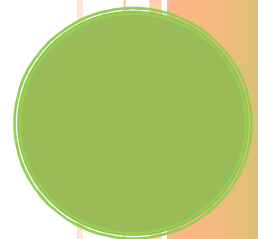




**O.R. TAMBO
DISTRICT MUNICIPALITY**

INTEGRATED DEVELOPMENT PLAN

2010/11 REVIEW



EXECUTIVE MAYOR'S FOREWORD

The 2010/2011 financial year marks the last year of the current Council term of office. This calendar year (2010) marks the year in which our country is a host of a major event, the 2010 FIFA Soccer World Cup sporting event. This 2010 calendar year is also the second year of the term of office for the National and Provincial spheres of government. The 2010 calendar year has also been declared by the President of the ruling party as the year of action meaning it is the year to ensure that plans and programmes are turned into tangible actions for the purpose of ensuring that quality and sustainable services are delivered to the people of our country. Let me take this opportunity of thanking the citizens of our district for being patient, tolerant and constructive instead of joining the mass protests engulfing municipalities in our country.

The O.R. Tambo District Municipality has engaged in a serious integration, coordination and consultation processes as per the adopted process plan culminating to the District Lekgotla which developed a District Programme of Action for the 2010/2011 financial year, a Turnaround Strategy and a framework for the monitoring and evaluation. The District Municipality has also been a host to high level political visits, launches and pilots such as the Mbizana Integrated Service Delivery pilot, KSD presidential intervention, Lubala Village War on Poverty pilot, Mhlontlo Rural Development launch, the National Population Registration launch, the HIV/AIDS Counselling and Testing launch.

The district municipality is geared to achieve at the highest levels by laying proper grounds for the next term of office through the development and implementation of water master plan for regional schemes that will ensure continuous supply of water that meets minimum quality in terms of the blue drop standards. The district council also adopted a concrete pre-cast VIP toilet which addresses the uniformity and size that will ensure restoration of the dignity of the people of our district. The district municipality business community has to align itself towards ensuring participation in projects such as the use of water provisioning as a catalyst for economic development and the unblocking of high impact priority projects to be implemented in the district area of jurisdiction.

Food security is also one of the main objectives of the district municipality and its development agency for the implementation of agricultural programmes such as high value crop production, maize production and heifer exchange programme to name just a few. The socio-economic interventions of the district are also aimed at pushing back the frontiers of poverty and all related social ills such as unemployment, teenage pregnancies, women and children abuse as well as HIV/AIDS. In conclusion, it is important for me to thank all those that have participated in our endeavours to improve the lives of all the people of our district. Let me also express my sincere gratitude to my traditional leadership in the district, leaders in the other spheres of government, my colleagues in council, the political leadership in the O.R. Tambo District, the employees of all the spheres operating within and outside our area of jurisdiction and lastly but most importantly, the rural and urban masses of the district for the trust placed upon myself to be your number one servant in this district for the two terms in office. Enkosi kakhulu.

Integrated development plan (draft)

TABLE OF CONTENT

PART ONE: INTRODUCTION.....	3
1.1 LEGISLATIVE FRAMEWORK.....	3
1.2 OVERVIEW OF PROCESSES	6
1.2 CONSIDERATION OF MEC COMMENTS ON 2009/10 IDP REVIEW	10
1.3 CONSIDERATION OF INPUT MADE BY COMMUNITY	11
PART 2: CURRENT SITUATION	14
2.1 LOCALITY	14
2.2 DEMOGRAPHICS AND SOCIO-ECONOMIC INDICATORS	15
2.2 CLIMATE AND ENVIRONMENT	17
2.3 GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	19
2.4 INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT	28
2.5 LOCAL ECONOMIC DEVELOPMENT	31
2.6 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT.....	41
2.7 HOUSING DEVELOPMENT	53
PART 3: DEVELOPMENT STRATEGIES	54
3.1 VISION, MISSION AND GOALS	54
3.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	55
3.3 INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT	61
3.4 PROVISION OF ADEQUATE INFRASTRUCTURE.....	64
PART 4: PERFORMANCE MANAGEMENT.....	69
4.1 PERFORMANCE MANAGEMENT SYSTEM.....	69
4.2 IMPLEMENTATION PLAN	71
PART 5: SECTOR PLANS	84
5.1 FINANCIAL PLAN.....	84
5.2 SPATIAL DEVELOPMENT FRAMEWORK.....	93
5.3 LOCAL ECONOMIC DEVELOPMENT STRATEGY	95
5.4 COMMUNICATION STRATEGY	96
5.5 WATER SERVICES DEVELOPMENT PLAN.....	96
5.6 INTEGRATED WASTE MANAGEMENT PLAN.....	97
5.7 ENVIRONMENTAL MANAGEMENT PLAN.....	98
5.8 DISASTER AND RISK MANAGEMENT FRAMEWORK PLAN	99
5.9 INTEGRATED TRANSPORT PLAN.....	101
5.10 HOUSING SECTOR PLAN	102
5.11 PUBLIC PARTICIPATION POLICY	103
PART 6: PROJECTS	104
6.1 O.R. Tambo DM Projects.....	104
6.2 GOVERNMENT SECTOR DEPARTMENTS PROJECTS	106
6.2.1 Agriculture and Rural Development	106
6.2.2 Local Government and Traditional Affairs.....	107
6.2.3 Housing	108
6.2.4 Roads and Transport	108
6.2.5 DEDEA.....	110
6.2.6 Social Development.....	110
6.2.7 ESKOM.....	111
PART 7. THREE YEAR CAPITAL PLAN	112

PART ONE INTRODUCTION

1.1 LEGISLATIVE FRAMEWORK

The Constitution of Republic of South Africa Act 108 of 1996 regulates and directs the operations and existence of local sphere of government. Section 152 of the Constitution clearly sets out the objects of local government that a municipality must strive to achieve the following objects:-

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) To promote a safe and healthy environment and;
- e) To encourage the involvement of communities and community organisations in the matters of local government.

According to Section 153 a municipality must:-

- a) Structure and manage its administration and budgeting and planning process to give priority to the basic needs of the community and to promote the social and economic development of the community and;
- b) Participate in national and provincial development programmes.

The Municipal Systems Act 32 of 2000, Chapter 5 - part 3 prescribes that Municipal Council must review its Integrated Development Plan (IDP) annually in accordance with its performance measurements to the extent that changing circumstances so demand. This involves an assessment of the Municipality's performance and achievement of its targets and strategic objectives. The Council must also amend its IDP in accordance with a prescribed process. The IDP is annually reviewed to reflect the impact of successes, while corrective measures are applied to address development problems that may arise. This is done to ensure its relevance as the Municipality's Strategic Plan, informing other components of the municipal business processes including

institutional development, financial planning, cyclical inter-governmental planning and budgeting.

Section 26 of the MSA prescribes the following peremptory components that an IDP must reflect on:

- ◆ The municipal council's vision including the municipal critical developmental and transformation needs;
- ◆ An assessment of existing level of development in the municipality;
- ◆ The council's developmental priorities and objectives including its local economic development aims;
- ◆ The council's development strategies which must be aligned to national and provincial sector plans;
- ◆ A spatial development framework which must include the provisions of basic guidelines for a land use management system;
- ◆ The council's operational strategies;
- ◆ Applicable disaster management plans;
- ◆ A financial plan, which must include a budget projection for the next three years; and
- ◆ The key performance indicators and performance targets determined in terms of section 41.

The Municipal Planning and Performance Management Regulations (2001) set out the following further requirements for an IDP:

- ◆ An institutional framework for implementation of the IDP and to address the municipality's internal transformation;
- ◆ Investment initiatives must be clarified;
- ◆ Development initiatives including infrastructure, physical, social and institutional development and;
- ◆ All known projects, plans and programmes to be implemented within the municipality by any organ of state.

The Municipal Finance Management Act (MFMA) provides for closer alignment between the Annual Budget and the compilation of the IDP.

To give effect to the said mandates, the IDP has been legislated as a planning mechanism to be adopted by municipalities (Chapter 5 of the MSA No. 32 of 2000). The council of O.R Tambo district municipality is reviewing an Integrated Development Plan (IDP) to adopt it for implementation during (2010/2011) financial year. The IDP as a strategic development plan is reviewed annually to guide all development in a municipal area and inform municipal budgeting and resource allocation. It also plays a pivotal role in informing all planning processes of the other spheres of government (National and Provincial) as well as all state owned enterprises. The development of an IDP as legislated in chapter 5 of the Local Government Municipal Systems Act No.32 of 2000, amongst others prescribes the content of such a plan (section 27 of this Act), as follows:-

- The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- An assessment of the existing level of development in the municipality, including identification of communities which do not have access to basic services;
- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- The council's development strategies aligned with those of national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework including basic guidelines for land use management system for the municipality;
- The council's operational strategies;
- Applicable disaster management plans;
 - A financial plan and budget projection for the next three year; and
 - The key performance indicators and performance targets determined in terms of section 41 of the Municipal Systems Act.

The main purpose of an IDP is to foster more appropriate service delivery by providing the framework for economic and social development within the municipality. In doing so it:-

- i. Contributes towards eradicating the development legacy of the past.
- ii. Operationalizes the notion of developmental local government.
- iii. Foster a culture of co-operative governance.

1.2 OVERVIEW OF PROCESSES

1.2.1 Organisational Arrangements

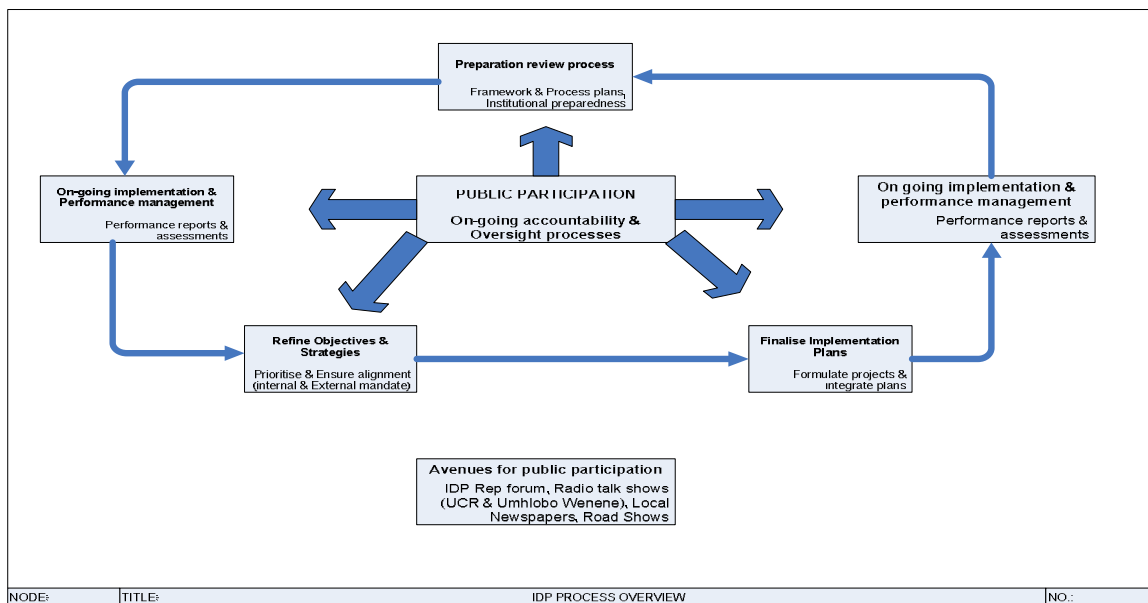
The Mayor and the Municipal Manager with the IDP Steering Committee was responsible for managing and drafting the Municipality's IDP. The following role players with the enlisted responsibilities were involved to ensure the success of the IDP Review process.

Table1. IDP Role players and responsibilities

ROLE PLAYER	ROLES AND RESPONSIBILITIES
COUNCIL	<ul style="list-style-type: none"> <input type="checkbox"/> Approve and adopt the process and framework plans as well as the IDP <input type="checkbox"/> Monitor the implementation and approve any amendments of the plan when necessary
EXECUTIVE MAYOR	<ul style="list-style-type: none"> <input type="checkbox"/> Overall management, coordination and monitoring of the process and drafting of the IDP, which she assigns to the municipal manager. <input type="checkbox"/> Presents draft framework and process plans to council for adoption <input type="checkbox"/> Political coordination and management of the resulting implementation programme. <input type="checkbox"/> Presents draft reviewed IDP to the council for approval and adoption
IDP REPRESENTATIVE FORUM	<ul style="list-style-type: none"> <input type="checkbox"/> Provides an organisational mechanism for discussion, negotiation and decision making between stakeholders <input type="checkbox"/> Represents the interests of their constituencies in the IDP review process <input type="checkbox"/> Monitor the performance of the planning and implementation process
MUNICIPAL MANAGER	<ul style="list-style-type: none"> <input type="checkbox"/> Managing and coordination of the entire IDP process as assigned by the Executive Mayor <input type="checkbox"/> Facilitate the horizontal and vertical alignment of the District IDP review <input type="checkbox"/> Chair the IDP steering committee <input type="checkbox"/> Coordinate with various government departments to ensure proper alignment of programme
IDP STEERING COMMITTEE	<ul style="list-style-type: none"> <input type="checkbox"/> Provide technical and advisory support in the IDP review process <input type="checkbox"/> Monitor and evaluate effective management of IDP <input type="checkbox"/> Ensure strategic management of the implementation programme <input type="checkbox"/> Monitoring programme expenditure against budget <input type="checkbox"/> Commissions research studies and business plans for projects
PROVINCIAL GOVERNMENT DEPARTMENTS	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that sector plans are aligned with; and are part of the District IDP
SUPPORT PROVIDERS	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that the IDP is aligned with the budget and planning requirement of both Provincial and National Departments. <input type="checkbox"/> Facilitate linkages between local and district municipal IDP <input type="checkbox"/> Provide information of national and provincial planning frameworks <input type="checkbox"/> Provide facilitation secretariat support

Mechanisms and Procedures for Public Participation

The IDP Representative Forum is the main organizational mechanism in place for discussion, negotiation and decision-making between stakeholders with the municipal area. It is constituted of Councilors, Mayors and Municipal managers of all constituent municipalities, representative of organised role playing groups, NGO, Senior officials from Government departments and municipal heads of departments. A number of meetings and road shows were conducted; radio announcements (UNITRA Community Radio and Umhlobo Wenene) and local newspaper publications (Daily dispatch) were made as an effort to ensure that the public is actively involved throughout the process. Below is a schedule of events that took place in relation to the above.



IDP, PMS AND BUDGET PROCESS SCHEDULE

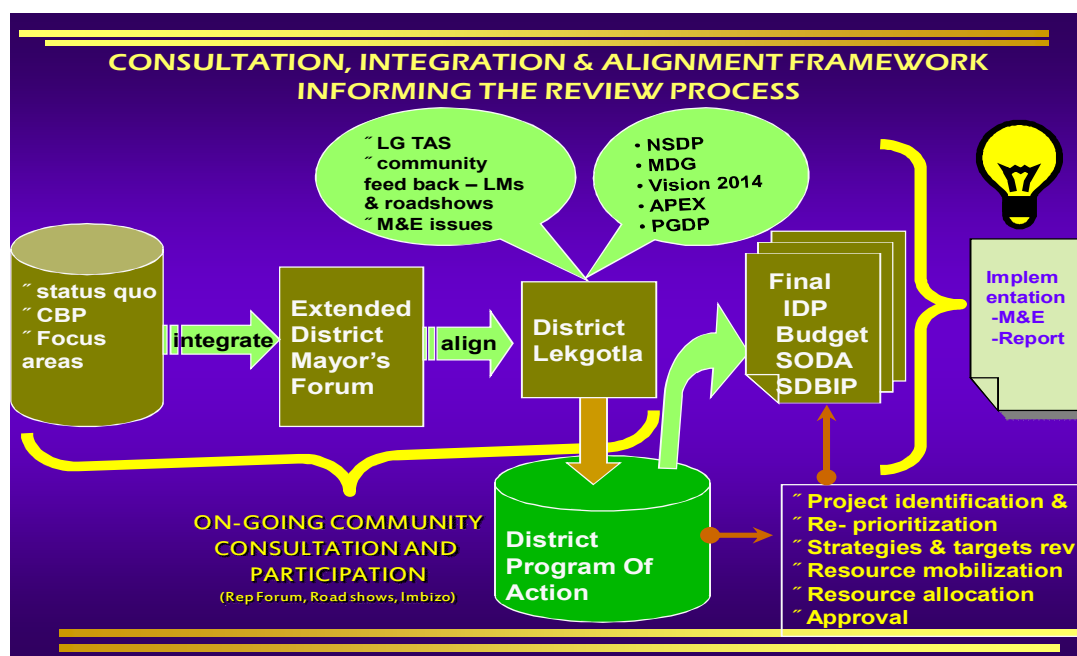
EVENT/ ITEM	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Preparation for the review process	15-24/07											
IDP and Budget Steering Committee		24/08										
District Priority clusters,		14-15/08										
IDP Rep Forum												
Adoption of framework and process plans		28/09										
District Sector Forums			15-26									
Capital Budget Preparation				06-10								
Mid-year expenditure reports and projected expenditure analysis (2008/2009)					10-12							
Joint Mayoral Listening campaign					17-28							
Final submission of 2008/2009 adjustment budget						03						
IDP Representative Forum						05						
Council Meeting (tabling annual report)						17-19						
District Sector Forums							19-23					
Table Draft IDP& Budget									30			
IDP,PMS & Budget Road shows										19-30	4-5	
Public Comment										14-30		
District Mayor's Forum											14	
District Lekgotla											19-21	
Representative Forum											21	
State of the District Address												28
Council meeting												31

ALIGNMENT AND INTEGRATION

The Municipal Finance Management Act No 56 of 2003 prescribes a planning and budgeting cycle that municipalities must follow to ensure alignment. The critical phases, activities as well as the structures or role-players involved are listed in the table below.

Phase	Structures Involved	Activity
Analysis	District and Local Municipalities Relevant Government Departments	<ul style="list-style-type: none"> • Re-defining priority issues • Incorporating aspects of sector information (assessing plans from relevant sectors) • Agree on parallel processes
Strategies	District and Local Municipalities	<ul style="list-style-type: none"> • Vision, goals and objectives • Aligning strategies to the ISRDS, CMIP, Social Plan etc.
Projects	Relevant Government Departments, Sector Specialists, Project Task Teams ó District and Local Municipalities, CBOs and NGOs, Traditional Communities	<ul style="list-style-type: none"> • Technical inputs by relevant sectors and governments • Relevant sector plans in order to align with project proposals accordingly • Business plans • Project proposals with budgets • Alignment of projects and plans with government department plans and budget
Integration	District and Local Municipalities and Government departments ó Technical Specialists	<ul style="list-style-type: none"> • Screening of project proposals and making the necessary adjustments • Developing integrated programmes
Approval	District Municipality	Final comments and adjustments

To facilitate alignment with Government Sector Department, IDP engagements were conducted and this review cycle attendance by sector departments improved to more than 78%. Alignment between District IDP and Government Departments was facilitated through sector specific forums to allow in-depth engagement between sector role players and municipalities in the IDP development process. A critical gap was identified on the non-alignment of Provincial and National planning and budgeting cycles, which has always hampered smooth integration of priorities identified at Municipal level. The figure below summarises the process.



1.2 CONSIDERATION OF MEC COMMENTS ON 2009/10 IDP REVIEW

The O.R Tambo DM IDP for 2009/10 was submitted for comments to the MEC for the Department of Local Government and Traditional Affairs in terms of the section 32 of the Municipal Systems Act no.32 of 2000. The department conducted IDP assessments, the outcomes of which are tabulated below, together with an indication of how the O.R. Tambo DM has considered such in the current review process

FUNCTIONAL AREA	GAPS IDENTIFIED	CORRECTIVE MEASURE/ ACTION UNDERTAKEN
WATER	The WSA has a budget for water quality monitoring but NO proper water quality monitoring programmes.	There is a water quality monitoring plan that guides laboratory operations as well operational manuals for sampling
	The IDP clearly states that there are financial and human capacity constraints. Strategies need to be developed to recruit, retain staff, staff remuneration and skills development.	Process controllers have been trained and the placement process is almost finalised to address capacity constraints
Environmental management	There is no Integrated Waste Management Plan or Strategy	The IWMP is to be presented to Council for approval by 30 May 2010
Expanded Public Works Programme	There is no indication of implementation of EPWP	More than 300 jobs have been created and registered under EPWP programme.
Free Basic Services	There is no indication of existence of FBS or indigent policy	The indigent policy has been approved by council
	There is no indication of the budget on free basic services	100% of equitable share allocation for water and sanitation is allocated for FBS
Local Economic Development	There is no LED strategy for the DM	The DM LED strategy adopted in 2003 is being reviewed and to be presented to council for approval by End May 2010
Stakeholder and community involvement/ participation	No there is no clear indication of community and stakeholders involvement. The municipality should state clearly involved communities and other stakeholders in the IDP.	Community and stakeholder involvement is undertaken as per the approved IDP framework and Process plans
	There is no indication of involvement of traditional leaders and the IDP processes. The DM needs to develop strategy to involve Traditional Leaders in the IDP Process	Traditional leaders are an integral part of IDP & DGDS stakeholder component for IDP processes
	The municipality has no clear strategy to inform communities of the priorities for current year.	This is provided for in the approved framework and process plans
Special Programmes (promotion of involvement of people with disabilities, youth and women)	There is no clear focus on special programmes. The DM should indicate special focus to promote people with disabilities, women and youth.	The DM is implementing programmes that support youth, people with disabilities and women
Promotion of Gender equity	There is no indication of status on promotion of gender equity for access to economic opportunity. The municipality should state clearly as to how they promoted access to economic opportunities for special groups.	The DM will introduce a monitoring and evaluation framework that allows reporting on issues of gender equity
Support to Local Municipalities	There is indication of focused programme nor budget for supporting Local Municipalities	The DM is implementing a number of programmes in support to the Local Municipalities and as such the approved budget clearly indicates fiscal allocations per Local Municipality

1.3 CONSIDERATION OF INPUT MADE BY COMMUNITY

The draft 2010/11 review of IDP, PMS and Budget was made available and presented to the communities in O.R. Tambo district in complying with section 29 of the MSA (32) of 2000. A total of 127 of 162 wards were consulted, with approximately 2342 participants throughout the district.

