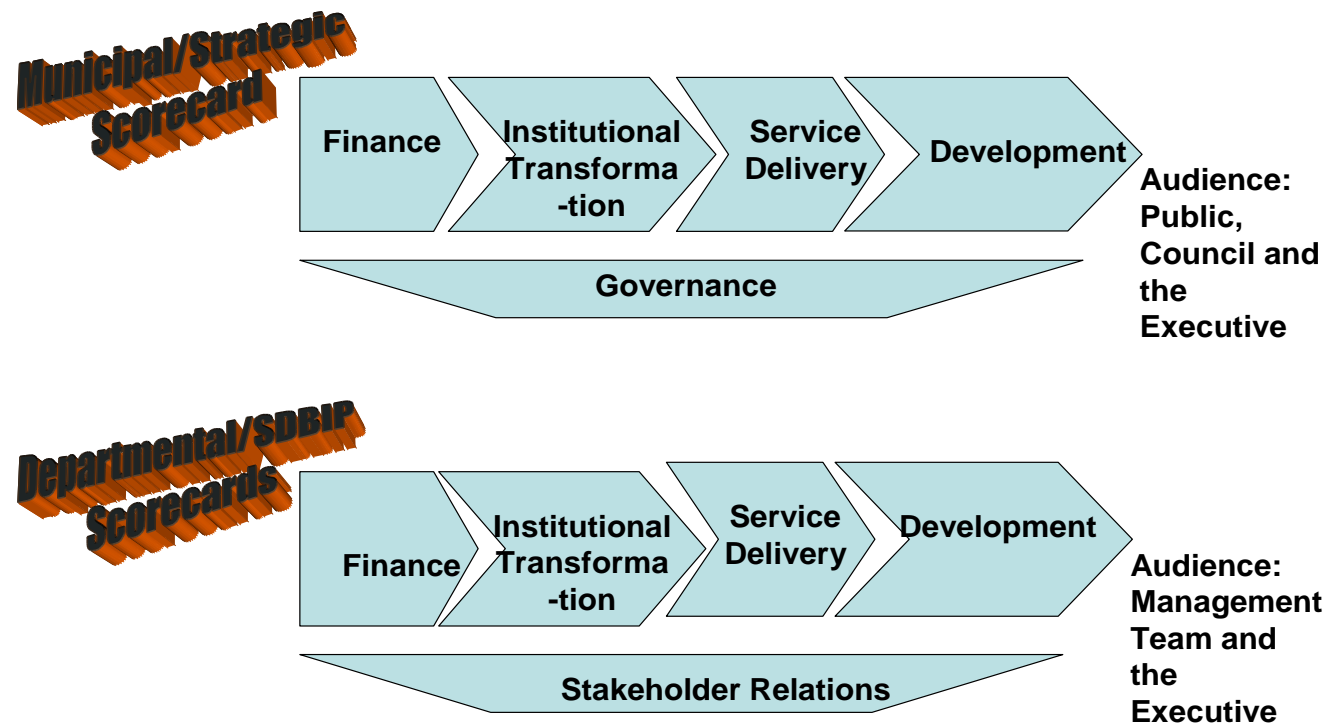
- Public participation,
- Functionality and impact of municipal governance structures (council structures including the offices of the speaker, and portfolio committees and executive)
- Access to information
- Intergovernmental relations

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

Organisational Scorecards at different levels

There will be two levels of scorecards for Chris Hani District Municipality as depicted in figure-2 that follows.

Figure 2: Two Levels of Scorecards



The Municipal/Strategic Scorecard

The Municipal/Strategic scorecard will provide an overall picture of performance for the municipality as a whole, reflecting performance on the strategic priorities set in the IDP.

The development perspective of this scorecard will therefore necessitate that information be collected from other development role players in the municipal area for reporting purposes. These include other spheres of government, business formations and civil society organisations.

The Municipal Manager and HODs will use it, after review, as a basis for reporting to the Executive Committee, Council and the public. It is proposed that it be reported to the Executive Committee quarterly, to Council bi-annually and the Public annually for review.

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

Departmental/SDBIP Scorecards

The Departmental/SDBIP scorecards will capture the performance of each municipal department. Unlike the Municipal/Strategic scorecard, which reflects on the strategic priorities of the municipality, a Departmental/SDBIP scorecard will provide a comprehensive picture of the performance of that department. It will consist of objectives, indicators and targets derived from the SDBIP's.

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

Departmental/SDBIP Scorecards will be comprised of the following components:

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

Performance reporting on this section of the scorecard will be in terms of actual against projections

- Stakeholder Relations, which sets out how the department will improve its relationship with its key stakeholders

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

- Service Outcomes
- Institutional Transformation Issues
- Stakeholder Relations

Performance in the form of a SDBIP scorecard will be reported to the Municipal Manager and relevant portfolio committees for review. This should happen quarterly. It must be noted that the relevant Section 57 Manager is primarily responsible for performance on the Departmental/SDBIP Scorecard. As such, the Departmental/SDBIP scorecard is closely linked and forms the largest component of how the Section 57 manager's performance will be appraised. This is dealt with in more detail in the section on employee performance.

Scorecard concepts

The Municipal/Strategic and Departmental/SDBIP scorecards should be presented in a consistent format so that they are easy to use and understand. The concepts that have been used in the scorecard concepts for Chris Hani District Municipality are defined below:

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

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

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

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

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

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

Indicator custodian: refers to the person that takes responsibility for the monitoring of change in the indicator and report on it. The performance management system for Chris Hani District Municipality has various indicators for the goals that are set in the IDP. These indicators including those that will be further developed for Departmental/SDBIP scorecards and should be assessed against the following criteria.