Local Municipalities	WARDS	Number of participants
MBIZANA	1;2;3;5;6;7;8;9;10;11;13;14;15;16;18;20;21;22;23;24;25; (21 WARDS)	644
NTABANKULU	1;2;3;4;5;6;7;8;9;10;11;12;13;14;15; (15 WARDS)	431
INGQUZA HILL	1;2;3;4;5;6;7;8;9;10;12;13;14;15;16;17;19;21;24;25;26 (21 WARDS)	461
PORT ST JOHNS	1;2;4;5;6;7;9;11;12;13;14;15;16 (13 WARDS)	501
NYANDENI	2;3;5;6;7;8;9;12;13;14;15;16;17;18;19;20;21;22;24;25;23;26 (22 WARDS)	253
MHLONTLO	1;2;3;5;6, 7;8;9;2; 16;15;19;20;21 (14 WARDS)	388
KSD	1;2;3;4;5;6;7;8;9;10;11;13;14;21;24;25;26;27;29;30;31 (21 WARDS)	674
TOTAL	127	2 342

SECTOR	CONCERNS/ COMMENTS BY PARTICIPANTS	PROGRAMMES IMPLEMENTED TO ADDRESS THE CONCERNS
WATER	<ul style="list-style-type: none"> The common concern in most wards is about water schemes that have gone dry even though there are taps. In some schemes water comes out for few days and does not come out for long periods. Water leakages are common in rural towns. Most schemes need upgrading. Other wards have no water at all. Other schemes are not functioning due to the exchange of engines by the District Municipality in favour of electricity. Some engines are not functioning. Workers that have been working on casual basis or volunteering for a very long time in water and sanitation projects. 	<ul style="list-style-type: none"> Implementation of bulk regional water schemes and interconnection of already rolled out Water master plans providing for the eradication of water backlogs by 2014 Supply of JOJO water tankers and rainwater harvesting, spring protection Water carting to be provided to all communities without water at determined intervals to all Each town to have a water truck Improve monitoring capacity of the institution of empowerment Implementation of a massive WSA communication programme of operation cacisa Strengthen and build capacity for project steering committees Maintenance/repairs/replacement of pipe leaks Spring Protection Water Pump maintenance and Servicing Cleaning and Sealing of leaking reservoirs and replacement of ball valves Refurbishment of Schemes to be in a functional state Repairs on Civil, mechanical and electrical elements on TW
SANITATION	<ul style="list-style-type: none"> The most common concerns are on VIP toilets that do not cover the whole village or ward, incomplete toilets, 	<ul style="list-style-type: none"> Lining of all toilet pits Purchase of 3 honey suckers and 1 Jet Vac

SECTOR	CONCERNS/ COMMENTS BY PARTICIPANTS	PROGRAMMES IMPLEMENTED TO ADDRESS THE CONCERNS
	<p>poor quality of work and pits that have been left uncovered for long periods.</p> <ul style="list-style-type: none"> • In some areas these have caused serious accidents • Blocking and leaking sewerage and polluting rivers that are used for potable water. • New settlements needing sanitation. Some villages having no toilets at all. 	<ul style="list-style-type: none"> • Upgrading of sewer into waterborne system in all 11 towns by 2014, starting with Mqanduli and Flagstaff in 2010/11 • Completion of incomplete sanitation projects • Refurbishment of Sewer Pumps • Provision of Public Toilets for Towns • Reduce backlog by 48500 households
DISASTER (HOUSING)	<ul style="list-style-type: none"> • Some houses affected and assessed for disaster waited for assistance as far back as 2000 • Building of new houses • Material used for building houses 	<ul style="list-style-type: none"> • Business plans have been submitted to the provincial dept of housing. • Funding has been approved for 385 units. • Processes to appoint contractors are underway
	<ul style="list-style-type: none"> • Establishment of fire satellites where there are none 	<ul style="list-style-type: none"> • At least 5 LMs have Disaster satellite centres with one Senior Disaster Officer, one Disaster Clerk and a General Assistant each • Mhlontlo and Nyandeni LMs are served by the District main center. Three LMs have a fire engine, a tanker and two fire fighters each. • KSD LM runs its own Disaster and Fire Services and is supported as per their request.
SPU	<ul style="list-style-type: none"> • The selection of students for financial assistance has been a concern in almost every Local Municipality. • Transparency is questioned. • Vulnerable sector summit resolutions not implemented 	<ul style="list-style-type: none"> • The DM does not have a bursary, only an academic financial assistance that is implemented as an intervention in response to extreme situations of need. • SPU district forum to monitor the implementation of such resolutions
LOCAL ECONOMIC DEVELOPMENT (NTINGA)	<ul style="list-style-type: none"> • A concern about the R1800 donation towards agricultural inputs. • The time taken before showing up for ploughing is a challenge. 	<ul style="list-style-type: none"> • The DM is to communicate and explain the concept leading to the annual increase in contribution towards production costs. • The DM will ensure that funds for production costs are secured on time and delays will be communicated
SPORTS AND LIBRARIES	<ul style="list-style-type: none"> • In almost all wards, a request came up for youth sports facilities. • This is also referred to as a strategy towards decreasing crime. • Libraries that are built in towns is a concern. • Rural areas should be considered also. 	<ul style="list-style-type: none"> • Service level agreements to be entered into with schools • Sports field upgrading program to be developed • There are rural libraries as well viz . Nyathi in Port St Johns, Tutor Ndamase SSS in Nyandeni, Lusikisiki Lib in Dubhana Loc and Luna JSS Lib in Bhizana. The roll out of library services depend on the available budget for each municipal year and availability of secured building which can be converted into a library.
HEALTH	<ul style="list-style-type: none"> • Shortage of clinic facilities in some areas was indicated. 	<ul style="list-style-type: none"> • The DM to engage the DoH to incorporate their plans and communicate to the communities
TRANSPORT & PUBLIC WORKS	<ul style="list-style-type: none"> • Building of bridges especially leading to schools came up in some wards. 	<ul style="list-style-type: none"> •
ESKOM	<ul style="list-style-type: none"> • Wards or villages are not electrified. 	<ul style="list-style-type: none"> • Engage ESKOM in this regard
Local Municipalities	<ul style="list-style-type: none"> • Access roads have been reported to be poor and some are inaccessible. 	<ul style="list-style-type: none"> •

SUGGESTIONS BY COMMUNITIES

- Supply of water tanks to mostly affected areas
- Protection of springs as temporal arrangement/ relief in some areas.
- Monitoring of projects during and after implementation. Labourers sometimes not paid by contractors.
- To strengthen communication whenever bringing projects to the wards, especially the involvement of Ward Councillors.
- To build capacity of communities on expected roles and responsibilities on projects.
- To be visible to share progress on the implementation of the IDP and budget in that particular financial year.
- Supply of water tanks to mostly affected areas
- Protection of springs as temporal arrangement/ relief in some areas.
- Monitoring of projects during and after implementation. Labourers sometimes not paid by contractors.
- To strengthen communication whenever bringing projects to the wards, especially the involvement of Ward Councillors.
- To build capacity of communities on expected roles and responsibilities on projects.
- To be visible to share progress on the implementation of the IDP and budget in that particular financial year.
- Building material to be delivered to households as elderly people are affected severely by the current arrangement.
- Monitoring throughout the project phases.

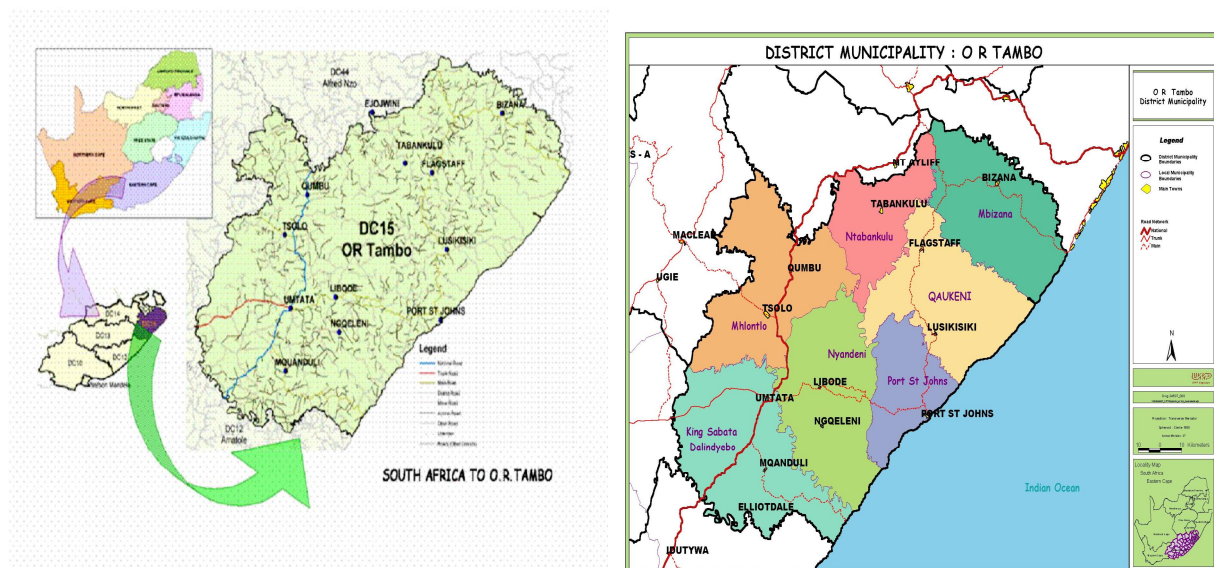
PART 2 CURRENT SITUATION

O.R. Tambo District Municipality (ORTDM) is one of the six district municipalities and one of the four ISRDP nodes of the Eastern Cape Province. It covers about 80% of what used to be marginalised homeland of Transkei and is formed by seven Local Municipalities, namely:-

- King Sabatha Dalindyebo LM (Mthatha & Mqanduli)
- Nyandeni LM (Libode & Ngqeleni)
- Mhlontlo LM (Qumbu & Tsolo)
- Port St. Johns LM
- Ngquza Hill LM (Flagstaff & Lusikisiki)
- Ntabankulu LM
- Mbizana LM (Bizana)

2.1 LOCALITY

The O.R. Tambo District is located to the east of the Eastern Cape Province, on the Indian Ocean coastline of South Africa. It is bordered by the Alfred Nzo District Municipality to the north, the Ukhahlamba District Municipality to the northwest, the Chris Hani District Municipality to the west and the Amathole District Municipality to the southwest. From the east to the west the district measures 170,143km, north to south 121,725km and it measures 12857 km² in extent.

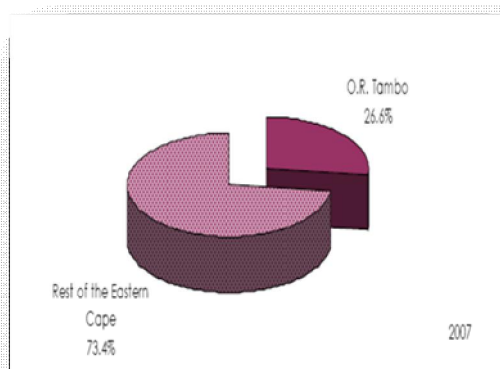


The O.R. Tambo DM is classified as a Category C2 municipality, indicating a largely rural character (it is estimated that some 93% of the district population resides in rural areas with a consequent dispersed settlement pattern) and low urbanisation rate, as well as limited municipal staff and budget capacity. All,

but King Sabata Dalindyebo (KSD), local municipalities are classed as Category B4 (rural, mainly subsistence) reflecting limited institutional capacity and areas characterised by small centres, limited SMMEs and market opportunities, dependence on public support and LED activities that are principally at the level of the small project. KSD is classed as a Category B2 (large core town/s with surrounding agricultural areas) municipality reflecting reasonably adequate budgets and staff, urban centre(s) with associated resources where LED activities are emerging into strategies and programmes to take advantage of economic potential, as well as substantial numbers of SMMEs, considerable market opportunities, but limited private sector business development services.

2.2 DEMOGRAPHICS AND SOCIO-ECONOMIC INDICATORS

The total population of O.R Tambo district amounted to 1,843,135million in 2007, (growing at an average of 0.5% per annum) which is approximately 26, 6% of the total for the Eastern Cape province, which is approximately as depicted in the chart below.



Municipality	Persons		Households	
	Census 2001	CS 2007	Census 2001	CS 2007
Mbizana	245 730	279 739	45 785	48 408
Ntabankulu	135 799	141 358	26 819	27 930
Ngquza Hill	254 480	279 795	50 206	48 701
Port St Johns	146 967	165 084	28 869	30 951
Nyandeni	274 416	314 273	54 365	56 851
Mhlontlo	202 851	237 138	43 554	49 861
KSD	416 348	444 830	89 697	93 383
O.R. District Municipality	1 676 592	1 862 218	339 294	356 085

Source: Community Survey, 2007 Basic Results: Municipalities

Chart 1: Total population in O.R Tambo relative to the Eastern Cape (1997, Numbers)

- o In 2007, the district had a Gross Value Added (GVA) of R 11.9 billion, which is 15.2% of the Eastern Cape.
- o Community services constitute 46.8% of O.R. Tambo's GVA, with trade and finance trailing at 19.9% and 19.1% respectively.
- o It is estimated that 95,049 people were employed by formal and informal sectors in the District ó which is 15% of the provincial total.
- o Unemployment was measured at 204,650 in 2007 ó which amounts to 68.1% of the total economically active population of 300,376.

- o The total number of individuals with an education level of less than a matric certificate or no schooling was 847,016 in 2007, those with tertiary education was 4,789 and those with matric are 21,719.
- o The Gini Coefficient in O.R. Tambo for 2007 was 0.64, compared to that of the Eastern Cape which was 0.67. The population group with the highest Gini Coefficient for 2007 was the Coloureds with a coefficient of 0.59.
- o The Human Development Index of O.R. Tambo in 2007 was 0.42 which is significantly lower than the Province's 0.53 and the country's 0.60.
- o It is estimated that 72.2% of the population of O.R. Tambo live in poverty, compared to 62.2% in the Eastern Cape and 42.9% in South Africa as a whole.
- o GDP is a measure of the total economic activity occurring in O.R. Tambo. In 2007, O.R. Tambo's GDP-R was R 13.2 billion (current prices) which accounted for approximately 8.5% of the Eastern Cape's GDP.
- o Since 2001, the GDP-R of O.R. Tambo has grown at an annual average of approximately 3.1% (slightly below the provincial average of 3.9% per annum; measured in constant 2000 prices) - while observing 3.7% between 2005 and 2006, and 3.9% between 2006 and 2007.

Since 2001, the following annual average economic growth rates (in terms of GDP) have been measured in each of O.R. Tambo's local municipalities (2001 to 2007 at constant 2000 prices):

É Mbizana	2.4%
É Ntabankulu	1.6%
É Ingquza Hill	2.2%
É Port St Johns	3.1%
É Nyandeni	2.1%
É Mhlontlo	1.5%
É King Sabata Dalindyebo	3.7%

The economic sectors that dominate the economy of the district are community services, financial and business services, and wholesale and retail trade. Between 2006 and 2007, the following growth rates were observed in O.R. Tambo per broad economic sector (based on GVA at constant 2000 prices):

É Agriculture	1.0%		
É Mining	-7.8%		
É Manufacturing	0.7%		
É Electricity	-1.4%		
É Construction	25.2%		
É Trade	6.8%		
É Transport	5.7%		
É Finance	12.9%	and	Community services 3.2%

2.2 CLIMATE AND ENVIRONMENT

Hydrology

The O.R Tambo area has one large river, Umzimvubu and two medium sized rivers, Mthatha and Umthamvuna as well as a number of smaller coastal rivers with limited catchments that stretch no more than 60 km inland. It is these smaller coastal rivers and their estuaries that give the Wild Coast much of its character. The nature of the river systems directly impacts on the current environmental threats in various areas in this region.

Rainfall

Most of the O.R. Tambo district receives an annual rainfall of above 800mm, which decreases steadily moving inland. The coastal areas receive a fair distribution of its rainfall throughout the seasons including winter, whereas the more inland areas receive at least 80% of their precipitation in the period between October to March.

Temperature

Temperature range from a mean minimum of 14.3 to 19.8 °C in January and 1.8-13.4 °C in July to a mean maximum in 14.3 to 25.3 °C in January and 19.5 to 21.4 °C in July.

Vegetation

The environment of the O.R. Tambo area has a wide range of habitats, including upland and coastal grassland, afro-montane and coastal forest, valley thicket, thorny bushveld, coastal and marine habitats. Two components are of particular interest, first the coastal forests, bushveld and grassland of the Pondoland area North of Mbotyi has been identified as a "Centre of plant endemism", with more than 130 plant species including the well-known Pondoland coconut palm that occur nowhere else in the world. Secondly, the terrestrial biodiversity is matched by extremely rich marine biodiversity, also with a large number of endemic fish species. The Wild Coast has been identified as one of WWF International's Global Eco-regions of Global significance.

Geology

O.R Tambo district is underlain by a variety of rock types representing a considerable time span. These include a sandstones and shales, through which magmas have intruded to form dolerite dykes represents the conduits that fed the lavas that form the higher lying areas of the Drankensburg, Kimberlites, diatremes and other centres of volcanic activity also occur at a number of localities within O.R. Tambo. The underlying geology and geomorphology of the region are closely tied to the formation of the soils. As such more arable and productive soils (according to ENPAT data) are located in the Eastern and North- Eastern portion of the District, covering Flagstaff, Bizana and Lusikisiki.

Environment

Environmental degradation, soil erosion in particular is a major concern in the O.R. Tambo district. This imposes a number of limitations to the possible uses of land and hence the economic viability. The table below depicts the extent of degradation per Local Municipality, with Ntabankulu being the highest affected at 35% followed by Mbizana at 32%.

Table. Degradation per LM

Local Municipality	Total Area (km ²)	Degraded Area (km ²)	% Degraded
King Sabatha Dalindyebo	3027.43	815.50	27
Mbizana	2417.12	778.79	32
Mhlontlo	2826.19	795.39	28
Ingquza Hill	2477.06	302.37	12
Ntabankulu	1455.75	515.09	36
Nyandeni	2474.02	378.11	15
Port St Johns	1291.25	190.12	15
O.R. Tambo District	15 968.83	3775.38	24

2.3 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

COUNCIL AND COUNCILOR AFFAIRS

In terms of Section 12 Notice, O.R. Tambo is a category C municipality which consists of 59 Councillors. Currently the district municipality has 57 Councillors which are composed as depicted in the following table:

Full time	9
Part time	48
Directly elected	23
Indirectly elected	34
Females	27
Males	29
Resigned	2
Deceased	1

Structurally, the O.R Tambo District Municipality is an executive mayoral type, consisted of the Political and administrative structure.

Table Councillors in the O.R Tambo District Municipality

	TOTAL NO. OF CLLRS	PARTIME CLLRS	FULL TIME CLLRS	NUMBER OF FEMALE CLLRS	Number of indirectly elected councillors
	59	49	10	22	KSD 9
ANC members	51	47	10	22	Nyandeni 5
UDM members	5	0	-	0	Port St Johns 3
APC members	1	-	-	-	Ingquza Hill 6
ID member	1	-	-	-	Mbizana 5
					Ntabankulu 3
					Mhlontlo 4

Political Management Committee

The Office of the Council Chief Whip has just established a political committee called Troika which consists of the Executive Mayor, Speaker and Council Chief Whip. This committee is coordinated and Chaired by the Council Chief Whip and can when needs be invite the Municipal Manager to the meeting. This committee provides strategic leadership for the district municipality to be able to effectively utilize the limited resources to achieve its objectives.

Whippery Support

Council took a resolution to have a full time Chief Whip and institutionalization of the Office of the Chief Whip. Council Chief Whip performs duties as stated in the Council's delegated authority. The Council Chief Whip meets quarterly with Chief Whips from all seven local municipalities to conduct audit of service delivery. In doing this all whips are expected to present a written report on service delivery challenges, programs / projects taking place, achievements and any other things that may hinder service delivery.

SECTION 79 AND 80 COMMITTEES

The district municipality has three Section 79 Committees which are managed and coordinated by the Office of the Speaker. These committees are fully functional and are meeting quarterly unless there are urgent issues that warrant their attention. These committees assist the Speaker in execution of her duties in line with relevant pieces of legislation and municipal delegation authority. All deliberations and recommendations of these committees are presented to Council for consideration. They have managed to assist Council in taking informed decisions ranging from welfare of Councillors to effective governance and enhancement of public participation.

Both Sec 79 and 80 Council committees do meet and process council report to other structures of council till adoption and resolution by Council meeting. There is a good working relationship between these committees and sometime they organize combine capacity workshops and information sharing as well as joint sitting of various committees.

PUBLIC PARTICIPATION AND CONSULTATION

Public Participation derives its principles from the Constitution of the Republic of South Africa, which grants all citizens a right to meaningful participation in the country's affairs, thus a right to shape and determine their own destiny. Thus, local government has been entrusted with the responsibility of ensuring involvement of communities, and community (civic) organisations in local government affairs.

During 2010/11 financial year the O R Tambo District Municipality calls upon all her citizens to exercise their right to actively participate in the municipality's affairs to the fullest of their abilities, endowments and human dignity.

The objectives of this approach to public participation are as follows:

- To create and strengthen the appropriate community structures required for local governance;
- To establish an appropriate institutional mechanism to ensure the sustainability of such end-user groups and civil society structures;
- To capacitate members of the community structures, relevant end-user groups, councillors and officials to be effectively involved in community participation;
- To build the internal capacity within Council to roll out the training Programme to all community structures;
- To provide support to officials within the DM to ensure implementation of the new way of doing business;

The White Paper on Local Government puts forward the vision of 'developmental local government' which it defines 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 their quality of lives”**.

The vehicle and system for involving the public is given more emphasis in Section 16 of the Municipal Systems Act, which requires that municipalities develop a culture of community participation and create mechanisms, processes and procedures. These mechanisms would involve communities in planning, performance management, budgeting, and service delivery. Municipalities are also required to build the capacity of the local community to participate, as well as the capacity of Councillors and staff to foster community participation.

PARTICIPATION IN IDP AND BUDGET PROCESSES

Emphasis is placed on ensuring representativity in terms of age, gender, race and disability, as well as reaching those previously excluded from formal local government structures. IDP and Budget are very important documents that have programs and funding for all municipal projects. Municipalities are by law expected to create platforms for members of the public to participate in drafting IDP and Budget. In light of the above, a public notice was issued out notifying the community about the schedule of visits. Seven

local municipalities were visited and approximately seven to ten thousand people attended the IDP & Budget road shows. The attendance in all the venues was good even though in some areas numbers picked up after the set starting time. Some of the contributing factors were distances that are traveled by communities. In some areas the number of community members were dominated by CDWs and Ward Committees who also wanted to ask questions instead of responding with answers.

The methodology followed this time was to allow communities to voice their views on service delivery under general and not to be specific on the presented draft IDP and budget. A booklet containing a summarized version of the presentation in Xhosa made it very easy for communities to follow the presentation and this was highly appreciated. After the IDP and Budget Road-shows, the municipality then amends the draft documents to reflect the needs of the public where necessary. They are then taken to the open council meeting for adoption where members of the public are invited to attend. In order to enhance effective public participation, a Public Participation Policy and Strategy has been developed and in the process of being tabled for adoption by the Council

WARD COMMITTEES

The District Municipality conducted a district wide Ward Committee audit to determine existence and functionality of these committees. This was done mainly to determine whether all wards do have fully functional ward committees as they are an extension of Council in ensuring participatory democracy at grassroots level. Ward Committees are a competency of local municipalities and the O.R. Tambo DM did this exercise in support of our local municipalities by visiting all 162 wards. All wards indeed do have ward committees though in some wards not all members are still active due to various reasons and that was raised with local municipalities. Ward Committees are only receiving out of the pocket expenses whenever they attend Council activities and their meetings.

There are challenges in the operations due to non-existence of infrastructure / office space to do their daily operations. Majority of ward are using public schools or dilapidated buildings for their meetings. Only Nyandeni Local Municipality which has fully functional committees with informal office space and an office administrator which is paid a stipend of R650.00 per month. Capacity was also identified as another challenge which hampers effectiveness of the operations. All these challenges were raised with both Provincial and National Department Cooperative Governance for assistance to enhance public participation. The District Lekgotla held on the 19-20 May 2008 identified some serious challenges affecting effective operations of ward committees in our local municipalities and recommended

intervention from the district municipality. Council then allocated budget in the Office of the Speaker for auditing existence of Ward Committees, availability of amenities for their operations and any kind of support that may be required to improve their operations. The plans for the next financial year is to organize training programs so as to strengthen their effectiveness.

COMMUNITY DEVELOPMENT WORKERS

All seven local municipalities under O.R. Tambo district municipality have Community Development Workers who are working with other community structures in ensuring that services are delivered to the people. The intention was to ensure that each and every ward has a Community Development Worker but due to limited resources and other logistics there are wards that still have no CDWs but are being serviced by other CDWs with the coordination of a local coordinator. The district municipality works closely with the seven local coordinators who represent all CDWs per municipality in terms of implementation of CDW programs. The district municipality provides support to CDWs in implementation of their programs. Generally there has been some challenges on how CDWs operate on their daily activities and their reporting lines still pose a challenge to municipalities.

COUNCILLOR CAPACITY BUILDING PROGRAMS

The Office of the Speaker together with the Human Resources Department has in the year under review, working with different training institutions, trained Councillors on the following courses:

- Executive Leadership
- Leadership Skills
- Presentation Skills
- Project Management
- Finance for Non Financial Managers
- Local Government Law and Administration

OVERSIGHT COMMITTEE

The MFMA stipulates that after tabling of Annual Report, the Council must appoint an Oversight Committee and within two months after the tabling of the Annual Report the Council has to adopt the Oversight Report. In the previous years O.R Tambo has been lagging behind in adopting Annual Reports- However, in 2008/09 financial year has managed to adopt two Oversight reports of two financial years (2006/07 and 2007/08) were presented and adopted by the Council without reservations.

SUPPORT TO LOCAL MUNICIPALITIES

All Local Municipalities were encouraged to establish oversight committees and were provided with terms of reference for such committee. This was discussed and agreed upon at the level of District Speakers Forum which is the platform coordinated by the Speaker of the District Municipality for all Speakers from different local municipalities within the district. The support given to LMs also include the Community Development Workers programmes

COUNCIL MEETINGS

There is a Council approved Council Calendar that regulated the sitting of Council meetings and Council Committee meetings. The Office of the Speaker has fully complied regarding the sitting of Council meetings. During this term at least 3 ordinary and 3 Special Council meetings and all of them were publicized to enhance accessibility to the general public. The Office of the Speaker planned to have an Open Council in one of the local municipalities. But due to budget constraints that target had to be revised and be arranged for the next financial year.

DISTRICT SPEAKERS' FORUM

There is a fully functional District Speakers' Forum which is a platform coordinated by the Speaker of the District Municipality for all Speakers from different local municipalities within the district. The aim is to share challenges experiences on how to run the Office of the Speaker.

AUDIT ENVIRONMENT

Audit committee and internal audit function

The district municipality established the internal audit function in 2003. Audit committee is in place and fully functional. Members of the committee are appointed for a period of three years. The current committee was appointed in 2009 and its term of office expires in year 2012. The committee is composed of external members only. All members of the committee are highly skilled and well experienced in areas such as finance, auditing, risk management, legal and performance management. The existing committee also serves as a performance audit committee.

To date all seven of our local municipalities have appointed their audit committees. There district municipality has an in-house internal audit function. This function is also extended to support some of the local municipalities that fall under the jurisdiction of OR Tambo District Municipality.

The table below illustrates the status of the internal audit function in local municipalities:

Name of the organisation	Internal audit status
Port St Johns municipality	Shared with the district municipality
King Sabata Dalindyebo municipality	In-house function
Ntabankulu municipality	Outsourced function
Ingquza Hill municipality	Shared with the district municipality
Mbizana municipality	In-house function
Nyandeni municipality	In-house function
Mhlontlo municipality	Shared with the district municipality

Audit outcomes

In the 2008/2009 financial year the district municipality received a qualified audit report. This is a significant improvement when compared with previous years wherein the municipality has been receiving disclaimer types of opinions. For the 2008/2009 financial year three municipalities received qualified audit opinions. These municipalities are OR Tambo District Municipality, Port St Johns and Nyandeni. The rest of the municipalities either received disclaimers or adverse audit opinions. No municipality in the district received an unqualified audit opinion. For some municipalities final audit reports have not been issued by the office of the Auditor General.

The table below illustrates the types of audit opinions received by municipalities:

Name of the organisation	2008/2009 audit opinion	Status of the audit report
OR Tambo District Municipality	Qualified	Final
Port St Johns municipality	Qualified	Final
King Sabata Dalindyebo municipality	Disclaimer	Draft
Ntabankulu municipality	Disclaimer	Draft
Ingquza Hill municipality	Adverse	Draft
Mbizana municipality	Disclaimer	Draft
Nyandeni municipality	Qualified	Draft
Mhlontlo municipality	Adverse	Draft

The office of the Auditor General has indicated that all outstanding audit reports will be finalised and issued by the end of March 2010.

Root causes of bad audit reports in the district can be summarized as follows:

- Poor and lack of systems, procedures and policies;
- Vacancies in critical positions;
- Unsuitably qualified people in critical positions;
- Poor record keeping;
- Inadequate management monitoring and supervision;
- High reliance on consultants particularly in areas such as preparation of annual financial statements.

Risk management, fraud and corruption

The council of OR Tambo District municipality has already adopted both the risk management and anti fraud and anti corruption policies. However, the municipality has not yet entrenched risk management in its operations. Both policies are still at initial stages of their implementation. We are also in a process of developing a policy on declaration of conflict of interest.

Audit committee

The district municipality has appointed and has a functional audit committee. It was first appointed in 2003. It is appointed for a period of three years. The current committee was appointed in 2009 and its term of office expires in year 2012.

Below is the status of the municipal entity and local municipalities that fall under the district municipality:

Name of the organization	Audit committee status
Ntinga OR Tambo Development Agency	Committee is in place
Port St Johns municipality	Committee is in place
King Sabata Dalindyebo municipality	Committee is in place
Ntabankulu municipality	Committee is in place
Ingquza Hill municipality	Committee is in place
Mbizana municipality	Committee is in place
Nyandeni municipality	Committee is in place
Mhlontlo municipality	Committee is in place

Internal audit

There district municipality has an in-house internal audit function. It was established in year 2003 and has been fully operational since then. This function is also extended to support some of the local municipalities that fall under the jurisdiction of OR Tambo District Municipality.

Below is the status of the municipal entity and local municipalities that fall under the district municipality:

Name of the organisation	Internal status
Ntinga OR Tambo Development Agency	Co-sourced function
Port St Johns municipality	Shared with the district municipality
King Sabata Dalindyebo municipality	In-house function
Ntabankulu municipality	Outsourced function
Ingquza Hill municipality	Shared with the district municipality
Mbizana municipality	In-house function
Nyandeni municipality	In-house function
Mhlontlo municipality	Shared with the district municipality

Anti fraud and anti corruption

The municipality adopted the anti fraud and anti corruption policy in October 2008. It has not been fully implemented.

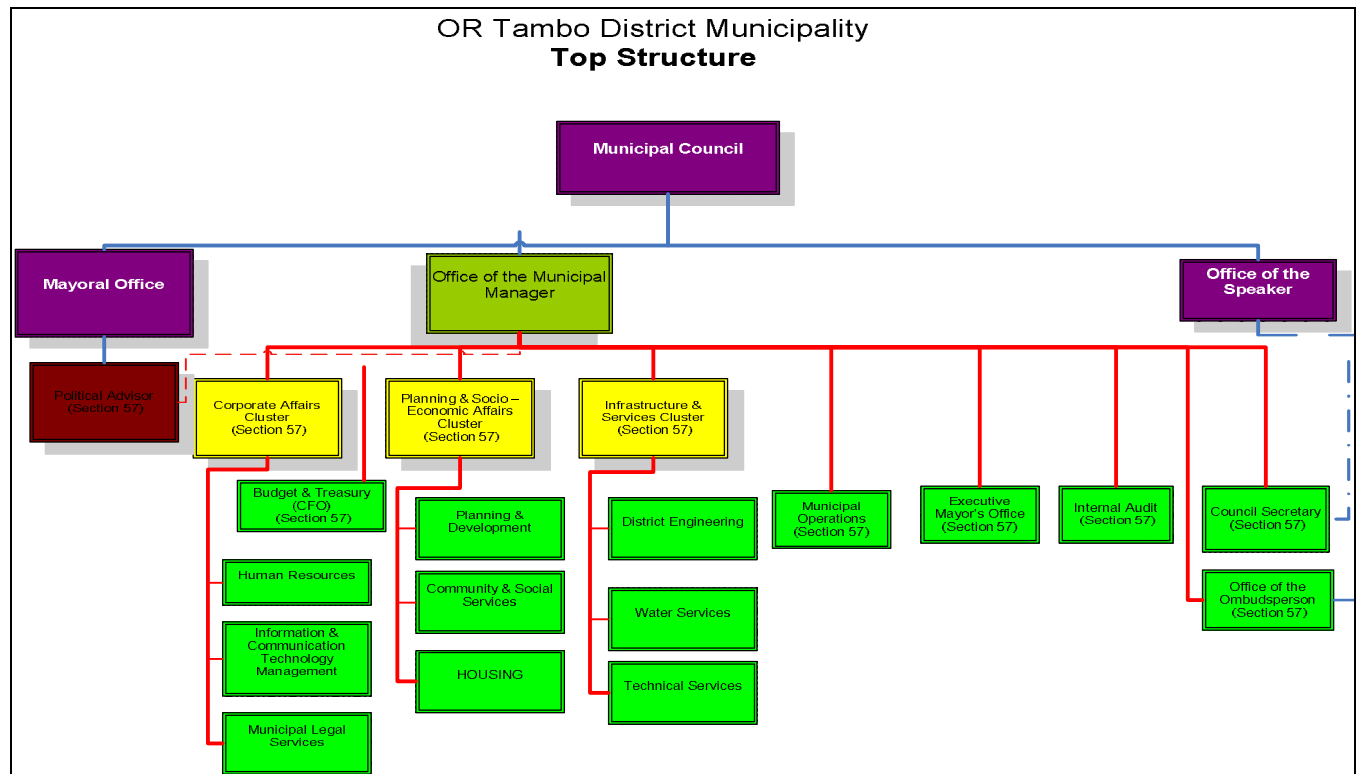
Risk management

There is an approved risk management policy in place. However, the municipality has not yet entrenched risk management in its operations.

2.4 INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

Administrative Structure

The O.R. Tambo District Municipality adopted a revised organisational structure in line with its powers and functions. The top structure is presented as follows:



Vacancy rate and gender

DESIGNATION LEVELS	TOTAL NUMBER OF POSTS	POSTS FILLED	NO OF FEMALES	POSTS FILLED AS A %
MUNICIPAL MANAGER	1	1	-	100
SECTION 57 POSITIONS	10	8	3	80
SENIOR MANAGEMENT	9	8	3	89
HEADS OF SECTIONS	100	44	18	5
GENERAL STAFF	974	772	267	32
TOTAL	1094	833	285	

CONDITIONS OF SERVICE

The three conditions of service for former KSD, former DWAF and ORTDM officials still exist. The sound labour relations has been negatively affected due increase number of grievances. The fact that the ORTDM is graded lower than one of the LMs (KSD) and other district municipalities has caused an exodus from the municipality.

TRAINING AND DEVELOPMENT

The WSP for 2009/10 has not been properly rolled out due to delays in placement and filling of vacancies. Due to limited resources, the RPL has also not taken place. Community capacity building has also not been budgeted for and has not taken place except the learnership on IDP. Planned implementation of the Finance learnership did not taken place due to budgetary constraints. The learnerships implemented in the previous years have been hampered by the huge number of drop-outs. Skills audit for the officials below section 57 is being conducted to inform the WSP for 2010/11 and to prepare for the relevant implementation of training interventions. In terms of community capacity building programmes, there is no adequate information on skills shortage and priority training development interventions required. It is envisaged that the results of the Ward Based Planning and Information Systems (WBPIS) will guide the district on required skills.

LABOUR RELATIONS

There has been a number of areas of conflict between employer and employee during the financial year (2009/10) and they related to population of the organogram (advertisements, recruitment & selection processes, study assistance, etc) and remuneration processes. Interaction in the Local Labour Forum (LLF) has increased and has improved communication. New disciplinary cases have increased due to internal capacity constraints (shortage of staff and lack of internal controls). There is no systematic way of dealing with the grievance procedures. Process flow of dealing with grievances, disciplinary procedures and suspensions should be reviewed and workshopped amongst the officials, managers and council to emphasize that dealing with disciplinary matters starts at departmental level.

EMPLOYEE WELLNESS

The absence of the EAP practitioner has hampered the structured implementation of employee wellness programmes. Full compliance with the OHS Act has not been achieved. The employee wellness programmes have not been implemented due to non finalisation of the Employee Wellness strategy. The working conditions for officials in the satellite offices indicate non compliance with the OHS Act and the Labour Relations Act. There has been no follow up on the Hazard Identification and Risk Assessment

(HIRA) report due to financial constraints and limited training of the OHS committee. There has been little interaction with officials in the satellite offices to monitor the working conditions.

STAFF PROVISIONING

Huge vacancy rate has remained due to challenges in the population of the organogram and delays in the placement process. Filling of critical posts took place at a slower pace. The oversight / error of judgement in placing the transferred employees has also created challenges and presented a negative picture in terms of vacancies.

ORGANISATIONAL DEVELOPMENT

The job evaluation / benchmarking of posts has been a source of demotivation for a number of employees. The benchmarking has been finalised however due to the termination of the collective agreement on job evaluation, the results of the benchmarking have not been finalised as there is not a panel.

SUPPORT TO LOCAL MUNICIPALITIES

Support has been given to municipalities in relation to job evaluation and benchmarking. Competency assessment of section 57 managers has been facilitated for local municipalities. The HR working groups in the district have been facilitated and those include:

- Job Evaluation Stakeholders meeting
- Skills Development Facilitators forum

INTERACTION WITH THE STAKEHOLDERS AND STRATEGIC PARTNERS

Continuous interaction with the following stakeholders is taking place:

- Office of the Premier (EC)
- Department of Local Government and Traditional Affairs (EC)
- Department of Public Service and Administration (DPSA)
- Department of Corporate Governance and Traditional Affairs
- SALGA
- SETAs

2.5 LOCAL ECONOMIC DEVELOPMENT

The O.R. Tambo DM's vision is that of a Municipality responsive to social aspirations for an economically vibrant, healthy, sustainable community. The District faces a declining economy, high levels of poverty, underdevelopment and infrastructure backlogs as well as reliance on the government sector. The O.R. Tambo DM council resolved to drive its Local Economic Development (LED) strategy by establishing special purpose vehicle in a form of a development agency which was later converted into a Municipal Entity by the name of Ntinga O.R. Tambo Development Agency (Ntinga). This entity was first established in January 2003 to be an implementing agent focusing on:

- Agriculture and Food Production;
- Mariculture and Tourism;
- Social Infrastructure and Services;
- Institutional Building;
- Strategic Infrastructure such as rail, dams, electrification, roads (priority surfaced & rural roads); and
- Any other Functions delegated to Ntinga by the ORTDM in terms of its powers and functions.

The economy of the O.R Tambo district hinges around the following four key economic drivers, namely:- Agriculture, Tourism, Forestry, as well as Mariculture and Aquaculture. The municipality has got the following sectors that give it a competitive advantage:-

2.5.1 Tourism

The OR Tambo District has identified tourism as one of its economic drivers and growth sector. The untapped natural resources, culture and historic heritage that put the district in the international map are some of the strategic assets that the district possesses. Initiatives pursued under tourism development include:

- Tourism product development facilitation.
- Tourism promotion and marketing.
- Tourism infrastructure deployment facilitation.
- Special focus period local tourism facilitation and co-ordination.
- Facilitation of a district tourism development and promotion plan.

One of the focus areas is the capacity building for Crafters throughout the district. Not less than 50 Arts and Crafters received training on Craft Development & Design. 145 performing artists were trained on Art business Administration and performing artistry. Tourism marketing for the district has taken place in the form of tourism month and tourism campaigns and brochure distribution within the entire province.

Councillor support has been conducted through training of 07 LED councillors on responsible tourism planning. The SA Host Program and Customer Care training was conducted for accommodation providers and /or owners funded by ECTB.

2.5.2 Agriculture

The agricultural potential in the district remains largely untapped. Although subsistence farming - essentially maize and stock ó is fairly general throughout the area, practices remain less than effective in relation to the potential. With plans for new dams and associated water supply systems, there may be opportunities for commercial scale irrigated agriculture projects. The communal tenure system results in issues that require creative management approaches and in this respect fencing of arable land may represent improvement.

Research trials have been conducted for High Value Crops like Cotton, Sunflower and Cassava. The Kei Fresh Produce Market which is owned by the municipality has developed business plans for increase in commodity production of potatoes and bananas around the district. A business plan was developed for KPFM and was funded to the value of R300,000.00. A farmer support unit has been established to market the produce from local farmers, it is gaining popularity and the support is growing.

2.5.3 Livestock Improvement

While agriculture makes up only 50% of the Eastern Cape GDP, it provides 12% of the Province's formal sector employment. Within the Eastern Cape agricultural economy, the livestock and livestock products group is the single biggest sub-sector with an estimated gross income value of R2.4 billion per annum. This represents 70% of the Eastern Cape's gross agricultural income. Livestock farming within the OR Tambo District Municipality is by far the biggest livestock farming practice in communal farming in the whole country, 631 674 cattle, 732 478 goats and 1 225 244 sheep.

The Livestock Improvement Programme is composed of the following sections:

- Beef Development Programme;
- Iqhayiya Sheep and Wool Production; and
- Laphumilanga Goat Production Programme.

The objective of the livestock improvement programme or O.R Tambo DM is to increase the income of communal cattle farmers by assisting them to realize higher prices for their cattle through:-

- i) Increasing their participation in the formal marketing channels and

- ii) Improving the quality of the animals marketed by increasing farmer's access to veterinary and feed input markets.
- iii) Exchange of bulls, heifers and bucks with the local livestock farmers in order to improve their genetic make-up.
- iv) Mentors are appointed from within communities to provide technical advice to ensure care, safety and access through community participation.

This programme seeks to address the fact that livestock in the district is of poor quality as well as the reluctance of farmers to market their livestock. The following strategic activities were implemented to address the above mentioned issues:

- Creation of Awareness on Potential Economic Value of Livestock;
- Beef Production to Supply Quality Livestock to the Abattoir;
- Promotion of Appropriate Veld Management and Land Care Practices;
- Setup Institutional Arrangements to Ensure Co-ordination;
- Training an Animal Health Aspects and Animal Husbandry; and
- Farmer Support and Development.

2.5.4 Business Development and Investment Promotions

The District Municipality mainly focuses on Investment Promotion and Marketing of the District for Investment opportunities. In this regard the DM has conducted an investment conference as a means to ensure Investment Promotion. Currently the District Municipality has developed the concept for the One Stop Shop which needs to be established as a center responsible for the implementation of the investment conference outcomes and is proposed in the figure presented below.

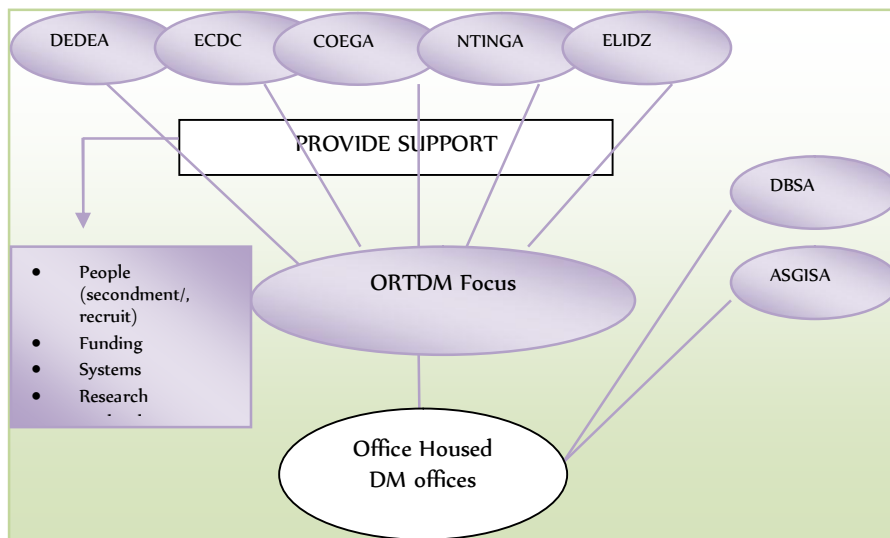


Figure: Major Role Players

Local municipalities have been requested to prioritize two investment projects of which the District Municipality is planning to Develop Viable Business Plans to source funding for unlocking bottlenecks such as land issues, EIA's bulk infrastructure and sanitation, affecting the implementation of the Investment conference projects. This is a critical project which requires strong partnerships with all spheres of government and private sector involvement. For sustainability it requires intensive resource mobilization. **Land Claims and Investment:** Two issues drew the attention of this commission in the DGDS, betterment claims and investment opportunities that cannot take off because of land claims.

2.5.5 Cooperatives and SMME support

In order to provide decent jobs, sustainable livelihoods and food security, the O.R Tambo District Municipality has used its Local Economic Development Programmes to provide short and Long term Job Opportunities while ensuring massive food production for poverty alleviation. The implementation role for all co-operatives and SMME projects will be transferred fully to the implementing arm of the District. The Planning and Development Directorate will be responsible for coordinating role. The following will be the key focal areas for the department and require proper funding to ensure avoidance of an unfunded mandate:

- ◆ Integrated District Co-operatives Development Strategy and Implementation plan

Co-operatives and SMMEs play a critical role on developing the district economy and normally they face challenges regarding access to markets, finance, information and quality support services. There are many role players that are supporting co-operatives and SMMEs in the district and their support provision is highly disintegrated. This strategy and implementation plan will assist in the identification of key actions to be played by each role player in the District, and results to an intergration of the action of the various role players for efficiency in supporting the sector so as to achieve maximum impact in supporting this sector.

- ◆ District Skills Development programme:

Creating awareness, capacity building and providing assistance to co-operatives is one of the institutional support mechanisms the district commits to support and facilitate.

- ◆ District Support Teams

The District Support Team is a co-ordination and intergration model has resulted from the Thina Sinako Provincial LED Support Programme and is meant to participate all government led institutions that are

supporting Local Economic Development programmes and projects in the district. The team will ensure that all LED initiatives are intergrated by all government led institutions and the DST will form part of the LED Forum, which is mostly constituted by all LED roleplayers including private business organization, labour and non governmental institutions.

- ◆ Resource mobilization and business plan development for funding.

A need for capacity building and training for LMs in business plan development for funding in taking advantage of funding opportunities from provincial and national government specifically targeting the co-operatives development fund.

2.5.6 Strengthen Economic Research Capacity of the District

Ward Based Planning & Information System

The ward based planning process is carried out in order to continuously update the existing socio-economic status quo information of the District Municipality and its Local Municipalities with the aim of ensuring that the holistic planning function of the District is well informed and aligned. The process further ensures improved research capacity and planning for informed service delivery. The need for an up-to-date District socio-economic status synthesis suggests that the DISTRICTØS demographic profile changes on a daily basis hence the Ward Based Information System is a proper tool necessary to ensure accurate recording of up-to-date information on the demographic profile of the District.

With the implementation of the Ward Based Planning Information System, The District Municipality will be able to access current and accurate information on the following aspects:

- daily updates of changes in population size per ward for the entire District
- the levels of indigence, in terms of the number of people living in poverty and that of the unemployed.
- Education levels and skills availability per ward.
- Access to Services
- Levels and Standards of service accessed.

AGRICULTURE DEVELOPMENT

The budget for agricultural project implementation is undertaken by the District Municipality's developmental arm, Ntinga OR Tambo Development Agency that has been assisting communities with Maize Production. Status quo analysis and Value add for the Adam Kok Farms. Ensure enhanced revenue generation through the KFPM and Umzikantu Red Meat Abattoir. A need for expression of interest for partnership for the Farms and Umzikantu Red Meat Abattoir. The KFPM has received funding and turnover is improving. The O.R Tambo District Municipality, as guided by the set powers and functions assigned to municipalities, has a sole responsibility to ensure coordination and support to Fresh Produce Markets and Municipal abattoirs.

Focus Area	Strategic Objectives	Strategies
1) Agricultural Development and Food Security.	a) Implementation of Livestock Improvement Programme.	<ul style="list-style-type: none"> • Genetic improvement of livestock through distribution of sires and heifer exchange. • Mitigate stock theft through livestock identification. • Ensure good health for Ntinga owned livestock and those that belong to Ntinga projects. • Effective and efficient management of Ntinga biological assets. • Training, skills development and capacity building of local farmers. • Assist local woolgrowers to market their produce.
	b) Development & support of vegetable production for small scale farmers.	<ul style="list-style-type: none"> • Optimum utilization of available natural resources for irrigated vegetable production. • Strengthen supply of vegetable products by local producers to Kei Fresh Produce Market. • Promote one household one food garden.
	c) Promotion of agricultural production as a source of livelihood through crop production.	<ul style="list-style-type: none"> • Increase number of households involved in crop production. • Increase marginalised and vulnerable groups (women & youth) involved in agriculture. • Increase in number of hectares ploughed and tons per hectare harvested in maize production. • Promotion of high value crops through introduction of new variety crops. • Develop agricultural feasibility studies and business plans and submit for funding and spatial development. • Support agricultural programmes and economic development practices in the region. • Develop functional agricultural cooperatives.
	d) Ensure positive impact of agricultural projects implemented.	<ul style="list-style-type: none"> • Develop an effective M&E tool for measuring impact of agricultural products. • Promote good communication, public participation and frequent feedback

Focus Area	Strategic Objectives	Strategies
		<p>from communities served.</p> <ul style="list-style-type: none"> • Develop functional models and strategies for economic growth and development.
		<ul style="list-style-type: none"> • Establish and develop an agricultural research and development unit to support DM, LM&S & Ntinga. • Develop and maintain effective strategic partnerships that add value in agricultural development and beyond.
	e) Establishment and maintenance of agricultural marketing and handling infrastructure.	<ul style="list-style-type: none"> • Avail livestock facilities like camps, sheds, pans, dipping baths, etc. • Ensure that livestock facilities are always in good and working order.
	f) Establishment and maintenance of irrigation equipment and infrastructure.	<ul style="list-style-type: none"> • Establish irrigation equipment and infrastructure. • Ensure maintenance and functionality of irrigation equipment and infrastructure.

TOURISM

The OR Tambo District has identified tourism as one of its economic drivers and growth sector. The untapped natural resources, culture and historic heritage that puts the district in the international map are some of the strategic assets that the district possesses. Initiatives pursued under tourism development include.

- ◆ Tourism product development facilitation.
- ◆ Tourism promotion and marketing.
- ◆ Tourism infrastructure deployment facilitation.
- ◆ Special focus period local tourism facilitation and co-ordination.
- ◆ Facilitation of a district tourism development and promotion plan.

Forestry and Timber Production

Existing forestry plantations in the Eastern Cape cover 176 000 ha, a large proportion of which is located in the ORTDM. Of the 100 000 ha considered possible for new Afforestation in the Province, around half of this is within the ORTDM area. With Department of Water Affairs and Forestry (DWAF) withdrawing from operational forestry, the Municipalities have some responsibility to support certain forestry development initiatives. This role would include creating awareness and acceptability of forestry as a

legitimate land use, facilitating and supporting downstream participation by local SMMEs, facilitating collaboration of key stakeholders for mutual benefit and for the benefit of the sector and economy as a whole. In this regard, the private sector is well established and is seeking opportunities to grow and will require support from all spheres of government. The District Municipality, together with DTI, the provincial government, ECSECC and ECDC is currently implementing the Furniture Incubator project in Mthatha to take advantage of the abundant timber and forests that is there in the district. More than 100 young people have been trained in woodwork and upholstery. The Timber processing industry has a potential of providing more than 1000 jobs during new afforestation and saw milling. The eLangeni Development node programme is seriously engaged in processes that are aimed at exploiting the potential that afforestation has in the district. Initiatives pursued under forestry development include:

- Facilitation of community afforestation.
- Facilitation of a district strategy for forestry development.
- Undertaking of community awareness campaigns on value of forestry.
- Facilitation of deployment of critical infrastructure.
- Playing of a leading advocacy role to secure public sector investment in forestry in the district.

Marine and Aquaculture

With the Wild Coast presenting extensive opportunities for people to participate in marine harvesting activities, it is the challenge of all spheres of government to ensure that local people are able to participate equitably and to ensure that harvesting is carried out at levels that are sustainable. In this respect there is a need for improved data, greater awareness amongst stakeholders and roleplayers, and improved controls. Again, these activities require collaboration of all spheres of government and a coordinated approach.