Criteria for Setting Good Indicators

In developing indicators, the municipality must ensure that it adheres to the following principles:

Focused and Specific

Indicators should be clearly focused and stated unambiguously.

Measurable

An indicator should by definition contain a unit of measurement.

Valid and Relevant

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

Reliable

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

Simple

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

Minimise perverse consequences

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

Data Availability

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

Core Local Government Indicators

National Indicators

The municipality's performance management indicators will incorporate the following indicators prescribed by the Minister of Provincial and Local Government as per the Municipal Planning and Performance Management Regulations of 2001:

1. The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
2. The percentage of households earning less than R1100 per month with access to free basic services;
3. The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;

4. The number of jobs created through municipality's local economic development initiatives including capital projects;
5. 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;
6. The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
7. Financial viability as expressed by the following ratios:

(i)

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

Where -

"A" represents debt coverage

"B" represents total operating revenue received

"C" represents operating grants

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

(ii)

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

Where -

"A" represents outstanding service debtors to revenue

"B" represents total outstanding service debtors

"C" represents annual revenue actually received for services;

(iii) **B + C**

A = -----

D

Where -

"A" represents cost coverage

"B" represents all available cash at a particular time

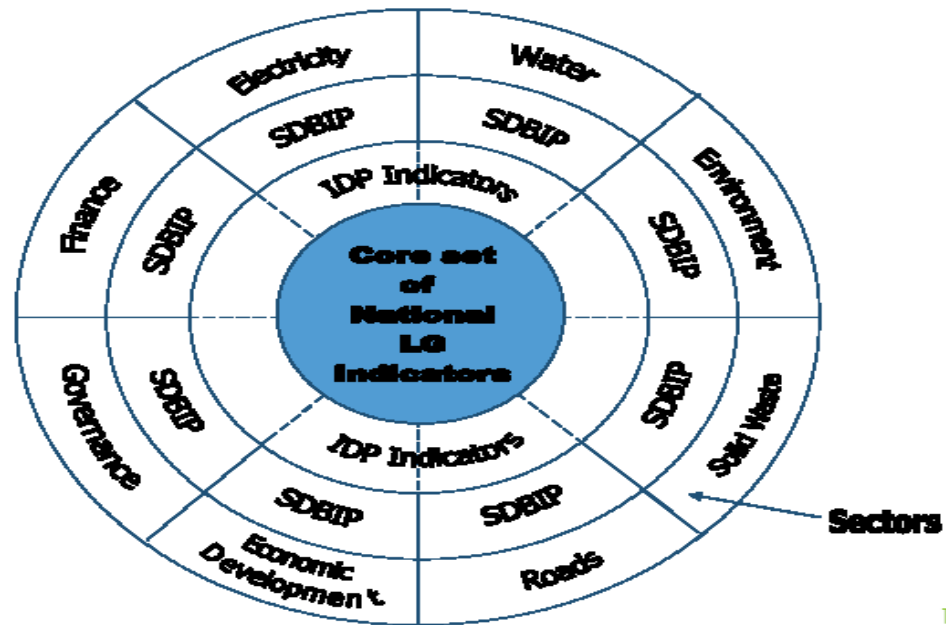
"C" represents investments "D" represents monthly fixed operating expenditure.

While there is no legal requirement to incorporate any other local government performance monitoring indicators used by other spheres of government other than those prescribed by the Minister, Chris Hani District Municipality shall, in addition to indicators prescribed by the Minister, as practically feasible as possible incorporate a core set of local government indicators used by other spheres of government into its performance management system. Among these shall be the indicators for the Vuna Awards for Municipal Performance Excellence for the following reasons:

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

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

Figure 3: A core set of Local Government Indicators



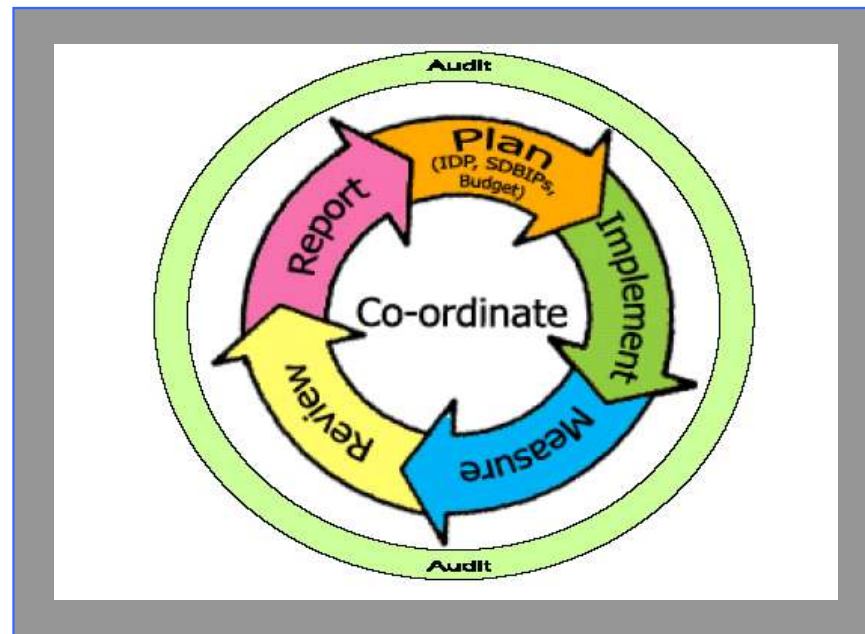
The schematic diagram above prescribes an approach to incorporating a core set of Local Government indicators such as those used in the Vuna Awards into a municipal set of indicators. It notes that there should be complemented for local use with IDP indicators and SDBIP indicators. Other sets of indicators deemed to be important, in each sector, such as the water sector benchmarking indicators shall be included.