Trade, Manufacturing and Investment Promotion

Trade is the second largest contributor to the district's Gross Value Added (GVA) and has over the past 10 years experienced positive growth rates which have been accompanied by positive net job gains. Informal trade has also played a very significant role over the same period, growing by more than 100% in size. Manufacturing on the other hand has experienced significant declines and stagnation and has contributed to the general decline in the ability of the district to create and absorb jobs. Both sectors are of strategic importance to the district and will be supported in a manner that ensures sustainable jobs are created. To achieve this, the district commits to facilitating efforts aimed at mobilising investments with a particular focus on value adding investment opportunities. To this end the district will ensure that

constraints to investments such as infrastructure, land availability and incentives are addressed by amongst others, ensuring strong alignment and integration with the emerging Regional Industrial Development Strategy.

Enterprise Support and Business Development

Building viable and sustainable communities requires a holistic and integrated approach that involves all aspects of community life, including but not limited to, leadership development, social capital, poverty alleviation, and institutional development. The district is committed to addressing these issues in a manner that ensures communities are able to engage in activities that create jobs and have access to basic services. Small medium and micro enterprises continuously face the challenge of access to markets, finance, information and quality support services. These are issues that the district commits to facilitating and ensuring they are addressed. Creating awareness and providing assistance to co-operatives is one of the institutional support mechanisms that the district commits to support and facilitate.

A district wide skills development programme has been identified as a foundation objective for the achievement and sustainability of the identified drivers. Small medium and micro enterprises continuously face the challenge of access to markets, finance, information and quality support services. These are issues that the district commits to facilitating and ensuring they are addressed. Creating awareness and providing assistance to co-operatives is one of the institutional support mechanisms that the district commits to support and facilitate. The success of the district in growing and sustaining the local economy depends on the extent to which it builds partnerships and collaboration with all relevant stakeholders. The district recognises the need to develop functional and effective collaborative efforts with business by amongst others ensuring that there is a united vision and drive to address challenges confronting business and the district in general

14 Co-operatives have benefited from Ntinga O.R. Tambo Dev. Agency in the form of Business plans and Constitutions outsourced to service providers for development. Baziya sustainable village was established and has co-operatives formed that have a variety of core functions (Bakery, Sewing, Poultry and Agriculture). The total number of beneficiaries is 200 and all are community members.

(f) Emfundisweni Skills Development and Resource Centre

The centre is located in Ntabankulu and dilapidated former missionary teachers college was renovated to establish it. The renovations were done in partnership with Eskom foundation, mining qualification authority, Old Mutual and some mining houses. This was a result of an agreement between ORTDM, local Chief and Methodist Church of South Africa. The centre is running a community bakery, Guest

house, rural jewellery, sewing project and skills development and has generated revenue in excess of R1.6 million. In partnership with the Department of Education the centre assisted no-pass grade 12 schools to achieve better results. 34 permanent and many temporal jobs were created of which 56% are women. This centre is an enabler for skills development that are linked with our projects. Currently the centre is in negotiation with Fort Cox Agricultural College to establish their satellite campus at the centre. The brick and fence projects that was started at Emfundisweni has since grown to Esiphaqeni village (Flagstaff) and Kwa Tshemese village (Mthatha), with an annual turnover of more than R2.1 million and created permanent 96 (48% women) and 88 temporary jobs.

(g) Kei Fresh Produce Market

This market has been built by the provincial department of Agriculture and transferred to the ORTDM since markets and abattoirs are a function of district municipalities. Local farmers, provincial department of Agriculture and KSD local municipality are active partners in this venture. The market has grown from strength to strength with current annual turnover more than R30 million. 17 permanent jobs have been created of which 42% are women. The main challenge is that the market is getting most of its produce outside the OR Tambo region. To turn this around a strategic plan has been developed in partnership with ASGISA-EC. Thina Sinako (EU programme) has already funded part of the strategy. The plan is to expand the market to have more banana ripening rooms and introduce a meat market.

(h) Umzikantu Abattoir

This red abattoir was purchased from an action sale to use it as a marketing outlet for our livestock programme. The project has created 13 permanent jobs and has generated more than R1.5 million revenue.

PROPERTY AND LAND ACQUISITION

The total carrying value of land owned by O.R. Tambo DM is R 37, 600,001-00 and building is R85, 114,425.00, total of land property owned is R 122, 714, 426.00 million.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

In July 2003, Cabinet declared and pronounced OR Tambo District Municipality a Water Services Authority and Water Services Provide. This therefore means that the DM is responsible for planning, implementation, and operation and maintenance of water and sanitation services within the 7 Local Municipalities.

As an Authority the DM is responsible for Planning and Governance function which includes

- Development of Water services by-laws
- Local Regulatory function
- Water Conservation & Water Demand Management
- Water Services Planning
- Tariff Determination
- Water Quality Monitoring
- Revenue Management
- Communication and Customer Relation

In terms of Provisioning the DM is responsible for operation and maintenance which includes:

- Daily operations of water and wastewater works inclusive of the daily monitoring and management of plant performance and compliance with the required quality and performance management systems.
- Maintenance of urban and rural infrastructure;
- General management inclusive of administration, financial management, monitoring and reporting;
- Communication and customer relations;
- Operations and maintenance planning;
- Ensuring desludging of on-site latrines;
- Safe treatment and disposal of sewage waste; and
- Ongoing and regular testing of water, effluent and sewerage disposal for conditions dangerous to human health and the environment

Apart from Huge backlogs the following were also part of the water services challenges that were inherited by the DM:

- Old Infrastructure (due to excess in its design capacity and non/poor maintenance)
- Demand in excess of available infrastructure (due to rapid growth resulting in infrastructure unable to cope)
- Water resource scarcity and Non sustainability reliability especially on standalones schemes
- Topography and terrain making it difficult to provide access to services
- Low cost recovery

- High level of Vandalism and theft
- Poor maintenance records/no maintenance records (Operation and Maintenance Manual)
- Limited financial resources and Lack of financial management
- Shortage of skilled personnel
- Severe staff shortage (Human capacity)
- Unavailability / inadequacy of Policies and By-Laws
- Unreliable Electricity Power Supply (interruptions) that adversely affects the frequency of water supply
- High Dependency on diesel due to non connection of electricity
- Foreign deposits into sewer system (animals and human bodies) that causes continuous blockages
- Illegal Storm-water connection in sewer network

WATER MASTER PLANS

In October 2006, the O.R. Tambo District Municipality held a Water Services Summit which was aimed at development of strategic framework for the delivery of quantitative and sustainable water services and accelerate water service delivery of as a vehicle for Local Economic Development in the District. This summit adopted a Conceptual Water Master Plan which was a framework with 3 stage approach and the following was agreed upon

- *Continued Schemes to alleviate the immediate need through Standalone*
- *Integrating the Standalone schemes into Sub-regional Schemes*
- *Integrate all the latter into Regional Schemes*

OR Tambo thereafter approached **Umgeni Water Board** and entered into a collaborative arrangement to assist in identifying an improved bulk water supply system within its area of supply. Four Water Regional Schemes were identified and through partnership with Department of Water and Environmental Affairs, the District has been able to undertake feasibility studies for the following Regional Schemes:

- *Northern Scheme (Mbizana & parts of Flagstaff) – confluence of Ludeke and Ntlavukazi*
- *Central Scheme (Ingquza Hill & parts of PSJ) – Mzintlavana River*
- *Southern Scheme (KSD, Nyandeni & parts of Mhlontlo,) – Optimal Utilization of Mthatha Dam for domestic consumption*
- *Cross Border Scheme (Ntabankulu) – Alfred Ndzo source – under investigation*

Progress on Northern Regional Scheme

Mbizana has been one of the areas that have no sustainable water sources. A lot of infrastructure investment has been installed but due to unreliable and drought that has adversely affected continuous water supply and the majority of the scheme are non functional due to water shortage. The DM has thereafter commissioned Umgeni Water Board to undertake the feasibility study and for development of the regional scheme. The feasibility study has been completed and use of confluence of Ntlavukazi and Ludeke River has been proposed as the possible water source and the estimated cost for Bulk Infrastructure is **approximately R2billion**. Currently a total amount of approximately **R0.5billion** is available for the next MTEF period from both bulk infrastructure grant and MIG. Geotechnical investigation for the proposed dam site was conducted and no major environmental impacts were identified. Design for the Dam and Upgrading of Nomlacu Treatment Works has been completed and Service Providers have been called to submit their proposals. The following are the approximate scheduled dates of completion for the following elements

- Completion of construction for the Upgrading of Nomlacu Treatment to 10MI/d ó May 2011, expected start date is May 2010 (Estimated Cost **R48m**)
- Completion for the construction of Ludeke Dam ó May 2011, and expected start date is Sept 2011 (Estimated Cost **R296m**)
- Raw Water Pump Station and rising main ó May 2011 and expected start date is May 2010 (included on WTW)
- Primary Bulk Treated Water Supply ó Sept 2011 and expected start date is May 2010 (Estimated Cost **R108m**)

NB: DM still awaiting Water Licensing Approval from DWEA and Dam site approval from Land Affairs and Eskom

Southern Regional Scheme

The District during its study has discovered that greater parts of Nyandeni do not have sufficient sources of water as some of the studies have discovered that the ground water sources within the area is contaminated. Also Mhlanga dam which also supplies Libode town is drying out and that result in some areas that are being supplied being restricted in terms of receiving continuous supply. This therefore caused the DM to conduct a study on possibility of optimum utilization of Mthatha Dam in order to

supply the entire KSD, Nyandeni and parts of Mhlontlo. Amatola Water board was then commissioned to undertake the study and 3 alternative options were then proposed and that includes

- 100% abstraction at Mthatha Dam to cover the intended areas
- Abstraction at both Mthatha and Second falls
- 100% abstraction at Second falls.

But due to operational costs with regards to abstraction at Second fall, the District is in favor/support and agreed on further exploration of 100% abstraction at Mthatha Dam. The current yield allocation is 398.63MI/day, and where the DM and Eskom are allocated 60MI/d and 338MI/d respectively. The required abstraction to cover the proposed area is assumed to be 216MI/d up to year 2038 using 200l/p/d for urban and 90l/p/d for rural consumption. The cost estimate for the proposed project is **R5billion**. No funding is available to implement the project, but a Technical Report for Phase 1 which includes supply to Libode has been submitted to DWA and the estimated cost is approximately R120million. The required allocation by the DM might affect Eskom allocation and an application for water use license was submitted to DWA on July 2009. The proposal includes

- Continuous usage of Thornnhill Treatment Works which is able to treat 60MI/d
- Upgrading of Rosedale Treatment Works to treat 175MI/d

Further detailing of the study and develop of detailed designs are dependent on DWA response in terms of water allocation.

Central Scheme

The study intends to provide supplies to cover Ingquza Hill and parts of Port St Johnø and Umgeni Water has been commissioned to undertake the study. The feasibility study has been completed and use of Mzintlavana River as a water source has been identified, and the estimated Bulk Cost is estimated to be R1.5billion. The District Municipality in October 2009 has extended the scope of work for Umgeni to include development of detailed designs and the completion of the first phase on the phased program is expected to be complete by June 2010.

Cross Boarder Scheme

Due to the terrain and geographical conditions of Ntabankulu, it is difficult and costly to provide supply to the area. Since the study was not provided funding through DWA Bulk Grant, the DM decided to fund it within its internal sources of funding. The study seeks to address the challenges outlines through cross boarder scheme, where possible use of water source(s) from Alfred Ndzo be explored. The first draft feasibility study has been completed in February 2010 and 3options have been proposed for the provision of water within Ntabankulu and the following are such proposals.

A formal presentation to pave way forward on options proposed is scheduled for the 25 March 2010, where an option to be further explored will be identified. Bulk cost estimate will only be able to be identified once the most favored option has been selected. Other Water Regional Scheme that have been constructed or under construction includes

- Sidwadweni Regional Water Supply under Mhlontlo LM and also supplies parts of Nyandeni: Supplies Rural Villages within Tsolo. *Approximately R250million has been allocated for the development of the scheme since its inception and currently the last phase (phase 5) is on final design and is expected to be on implementation by July 2010.*
- Mvumelwano Regional Water Supply under Mhlontlo: Supplies Qumbu town and other Rural Villages within Qumbu. *Approximately R150million has been allocated for the development of the scheme since its inception and one phase is on implementation and the other phase is on tender and is expected to start implementation by End March 2010*
- Upper Culunca Regional Water Supply under Mhlontlo: Supplies Rural Villages within Qumbu. *Approximately R150million has been allocated for the development of the scheme since its inception and the last extension is under construction. Currently the possible construction of a Dam to sustain the scheme is under investigation and submission of BP for additional funding may be put forward*
- PSJ Regional Water Supply under PSJ: Supplies Rural Villages

Approximately R90million has been allocated for the development of the scheme since its inception has been provided and phase 2 of the bulk services is under construction and the Phase 2b is on tender and expected to start implementation by Mid April. A BP has been submitted to DWA for Dam construction has been submitted and requires an approximate amount of R25million

- Ngqeleni Regional Water Supply: Supplies Rural Villages within Ngqeleni. *Approximately R100million has been allocated for the development of the scheme and the 2 phases which includes Ngqeleni Dam are at its completion stage*
- Coffee-Bay Regional Water Supply under KSD: Supplies Coffebay and Rural Villages. *Approximately R110million has been allocated for the development of the scheme and is currently under construction.*
- Flagstaff Regional Water Supply under Ingquza Hill: Supplies Flagstaff town and Rural Villages. *Approximately R94million has been allocated for the development of the scheme and is currently on design and tender stage.*

Other water supply has been provided through stand-alone schemes through use of boreholes, springs and streams/small rivers.

SANITATION

The District Municipality has developed a Sanitation Strategy in an effort to address its sanitation backlogs and challenges. The Strategy seeks to address ways in which sanitation backlogs could be eradicated in terms of

- Purpose of the strategy is to ensure that the issue of backlogs eradication is dealt with
- And that appropriate sanitation model is provided to the communities/consumers for both urban and rural
- The District is intending to upgrade all town sewer system into full waterborne sewer system
- That Pre-cast VIP toilets structures are implemented in the rural areas as they are able to be re-used through reallocation when the pit is full
- Ensure Promotion of health and hygiene is addressed during the pre and post project implementation

Only 1 (Mthatha town) out of 11 towns has got a full waterborne sewer system and the only available system has reached its design life span and has exceeded its design capacity. The Waste Water Treatment Works has been designed to accommodate 12Ml/d and the current flows are estimated above 18Ml/d with exclusion of flows that do disappear within sewer network. At the time of transfer only one out of 23 sewer pump stations was function, with other areas not connected within the network system. Other towns are currently using either Septic tanks and or conservancy tanks.

- Through development of Sanitation Strategy, the Council has adopted a standard VIP structure (Pre-cast) to be utilized and this has been done in an effort to address quality and the size of the structure.
- 6 sewer pump stations have been refurbished and additional 4 sewer pump stations are under refurbishment, with other 3 sewer pump station on tender for refurbishment.
- In partnership with DWA the DM is currently refurbishing the waste water treatment works and repairing/replacing sewer networks within Mthatha town.
- Designs are being finalized for the upgrading of sewer system for both Mqanduli and Flagstaff town and are currently awaiting Records of Decision on EIA process.

For the upgrading of sewer systems for other towns the DM is awaiting approvals from both DWA and COGTA as Technical Reports and Business Plans have been submitted to them in order to secure funding from MIG.

BASIC SERVICES BACKLOGS

HOUSEHOLD ACCESS TO WATER															
	COMMUNITY SURVEY 2007					DWAE 2008					MUNICIPAL SOURCE 2009				
Name of Municipality	Total Household	Household access to water	Household access to water as a percentage	Households below basic level of service/backlog	Households below basic level of service/backlog as percentage	Total Household	Household access to water	Household access to water as a percentage	Households below basic level of service/backlog	Households below basic level of service/backlog as percentage	Total Household	Household access to water	Household access to water as a percentage	Households below basic level of service/backlog	Household access to water as a percentage
KSD LM	93,382	48,551	52 0%	44,831	48 0%	97,365	66,517	68.3%	30,848	31.7%	93,384	49,150	52.6%	44,234	47.4%
Mbizana LM	48,407	2,183	4.5%	46,224	95.5%	49,631	36,169	72.9%	13,462	27.1%	48,407	3,169	6.5%	45,238	93.5%
Mhlonto LM	49,860	19,103	38.3 %	30,757	61.7%	46,645	28,883	61.9%	17,762	38.1%	49,862	19,596	39.3%	30,266	60.7%
Ntabankulu LM	27,931	11,632	41.6 %	16,299	58.4%	29,518	22,279	75.5%	7,239	24.5%	27,932	11,679	41.8%	16,258	58.2%
Nyandeni LM	56,851	20,989	36.9 %	35,862	63.1%	59,179	36,320	61.4%	22,859	38.6%	56,853	21,226	37.3%	35,627	62.7%
PSJ LM	30,949	7,512	24.3 %	23,437	75.7%	30,995	21,432	69.1%	9,563	30.9%	30,950	7,620	24.6%	23,330	75.4%
Nquza LM	48,702	16,665	34.2 %	32,045	65.8%	54,728	48,273	88.2%	6,455	11.8%	48,703	17,344	35.6%	31,359	64.4%

FREE BASIC WATER

Name of Municipality	STATISTICS SOUTH AFRICA CENSUS 2001					MUNICIPAL SOURCE 2008				
	Total Households	Total Indigents Households	Total House holds	Total Indigent Households	Variance (Census vs Munic)	Total Indigent Households Served	Total Indigent Household Served as a percentage	Other households served	Total households Served	Total Households served a percentage
King Sabata Dalindyebo LM	90.627	57.850	97.365	62.617	(4.767)	41.024	70.9%	17.432	58.456	101.0%
Mbizana Local Municipality	46.411	37.011	49.631	35.581	1.430	11.178	30.2%	-	11.178	30.2%
Mhlontlo Local Municipality	44.204	32.442	46.645	30.153	2.289	13.358	41.2%	618	13.976	43.1%
Ntabankulu Local Municipality	26.060	21.670	29.518	-	21.670	-	0.0%	-	-	0.0%
Nyandeni Local Municipality	55.095	41.646	59.179	47.187	(5.541)	27.600	66.3%	100	27.700	66.5%
PSJ Local municipality	29.502	22.567	30.995	23.732	(1.165)	12.675	56.2%	58	12.733	56.4%
Ingquza Hill Local municipality	51.063	39.311	54.728	-	(39.311)	-	0.0%	-	-	0.0%

HOUSEHOLD ACCESS TO SANITATION

Name of Municipality	COMMUNITY SURVEY 2007					DWAE 2008					MUNICIPAL SOURCE 2009				
	Total Household	Household access to sanitation	Household access to sanitation as a percentage	Households below basic level of service/backlog	Households below basic level of service/backlog	Total Household	Household access to sanitation	Household access to sanitation as a percentage	Households below basic level of service/backlog	Households below basic level of service/backlog as percentage	Total Household	Household access to sanitation	Household access to sanitation as a percentage	Households below basic level of service/backlog	Household access to sanitation as a percentage
KSD LM	93.384	31.481	33.7%	61.903	66.3%	97.365	66.311	68.1%	31.054	31.9%	93.384	41.016	43.9%	52.368	56.1%
Mbizana LM	48.408	2.051	4.2%	46.357	95.8%	49.631	25.863	52.1%	23.768	47.9%	48.407	8.640	17.8%	39.767	82.2%
Mhlontlo LM	49.859	10.078	20.2%	39.781	79.8%	46.645	25.298	54.2%	21.347	45.8%	49.862	16.646	33.4%	33.216	66.6%
Ntabankulu LM	27.933	1.869	6.7%	26.064	93.3%	29.518	19.329	65.5%	10.189	34.5%	27.932	11.239	40.2%	16.693	59.8%
Nyandeni LM	56.852	6.830	12.0%	50.022	88.0%	59.179	40.136	67.8%	19.043	32.2%	56.853	12.833	22.6%	44.020	77.4%
Igquza Hill LM	46.701	6.054	12.4%	42.647	87.6%	54.728	29.145	53.3%	25.583	46.7%	48.703	9.927	20.4%	38.776	79.6%
PSJ LM	30.951	8.345	27.0%	22.606	73.0%	30.995	28.140	90.8%	2.855	9.2%	30.950	8.810	28.5%	22.140	71.5%

Electricity Delivery Status, 2008

Municipality	DME, 2008 Total Households	DME, 2008 Household access to Grid	DME, 2008 Household Access to Grid as a Percentage	DME, 2008 Households below basic level of service / backlogs	DME, 2008 Households below basic level of service / backlogs as a Percentage
KSD LM	98.786	57.345	58.0%	41.441	42.0%
Mbizana LM	50.482	16.666	33.0%	33,817	67.0%
Mhlontlo LM	46.688	25.524	54.7%	21,164	45.3%
Ntabankulu LM	29.735	6.337	21.3%	23.398	78.7%
Nyandeni LM	61.564	27.306	44.4%	34.258	55.6%
PSJ LM	31.716	16.831	53.1%	14.885	46.9%
Ingquza Hill LM	55.624	24.753	44.5%	30.871	55.5%

FREE BASIC ENERGY

Name of Municipality	STATISTICS SOUTH AFRICA CENSUS 2001					MUNICIPAL SOURCE 2008			
	Total Households	Total Indigent Households	Total Households	Total Indigent Households	ESKOM supplied areas	MUNICIPALITY (Municipal supplied areas)	Alternate source of Energy (Municipal Source)	Total Households served	Total households Served as percentage
King Sabata Dalindyebo	9.979	57.850	21.380	62.617	6.899	160	-	7.059	12.2%
Mbizana Local Municipality	44.204	37.011	46.645	35.581	1.431	102	886	2.419	6.5%
Mhlontlo Local Municipality	67.568	32.442	71.531	30.153	9.124	-	299	9.423	29.0%
Ntabankulu Local Municipality	6.638	21.670	7.014	-	582	-	362	944	4.4%
Nyandeni Local Municipality	55.095	41.646	59.179	47.187	3.286	-	-	3.286	7.9%
PSJ Local municipality	29.502	22.567	30.995	23.732	4.835	-	51	4.886	21.7%
Ingquza Hill Local municipality	51.063	39.311	54.728	-	1.735	-	119	1.854	4.7%

ACCESS TO REFUSE REMOVAL

MUNICIPALITY	TOTAL HOUSEHOLDS	HOUSEHOLD ACCESS TO REFUSE REMOVAL SERVICE	HOUSEHOLF ACCESS TO REFUSE REMOVAL SERVICE AS A PERCENTAGE	HOUSEHOLD BELOW BASIC LEVEL OF SERVICE / BACKLOGS	HOUSEHOLDS BELOW BASIC LEVEL OF SERVICE / BACKLOGS AS A PERCENTAGE
King Sabata Dalindyebo	93,382	21,755	23,3%	71,627	76,7%
Mbizana local Municipality	48,408	612	1,3%	47,796	98,7%
Mhlontlo	49,861	1,511	3,0%	48,350	97%
Ntabankulu local Municipality	27,930	349	1,2%	27,581	98,8%
Nyandeni local Municipality	56,851	677	1,2%	56,174	98,8%
PSJ local Municipality	30,950	585	1,9%	30,365	98,1%
Ingquza Hill local Municipality	48,701	1,235	2,5%	47,466	97,5%

HOUSING DEVELOPMENT

Housing backlog in O.R Tambo district is estimated to be around 200 000 although this figure is being challenged to be underestimating the actual situation in the district.

The Housing Act 107 of 1997 also requires all municipalities to prepare Housing Sector Plans (HSP) which eventually become chapters of the IDP. The HSP is a tool which assists local municipalities to cope with one of its new developmental roles, which the provision of housing. A HSP also ensures effective housing delivery through a participatory and people driven process. The DM shall continue to ensure alignment of housing delivery program with strategic developmental plans like the Spatial Development Framework of the LM and the district. The DM will ensure that process of formulating its credible Housing Strategy is completed and is inclusive of all relevant stakeholders and their strategic planning documents.

2 051 housing units totaling R110m have been budgeted for ORTDM by the provincial department of housing. These shall be delivered within the 2010/11 financial year. This figure is exclusive of the 806 emergency housing units that are scattered over the DM. These are as a result of disasters that have occurred within the DM. The province has made available an amount of R45m for these. The DM shall continue working closely with province in the implementation the Military Veterans program within ORTDM. An amount of R3m has been set aside for this by the provincial department housing. Some housing projects that were completed a while ago have just undergone an evaluation process which was undertaken by province during the 2010/11 financial year. They have been declared not to be habitable and thus will undergo the rectification process. These projects are Qumbu (200 units), Port St Johns (326), Zimbane Valley (702), Lindile (201) and Mqanduli (500). The province has set aside R45m for phase one of this reconstruction process, which will be started in the 2010/11 financial year. There are various training initiatives on housing development programs that are tailor made for ORTDM staff during the 2010/11 financial year. These will ensure that the staff within the housing department has the required capacity to ensure proper administration and effective implementation of all housing development programs.

PART 3 DEVELOPMENT STRATEGIES

3.1 VISION, MISSION AND GOALS

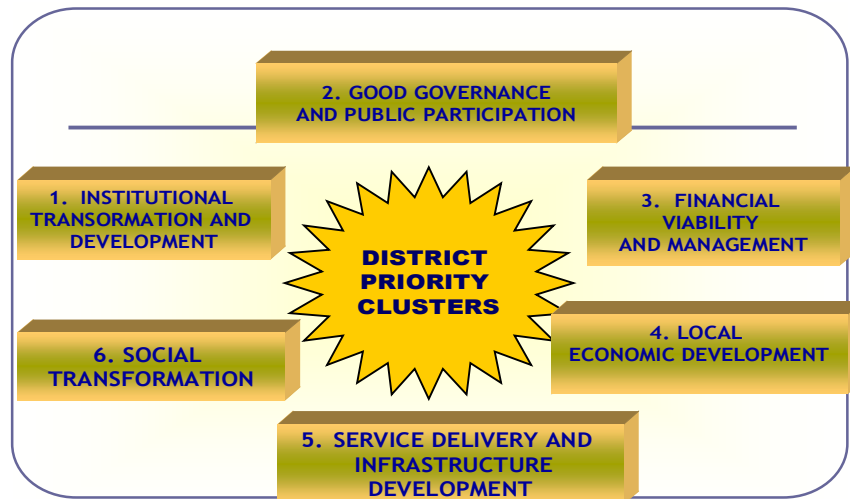
VISION: Attaining a developmental Municipality, responsive to social aspirations for an economically vibrant, healthy and sustainable community.

MISSION: To create an economically viable municipality through optimum utilisation of available resources, to provide efficient and effective service delivery, adequate access to land, security of tenure, housing, social well-being and effective skills development aimed at promoting a self sustaining healthy community.

DEVELOPMENT GOALS

1. Providing adequate and accessible infrastructure
2. Promoting economic growth and creating sustainable economic activity through rationalized programmes, within the limits of available natural resource base.
3. Promoting sustainable community livelihoods
4. Improving the institutional systems and overall capacity.

KEY PERFORMANCE AREAS








3

3.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Local government, especially Districts and metropolitan municipalities have become significant economic actors. National factors are becoming less important as a result of globalization. This is because input factors such infrastructure and logistics are in the hands of local government. In addition a range of other competitive factors are also in the purview of local government. The global trend is that issues such as taxation, human resource development and industrial incentives are becoming a terrain of local government. This is both a threat and an opportunity depending on how LG position itself. LG therefore have to:

- Plan strategically for their economies
- Build highly competitive regional economies
- Play a leadership role in ensuring that their economies achieve
 - a. high levels of resource accumulation
 - b. technology absorption; and
 - c. penetration of foreign markets

To achieve the above, local government needs a selective set of interventions in human capital development, infrastructure investment and regulating market failures. In line with the provisions of the constitution and legislative framework, the ORTDM has put in place all necessary mechanisms (both political and administrative) to ensure fully participatory democratic governance. Focus is mainly on ensuring the following:-

-  Transparency and accountability
-  Effective functioning of the IGR forum
-  Community based planning
-  Promotion of consultative and sound relations with organised labour
-  Promotion of Batho Pele principles

Key challenges related include the following:-

- Inadequate infrastructure such as offices and equipment.
- Lack of guidance and training of committees.
- Legislation gap on the motivation of ward committees.
- No communication channels defined between ward committees and ward councillor.
- Ward committees not representing defined interest groups

- No uniformity in establishing ward committees.
- No clarity on the eligibility of ward committee membership.
- No clear separation of duties between ward councillors and ward committees.
- Some wards have many villages versus the fixed number of W/C members (10) cover vast areas as compared to others but there is no additional reward.
- No defined roles between ward committees and CDWØs.
- Council to conduct oversight on the annual report of the municipality.
- Role of oversight committee is not clearly understood
- Oversight is an event and not an ongoing process.
- Existing oversight structures of council are ineffective.
- Inadequate coordination of DM and LM oversight processes.
- Annual reports are not communicated to all stakeholders.
- Non implementation of council resolutions
- There are no complete delegation frameworks in place.
- There are no communication strategies.
- Internal audit functions were established but are not adequately capacitated.
- Audit committees were established but their effectiveness has not been monitored.
- Councillors are not catered for after the expiry of their term.

AUDIT

The district municipality is already working hard in achieving its key milestone of receiving unqualified audit opinion. In order to achieve this, root cause of audit findings have been identified and comprehensive corrective measures are being developed. Plans are in place to address issues that resulted to a qualified audit opinion in the past year. The entire administration will be exposed to proper financial management, record management and a performance management system.

As part of our IDP we have identified the following projects:

- Implement an anti-fraud and anti-corruption policy.
- Implement a code of ethics and declaration of interest policy within the Municipality
- Deal with reports and queries from internal and external auditors.
- Develop and implement a plan in relation to Whistle Blowing
- Strengthen auditing functions
- Implement shared internal audit shared services with local municipalities and the municipal entity.
- Implement enterprise wide risk management framework.

STRATEGIES FOR GOOD GOVERNANCE

Focus area	Interventions /Activities	Timeframes	Responsibility
Ward committee system	Adopt uniform conditions and functionality of ward committees in the district. e.g. stipends and term of office	30 November 2010	All LMs
	Establish sub-committees to assist ward committees	30 September 2010	All LMs
	Ward committees to communicate with municipalities through ward councillors.	30 September 2010	All LMs
	Develop, review and adopt ward committee policies in all municipalities.	30 September 2010	DM
	All municipalities to budget for ward committees. Provide ward committees with cell phones and other work tools.	31 May 2010	All LMs
	Quarterly progress reports to be given to communities on the implementation of IDP and budget.	31 October 2010	All LMs
	Speakers of councils to establish monitoring mechanisms over ward committees. (Agendas of council meetings to be informed by inputs from ward committees)	31 December 2010	All LMs
	Engage COGTA on payment of ward committees as promised by the minister.	31 August 2010	Speakers and Mayors
	Each ward to have a ward administrator	31 August 2010	All LMs
	Office of the Speaker to strengthen and monitor the functioning of CDWø	31 March 2011	All Speakers
	Strengthen Speakersø forums	31 August 2010	District Speaker
	DM to finalise ward profiling and share it with local municipalities. (WBPIS)	30 June 2011	DM
Oversight structures, processes and systems	Capacitate ward committees on oversight processes	31 July 2010	DM
	Term of office of the oversight committee to extend beyond the adoption of the annual report. To achieve ongoing evaluation and monitoring. Continuously visit projects that are implemented by municipalities.	31 August 2010	DM
	DM and LM oversight committees to work jointly. Improve coordination.	31 December 2010	DM
	Improve outreach programmes on annual reports.	28 February 2011	All LMs
	Regularise sitting of all IGR structures.	31 August 2010	All LMs
	Reports of all oversight structures to be tabled and discussed in council meetings at-least quarterly.	31 January 2011	All

Focus area	Interventions /Activities	Timeframes	Responsibility
	Develop institutional arrangements on the role of council whips in oversight processes.	30 September 2010	All
	Reports of audit committees to be presented in council meetings.	Quarterly	All
	Develop a mechanism of monitoring performance of councillors by communities.	30 November 2010	All
	Budget for whippery and constituency work	31 May 2010	All
Council resolution / compliance	Quarterly reports to Council to reflect progress on implementation of council resolutions.	30 September 2010	All
	Office of the Speaker to furnish all Councillors with draft Council resolutions within seven days after Council meeting	31 July 2010	All Speakers
	Executive Mayor or EXCO to evaluate implementation of council resolutions.	31 July 2010	Mayors
	Conduct an audit of policies and by-laws in all municipalities	31 August 2010	District Speaker
	Council to monitor compliance with all legislation and bargaining council agreements.	30 September 2010	All Speakers
System of delegation	Develop a proper system of delegation for administration.	30 September 2010	All
	Review all existing delegations taking into account turnaround strategy.	30 September 2010	MMs
Communication	Develop communication strategy and plan.	31 August 2010	(Committees)
Turn Around Strategy	All municipalities to develop their mid to long term turnaround strategies	31 September 2010	All
Internal audit function	Strengthen the internal audit function by filling prioritised vacant positions.	31 December 2010	All
Audit committees	Establish audit committee evaluation tool.	31 August 2010	DM
	Audit committee reports to be tabled in quarterly ordinary council meetings.	30 September 2010	All
Auditor General	Facilitate ongoing engagements with the office of Auditor General in addressing current audit issues as well as preventing potential issues.	30 June 2010	All CFOs
Councillors's safety and wellbeing	Develop discussion document on matters of council interests for submission to SALGA.	30 September 2010	DM Speaker
	Discussion document to be adopted by council. Municipalities must lobby SALGA on exit packages and insurances for to be included in the gazette on remuneration of councillors.	31 December 2010	DM Speaker

1. Good governance and public participation

OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINES	PRIORITY PROGRAMMES	Turn Around Strategy Action	ANNUAL TARGETS 2010/11	RESPONSIBLE DEPARTMENT
Enhance community participation and improve interface with the general public	% implementation of the public communication system	New indicator -	- Massive communication campaign -	--Establishment of public participation unit -Development of procedure manuals for petitions management - Roll-out of the Revenue Enhancement ó Public Mobilisation campaign	- 100% -Implement massive communication campaign óoperation cacisaó	Municipal Operations Water services
	% Development of baseline information for government wide service delivery	New indicator	District wide baseline data development	Governance model	-100% Government wide baseline data and indicator development for O.R. Tambo District	Municipal Operations, Planning and Development
	% improvement in customer service	-New indicator (There is no method for measuring/ determining customer satisfaction)	-Development of service standards for each core business process -training programme	-Upgrade call centre operations and enhance functioning - Facilitate the inclusion of the local level óSocial Compactö in the IDP -Capacity building on customer care and batho pele	- 10 % improvement	All departments Human Resources
	% resolution of service delivery queries raised during Izimbizo, roadshows, etc.	New indicator (Responses are currently on an ad-hoc basis)	Customer care	Improve service standards	-100%	Municipal Operations All departments
	% resolution of service delivery queries referred by the Presidential Hotline	New indicator	Customer care	Improve service standards	-100%	Municipal Operations All departments
Effective IGR environment in the DM	% implementation of District Programme Action	New indicator	Intergovernmental Relations	Improve planning and coordination	-100% implementation of POA	Municipal Operations All Departments

1. Good governance and public participation

OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINES	PRIORITY PROGRAMMES	Turn Around Strategy Action	ANNUAL TARGETS 2010/11	RESPONSIBLE DEPARTMENT
	% Development of district M&E Framework	New indicator	District M&E framework	-Improve monitoring and accountability	-100% accountability	Municipal Operations
	Number of service level agreements signed ¹	To be advised	Signing of service level agreements	-Improve monitoring and accountability	To be advised	All departments and legal services
	% Implementation of signed service level agreements	To be advised	Implementation of Service level agreements	-Improve monitoring and accountability	100%	
Ensure structured and coordinated programme for supporting LMs	Number municipalities assisted under the district facilitated operation clean audit report programme	2008/09 AG& report	Financial management Human Resources Compliance Good governance IDP PMS	-Agreement with each municipality on the ideal scope of functions to be provided and how best the State can support service delivery through intergovernmental agency arrangements and improved sector coordination	Seven municipalities	Municipal Operations All Departments
Institutional performance monitoring, reporting and compliance	% compliance with prescribed institutional reporting requirements	-In year reporting in terms of Section 71 & 66 of MFMA has been complied to.	Institutional reporting	-Compliance on aligning operational plans with institutional strategies.	Annual report tabled by and final approved by 30/03 GRAP compliant AFS by Section 52d quarterly Section 71 monthly	Municipal Operations Budget & Treasury All Departments
	Employee levels signing performance agreements	Section 57 employees	Performance Management System	Cascade performance management systems	Up to sectional heads	Municipal operation All departments

¹ Service level agreements signed with seven LMs,

INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

The focus on this priority is on improving on the following:-

- ✚ Workplace and Community Skills Development
- ✚ Institutional Systems And Structures
- ✚ Performance Management System
- ✚ Employment Equity Planning
- ✚ Sound Labour Relations & COS
- ✚ Organisational Development & Transformation/Change Management
- ✚ Review existing organograms
- ✚ Placement of personnel

Area of Focus	Project / Strategies	Target	Duration
Business Process Reengineering			
ICT services (Billing systems, reporting, websites, etc	Development of ICT plan for the district	ICT plan	Dec-10
Link organogramme with IDP	Assessment of key posts	IDP aligned structure	Aug-10
Human Resources			
Leave Management, Employee management , Employee wellness and retention strategies, Recruitment strategies, Labour relations	conduct district audit of all HR policies and strategies. Audit compliance with bargaing council collective agreements	Minimum audit issues, integrated HR policies	Aug-10
Capacity building			
Capacitation of Chief whip's offices & other political offices	Conduct skills audit of the district office bearers	Skills report	Sep-10
Training of cllrs & senior officials	Develop a skills plan	Skills plan	

Building internal capacity	Facilitate capacity building programmes for Mayors, MMCs and EXCO in line with Municipal Performance Regulations	Training report	
Compliance			
Statutory reporting	audit of policies	Policy register	
Policy formulation and implementation	Simplification of the MFMA and other related legislations	User friendly policies and legislations	Sep-10
Municipal integration			
Sector specific clusters	Resuscitate the District Mayor's forum according to the IGRF Act	Functional District Mayor's Forum	Sep-10
Enhancement of participation of traditional leaders in municipality	Establish sector specific clusters (governance and administration) both political and administrative	Functional Sector forums	
Communication			
Education of communities	Development of the communication strategy and plans	Integrated community strategy	Dec-10
Corporate image	Develop / implementation of a marketing strategy for the district	Integrated market strategy	Oct-10
Employee recognition		Employee Recognition Awards	Jun-11
Delegations	Development of delegations framework to comply with sec 59 of the MFMA, 2003	Delegations framework	Jan-11
Institutional memory			
Record keeping	District Knowledge management system	District knowledge management system	Apr-11
Securing municipla assets	Asset management strategy	Asset management system	Dec-10
Customer services			
Customer satisfaction survey	Development of a customer management strategy	Customer management strategy	Jan-11
Induction programme	Establishment of the Public Liaison unit in all local municipalities and district (for complaints handling)	Public Liaison Unit in all Local Municipalities	May-11
Relationship between politicians and administrators	Team building sessions	2 team building sessions	Dec-10
Government priorities	Development of implementation plan to link district priorities with government and ruling party priorities	Implementation reports	
District wide skills development	Develop project plan for training of ex-combatants,	50 trained combatants on	September

	communities	relevant skills	
--	-------------	-----------------	--

OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE INFORMATION	MILESTONES/ PRIORITY PROGRAMMES	Turn Around strategy action	ANNUAL TARGET 2010/11	Responsible department
					Quantity, quality & time	
Credible integrated Development planning and performance monitoring	% development of a Council approved IDP	-100% -IDP approved as per prescribed processes -No approved sector plans except for WSDP, Housing sector Plan and	Aligning IDP& Budget to TAS Approval of process plan Alignment with LMs & Sector Departments Consultation of communities	Securing and monitoring sector agreements regarding commitments into IDPs	-100% -Table draft IDP by 31 March IDP approval by 31 May Development and review sector plans	Municipal Operations
	Number of performance reports submitted	-4 quarterly reports -1 Annual reports -4 District Programme of Action Reports	Setting up institutional structures for rolling out PMS Drafting of SDBIP & signing of performance agreements Approval of M&E Framework		100% by 30 September 2010 100% by 15 July 2010 100% by September 2010	Municipal Operations
	% development of performance improvement initiatives	New indicator	Organisational Performance	-Improved organisational performance -Initiate interventions to address performance gaps identified in the reports	100% by June 2011	Municipal Operations All departments
	Number of the Council term (2006-2011) reports developed	New indicator	Council Term Report	Improved accountability	1 by January 2011	Municipal Operations

3.3 PROVISION OF ADEQUATE INFRASTRUCTURE

Key issues on the provision of adequate infrastructure

- Decaying Infrastructure ó has reached its design lifespan
- Infrastructure capacity exhausted
- Inadequate or lack of maintenance
- Delays in implementation of projects due to abstraction and licensing permits
- Backlogs and Funding
- Regional Efficiency
- Drying out of water sources
- Indigent (90% rural and unemployed)
- Illegal connections resulting in water losses
- Water use mismanagement
- Human Resource Capacity challenges
- Communities receiving water from unprotected sources
- High water table
- Toilet structures sinking
- Spillages
- Our town do not have a waterborne sewer system

STRATEGIES ON PROVISION OF ADEQUATE INFRASTRUCTURE

Area of Focus	Interventions (Programme/Projects/PPPs)	Timeframes	Source of Funding
Refurbishment and upgrading of Water Schemes	Focus on the towns as a revenue generation strategy., Assess the impact in terms of revenue collected.	6 months	Equitable Share
Water Resource Allocation	Bi-lateral with DWEA (Engagement of Political Leadership with Minister DWEA & COGTA)	2months	
Provisions of bulk services and New Connections	Regional capital projects and inter-reconnection	2014	MIG, RBIG, Loans, Concessions
Drought Relief	Installation/supply of Jojo Water Tankers and refilling and water harvesting	Ongoing	

Area of Focus	Interventions (Programme/Projects/PPPs)	Timeframes	Source of Funding
Free Basic Services	Provision of at-least 1 water cart per town, Develop Asset/Fleet Management system	6 months	Equitable Share
Water Conversation and Demand Management	Enforcement of bylaws and policies, Training and capacitation of personnel, Regular inspection of pipelines to determine leaks		
Water Services Authority Compliance requirements			
Protection of springs and borehole equipment	Exploration on borehole equipment and spring protection	6 months	
2.Resource shortage			
Provision of water services for Local Economic Development	Development of an integrated plan towards water services (master plan for LED) Get Best Practices from other Municipalities	6 months	
Programme and project management			
Sanitation			
VIP toilets	Lining of all pits	On-going	
Sewer	Purchasing of h		
Huge Sanitation Backlogs	Implementation of Sanitation backlog, Top up on MIG with equitable share funds Task team to complete the unfinished toilets	2014 Dec 2010	
Upgrade Towns sewer to waterborne	Upgrading of 11 towns sanitation to waterborne		
Upgrade of waste water treatment			
Effluent to meet the required standard			
Sewer Spillages	Purchase of 3 honey suckers and 1 Jet Vac		
Operation and Maintenance of VIP latrines			
Roads			
Roads master plan	Monitor Implementation of roads master plan Ensure that all LMs get the roads master plans		
	Soldiers and bridges Lobby the national department of COGTA		

KEY ISSUES IN COMMUNITY AND SOCIAL SERVICES

A list of all heritage sited need to be developed.

Sport fields are unplayable, the only playable ones are overused due to demand

A need to develop communities in various sporting codes.

Every person should not go beyond 14 years without an ID, Birth certificates to be issued in hospitals.

The district is supposed to have 65 health posts but only 34 are in place

Only 164 clinics in the district and yet no new clinics will be build

Unregistered Traditional Healers perform activities that are not socially acceptable

Provincial emergency housing policy is available.

Military veterans housing

Area of Focus	Interventions	Time Frames	Sources of Funding	Responsible Depts.
Heritage Liberation Route	Heritage sites register and development programs to be developed, Day commemoration for ALL key people and events, Link heritage to tourism promotion		ORTDM, DSRAC	ORTDM, DSRAC
Sport Facilities	Basic Sport Facilities: Taking stock and technical assessment of identified sport grounds in LMs, Sport field upgrading program , SLAs with schools to use their grounds		ORTDM infrastructure dept	DSRAC, ORTDM
Sport Development Program	Sport development Plans to be developed by LMs and DMs		ORTDM, DSRAC LMs	ORTDM, DSRAC, LMs
Late Registration of Birth (LRB)	Publicity / Awareness campaigns for all HA services. (pamphlets, imbizos, etc), Monitoring of people from outside of the country e.g. births registered for them by SAns	Oct 2009 - 31 Dec 2010	Home Affairs	Home Affairs
Automated identity registration in Hospitals	Birth registration in Hospitals		Home Affairs	Home Affairs
Primary Health Care	Identification and establishment of structures for health posts by communities, Identification of affected areas (shortage of health posts) ie those with more statistics, Community Gardens and door to door by health educators by health workers, Lease with the education and correctional services to use their construction students in building health posts		DoH	DoH
HIV / AIDS program	HIV / AIDS program social mobilisation is needed, Counselling to be prioritised, Registration and training of Traditional Healers. Request for support for inkciyo program, Strengthen LAC and DAC			
War on child poverty	Focus on ECDs: nutrition and education of children aged 0 to 4 years, Places of safety for children to be prioritised, Intensifying the rolling out of the War on Poverty Lubala pilot and Mhlontlo rural development project throughout the district		Social Development	Social Development
Social Cohesion	SPU Forum (DM and LM) to be formed including SPUs in all departments and local municipalities. District Children's Council to be formed, Children indaba to be planned for, Mainstreaming and monitoring activities that ensure response to issues of vulnerable sectors, Monitoring of placement of children in centre and foster homes and / or parents	August 2010 September 2010	DoSD	DoSD, O.R.Tambo DMSocial Needs cluster, DoSD
Disaster Management	Priority to be given to disaster Management by all departments, Disaster Management structures to be strengthened, have terms of reference and roles be clarified, Disaster management plans and commitments by departments, Education and awareness campaign (for volunteers and stipends), Monitoring of fire activities in communities by traditional leaders, Establishment of satellite fire stations in LMs, Liaise with the SANDF to source the use of their helicopters during the fire season. Explore the sourcing of private helicopters for the fire season		ORTDM	ORTDM

Inter-governmental relations	Issues to be lifted to the Provincial Structures, Social needs cluster in LMs to be ensured, Education, crime and health to be given a priority, Local Government to champion and coordinate an Indaba soon		ORTDM	ORTDM
Education data collection	Scholar Transport management. Tendering system vs capacity of service providers to be looked at.(A look in hostels to be piloted), Rationalisation of schools (merge of the neighbouring schools), Structures in schools eg SGBs be capacitated, School safety programs		DoE	DoE
Crime prevention	Facilitate crime prevention campaigns on human trafficking; domestic violence; crimes against women and children; stock theft; tourism safety; moral regeneration and sports against crime on selected areas		Safety and Liaison	Safety and Liaison
Housing	Disaster emergency temporal structures, Tracking of military housing programme in the district		Human Settlement Dept	Human Settlement Dept
Municipal HS				

HOUSING

Programs	Annual Target	Budget
	2010/2011	2010/2011
Housing project	2051	R 110m
Emergency Housing	806	R45m
Military veterans	50	R3m
BNG	100	R6m
Rectification	822	R52m
Housing strategy		R200 000.00

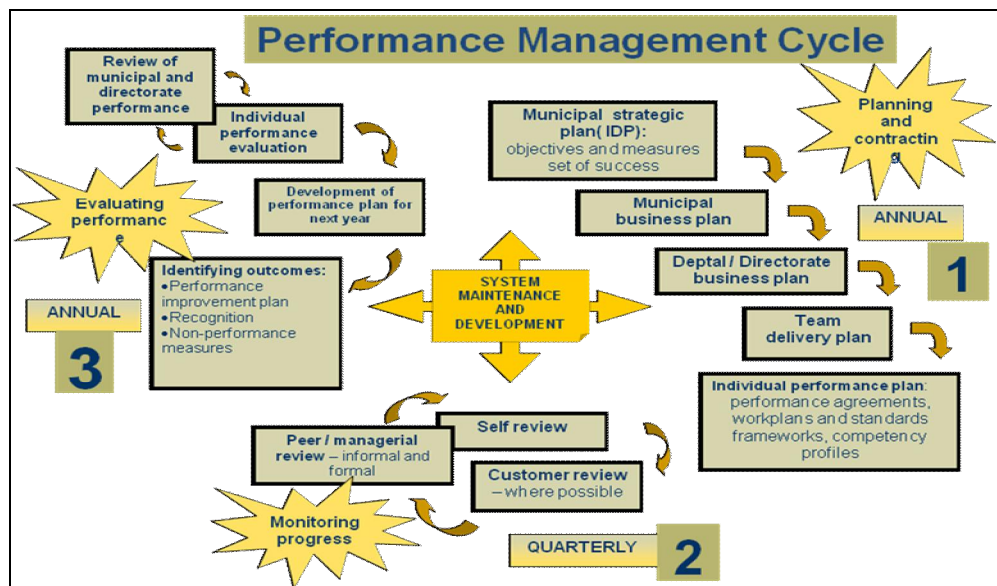
PART 4 PERFORMANCE MANAGEMENT

4.1 PERFORMANCE MANAGEMENT SYSTEM

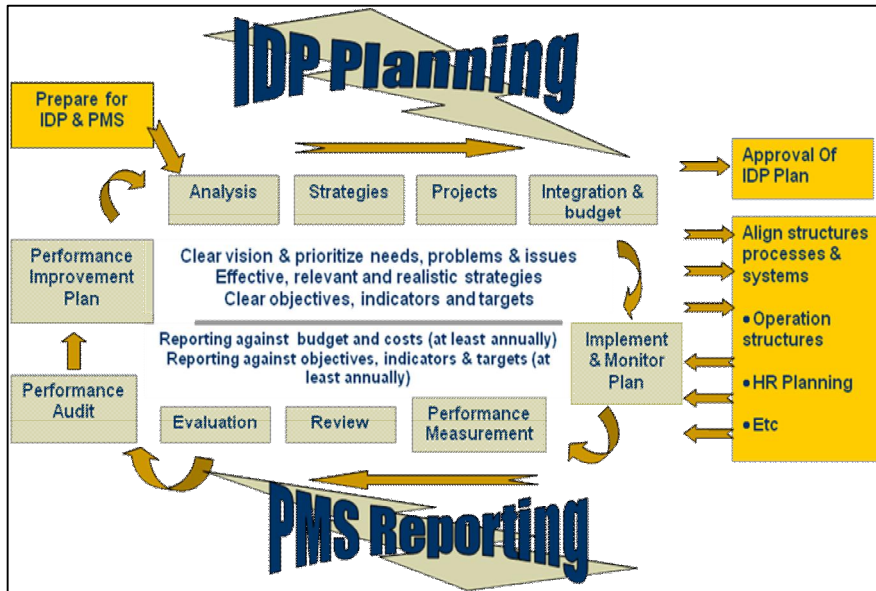
Performance Management System refers to a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting will happen and be organised and managed, while determining the roles of different role-players. The O.R. Tambo District Municipality is reviewing its performance management system to guide the roll out of the policy to cover all employees. The policy is reviewed to make it applicable to all employees of the Municipality, the following categories of employees:

- Employees referred to in the Municipal Systems Act as Section 57 Employees i.e. the Municipal Manager and the managers reporting directly to the Municipal Manager;
- Employees who are permanent employees of the Municipality and fall within the ambit of the Local Government Collective Bargaining Council; and
- Employees who are employed by the Municipality on fixed term contracts and fall outside of the Local Government Collective Bargaining Council.