There is also a national initiative aimed at establishing a local government Monitoring and Evaluation system, which intends to include a core set of local government indicators. If these differ from the Vuna indicators, and are available in time, they shall be included as part of the municipality's scorecard.

THE PROCESS OF MANAGING PERFORMANCE

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

Figure 4: Performance Management as an approach to Management



The annual process of managing the performance of the Chris Hani District Municipality shall involve the following components:

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

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

Co-ordination

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

- Municipal Manager
- IDP/PMS Co-ordinator
- Internal Audit
- IPED Director

The Municipal Manager, as the acting chairperson of this team, will be accountable to the Executive Mayor with regard to the work of the team. The responsibility for organisational performance management and the IDP are to be located together, in IPED. IPED will be accountable to the Municipal Manager.

Performance Planning

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

The following diagram shows the link between the IDP objectives and strategies and the Departmental/SDBIP scorecard. Measurement and Analysis

Measurement is the act of collecting data on identified performance indicators while analysis is the act of interpreting the meaning of such data in terms of performance. For each Municipal Scorecard indicator, a relevant custodian has to be designated. The custodian will not necessarily be accountable for performance, he/she will be responsible for conducting measurements of the applicable indicators, analysing and reporting these for reviews.

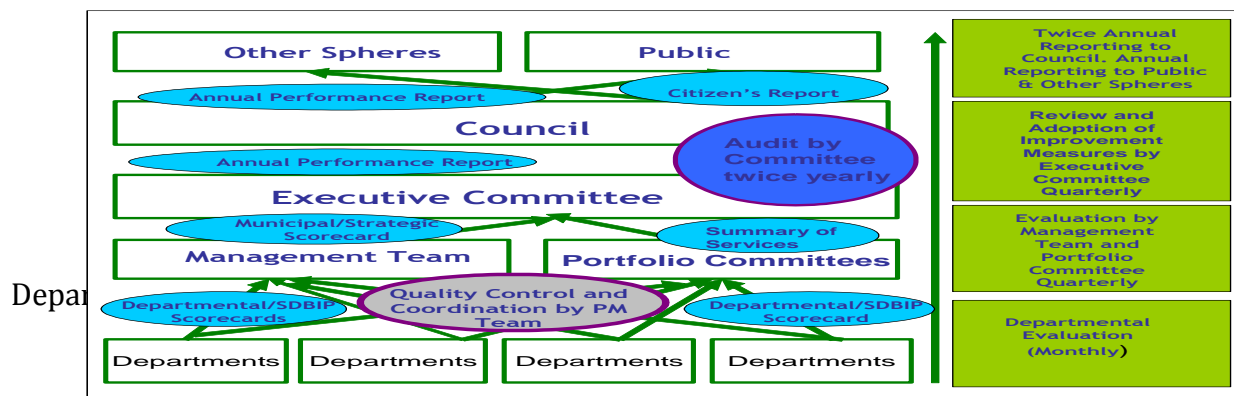
Reviews shall be undertaken by the Municipal Manager, a committee of Councillors delegated a responsibility for performance management, and Council. Prior to reviews taking place, performance reporting must be tracked and co-ordinated. The Municipal Manager’s Office must be responsible for this process.

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

Performance Reporting & Reviews

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

Figure 5: The Annual Process of Reporting and Review



Departments should review their performance monthly, using their Departmental/SDBIP scorecards. Decision-makers should be immediately warned of any emerging failures to service delivery such that they can intervene if necessary. Departments should use these reviews as an opportunity for reflection on their goals and programmes and whether these are being achieved. Minutes of these reviews should be forwarded to the performance management team. Changes in indicators and targets may be proposed at this meeting but can only be approved by the relevant portfolio committee, in consultation with the IDP/PMS co-ordinator. The head of the department must report to the management and to the portfolio committee head who must table the report to the portfolio committee

Management Team Reviews

Departments must then report on their performance in the Departmental/SDBIP scorecard format to the municipal manager and the heads of departments. Additional indicators that occur in the Municipal/Strategic scorecard must also be reviewed. The formulation of the Municipal/Strategic scorecard and the process of review must be co-ordinated by the performance management team.

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

Portfolio Committee Reviews

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

Mayoral Committee Reviews

On a quarterly basis, the Mayoral Committee should engage in an intensive review of municipal performance against both the Departmental/SDBIP scorecards and the Municipal/Strategic scorecard, as reported by the municipal manager.

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

The review should reflect on the performance of Departmental/SDBIP and the Municipal/Strategic scorecard. The Mayoral Committee will need to ensure that targets committed to in the municipal scorecard are being met, where they are not, that satisfactory and sufficient reasons are provided and that the corrective action being proposed is sufficient to address the reasons for poor performance.

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

Council Reviews

At least twice annually, the council shall be required to review municipal performance. This reporting must take place using the Municipal/Strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the Municipal/Strategic scorecard), financial statements and an audit report.

Public Reviews

The Municipal Systems Act requires the public to be given the opportunity to review municipal performance. It is proposed that in addition to the annual report mentioned above, a user-friendly community's report should be produced for public consumption. The communities' report should be a simple, easily readable and attractive document that translates the Municipal/Strategic scorecard for public consumption. It is also proposed that a public campaign be annually embarked on to involve communities in the review of municipal performance. Such a campaign could involve the following methodologies:

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

Reporting to other spheres and agencies of government, Auditor General and MEC

The Systems Act requires the municipal manager to give written notice of meetings, in which the municipality's the annual report, is tabled or discussed by the Council, to the Auditor-General and the MEC for Local Government. The Municipal Manager must also submit copies of the minutes of these meetings to the Auditor-General and the MEC for Local Government in the province.