The O.R. Tambo District Performance Management System is structured in such a way that it recognises the various stages involved in the performance management cycle as depicted in the diagram below.



Aligning IDP, PMS and Budget



IDP fulfils planning stage of Performance Management whereas Performance Management in turn fulfils implementation management monitoring and evaluation of IDP.

ANNUAL COMPOSITE PROGRAMME

Components of Report	Preparation	Audit Committee	Tabled in Council	Tabling in Council	Council Adoption	After Adoption of Report by Council	
						Copies Available	Copies Submitted
1. Quarterly Reports 2. Performance reports of the Municipality and any service provider during that financial year and also in comparison of targets with performance during the previous year 3. Development priorities and performance targets set for the Municipality for the following year 4. Measures that were taken to improve performance	Municipal Manager assisted by HOD's and Internal Audit (May / June)	30 June	One month after report is received from External Audit (31 July)	<ul style="list-style-type: none"> Prior notice to media/local community (14 days before) Written notice of intention to Auditor General / MEC Representatives of Auditor General / MEC attend and allowed to speak 	14 Days after report was tabled (July)	<ul style="list-style-type: none"> Community Interested Organisations Media (August) 	<ul style="list-style-type: none"> MEC (Local Government) Auditor General Minister (Provincial and Local Government)

4.2 IMPLEMENTATION PLAN

4.2.1 INSTITUTIONAL SCORECARD

For the 2010/11 Financial year the O.R. Tambo District Municipality will be guided by the following score card as well as the related weightings per Key Performance Area.

KEY PERFORMANCE AREA	WEIGHT	
	2009/10	2010/11
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10	10
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	10	10
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	12.5	15
LOCAL ECONOMIC DEVELOPMENT	12.5	10
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	45	55

O.R. Tambo District Municipality Institutional Scorecard for 2010/2011

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
1.	Basic Service Delivery and Infrastructure	To improve provision of water services to reducing backlogs by 2014	1.1	No. of Water Schemes refurbished and upgraded ⁱ	TBD	9	1 = 3 2 = 4 3 = 6 4 = 8 5 = 9	Water schemes refurbished and upgraded report to Portfolio Committee on Infrastructure	Council resolution
		To improve water supply and reduce unscheduled interruptions	1.2	% implementation of operation and maintenance activities ⁱⁱ	TBD	100%	1 = 25% 2 = 40% 3 = 70% 4 = 80% 5 = 100%	Operations and Maintenance Report to Portfolio Committee on Infrastructure	Council resolution
		To improve provision of water services to reducing backlogs by 2014	1.3	Amount of water purchased	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	S71 Reports approved by the Mayor	S71 Reports to Portfolio Committee on Infrastructure
		To improve the quality of water	1.4	Amount of water chemicals purchased	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	S71 Reports approved by the Mayor	S71 Reports to Portfolio Committee on Infrastructure
		To improve provision of water services to reducing backlogs by 2014	1.5	No. of abandoned projects completed	TBD	15	1 = 5 2 = 7 3 = 8 4 = 10 5 = 15	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
		To develop municipal infrastructure for service excellence	1.6	% completion of offices	TBD	100%	1 = 25% 2 = 40% 3 = 60% 4 = 80% 5 = 100%	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
		To restore human dignity through the provision of	1.7	No. of public toilets constructed	TBD	15	1 = 5 2 = 7 3 = 9	Service Delivery Report to Portfolio Committee on	Service Delivery Report to

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
		public conveniences					4 = 12 5 = 15	Infrastructure	Council
		To improve roads network for increased access	1.8	% implementation of activities in the Roads Master plans	TBD	100%	1 = 30% 2 = 40% 3 = 50% 4 = 80% 5 = 100%	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
			1.9	% implementation of activities in the Roads Master plans	TBD	50	1 = 10 2 = 20 3 = 30 4 = 40 5 = 50	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
			1.10	No. of km of roads upgraded to surfaced standards.	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Roads Upgrading Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
			1.11	No. of km of roads (surfaced and gravel) maintained.	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Roads Upgrading Report to Portfolio Committee on Infrastructure	Council Resolution
			To ensure adequate provision of municipal services	1.12	No. of HHs with access to basic level of water	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Service Delivery Report to Portfolio Committee on Infrastructure
		1.13		No. of HHs with access to basic levels of sanitation	TBD	48000	1 = 10000 2 = 18000 3 = 28000 4 = 38000 5 = 48000	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
		1.14		No. of HHs with access to basic level of electricity	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
		To create sustainable	1.15	No. of adequate housing	5623	2051	1 = 500 2 = 850	Service Delivery Report to	Service Delivery

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
		human settlements		opportunities created			3 = 1200 4 = 1500 5 = 2051	Portfolio Committee on Infrastructure	Report to Council
			1.16	No. of emergency housing opportunities created	None	606	1 = 206 2 = 306 3 = 406 4 = 606 5 = 806	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
			1.17	No. of military veterans with access to housing opportunities	None	50	1 = 10 2 = 20 3 = 30 4 = 40 5 = 50	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
			1.18	No. of BNG housing opportunities created	None	100	1 = 40 2 = 50 3 = 60 4 = 80 5 = 100	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
			1.19	No. of (poor quality) housing units rectified	None	822	1 = 322 2 = 422 3 = 522 4 = 722 5 = 822	Service Delivery Report to Portfolio Committee on Infrastructure	Service Delivery Report to Council
		All households, earning less than the stipulated amount that have access to Free Basic Services (FBS)	1.20	No. of additional indigent households registered to receive the FBS	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Social Package Report to Portfolio Committee	Social Package Report to Standing Committee
		Improve livelihood of indigent families under distress	1.21	No. of food parcels distributed	500	1300	1 = 600 2 = 750 3 = 850 4 = 1200 5 = 1300	Social Package Report to Portfolio Committee	Social Package Report to Council
			1.22	No. of households benefiting from the One Household One Food Garden programme	600	600	1 = 200 2 = 300 3 = 400 4 = 500 5 = 600	Social Package Report to Portfolio Committee	Social Package Report to Council

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification	
		To provide effective fire and rescue services to all citizens and visitors within ORTDM	1.23	Average response time from call to dispatch to all fire emergencies ⁱⁱⁱ (Towns)	TBD	TBD	1 = 60min 2 = 40min 3 = 30min 4 = 20min 5 = 15min	Service Delivery Report to Portfolio Committee	Service Delivery Report to Council	
			1.24	Average response time from call to dispatch to all fire emergencies (Villages)	TBD	TBD	1 = 120min 2 = 90min 3 = 70min 4 = 50min 5 = 30min	Service Delivery Report to Portfolio Committee	Service Delivery Report to Council	
			1.25	% reduction in disaster and fire fatalities	TBD	10%	1 = 3% 2 = 4% 3 = 5% 4 = 7% 5 = 10%	Service Delivery Report to Portfolio Committee	Service Delivery Report to Council	
			Improve community readiness to mitigate against disasters	1.26	Number of vulnerable villages and communities trained in disaster preparedness	TBD	10	1 = 3 2 = 4 3 = 5 4 = 7 5 = 10	Service Delivery Report to Portfolio Committee	Service Delivery Report to Council
			To mitigate against HIV/AIDS	1.27	No. of facilities accredited to administer ARVs	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Service Delivery Report to Portfolio Committee	Service Delivery Report to Council
				1.28	% increase in number of people accessing ARVs	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Service Delivery Report to Portfolio Committee	Service Delivery Report to Council
			To encourage partnerships for community support	1.29	R amount raised to benefiting HIV/AIDS Homebased Care Organisations	New Indicator	R1million	1 = 300K 2 = 400K 3 = 600K 4 = 800K 5 = 1mi	Annual Financial Statements	Council resolution
			To facilitate access to	1.30	No. of social grants	TBD	3	1 = - 2 = -	Service Delivery Report to	Service Delivery

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
		social grants by indigent local residents		registrations campaigns facilitated			3 = 1 4 = 2 5 = 3	Portfolio Committee	Report to Council
2.	Municipal Institutional Transformation	To improve coordination and support to Co-operatives	2.1	No. of Co-operatives Development Strategy developed	None	1	1 = - 2 = - 3 = - 4 = - 5 = 1	Co-operatives Development Strategy	Co-operatives Development Strategy approved by Council
		To enhance organisational processes, systems and procedures	2.2	% development of IT architecture to support business processes	None	100%	1 = 30% 2 = 50% 3 = 70% 4 = 90% 5 = 100%	IT architecture Report	IT architecture Report to Portfolio Committee
		To ensure adequate provision of a dedicated, capable human resources capability	2.3	% development and implementation of the Human Capital Strategy	None	100%	1 = 30% 2 = 50% 3 = 70% 4 = 90% 5 = 100%	Human Capital Strategy Report to Portfolio Committee	Council resolution
			2.4	% of critical vacancies filled	TBD	100%	1 = 30% 2 = 50% 3 = 70% 4 = 90% 5 = 100%	Human Capital Strategy Report to Portfolio Committee	Council resolution
			2.5	% of critical vacancies filled in LMs	TBD	100%	1 = 30% 2 = 50% 3 = 70% 4 = 90% 5 = 100%	Human Capital Strategy Report to Portfolio Committee	Council resolution
		To comply with Gender Policies	2.6	% of senior management positions (Level 1-4) filled by targeted gender groups	New indicator	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	EE Report	EE Report to Standing Committee
		To build the capacity of Council employees and residents	2.7	No. of capacity building programmes for Councillors implemented	New indicator	4	1 = - 2 = 1 3 = 2 4 = 3	Training Report	Training Report approved by the Speaker

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
							5 = 4		
			2.8	% development of Learnerships Framework for the municipality	New indicator	50%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Learnerships Framework	Learnerships Framework approved by the Municipal Manager
			2.9	% spent of municipal budget on skills development	New indicator	1.5%	1 = - 2 = - 3 = - 4 = 1% 5 = 1.5%	Training Report	Training Report to Standing Committee
		To improve management of Water Services	2.10	% exploration of new service delivery mechanisms for water services	New indicator	100%	1 = 30% 2 = 40% 3 = 60% 4 = 75% 5 = 100%	Alternative Service Delivery Report	Council resolution
		To improve creditworthiness of LMs	2.11	No. of LMs assisted to undertaking credit worthiness assessments	New indicator	7	1 = 2 2 = 3 3 = 4 4 = 6 5 = 7	Credit Rating Reports approved by Councils of LMs	Council resolution
		To obtain housing accreditation	2.12	% support to LMs for finalisation of housing accreditation process	TBD	100%	1 = 25% 2 = 40% 3 = 70% 4 = 80% 5 = 100%	Accreditation Report	Report to Portfolio Committee
		Integrated Disaster and Risk Management Planning and Monitoring	2.13	No. of disaster management information systems installed	New indicator	1	1 = - 2 = - 3 = - 4 = - 5 = 1	Service Delivery Report to Portfolio Committee	Service Delivery Report to Council
			2.14	No. of scientific disaster risk assessment	New indicator	3	1 = - 2 = - 3 = 1 4 = 2 5 = 3	Service Delivery Report to Portfolio Committee	Service Delivery Report to Council

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
		To provide coherent coordination of Environmental Management Plan (EMP) and Integrated Waste Management Plan (IWMP)	2.15	No. of LMs supported to implement EMP and IWMP	None	7	1 = 3 2 = 4 3 = 5 4 = 6 5 = 7	Report on support to LMs	Council resolution
		To provide coherent coordination of District Integrated Transport Plan (DITP)	2.16	% development of a DITP	None	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	DITP	Council resolution
3.	Financial Viability	To ensure effective, efficient, coordinated financial management in order to increase revenue	3.1	% increase in revenue collection from water sales	New indicator	30%	1 = 5% 2 = 10% 3 = 15% 4 = 20% 5 = 30%	S 71 Report to the Executive Mayor	Council resolution
			3.2	Amount of outstanding debt (Debt Book) collected	New indicator	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	S 71 Report to the Executive Mayor	Council resolution
			3.3	Amount of outstanding debts written-off	New indicator	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	S 71 Report to the Executive Mayor	Council resolution
		3.4	To explore alternative sources of capital expenditure funding	R amount of capital expenditure raised from private markets	New indicator	R50million	1 = 10 2 = 20 3 = 30 4 = 40 5 = 50	Annual Financial Statements	Council resolution
		3.5	To improve ORTDM credit rating	% Attainment of improved credit rating	New indicator	100%	1 = 30% 2 = 40% 3 = 50% 4 = 75% 5 = 100%	Credit Rating from recognised rating agency	Council resolution

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
4.	Local Economic Development	Increase the economic growth rate	4.1	No. of EPWP job opportunities created	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	EPWP Report	Council resolution
			4.2	No. of job opportunities created through other interventions	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Job Creation Report to Portfolio Committee	Council resolution
			4.3	No. of Learnerships created	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Learnership Report to Standing Portfolio Committee	Council resolution
		To diversify and expand the economic base	4.4	No. of tourism marketing initiatives conducted	New indicator	1	1 = 1 2 = 2 3 = 3 4 = 4 5 = 5	Tourism marketing initiatives report	Report to Portfolio Committee
			4.5	No. of tourism marketing awareness initiatives conducted		1	1 = TBD 2 = TBD 3 = TBD 4 = TBD	Tourism marketing initiatives report	Report to Portfolio Committee
			4.6	No. of emerging farmers supported	New indicator	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	A report on emerging farmers support to Portfolio Committee	Council resolution
5.	Good Governance	To ensure efficient and effective financial systems and procedures, compliant with legislation.	5.1	% implementation of MFMA requirements as per National Treasury guidelines	100%	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Compliance Report	Compliance Report to Council

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
			5.2	% attainment of a clean audit report by the ORTDM	Qualified with matter of emphasis	Qualified	1 = - 2 = - 3 = Qualified 4 = UQ with matter of emphasis 5 = UQ without matter of emphasis	Auditor General's Report	Auditor General's Report approved by Council
			5.3	No. of LMs supported to attain an improved audit opinions ^{iv}	New indicator	7	1 = 3 2 = 4 3 = 5 4 = 6 5 = 7	Auditor General's Report	Auditor General's Report approved by Councils of LMs
		5.4	Development of a GRAP compliant MTREF budget.	% development of a MFMA Compliant Budget	100%	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Draft Budget submitted to the Mayor	Budget approved by Council
		5.5	Preparation of GRAP/GAMAP/GAAP standards annual financial statements	% progress made towards Preparation of Annual Financial statements in accordance with GRAP/GAMAP/GAAP standards	100%	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Annual Report signed-off by the Mayor	Annual Report approved by Council
		5.6	Develop and monitor Service Delivery & Budget Implementation Plans (SDBIP).	% contribution towards SDBIP components 1, 2 and 5 developed in terms of Circular 13 of the MFMA	New indicator	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	SDBIP	SDBIP approved by the Mayor
6.	Good Governance	To promote good governance and enhance accountability in the	6.1	% review of ORTDM's system of delegation	New indicator	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90%	System of Delegation Report to Executive Mayor and Rules	System of Delegation approved by

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
		municipal organisation					5 = 100%	Committee	ORTDM Council
			6.2	% review of ORTDM's Oversight Committee into MPACs	New Indicator	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	MPAC Report with TORs	Council resolution
			6.3	% review of ORTDM's Audit Committee	New Indicator	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Audit Committee Report	Council resolution
			6.4	No. of LMs supported to convert their Oversight Committees into MPACs	New Indicator	7	1 = 3 2 = 4 3 = 5 4 = 6 5 = 7	MPAC Report with TORs	Council resolution
			6.5	No. of LMs supported to review their Audit Committees	New Indicator	7	1 = 3 2 = 4 3 = 5 4 = 6 5 = 7	Audit Committee Report	Council resolution
			6.6	No. of LMs supported to attain fully GRAP complaint Asset Registers	New Indicator	7	1 = 3 2 = 4 3 = 5 4 = 6 5 = 7	OPCAR to Portfolio Committee	Council resolution
			6.7	No. of LMs supported to review their system of delegation	New indicator	7	1 = 2 2 = 3 3 = 4 4 = 5 5 = 7	System of Delegation Report to the Mayor and Rules Committee	System of Delegation approved by the Councils of LMs
		To ensure adequate enforcement of policies and by-laws	6.8	% implementation of WSDP's, WCDM and Master Plans	TBD	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	WSDP's, WCDM and Master Plans to Portfolio Committee	Council resolution

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
			6.9	No. of policies and by-laws developed and enforced ^v	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Policies and By-Laws implementation Report	Council Resolution
		To improve financial management in the municipality	6.10	% of Councillors and Employee up-to-date on payment of the municipal accounts	TBD	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Employee and Councillor Payment levels Report to Speaker	Employee and Councillor Payment levels Report to Council
		To promote community engagement in matters of local government	6.11	% review and update of the Public participation Strategy	New indicator	100%	1 = 50% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Public Participation Strategy approved by Speaker	Public Participation Strategy to Council
			6.12	No. of ward committees trained	New indicator	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	Ward Committee Training Report	Ward Committee Training Report approved by the Speaker
7.	Good Governance	Ensure all identified risks are mitigated and the implementation of the MFMA	7.1	% variance in 0RTDM& Opex budget spent	TBD	0	1 = 0 2 = 0 3 = 0 4 = <5% 5 = 0%	S 71 Report to the Executive Mayor	Council resolution
			7.2	% reduction in telephone costs	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	OPCAR to Portfolio Committee	OPCAR to Council
			7.3	% Affirmative procurement (BBBEEs and SMMEs of total procurement)	TBD	TBD	1 = TBD 2 = TBD 3 = TBD 4 = TBD 5 = TBD	S 71 Report to the Executive Mayor	Council resolution
			7.4	% Achievement of	TBD	TBD	1 = TBD 2 = TBD	EE Plan to Portfolio	Council

No.	Key Performance Area	Strategic Objectives	No.	Key Performance Indicators (KPIs)	Baseline	Annual Target	Target	Evidence	Means of Verification
				Employment Equity Plan			3 = TBD 4 = TBD 5 = TBD	Committee	resolution
			7.5	% of Staff performance managed-all levels	TBD	TBD	1 = 25% 2 = 40% 3 = 70% 4 = 80% 5 = 100%	Signed Performance Agreements and Scorecards, Quarterly Coaching Notes and Final Review Results signed-off by the Director-Corporate Services	Council resolution
			7.6	% attainment of a fully GRAP compliant Asset Register	TBD	100%	1 = 25% 2 = 40% 3 = 70% 4 = 80% 5 = 100%	OPCAR to Portfolio Committee	OPCAR to Council
			7.7	% reduction in overtime	New indicator	TBD	1 = 3% 2 = 5% 3 = 7% 4 = 8% 5 = 10%	Overtime Reduction Report to Corporate Services	Council resolution
Signed by the Executive Mayor:					Signed by the Municipal Manager:				

A Service Delivery and Budget Implementation Plan (SDBIP) linked to the Local Government turnaround strategy as well as the O.R. Tambo district Programme of Action will be developed as per the legislative req

PART 5 SECTOR PLANS

5.1 FINANCIAL PLAN

The budget of O. R. Tambo District Municipality for 2010/2011 financial year, 2011/2012 and 2012/2013 is tabled after the worst global economic downturn since the 1930s. The economic downturn places a burden on our budget for it reduces the impact every rand makes towards our social development goals. Within this context the budget seeks to mitigate the impact of the current economic downturn by increasing investment in economic activities like infrastructure, while at the same time not abandoning the strategy of investing in social services, as key to achieving social transformation in the long term.

The budget for 2010/2011 financial year, 2011/2012 and 2012/2012 outer years total up to R 1,274 billion, R1,484 billion and R1, 670 billion respectively. It is based on the targets as reflected in the Integrated Developed Plan. The funding of the budgeted expenditure is directly depended upon the availability of the sources of revenue. The Operating Budget and Capital Budgets provide an overall consolidated picture of the Municipality's finances. The split into Operating and Capital Budgets is a requirement of the Constitution of the Republic Of South Africa and the Municipal Finance Management Act (MFMA). The capital budget generally relates to new or replacement assets such as roads, water and sanitation provision, vehicles, buildings, etc.

The major sources of both operating and capital funding comes from National, Provincial Grants and own revenue. These consist of 84% grant funded revenue and 16% own revenue. Municipality's entity's budget is funded within this Operating and Capital Budget. These sources of revenue have funded both the capital and operating expenses in terms of the five key performance areas (KPA) of the local government as outlined in the IDP. About 27% of the total expenditure has been used to fund capital expenditure. The main cost drivers of the expenditure is based on the constitutional/legislative objectives as per chapter 7 and section 6 part B of the constitution of the Republic of South Africa, powers and functions determined in the Municipal Structure Act as reflected in chapter 5. This is further linked to the Local Government five Key Performance Areas such as Good Governance and Public Participation; Institutional Transformation and Development; Financial Viability and Management; Local Economic Development and Basic Service Delivery.

COUNCIL RESOLUTIONS

The council of O.R Tambo District Municipality approved the draft annual budget for the 2010/11 financial year in terms of section 24 of the Municipal Finance Management Act, 56 of 2003, the and indicative allocations for the two projected outer years 2011/2012 and 2012/2013; as well as the multi-year and single year capital appropriations. The approved budget reflects the following:-

- The financial position, cash flow, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are adopted as set-out in the following tables:
- The consolidated budget that includes the financial impact of Ntinga O. R. Tambo Development Agency our municipal entity is noted.
- The revised tariffs for the supply of water and sanitation services in terms of section 24(2)(c)(i) and (ii) of the Municipal Finance Management Act, 56 of 2003 and sections 74 and 75A of the Local Government: Municipal Systems Act, Act 32 of 2000 as amended, to be effected from 01 July 2010.
- Submitted in terms of section 24(2)(c)(iii) of the Municipal Finance Management Act, 56 of 2003, the measurable performance objectives for capital and operating expenditure by vote for each year of the medium term revenue and expenditure framework as set out in Supporting Table SA7 are approved.
- Submitted in terms of section 24(2)(c)(iv) of the Municipal Finance Management Act, 56 of 2003, the amendments to the integrated development plan as are approved.
- Submitted in terms of section 24(2)(c)(v) of the Municipal Finance Management Act, 56 of 2003, the budget-related policies are approved for the budget year 2010/2011.

HIGHLIGHTS OF THE BUDGET

The major sources of both operating and capital funding comes from National, Provincial Grants and own revenue. These consist of 87% grant funded revenue and 13% own revenue. Municipality's entity's budget is funded within this Operating and Capital Budget. These sources of revenue have funded both the capital and operating expenses in terms of the five key performance areas (KPA) of the local government as outlined in the IDP. About 57% of the total expenditure has been used to fund capital expenditure.

Budget related policies have been adhered to in the development of the Budget and continuous monitoring of the performance of the Budget is possible through Key Performance Indicators and the Service Delivery and Budget Implementation Plan. The annual financial statements for the year ended 30 June 2008 indicate a deficit due to provisions that have been accounted for. This has occurred whilst the municipality has implemented its budget allocations, which indicate that the District Municipality will be able to meet its obligations of implementing its targets for the 2008/09 financial years

COMMUNITY PARTICIPATION AND CONSULTATIVE PROCESS

During the months of April and May community participation and consultative processes were conducted as required by Chapter 4 of the Local Government Municipal Systems Act, Act 32 of 2000 by the Executive Mayor, Madam Speaker, Mayoral and Standing Committee members and senior official by visiting fourteen town and villages throughout the district to outline the locations and levels of service delivery the district municipality is to undertake in the 2010/2011 financial year.

BUDGET ASSUMPTIONS

Municipalities' long term financial viability depends largely on the extent to which improved sustainable revenue capacity on the one hand and sound financial management of its resources on the other hand can be achieved. These imperatives necessitate proper multi-year financial planning. Future impacts of revenue and expenditure streams and the financial implications for the community at large must be identified and assessed to determine the sustainability of planned interventions, programmes projects and sundry service delivery actions.

A municipality's MTREF typically represents a 3-5 year financial plan and integrates the financial relationships of various revenue and expenditure streams of proposals considered for inclusion in the IDP. It provides guidance for the development of current budgets and assesses financial impacts on outer year's budget by incorporating capital expenditure outcomes, operational expenditure trends, optimal asset management plans and the consequential impact on services charges.

In preparing the budget, the National Treasury suggested that municipalities use 7.7 per cent as a benchmark for determining wage increase for the 2010/11 financial year. However, the district municipality has made a provision of 13 percent for all the staff and the councilors. The basis for such deviation from the determined wage increase from National Treasury was in view and anticipation of the proposed wage benchmarking and the proposed salary back pays for the staff. Senior management salaries have been provided for at 6 percent. General expenditure and repairs and maintenance have been provided for at 8 per cent for the 2010/2011 financial year. This provision is not in line with the guidelines as set in circular 51 of the MFMA. However the impact of such is very minimal as a lot of programs and projects have been shelved due to the ring-fenced equitable share for water and sanitation.

FUNDING THE BUDGET

In terms of section 18 of chapter 4 of MFMA, an annual budget may only be funded from-

- a) realistically anticipated revenues to be collected;
- b) cash-backed accumulated funds from previous years surpluses not committed for other purposes; and
- c) borrowed funds, but only for the capital budget referred to in section 17 (2)

Revenue projections in the budget must be realistic, taking into account-

- a) projected revenue for the current year based on collection levels to date; and
- b) Actual revenue collected in previous financial years.

All attempts have been made to ensure that the budget is funded from realistic revenues.

SUPPORTING DOCUMENTATION

Section 17(3) of the MFMA prescribes the contents of an annual budget to be tabled in terms of section 16(2). These sections have been complied with in full.

BUDGET PROCESS OVERVIEW

The preparation of the annual budget was informed by the council resolution of a council meeting held in August 2009 approving the process plan for the review of the Integrated Development Plan and the preparation of the Annual Budget for 2010/2011-2012-2013.

THE ALIGNMENT OF THE BUDGET TO IDP

As required by Chapter 5 of the Local Government Municipal Systems Act, the IDP has been reviewed and all measures have undertaken to ensure that it is aligned to the budget.

OVERVIEW OF THE BUDGET RELATED POLICIES

Section 18 of the MFMA states that the budget can only be funded by realistically anticipated revenue to be collected and cash-backed accumulated funds from previous years, not committed for other purposes.

The following budget related policies were approved by Council and are in line with the National Guidelines and Legislation

Cash Management and Investments Policy

A Cash Management and Investments Policy which complies with the Municipal Finance Management Act was approved in December 2005. The objectives of this policy are centered on ensuring that cash resources are managed efficiently, effectively and economically and that the Municipality receives optimal yield at minimal risk. The Chief Financial Officer is responsible for managing municipal investments and ensuring a detailed investment register is maintained. Permitted investments are identified and investments made by the Municipality must be made with such judgment and care as a person of prudence, discretion and intelligence as would be expected of anyone trusted with public funds.

Supply Chain Management Policy

The Supply Chain Management Policy is structured as per the National Treasury Guideline Circular No. 22. It addresses Demand, Acquisition, Logistics, Disposal, Risk and Performance Management. Covered is the range of procurement processes and the procurement treatment for various values of goods and services. The

committee system maintained by the Municipality i.e. Specification Committee, Evaluation Committee and Adjudication Committee is recommended in this Circular.

This Policy also addresses:

- Process for competitive bidding
- Appointment of consultants
- Unsolicited bids
- Abuse in the supply chain management system.

Revenue related policies

Credit Control and Debt Management Policy

This policy has been formulated in terms of section 96(b) and 98 of the Local Government Municipal Systems Act, 2000 and the Credit Control and Debt Collection By-Law. The Policy also includes the Indigent Policy. The aim of the policy is to engage in the active participation of the community in Revenue Management and to ensure efficient, effective and transparent dealings with its customers.

Tariff Policy

The Tariff Policy promotes the three goals of equity, sustainability and efficiency and it is aligned with the Credit Control and Debt Management Policy.

It includes the following requirements:

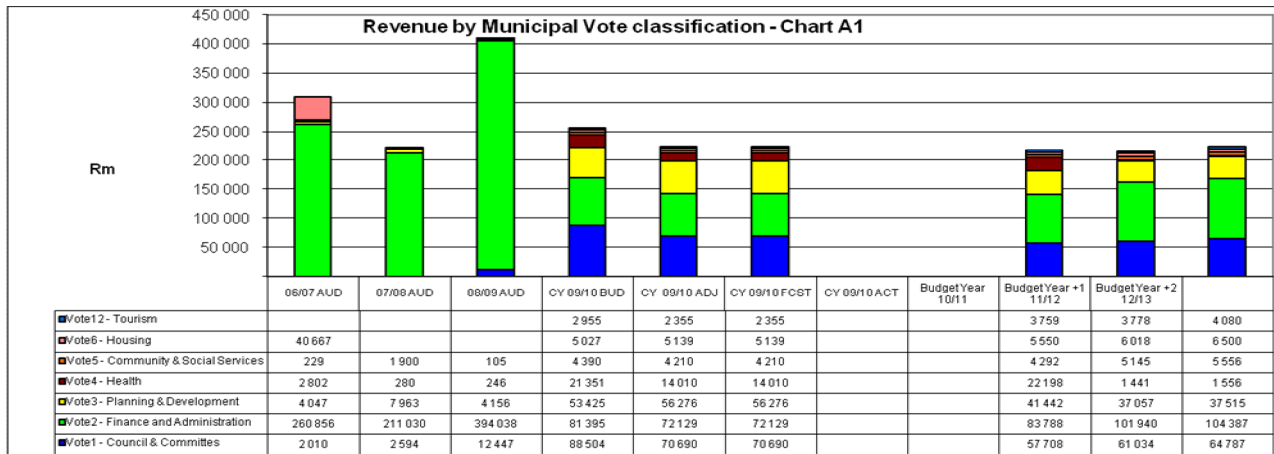
- Setting of tariffs will be transparent
- Community consultation and education form part of the tariff setting process
- Full cost is the basis for setting of tariffs
- The cost recovery mechanism and any subsidization of tariffs will be fully disclosed
- Where practical tariffs will be consumption based and all usage metered

SUPPORTING SCHEDULES

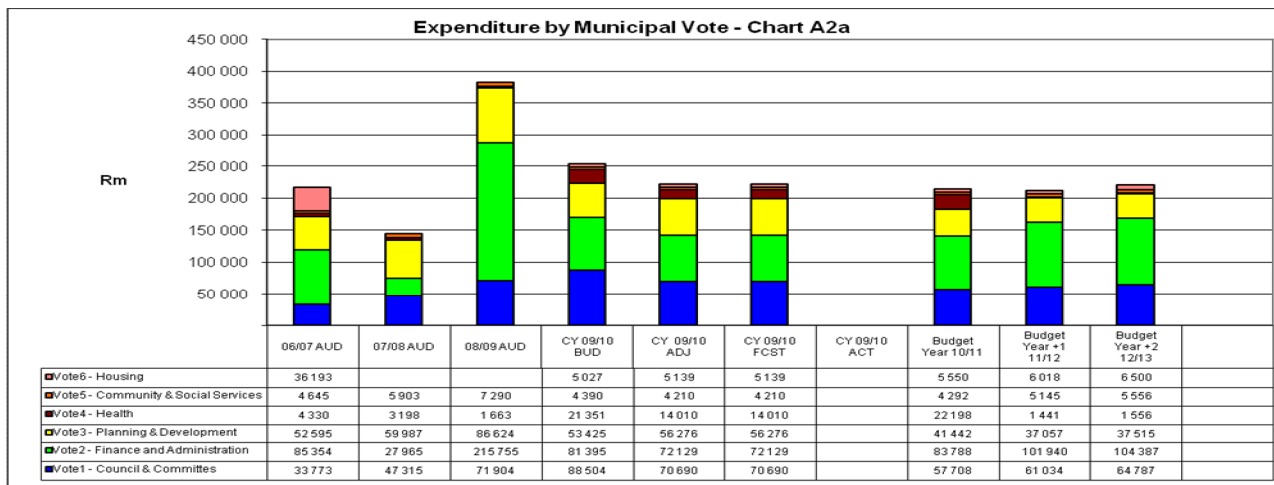
Please refer to the municipal annual budgets and MTREF and supporting tables. These being SA1 to SA37

12. Supporting Charts

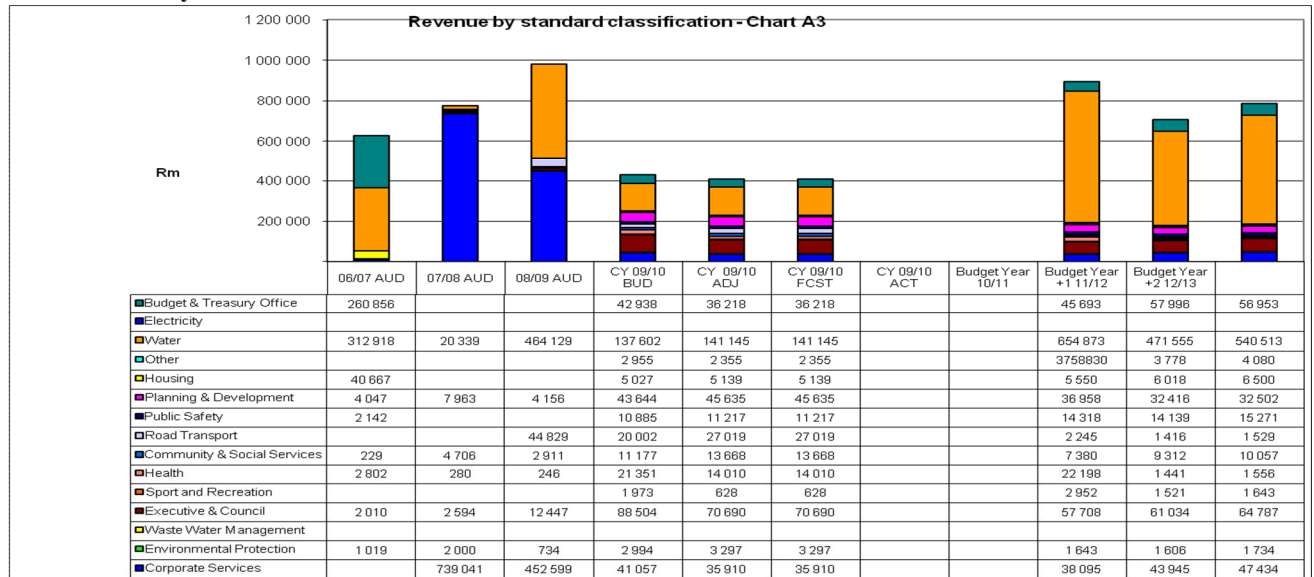
12.1 Revenue by Municipal Vote Classification Chart A1



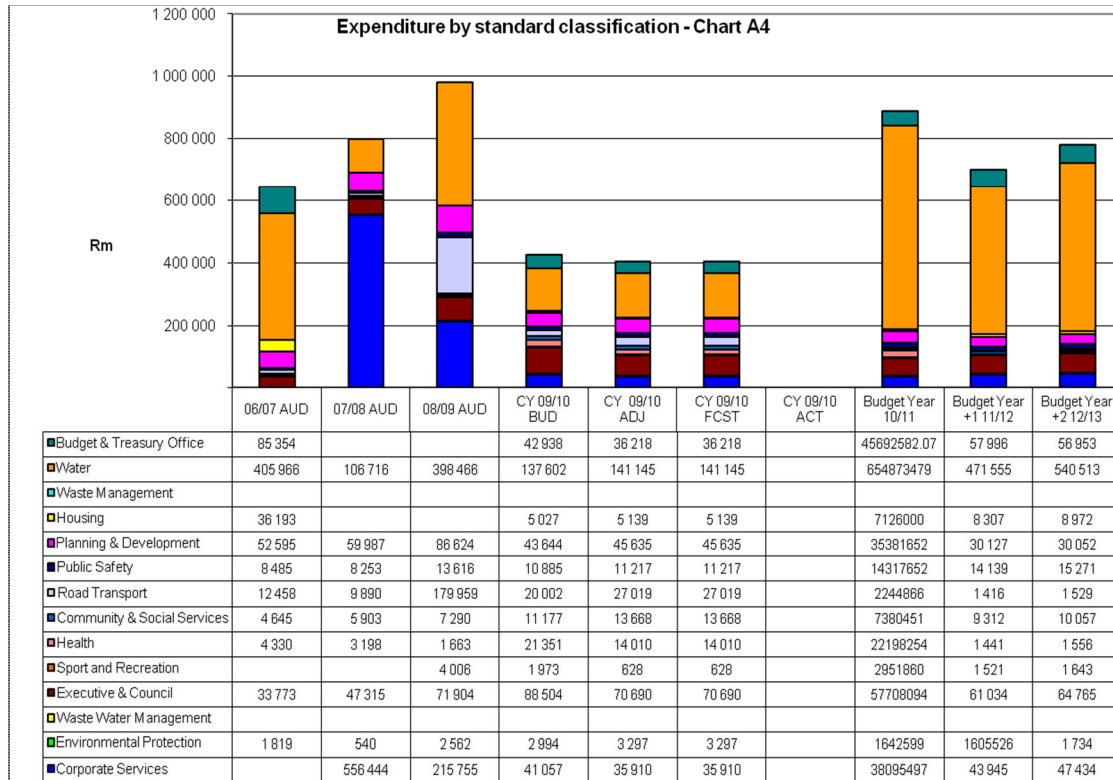
12.2 Expenditure by Municipal Vote Classification Chart A2a



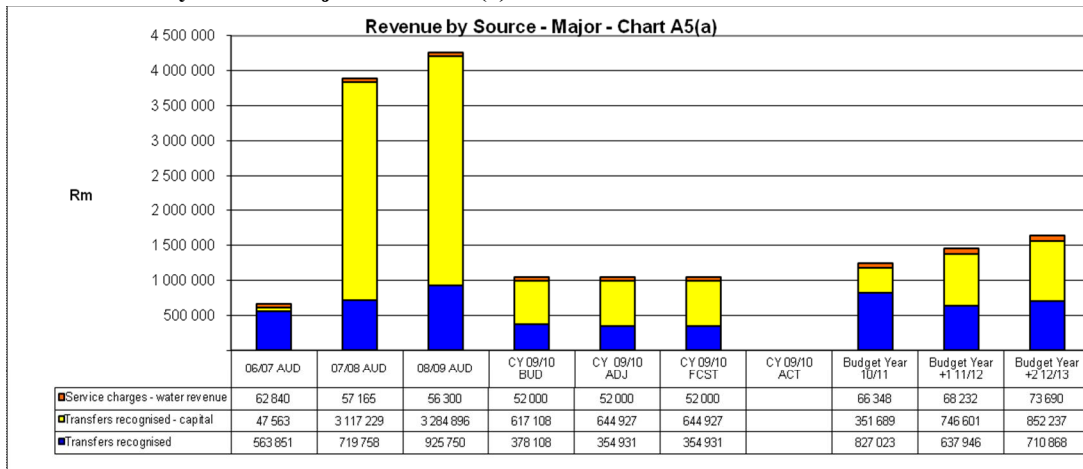
12.3 Revenue by Standard Classification Chart A3



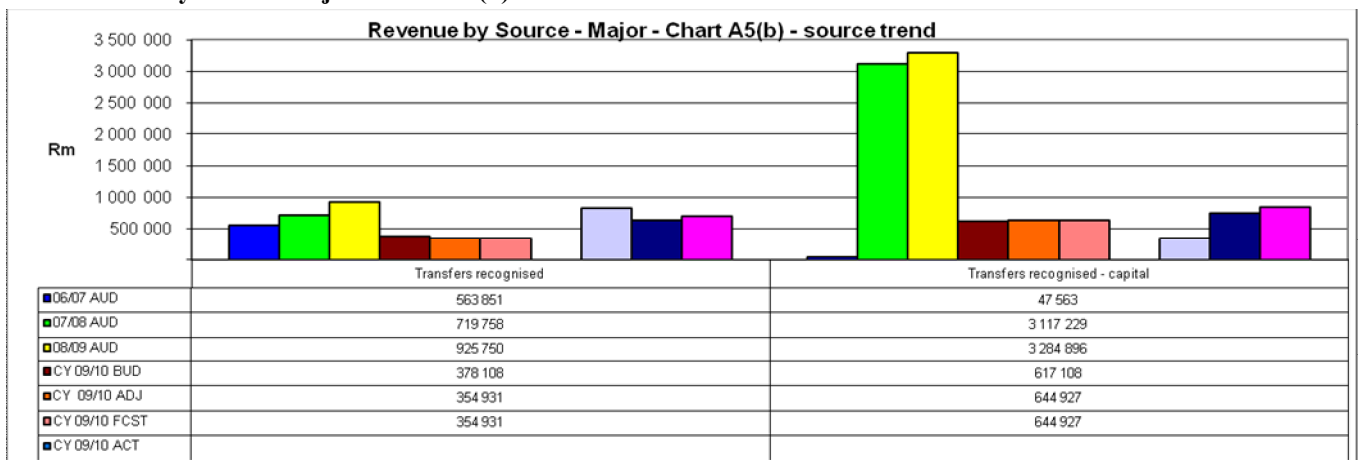
12.4 Expenditure by standard Classification Chart A4



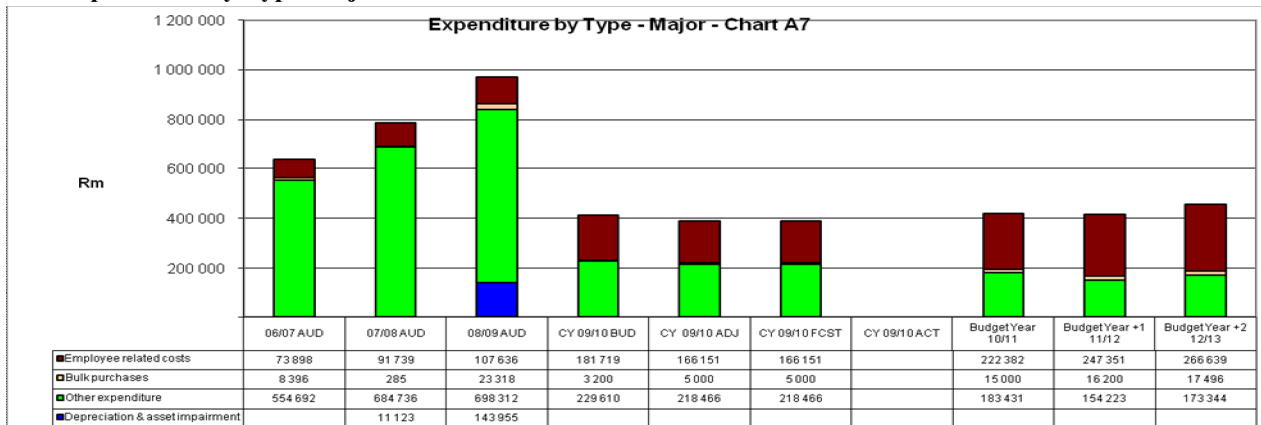
12.5 Revenue by Source Major Chart A5(a)



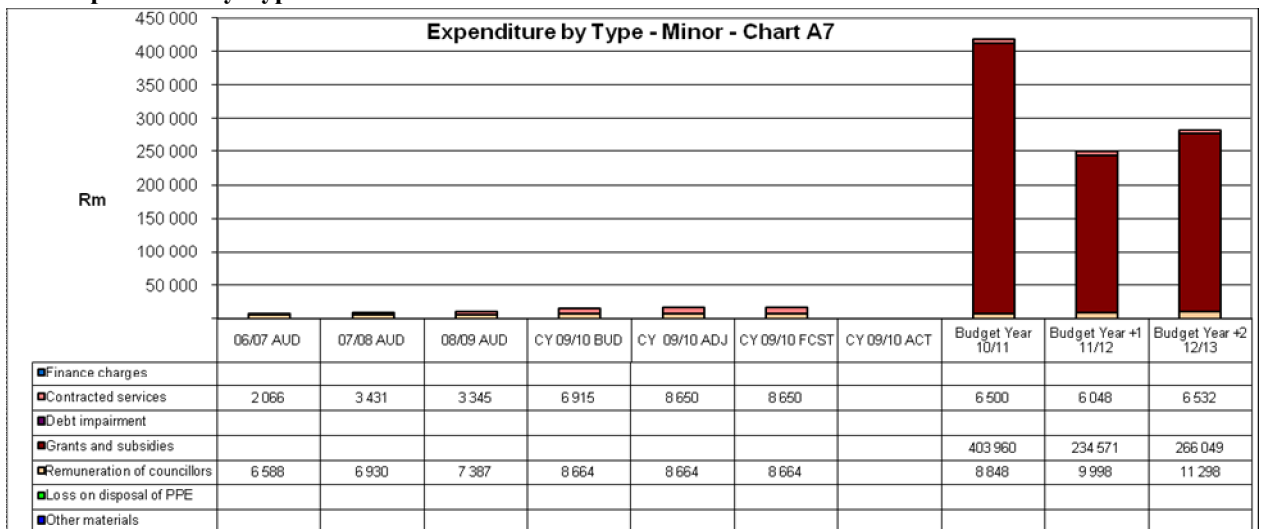
12.6 Revenue by Source Major Chart A5(b)-Source Trend



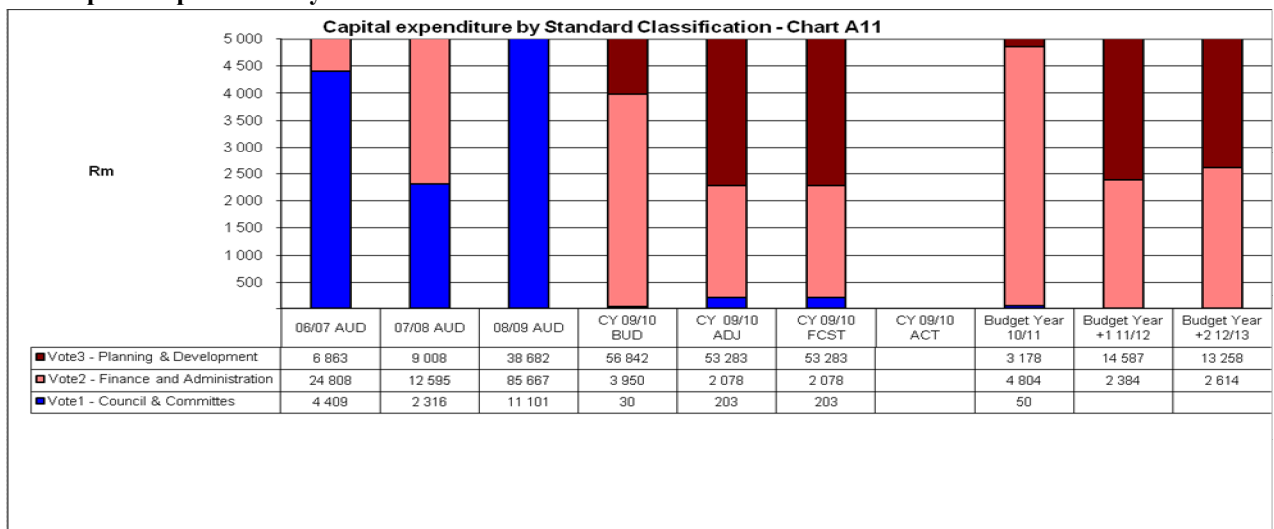
12.7 Expenditure by Type-Major - Chart A7



12.8 Expenditure by Type-Minor - Chart A7



12.9 Capital Expenditure by Standard Classification - Chart A11



5.2 SPATIAL DEVELOPMENT FRAMEWORK

The Spatial Development Framework is an integral component of the IDP and translates this plan into its spatial implications and guidelines for development. It is therefore not a tool to be used in isolation, but should support decision-making within the context of the IDP. The guide pack for Integrated Development Planning makes it clear that the SDF is a key element in the integration of development processes applicable to different sectors. The aim of undertaking the Spatial Development Framework project is to serve to broaden and deepen the current Spatial Development Framework as stipulated in the IDP.

The O.R. Tambo District Municipality is in the final stages of completion, towards approval of the review of the Spatial Development Framework (SDF), which will be adopted by council before end of July 2010. The O.R Tambo District Spatial Development Framework outlines the desired spatial development of the district as contemplated in Section 25(e) of the Municipal Systems Act (Act 32 of 2000). It highlights priority investment and development areas and will serve as a guide to decision-makers and investors. The SDF is development orientated, to allow for growth and changing circumstances, and to promote investor confidence in the district. But most importantly the SDF endeavors to attain the millennium development goals (MDGs) through public investment in public goods and facilities where there is underdevelopment or development is nonexistent, like in health and sanitation; the halving of poverty and joblessness by 2014; as well as the eradication of homelessness by 2014.

1.1 Legal Requirements

Section 26(e) and the subsequent regulations in terms of the Municipal Systems Act (Act No.32 of 2000) stipulates that amongst other things the SDF should give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No.67 of 1995), and determine spatial priorities.

The Land Use Management Bill requires that a Spatial Development Framework should: -

- a) Give effect to the directive principles
- b) Be consistent with the National Spatial Development Framework
- c) Be consistent with Provincial Spatial Development Framework applicable in the area of the municipality
- d) Be consistent with any applicable national or provincial legislation on environmental management; and
- e) Give effect to any national and provincial plans and planning legislation.