Representatives of the Auditor-General and the MEC for Local Government in the province are entitled to attend and to speak at such meetings. A copy of the report must be submitted to the MEC for Local Government in the province and the Auditor-General.

Critical dates and timelines

The municipality commits to influencing its partners and other spheres of government to work towards an annual cycle of municipal performance management with agreed critical dates and timelines for the following activities:

1. Development of District Municipal/Strategic Scorecard (as part District IDP process)
2. Finalisation of SDBPIs
3. Completion of the first quarter review
4. Completion of the midyear/ second quarter review
5. Completion of the third quarter review
6. Completion of the annual review
7. Submission of inputs to the District Municipal/Strategic scorecard
8. Participation in the District Municipal/Strategic scorecard review as part of the IDP process

Auditing and Quality Control

All auditing shall comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001). Auditing of performance reports shall be conducted by the internal audit structure prior to submission to the municipality's external audit committee and auditor-general.

Quality Control and Co-ordination

The Office of the Municipal Manager or IPED, overseen by and reporting regularly to the PMS Management Team, shall be required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It shall be its role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

Performance Investigations

The Executive Committee or Audit Committee must be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies

While the internal audit function must be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be audited, should be used. Clear terms of reference must be adopted by the respective committee.

Internal Audit

The municipality's internal audit function must continuously be involved in auditing the performance reports of Departmental/SDBIPs and the Municipal/Strategic scorecard. As required by the regulations, they shall produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Audit Committee. The capacity of the internal audit unit must be improved beyond the auditing of financial information.

Auditing is necessary to prevent:

- Inconsistencies in performance management definition or methodology of data collection;
- Incorrect processing and poor documentation of performance management;
- Biased information collection and reporting by those whose image is at stake in the performance management process.

The Regulations specify that any auditing must include assessment of:

- The functionality of the municipality's performance management system;
- The compliance of the system with the legislation; and
- The extent to which performance measurements are reliable in measuring performance of the municipality

Audit Committee

In ensuring an objective and functional Audit Committee the Council shall ensure that the

- majority of members are not councilors or employees of the municipality;
- chairperson of the committee is neither a councilor nor an employee of the municipality;
- members of the committee have credibility within all Chris Hani 's communities and organs of civil society; and the

- composition of the audit committee sufficiently caters for the following competencies:
 - an understanding of performance management
 - an understanding of municipal finances
 - an understanding of development, including rural development
 - an insight into the municipality’s IDP objectives

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

As per the regulations, the performance audit committee shall

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

The audit committee shall also be tasked with assessing the reliability of information reported.

In order to fulfill its function a performance audit committee may, according to the regulations,

- communicate directly with the council, municipal manager or the internal; and external auditors of the municipality concerned;
- access any municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

Role of Stakeholders

Table 1: Role of Stakeholders

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Community	▪ Be Consulted on needs		▪ Be given the opportunity to review the municipal

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Structures and IDP Forum	<ul style="list-style-type: none"> ▪ Develop the long term vision for the area ▪ Influence the identification of priorities ▪ Influence the choice of indicators and setting of targets 		performance and suggest new indicators and targets
Council	<ul style="list-style-type: none"> ▪ Facilitate the development of a long term vision ▪ Develop strategies to achieve vision ▪ Identify priorities ▪ Adopt indicators and set targets 		<ul style="list-style-type: none"> ▪ Review municipal performance bi – annually
Portfolio (S79) Committees	<ul style="list-style-type: none"> ▪ Influence the preparation of Departmental/SDBIP scorecards ▪ Adopt Departmental/SDBIP scorecards ▪ Ensure involvement of communities in the setting of municipal targets (IDP) 	<ul style="list-style-type: none"> ▪ Monitor the performance of relevant services 	<ul style="list-style-type: none"> ▪ Receive reports from service managers ▪ Review monthly Departmental/SDBIP Scorecards ▪ Report to Mayco ▪ Adopt corrective actions where necessary and recommend to Mayco
Mayoral Committee	<ul style="list-style-type: none"> ▪ Play the leading role in giving a strategic 		<ul style="list-style-type: none"> ▪ Conduct the major reviews of municipal performance, determining where goals had or had not been met, what the

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
	<p>direction and developing strategies and policies for the organization</p> <ul style="list-style-type: none"> ▪ Manage the development of an IDP ▪ Approve and adopt indicators and set targets ▪ Communicate the plan to other stakeholders 		<p>reasons were and to adopt response strategies</p>
Management Team	<p>Assist the Executive Committee in:</p> <ul style="list-style-type: none"> ▪ Providing strategic direction and developing strategies and policies for the organization ▪ Manage the development of an IDP ▪ Ensure that the plan is integrated ▪ Identify and propose indicators and targets ▪ Communicate the plan to other stakeholders ▪ Develop Department/SDBIPs and Budgets 	<ul style="list-style-type: none"> ▪ Regularly monitor the implementation of the IDP, identifying risks early ▪ Ensure that regular monitoring (measurement, analysis and reporting) is happening in the organization ▪ Intervene in performance 	<ul style="list-style-type: none"> ▪ Conduct quarterly reviews of performance ▪ Ensure that performance reviews at the political level are organized ▪ Ensure the availability of information ▪ Propose response strategies to the Executive Committee ▪ Report to Exco

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
		<p>problems on a daily operational basis</p>	
<p>HODs or Departmental Directors</p>	<ul style="list-style-type: none"> ▪ Develop Departmental/SDBIPs Scorecards for integration with other sectors within the strategy of the organization 	<ul style="list-style-type: none"> ▪ Measure performance according to agreed indicators, analyse and report regularly ▪ Manage implementation and intervene where necessary ▪ Information decision-makers of risks to service delivery timeously 	<ul style="list-style-type: none"> ▪ Conduct reviews of service performance against plans before reviews.
<p>IPED or Manager in the Office of the Municipal</p>	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ IPED to be responsible for the coordination 	<ul style="list-style-type: none"> ▪ To compile monthly organisational performance management report and submit them for discussion at management meetings as well as quarterly reports for the Mayoral Committee

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Manager		of organisational performance management system	
Corporate Services Department	<ul style="list-style-type: none"> ▪ Assist individual departments, managers and appraisors to fulfill their obligations in terms of this policy ▪ Assist with focused training of individual employees to improve performance through Workplace Skills Plan ▪ Assist the LLF to review the PMS policy on a continuous basis 	<ul style="list-style-type: none"> ▪ Formulation of methods on how to obtain the necessary data relevant to the performance appraisals ▪ Provide standardized rating sheets for supervisory and non-supervisory personnel 	<ul style="list-style-type: none"> ▪ Coordinate the performance reports of supervisory and non-supervisory personnel
Local Labour Forum (LLF)	<ul style="list-style-type: none"> ▪ Ensure introduction, design, implementation and monitoring of the PMS in accordance with fair labour practice 		

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
	<ul style="list-style-type: none"> ▪ Recommend to Council on any matters related to PMS ▪ Ensure that a culture and work situation conducive for a performance appraisal system is established and maintained ▪ Ensure that procedures agreed to by the LLF to assist employees to understand the PMS is implemented 		
Internal Audit			<ul style="list-style-type: none"> ▪ Produce quarterly audit reports for MM and audit committee
Audit Committee			<ul style="list-style-type: none"> ▪ Review internal audit reports ▪ Assess system and indicators ▪ Provide audit report twice annually to council
Employees	<ul style="list-style-type: none"> ▪ Participate in the performance management system and by implication performance appraisals 		

EMPLOYEE PERFORMANCE

This section focuses on the performance management arrangements for section 57 employees of the municipality. The following framework can be used for all other employees. However the legal framework that underpins it requires that it be enforced for all Section 57 Managers. The municipality shall incrementally roll-out this system for all employees.

The legislation upon which this is based includes:

- The Local Government Municipal Systems Act, No. 32 of 2000.
- The Local Government Municipal Systems Amendment Act, No. 44 of 2003.
- Local Government Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006. Regulation Gazette No. 29089.
- Draft competency guidelines for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.

Issues related to the implementation of regulations

The performance regulations, as published in Government Gazette No 29089 on 1 August 2006, seek to set out how the performance of section 57 managers will be uniformly directed, monitored and improved. In the implementation of the regulations, a number of issues may arise that may have an effect on whether an employment contract or a performance agreement has been validly entered into. This section deals with who bears the responsibility to implement the performance management system, the ipso facto (automatic) applicability of national legislation on an employment contract, the effect of a non-existing performance agreement on an employment contract, the legality of a “retrospective” performance agreement, and the legal effect of missing the 90 day deadline.

Responsibilities for implementing PMS

The Municipal Manager, as head of the administration (see section 55 Municipal Systems Act or MSA) or as accounting officer (see section 60 Municipal Finance Management Act or MFMA) is responsible and accountable for the formation and development of an accountable administration operating in accordance with the municipality’s performance management system. She or he is also responsible for the management of the administration in accordance with legislation. The final responsibility for ensuring that employment contracts for all staff are in place rests with the municipal manager. The final responsibility for ensuring that performance agreements with the relevant managers, including his or her own, are in place, rests with the municipal manager.

Employment contract

The Systems Act (see section 57) provides that there must be a written employment contract between the municipality the municipal manager and managers directly accountable to municipal managers (hence the reference, to managers employed in terms of these contracts, as Section 57 Managers).

Applicable legislation

The regulations (see sub-regulation 4(1)) provide that the employment contract must be subject to the terms and conditions of the Systems Act, the MFMA, and other applicable legislation. In the event that the employment contract does not refer to the applicability of other legislation, that omission will not affect the legal validity of the employment contract. The employment contract will, in any event, be subordinate to any legislation even in the case where the parties themselves are unaware of such legislation.

Validity of employment contract

The regulations (see sub-regulation 4(4)(a)) further provide that employment in terms of an employment contract must be subject to the signing of a separate performance agreement within 90 calendar days after assumption of duty and annually within one month after the commencement of the financial year. The question arises whether the validity of the employment contract will be affected in the absence of a performance agreement as per the dictates of the regulation. It is important to bear in mind that both the employment contract and the performance agreement are entered into separately by the parties. In the event that the performance agreement has not been entered into after the expiration of the time limit, it amounts to a breach of the employment conditions and the party responsible for such breach must be put on terms. It is important to emphasise that the failure to enter into a performance agreement does not automatically render the employment contract invalid. The party responsible for this breach must be given an opportunity to remedy the breach. Failure by the party responsible for the breach to remedy the breach may result in the other party initiating a contract termination process if it so feels.

Performance agreement

The performance agreement (see sub regulation 8(2) read with sub-regulation 23) provides the basis upon which the municipality will reward good performance on the part of the employee. Performance Agreements form the basis upon which the performance of Section 57 Managers are measured and monitored against targets. The performance agreement is put in place to comply with the

provisions of Section 57 (1)(b), (4A),(4B) and (5) of the Municipal Systems Act as well as the employment contract entered into between the parties. This agreement must be entered into for each financial year and be reviewed annually in June.

According to the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), the performance agreements fulfill the following key purposes:

- specify objectives and targets defined and agreed with the employee and communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- monitor and measure performance against set targeted outputs;
- use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- and in the event of outstanding performance, to appropriately reward the employee;
- give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

Retrospectively

The question arises whether it would be possible to enter into a performance agreement retrospectively, even after the end of the financial year for that financial year. The language of the MSA (see section 57(2)) is peremptory in this regard. It provides that a "performance agreement must be concluded within a reasonable time after a person has been appointed" (own emphasis). The regulation provides that the performance agreement must be signed within 90 calendar days after assumption of duty. The municipal council does not have the authority to change these prescripts.

The absence of a performance agreement at the end of a financial year will fatally affect the ability of the municipality to pay a performance bonus to the affected employee.

Legal validity after 90 days

A further issue which may arise is the legal validity of a performance agreement that is concluded after the period of 90 days has lapsed. In this regard, it is instructive to consider that the regulation provides that employment is subject to the compliance with sub-regulation 4(4)(a). It would appear that one would still be able to enter into a valid performance agreement after the 90 days period provided that there is consensus between the parties that the employment contract is still in force. Thus, where the performance agreement is entered into after the expiry of the 90 days limit, the agreement can still be entered into for part of that financial year (see sub-regulation 24(1)).

It is understood that a performance agreement comprises a performance plan and a personal development plan.

Performance Plan

The performance plan establishes:

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

The specifics of the performance plan will be determined by the Executive Committee, in consultation with the employee, and will be based on the IDP, SDBIP and the Budget. It shall include the following elements:

- Key Objectives
- Key Performance Indicators
- Baseline
- Targets
- Weightings

In addition, the employee will be measured in terms of their contribution to the goals and strategic objectives and priorities as set out in the Municipality's IDP.

Section 57 Managers shall be assessed against two components, weighted as follows:

Key Performance Area (KPA) which is weighted at 80%

The employee's assessment shall in part be based on his/her performance in terms of outcomes/outputs (performance indicators) identified in the performance plan which are linked to the KPAs. This contributes to 80% of the overall assessment result. The

weightings per KPA will be agreed upon between the Executive Committee and the employee. For Managers directly responsible to the Municipal Manager, the KPAs are those related to their key functional areas.

For the municipal manager this will be the Municipal/Strategic scorecard, not dealing with outcomes, representing the IDP. For managers reporting to the municipal manager, this component will be their Departmental/SDBIP scorecards, without outcomes.

For all other staff that this system will be rolled out to, this component will need to be drawn up for them and align with their job descriptions.

Core Competency Requirement (CCR) which is weighted at 20%

The CCRs which are deemed most critical to the employee's specific function will be selected from a list and agreed upon with the employer, with consideration for proficiency levels as agreed between the two parties. Weights will further be assigned to the CCRs selected.

Table 2: Core Competency Requirements from Regulation (2006)

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
Core Managerial Competencies	(Indicate choice) √	Weight
Strategic Capabilities and leadership		
Programme and Project Management		
Financial Management Change Management	Compulsory	
Knowledge Management		
Service Delivery Innovation		

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
Problem Solving and Analysis		
People Management and Empowerment	Compulsory	
Client Orientation and Customer Focus	Compulsory	
Communication		
Honesty and Integrity		
Core Occupational Competencies		
Competence in Self Management		
Integrity of and implementation legislative and national policy frameworks		
Knowledge of developmental local government		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political social and economic contexts		
Competence in policy conceptualization, analysis and implementation		
Knowledge of more than one functional municipal field discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

Personal Development Plan

As part of the performance agreement, a personal development plan will be included. This section should state the activities, including training, that the employee wishes to undertake to improve themselves or what is required to better fulfill the needs of the job.

Evaluating performance

The Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), stipulates in detail how the evaluation process should be undertaken.

Evaluators

For purposes of evaluating the annual performance of the municipal manager, The Executive Mayor must establish an evaluation panel constituted of the following persons:

- Executive Mayor;
- Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- Member of the Mayoral Committee
- Mayor and/or municipal manager from another municipality; and
- Member of a Community Structure as nominated by the Executive Mayor.

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, the Municipal Manager must establish an evaluation panel constituted of the following persons:

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

Process & Scoring

Performance will be reviewed on a quarterly basis within two weeks after completion of the evaluation of a unit (department or section) to which the employee belongs or is managing. The employer will keep a record of the mid-year review and annual assessment meetings. The performance plan will include a Personal Development Plan, in order to address any weaknesses or skills gaps which may have been identified.

In summary, the annual performance appraisal will involve an assessment of results as outlined in the performance plan, discussed below:

KPA assessment

1. Each KPA will be assessed according to whether performance indicators have been met
2. An indicative rating on a 5-point scale will be provided for each KPA
3. The applicable assessment rating calculator will be used to add to the scores and calculate the final KPA score based on a weighted average score.

CCR assessment

1. Each CCR will be assessed according to whether the performance indicators have been met
2. An indicative rating on a 5-point scale will be provided for each CCR
3. The rating is multiplied by the weighting given to each CCR, to provide a score
4. The applicable assessment rating calculator will be used to add to the scores and calculate the final CCR score, based on a weighted average score.

Table 3: Scoring suggested by Regulation (2006)

Level	Terminology	Description
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.

Level	Terminology	Description
3	Fully effective	Performance fully meets the standard expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan and maintain this in areas of responsibility throughout the year
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard required for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the key performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

The combined KPA and CCR assessment scores, weighted 80% and 20% respectively, will make up the overall assessment score.

The regulations do not deal with the detail of how to convert the points from the 5-point scale into percentage of performance even though the bonus calculation, as per regulations, will be based on the percentage level of performance achieved.

Dispute resolution

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

- a) In the event that the Manager is dissatisfied with any decision or action of the Executive Authority in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Manager has achieved the performance objectives and targets established in terms of this Agreement, the Manager may meet with the Executive Authority with a view to resolving the issue. At the Manager's request the Executive Authority will record the outcome of the meeting in writing.
- b) In the event that the Manager remains dissatisfied with the outcome of that meeting, he may raise the issue in writing with the Speaker. The Speaker will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Manager with an opportunity to state his case orally or in writing before the Executive Authority, i.e. Mayoral Committee of the Municipality. At the Manager's request the Speaker will record the outcome of the meeting in writing. The decision of the Executive Authority on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.
- c) If any dispute about the nature of the Manager's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the MEC for local government in the province or any other person appointed by the MEC within 30 days of receipt of a formal dispute from the Manager.
- d) In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

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

- e) In the event that the Manager is dissatisfied with any decision or action of the Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Manager has achieved the performance objectives and targets established in terms of this Agreement, the Manager may meet with the Municipal Manager with a view to resolving the issue. At the Manager's request the Municipal Manager will record the outcome of the meeting in writing.
- f) In the event that the Manager remains dissatisfied with the outcome of that meeting, he may raise the issue in writing with the Executive Mayor. The Executive Mayor will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Manager with an opportunity to state his case orally or in writing before the Executive Mayor. At the

Manager's request the Executive Mayor will record the outcome of the meeting in writing. The decision of the Executive Mayor on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.

- g) If any dispute about the nature of the Manager's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved as contemplated above, the dispute will be mediated by the Mayoral Committee or any other Council Member appointed by the Mayoral Committee within 30 days of receipt of a formal dispute from the Manager.
- h) In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

Responding to Good Employee Performance

Bonuses

A performance bonus, based on affordability may be paid to the employees, after:

1. the annual report for the financial year under review has been tabled and adopted by the municipal council
2. an evaluation of performance in accordance with the provisions of the Regulation
3. approval of such evaluation by the municipal council as a reward for a level of performance deserving of a performance bonus in terms of the bonus criteria

In addition to the annual cost-of-living increase, the employee shall be eligible to be considered for a performance related increase (pay progression) on an annual basis.

Performance Bonus criteria

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

1. A score of 150% and above is awarded a performance bonus ranging 10% - 14%.

2. A score of 130% - 149% is awarded a performance bonus ranging between 5%-9%.

Score	% Bonus on Total Salary Package
130 -139	5-7
139 – 149	8-9
150 – 159	10-12
160 - 167	13- 14

An additional merit awards at the prorogative of Council can be provided to Section 57 Managers in the following criteria.

Score obtained on performance scorecard	The Section 57 Manager may be eligible to choose ONE of the options listed below
Platinum (> 120 - 129)	Medal Plus: a) The Employee is able to attend a conference/seminar relevant to his/her work that costs a maximum of 14 leave days for that Section 57 Manager or b) The Employee may select a work tool that will enhance his/her work ability to perform better in his/her job that costs a maximum of 14 leave days for that Section 57 Manager
Gold (111% - 119%)	Medal Plus: c) The Employee is able to attend a conference/seminar relevant to his/her work that costs a maximum of 12 leave days for that Section 57 Manager or d) The Employee may select a work tool that will enhance his/her work ability to perform better in his/her job that costs a maximum of 12 leave days for that Section 57 Manager
Silver (101% - 110%)	Medal Plus:

Score obtained on performance scorecard	The Section 57 Manager may be eligible to choose ONE of the options listed below
	e) The Employee is able to attend a conference/seminar relevant to his/her work that costs a maximum of 1 leave days for that Section 57 Manager or f) The Employee may select a work tool that will enhance his/her work ability to perform better in his/her job that costs a maximum of 10 days for that Section 57 Manager
(61% -100%)	No specific reward
< 65%	Compulsory performance counseling

Salary Adjustment

The respective employee's salary should be adjusted if it is understood that the high levels of performance can be sustained and are not once-off. This salary adjustment is over and above any inflationary adjustment.

Mayor's Merit Award

A Mayor's merit award will be introduced for all employees who are not on fixed term performance related contracts that perform excellently based on the following awards:

Score obtained on performance scorecard	The Employee may be eligible to choose ONE of the options listed below
Platinum (> 100%)	Medal Plus: g) Employee is granted 3 free leave days or h) The Employee is able to attend a conference/seminar relevant to his/her work that costs a maximum of 3 leave days for that employee or i) The Employee may select a work tool that will enhance his/her work ability to perform better in his/her job that costs a maximum of 3 leave days for that employee

Special opportunities shall be created such as special study opportunities and exchange programmes that could benefit high performing employees.

Promotion

Employees who consistently perform well shall be given more responsibility and promoted where opportunities arise.

Addressing Poor Employee Performance

Section 57 managers

The municipality shall base its actions against a poorly performing Section 57 manager on the midyear and annual performance review processes. Having set performance targets in the form of a performance agreement at the beginning of the year and reviewed progress in September as per the Regulations, during the midyear review if a manager achieves a score of less than 60%, an appropriately designated person within the municipality shall, together with the managers concerned, develop a Remedial and Developmental Support Plan within 30 days of the midyear performance review to assist the employee to improve his/her performance. The design of the plan shall be such that there should be performance improvement within 6 months of its implementation. The plan shall clearly specify the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation. If after 6 months, during the end-year performance review, the manager concerned still achieves a score of less than 60% and the municipality has evidence or proof that it met its responsibilities in terms of implementing the Remedial and Developmental Support Plan, the municipality shall consider steps to terminate the contract of the employee on the grounds of poor performance or operational incapacity.

Non-section 57 employees

In the case of unacceptable performance by a non-section 57 employee, the municipality shall, together with the employee concerned, develop a Remedial and Developmental Support Plan within 30 days of a review in which the employee achieves a score of less than 60%. The plan will clearly specify the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation.

The timeframes of the plan shall be determined by the support and remedial needs identified in the plan. After the timeframe determined in the plan has lapsed and based on the targets set in the plan, the performance of the employee shall be assessed. If the employee concerned still achieves a score of less than 60% and the municipality has evidence or proof that it met its responsibilities in terms of implementing the remedial and developmental support plan, the municipality shall consider steps to terminate the contract of the employee on the grounds of poor performance or operational incapacity.

CAPACITY BUILDING

The success of the implementation of the performance management system rests on the capacity of all internal and external stakeholders involved to fulfil their various roles. Some level of customized training and education programmes will be needed as well as support throughout implementation. Additional capacity may also be required for activities such as:

- ☑ Collating, documenting and managing a database of performance information, plans reviews and reports
- ☑ Undertaking measurements on indicators
- ☑ Analysis of measurements at corporate level
- ☑ Compiling annual reports
- ☑ Reviewing the performance management process and suggesting improvements
- ☑ Designing, developing and project managing the performance management system
- ☑ Training and support during implementation
- ☑ Evaluation of the system

If capacity allows it, all these activities should be undertaken internally. External service providers should only be contracted where specialist skills are needed and in cases where:

- there is no capacity to fulfil the function;
- the capacity cannot be built within the required timeframes;
- the effectiveness of the function will be compromised; and
- there are resources available to buy the service required.

Networking and Information Sharing

The process of developing and implementing a performance management system should be seen as a learning process where continuous improvement should occur as challenges arise from a constantly changing environment. Networking and sharing knowledge with other municipalities as well as optimal utilization of resources and support offered by various government and private institutions will add value to the performance management system of the Phumelela Local Municipality.

EVALUATION AND IMPROVEMENT OF THE PERFORMANCE MANAGEMENT SYSTEM

The Municipal Systems Act requires the municipality to annually evaluate its performance management system. After the full cycle of the annual review is complete, the performance management team shall initiate an evaluation report annually, taking into account the input provided by departments. This report shall then be discussed by the Management Team and finally submitted to the Executive Committee for discussion and approval. The evaluation should assess:

- The adherence of the performance management system to the Municipal Systems Act.
- The fulfillment of the objectives for a performance management system captured in section 3 of this document.
- The adherence of the performance management system to the objectives and principles captured in section 4 of this document.
- Opportunities for improvement and a proposed action plan.

It must once again be emphasised that there are no definitive solutions to managing municipal performance. The process of implementing a performance management system must be seen as a learning process, where there is a conscious buy-in to incremental improvement of the way the system works in order to fulfill the objectives of the system and address the emerging challenges from a constantly changing environment.

SECTION J: ANNEXURES

ASSESSMENT MATRIX FOR SECTOR PLANS / POLICIES 2010/11				
ANNEXURE	SECTOR PLAN	STATUS OF SECTOR PLAN / POLICY		
		Does it exist	What is its status	Will it be reviewed in 10/11
J.1	Spatial Dev Framework	Yes	Adopted	No
J.2	Disaster management plan	Yes	Being developed	No
J.5	WSDP	Yes	Under review	Yes
J.3	Coastal Zone development Plan	N/A		
J.4	Waste Management Plan	Yes	Adopted	No
J.6	Integrated Transport Plan	Yes	Adopted	No
J.7	Housing Sector Plan	No	Each LM has a housing plan. District does not do housing	No
J.8	Energy Master Plan			
J.9	LED Plan	Yes	Adopted	No
J.10	Infrastructure Investment Plan (EPWP Compliant)			
J.11	Land Reform and Settlement Plan	Yes	Adopted	No
	Area Base Plan	Yes	Adopted	No

J.12	Anti-corruption strategy			
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ORGANIZATIONAL ARRANGEMENTS

IDP APPROVAL

The process of approval for this IDP involved a series of consultative meetings with all stakeholders including: all wards, representative forum members, sector departments, internal departments, the district and MEC for Local Government. After approving a draft document in March 2010, the stakeholders were invited to make comments on the document. Following receipt of comments from these various interests groups, the drafting team considered the comments and amended the document accordingly, then drafted the final IDP review 2010/11 for council adoption, marketing and implementation.

The final document will be reproduced and marketed to all relevant audiences to ensure continuous buy-in and support for IDP Review 2010/11 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 IDP REVIEW 10/11 ADOPTION

I hereby declare that the Chris Hani District Municipality IDP Review 2010/11 was adopted on the 27th May 2010.

SIGNATURE

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Mr M. Mbambisa
MUNICIPAL MANAGER

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DATE

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Cllr M Sigabi
EXECUTIVE MAYOR

.....

DATE