1.2 Situational Analysis

The O. R. Tambo District Municipality SDF was reviewed in 2010. There are key elements that the O. R. Tambo District Municipality seeks to address. The SDF as laid down on the O.R.T.D.M IDP contains vital information on proposed existing development nodes, development corridors that will assist the development of the district.

1.2.1 Nodes and activity corridors

The National Spatial Development Perspective (NSDP) guides that the settlements and economic development should be channelled into economic corridors and nodes. The NSDP also states that the focus on economic growth and employment creation should be in areas where it is most effective and sustainable. The Eastern Cape Provincial Growth and Development Plan (2004-2014) provides a strategic framework, and sectoral strategies and programmes aimed at achieving a rapid improvement in the quality of life for the poorest people in the province. The key investment nodes and activity corridors identified in the O. R. Tambo District Municipality are as follows:-

Nodes

The nodes are defined as follows:-

- Primary Nodes (PN): These are high order centers providing educational facilities, administrative functions and highest level of access to shopping and social services in the district.
- Mthatha is the only primary node in the district
- Secondary Nodes (SN): These are towns identified as having important local and district level development functions relating to commerce and tourism.
-Bizana, Lusikisiki, and Port St. Johns are the secondary nodes of the district.
- Tertiary Nodes (TN): These towns are seen as lower order service centers where goods and services can be accessed by the local residents and residents of surrounding rural settlement areas.
-Libode, Mqanduli, Ngqeleni, Tsolo, Qumbu, Ntabankulu, Flagstaff and Mzamba fall within this category.
- Higher order Rural Nodes (HoRN): These are rural villages where higher order rural-level services are prioritized.
-Nkoko, Mbozisa, Baziya, Kwaaiman, Langeni, Mpeko, Mqekezweni, Gengqe, Meje, Sulenkama, Bomvini, Mfundisweni, isilindeneni, Canzibe, Marubeni, Bambisana Mission and Isilimela are under this category.
- Tourism Nodes: these are settlements where the principal function has been identified as being related to the development of a viable and sustainable Coastal Tourism sector.
- Mzamba, Port St. Johns, Umtata Mouth, and Coffee Bay are primary tourism nodes. Mphalane, Mnyameni, Kwayimane, Sikombe, Mbotyi, Mngazana, Sihangwana, Lwandile, Presley Bay and Hole in the Wall are identified as the secondary tourism nodes.

Corridors

Corridors are defined as follows:-

- Primary corridor (PC): High-density development on sections of this corridor. The main mobility route of goods and people through the district.
- East London/Mthatha óKokstad N2, Railway Corridor are the primary corridors identified in the District.

- Mobility routes (MB): these routes carry passing traffic and provide access between local areas in the district and centers further afield.
 - N2, R61, Ugie-Langeni Road, R394 and proposed N2 Toll Road are the mobility routes within the district.
- Special Routes-Tourism Focus (SP-TF): these relate to tourism destinations and links between tourism nodes and main mobility routes.
 - Wild Coast Meander, Thunga Thunga Route, Mandela Route, R394- Mthatha via Mqanduli towards the coast fall under this category.

5.3 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The District LED Strategy was developed and formally adopted in 2003. This strategy is currently at its final stages of review. The LED unit started a process of reviewing the strategy in September 2008 and consultants with expertise in the field were contracted to assist the municipality. A stakeholder briefing session was held on 17 September 2008 subsequent to which an LED Strategy Review Project Steering Committee was elected and mandated by the stakeholders to take the process forward.

This Strategy outlines a set of choices and outcomes for implementation over a period coinciding with the following national & local government framework:

- ◆ Vision 2014: Government Manifesto, which is crucial and has to be reflected in our service delivery initiatives namely:
 - Reduce unemployment by half
 - Reduce poverty by half,
- ◆ NSDP Rapid Economic Growth, Address social inequalities and poverty,
- ◆ The National government's Accelerated and Shared Growth Initiative for South Africa (ASGI-SA).
- ◆ The DGDS resolutions focusing on: delivery initiatives namely:
 - Agricultural Development,
 - Marine and Terrestrial Resources,
 - Community Development, SMME support and Co-operatives support,
 - Tourism Development, and
 - Investment promotion.

The specific choices identified in the Strategy have been fleshed out in an Implementation Plan with quantifiable outcomes to ultimately achieve our overall vision of attaining a developmental Municipality, responsive to social aspirations for an economically vibrant , healthy and sustainable community. All of

the focus areas in the Strategy encompass those in the current Integrated Development Plan and the Strategy will be reviewed in the next 5 years to ensure closer alignment with the District Integrated Development Plan.

5.4 COMMUNICATION STRATEGY

The O.R. Tambo District Municipality is currently reviewing its communication strategy framework, which is a guiding framework for communication by various local municipalities and their agencies. An integrated and effective local programme will also serve as a backbone of an overall societal communication system that will be anchored by growing partnership among various sectors of civil society.

The draft strategy is guided by legislation such as the Promotion of Access to information Act 2 of 2000, the Local Government Municipality Structures Act 117 of 1998, the Local Government Municipality Systems Act 32 of 2000 and the Local Government Municipality Finance Management Act 56 of 2003. It is also informed by successful implementation of above all, the face-to-face communication programme with the Mayor's outreach, sector engagements as well as Izimbizo visits.

The strategy will be approved before the 30 September 2010

5.5 WATER SERVICES DEVELOPMENT PLAN (WSDP)

The O.R. Tambo DM approved a water services development plan and is now due for review , available in the O.R. Tambo District Municipality.

5.6 INTEGRATED WASTE MANAGEMENT PLAN

The main objective of the IWMP for the OR Tambo DM is to give effect to the objectives of the NEMWA (*Each municipality must submit its integrated waste management plan to the MEC for approval and must include the approved integrated waste management plan in its Integrated Development Plan contemplated in Chapter 5 of the Municipal Systems Act*) and other relevant legislation; whilst also ensuring that sustainable, cost effective, environmentally/socially/economically feasible and practical solutions to the waste management problem are developed, implemented and monitored.

Legislative Framework

Municipalities are mandated by NEMWA, 2008 to develop the IWMP to be integrated in the IDP. O.R Tambo recognizes that an Integrated Waste Management Plan is a key tool with very specific and significant implications on the goal of promoting sustainable development and service delivery with regards to waste management with the District, and one that will inform the Integrated Development Plan (IDP) and other strategic Plans for the District and the local Municipality within O.R Tambo District Municipality

Situational Analysis

The following key issues were identified in the Status Quo reports. The key issues identified were the same in all of the seven local municipalities:

- Lack of institutional capacity (human resources, management, and budget);
- Absence of minimization and recycling programmes;
- Poor disposal practices (landfill operations).

The IWMP proposed the following priority projects to address some of the key challenges.

Key Activities	Responsibility	Time Frames
Development of waste management bylaws and implementation.	District municipality and all local municipalities.	On going program.
Development of waste information systems.	District municipality and all local municipalities.	On going program.
Awareness training and capacity building.	District municipality.	2010/ 2011 financial year.
Establishment of buyback centers and recycling facilities.	District municipality and all local municipalities.	2010/ 2011 financial year.
Development of local integrated waste management plans for local municipalities.	Local municipalities.	2010/ 2011 financial year.

5.7 ENVIRONMENTAL MANAGEMENT PLAN

Environmental Management PLAN

An Environmental Management Plan (EMP) is aimed at contributing to a healthy environment by ensuring that urgent environmental issues are adequately addressed and that proposed projects have no negative impact on the natural environment. The purpose of the EMP is to provide a Municipality with a decision support tool to evaluate its outcomes in terms of its environmental implications. An Environmental Management Plan (EMP) is defined as a plan which organizes and coordinates mitigation, rehabilitation and monitor measures in order to guide the implementation of the proposal.

Legal Requirements

National Environmental Management Act, 1998 (NEMA) gives legislative effect to the principles of the Constitution and the White Paper on a National Environmental Policy. NEMA also creates the institutions and procedures needed for cooperative governance and integration between spheres of government for environmental management. The Act also imposes a number of duties on the various spheres of government in terms of environmental management, including local government. Municipalities are mandated by NEMA to develop and implement EMP.

Situational Analysis

Despite O.R Tambo being seen as having a potential in Agriculture and Tourism within the province, but a number of threats to the environment can be identified within the area of Jurisdiction, including:

1. Destruction of indigenous forests
2. Uncontrolled settlement on valuable agricultural soils and sensitive coastal habitats
3. Spread of invasive alien plants
4. Poor solid waste management
5. Inadequate application of Integrated Environmental Management procedures and
6. Over-use of intertidal and marine resources

O.R Tambo EMP proposes the following Action Plans

Theme	Responsible	Time Frames
Water monitoring: rivers and wetlands	Water services, Environmental	On going
Waste water effluent monitoring	Water services	On going
Monitoring of terrestrial and aquatic biodiversity	Water services, Environmental	On going
Urban edge delineation	Spatial planning	2010-2011
Identification, delineation and planning of key natural resources	Spatial planning, Environmental	2010-2011
Monitoring programme for reporting on compliance	Environmental	On going
Conservation planning	Spatial planning, LED, Environmental	2010-2011

5.8 DISASTER AND RISK MANAGEMENT FRAMEWORK PLAN

In pursuance of the national objective each province as well as each district and metropolitan municipality is, in terms of sections 28 and 42 of the Disaster Management Act, 2002, respectively, mandated to establish and implement a framework for Disaster Risk Management (DRM) aimed at ensuring an integrated and uniform approach to DRM in its jurisdiction by all provincial and municipal organs of state; statutory functionaries of provinces and municipalities; local municipalities; statutory functionaries of local municipalities in the area of the district municipality; all municipal entities operating in its area; non-governmental organisations involved in DRM; and by the private sector. Provincial and municipal policy frameworks must be consistent with the Act and with the National Disaster Management Framework (NDMF). The Disaster Risk Policy Framework of the O.R. Tambo District Municipality is thus the instrument which gives effect to these legislative imperatives. It is in the context of the disaster risk profile of the ORT DM that this policy framework pursues the core philosophy of risk reduction through vulnerability reduction and resilience building, by placing priority on developmental initiatives.

The purpose of this policy framework is to provide those with statutory DRM responsibilities (in terms of the Disaster Management Act, 2002; the National Disaster Management Framework, 2005 (NDMF); the Policy Framework of the Province of the Eastern Cape (EC PDRMPF) and other applicable legislation)

within the ORT DM with a written mandate which is coherent, transparent and inclusive; provides the criteria for the systematic management of administrative decisions; stakeholder participation; operational skills; and capacities and achieves uniformity in the development, implementation, maintenance, monitoring and assessing of all policies, plans, strategies, programmes, projects and practice which are aimed at achieving the vision and mission statement; goals; strategic objectives; and key performance indicators for DRM in the municipality.

This policy framework also serves to guide the development and implementation of uniform and integrated DRM policy and plans of the local municipalities in the district. The ORT District Municipality's vision is to achieve integrated disaster risk management and to ensure resilient communities within a safe environment in the ORT District Municipality. The ORT District Municipality's mission is to entrench effective and efficient management of multi-disciplinary and multi-sectoral disaster risk management in the ORT District Municipality, executed by committed and empowered people. This policy framework, which establishes the policy of the council of the ORT DM for the management of disaster risk in its jurisdiction, is constituted in terms of the Disaster Management Act, 2002; is consistent with the National Disaster Management Framework, 2005; with the Policy Framework of the Province of the Eastern Cape; and is compliant with all applicable legislation, regulations, standards, codes and practices for DRM in the ORT DM. There are supporting policies that establish specific parameters for complying with the relevant imperatives such as terms of reference; organisational and administrative arrangements; the scope of responsibilities and/or activities; operating protocols; templates and good practice standards. The supporting policy is thus the legal instrument aimed at ensuring that the national objective of uniformity and integration in the execution of DRM legislation and policy in the municipality is achieved, and therefore *carries equal statutory obligation and status* as does that of the body of the policy framework.

The Council of the ORT District Municipality is the custodian of the DRM Policy Framework and must ensure the regular review and updating of thereof. The Head of the OR Tambo District Municipality Disaster Management Centre must ensure that the procedures for the establishment and implementation of the policy framework and any amendments thereto, as prescribed by section 42 of the Act are executed. A copy of the Disaster Management Policy Framework is available and will be posted in the ORT DM website.

5.9 INTEGRATED TRANSPORT PLAN

Current deficiencies in the transport system, and with regard to mobility, needs of the population must be identified and described based on the data collected and the status quo inventory as well as by taking into account feedback from stakeholders and role players through a program of public participation. The transport needs assessment will provide valuable input in the formulation of transport goals and objectives on the one hand, as well as the setting of transport infrastructure and services standards on the other hand. Guidelines for transport needs identification and assessment include:

- The identification of transport problems and needs
- The grouping of related problems and needs
- The prioritization of problems and needs

Therefore, the integrated transport plan, apart from describing the existing transport situation, should describe the mobility needs of the population of the transport authority area for all trip purposes, and should include a detailed demand or market analysis for movement by either public or private modes of travel, in different corridors or along the routes which comprise the integrated transport plans public and private networks.

ISSUES	STRATEGIC OBJECTIVES	KEY IMPLEMENTATION INITIATIVES	RESPONSIBILITY
District Integrated transport plan	Develop plans for integration of transport modes, infrastructure and facilities	<ul style="list-style-type: none"> ○ Development of terms of reference. ○ Call for proposals from qualified service providers ○ Appointment of a suitable service provider 	NDoT, PDoT ORTDM, LMs
Taxi assistance program	Implementation of a diversification strategy	<ul style="list-style-type: none"> ○ Develop a constitution for the cooperative ○ Register a cooperative ○ Develop a business plan for the business that has been identified by the members of the cooperative 	ORTDM
Improvement of transport facilities	Implementation of priority project identified in the audit and needs analysis report of public transport facilities at Mhlontlo LM	<ul style="list-style-type: none"> ○ Develop a business plan ○ Solicit funds from the NDoT ○ Develop terms of reference 	NDoT ORTDM
Promotion of non-motorised transport	Conduct a schools audit on the bicycles that were issued buy PDoT	<ul style="list-style-type: none"> ○ Introduce non-motorised transport and infrastructure (pedestrian walk-ways) 	PDoT ORTDM
Upgrading of airport infrastructure	Upgrading the Mthatha airport and PSJ airstrip	<ul style="list-style-type: none"> ○ Implement the Mthatha Airport and PSJ landing strip 	DoT, ORTDM, PSJ-LM

5.10 HOUSING SECTOR PLAN

Constitution

The Constitution of South Africa clearly states that every citizen has a right to housing.

Housing Act

This Act defines the role of local municipalities on housing related as that of developing Housing Sector Plans and Strategies. The housing function is the Provincial Departments responsibility. The municipality implements projects on an Agent basis.

Municipal Systems Act

This act states that municipalities should have a Housing Chapter on their IDP's.

The District Municipality has complied with this regulation as it had a District Housing Plan that was approved on 2004. In terms of the law Sector Plans are for a 5 year planning period, subject to annual review. The Department is now in the process of reviewing the plan and as such a Service Provider has been appointed. It is anticipated that the plan be completed within a period of four [4] months.

In order to ensure that the process is inclusive of Local Municipalities, the L. M's will be visited and consulted with regards to the formulation of the plan.

5.11 PUBLIC PARTICIPATION POLICY

Public participation is a constitutional mandate that has to be complied with by all the three tiers of governance. **Section 152(1)(e) of the Constitution of the Republic of South Africa Act 108 of 1996** provides for the involvement of communities and community Organizations in Local Government. The O.R. Tambo District Municipality public participation policy is currently being developed and is in the advanced stages towards approval through council committees to final adoption by council. It is estimated that the public participation policy should be adopted before end of August 2010.

The objects of both structural and institutionalized public participation are:

- To ensure proper co-ordination, management, inclusive and meaningful participation of local communities in the affairs of the O.R. Tambo District Municipality. A structured public participation process makes provisions for the participation of all relevant stakeholders
- Provides an opportunity for the development of an integrated and cohesive service delivery strategy.
- Provides for an establishment of a public participation steering committee, with representation from all the Local Municipalities and stakeholders with specific terms of reference as defined and determined by the council.
- Provides the council with an opportunity to demand for integration of public participation by all administrative components of the District Councils. Thus, ensuring that individual departments integrate public participation in their plans and developmental initiatives.

PART 6 PROJECTS

6.1 O.R. Tambo DM Projects

Water and Sanitation projects

LOCAL MUNICIPALITY	PROJECT NAME	Targeted Ward and villages covered	TIMEFRAME		
			Start date	Finish date	
WATER AND SANITATION					
King Sabatha Dalindyebo	Water	Coffee-Bay Regional Water Reticulation			
	Sanitation	Ward s 16, 15,19,2, 21 and Mqanduli water sewer system,	(12 000 households)		
Nyandeni	Water	Supply of water to Libode through Rosedale Peri Water Scheme			
	Sanitation	Wards 2,6 & 20	(8000 households)		
Ingquza Hill	Water	Flagstaff Regional Water supply scheme	(6000 households)		
	Sanitation	Wards 10, 21, 23 &24			
Mbizana	Water	Greater Mbizana Regional Scheme	(7000 households)		
	Sanitation	Wards 2, 17 & 23 Sanitation			
Mhlontlo	Water	Sidwadweni Phase5 Water Supply			
	Sanitation	Ward 11, 10,15,18,19,3,4,20 &7	(5500 households)		
Port St Johns	Water	Port St Johns Regional Scheme			
	Sanitation	Ward 12	(5000 households)		
Ntabankulu	sanition	Ward 6, 4, 7 and Upgrade of Ntabankulu Sewer System			

Housing projects

LOCAL MUNICIPALITY	PROJECT NAME – TARGET COMMUNITY	NUMBER OF HOUSING UNITS
MBIZANA	NQUTHU	300
	ZININI	300
NTABANKULU	BOMVINI	300
	NGQANE	300
MHLONTLO	UPPER CHULUNCA	300
	LOTANA	300
NYANDENI	MHLANGANISWENI	300
	MAMPONDOMISENI	300

6.2 GOVERNMENT SECTOR DEPARTMENTS PROJECTS

6.2.1 Agriculture and Rural Development

Department of Agriculture & Rural Development: Projects planned 2010/2011 Financial Year				
Name of project	Budget allocated	Location of project	Duration	Project output
Nzwakazi Maize Production	R1 500 000	Ward 21 Mqanduli, KSD	2010/11	Fencing arable lands
Mqekzeweni Livestock (sheep, cattle)	R 2 500 000	Ward 17 Mthatha, KSD	2010/11	Fencing grazing land, small stock & Cattle dip tank, stock water dam & shearing shed
Mbangweni Integrated L/stock	R 2 000 000	Ward 5 Tabankulu	2010/11	Fencing grazing land,, small stock dip tank, stock water dam
Ludeke livestock	R 1 000 000	Ward 7 Mbizana	2010/11	Shearing shed, stock water dam, small stock dip tank
Nkantolo(Qungebe) Sustainable Rural Village	R 1 000 000	Ward 4 Mbizana	2010/11	Fencing Arable land,
Cingco- Tshisane Livestock system	R 2 295 166	Ward Tsolo Mhlontlo	2010/11	Fencing Arable & grazing land, cattle and sheep dip tanks , shearing shed & sale pan fencework
Kroza Livestock system	R 1 995 010	Ward Qumbu Mhlontlo	2010/11	Fencing arable & grazing land, cattle and sheep dip tanks , shearing shed & sale pan fencework
Makukhanye Maize & vegetable	R 2 000 000	Mhlabeni & Mbekedana, Ward 9 Libode Nyandeni	2010/11	Irrigation, Fencing Arable land ,Storage Shed
Madikwa Farm	R 800 000	Island Farm, Ward 6 PSJ	2010/11	5 Tunnels & Security Fence
Zimisele Goat	R 1 200 000	Ntsimbini, Ward 7 PSJ	2010/11	Fencing grazing camps, Stock dam handling facilities
Genesis Center	R 1 127 500	Ward 9 Lusikisiki Ngquza Hill	2010/11	Fencing Arable land, irrigation Vegetable
Mqwengana Red Meat	R 1 000 000	Ward 21 Lusikisiki, Ngquza Hill	2010/11	Fencing grazing land. Dip tank, handling facilities.
Phumelela sande	R1 942 500	Ward Flagstaff, Ingquza Hill	2010/11	Semi commercial Poultry & piggery Structures, Security fence & shearing shed
Strategic Intervention: Infrastructure improvement				
	Budget allocated	Location of project	Implementing agent	
Integrated Agro-ecological biogas system	1,500,000	PSJ LM Ingquza LM	ECATU	Energy beneficiation Organic gardens Fertilisers Fish farming Sanitation

6.2.2 Local Government and Traditional Affairs

DLGTA					
O.R. Tambo District and Local Municipalities : Departmental Support for 2010 /2011					
Name of project	Budget allocated	Location of project	Duration	Implementing agent	Project output
Performance Management System	765000	O.R Tambo DM			
URP	2130000	King Sabatha Dalindyebo			
URP	951000	Port St Johns			
ISRDP	1099000	King Sabatha Dalindyebo			
IDP	1342000	O.R Tambo DM			
Spatial Planning	1220380	King Sabatha Dalindyebo			
Spatial Planning	200000	Port St Johns			
Spatial Planning	200000	Ntabankulu			
Spatial Planning	200000	Mhlontlo			
Land Survey	400000	King Sabatha Dalindyebo			
Land Survey	540000	Ingquza Hill(Qaukeni)			
Land Survey	80000	Mbizana			
Fire & Emergency	1540000	O.R Tambo DM			
Management	555000	O.R Tambo DM			
Management	584328	King Sabatha Dalindyebo			

6.2.3 Housing

Department of Housing					
Projects planned 2010/2011 Financial Year					
Name of project	Indicative Budget	Location of project	Implementing agent	Project output	Duration
Emergency Housing Permanent Solution	48 895 000	O R Tambo District	O R Tambo District Municipality and Department of Housing	889 Units	2010-2011
Mampondomiseni 300	19 118 800	Nyandeni-Ngqeleni	Department of Housing	300 Units	2010-2011
Mhlanganisweni 350	22 997 100	Nyandeni- Libode	Department of Housing	350 Units	2010-2011
Nqutu 300	19 118 800	Bizana	Department of Housing	300 Units	2010-2011
Zinini 300	19 118 800	Bizana	Department of Housing	300 Units	2010-2011
Chulunca 300	19 118 800	Qumbu	Department of Housing	300 Units	2010-2011
Lotana 300	19 118 800	Qumbu	Department of Housing	300 Units	2010-2011
Ngqane 300	19 118 800	Tabankulu	Department of Housing	300 Units	2010-2011
Bomvini 300	19 118 800	Tabankulu	Department of Housing	300 Units	2010-2011
Ntafufu 350	22 997 100	Port St Johns	Department of Housing	350 Units	2010-2011
Ingquza 500	31 853 000	Ingquza-Flagstaff	Department of Housing	500 Units	2010-2011

6.2.4 Roads and Transport

Department of Roads and Transport					
Projects planned 2010/2011 Financial Year					
Name of project	Indicative Budget	Location of project	Implementing agent	Project output	Duration
Wild Coast Meander Zithulele to Coffee Bay (Ph 1)	13,000	Port St Johns,	DORT	Tarred roads / Surfaced roads	Mar-11
Wild Coast Meander: Madwaleni Hospital Road (Ph 2)	20,000	KSD	DORT	Tarred roads / Surfaced roads	Mar-11
Greenville Hospital Road (Ph 2)	20,000	Mbizana	DORT	Tarred roads / Surfaced roads	Mar-11
R61 to Holy Cross Hospital	18,200	Mbizana	DORT	Surfaced Road	Mar-10
Continuation to Holy Cross Hospital	7,800	Mbizana	DORT	Surfaced Road	Aug-10
Ngqeleni to Mthatha Mouth	10,400	KSD	DORT	Surfaced Road	Nov-09
R61 Sitshayela to Tembukazi	11,700	Ngquza	DORT	Surfaced Road	Nov-10
Bizana to Port Edward (Magusheni-Mzamba)	600,000	Mbizana	DORT	Tarred roads / Surfaced roads	Mar-15

Department of Roads and Transport					
Projects planned 2010/2011 Financial Year					
Name of project	Indicative Budget	Location of project	Implementing agent	Project output	Duration
Phakade to Magusheni	220,000	Bizana , Ngquza	DOR	Tarred roads / Surfaced roads	Mar-11
T125: Siphetu Hospital	350,000	Ntabankulu	DOR	Tarred roads / Surfaced roads	Mar-11
Hluleka Road Project	28,000	Nyandeni	DORT	Tarred roads / Surfaced roads	Mar-11
Urban Renewal Lusikisiki	13,000	Ngquza	DORT	Tarred roads / Surfaced roads	Mar-11
Household Contractor Road Maintenance	34,000	KSD, Mhlontlo	DORT	Minor maintenance works (culverts cleaning, surface maintenance, grass cutting, control stray animals, etc.)	Mar-11
EPWP projects	8,360	7 Local Municipalities	DORT	Minor maintenance works (surface maintenance, fencing, grass cutting and bush clearing, etc).	Mar-11
DR 08313 to Canzibe Hospital	33,800	Nyandeni	DORT	Tarred roads / Surfaced roads	Jun-11
DR 08170 to Lutana Clinic	23,400	Mhlontlo	DORT	Tarred roads / Surfaced roads	Dec-10
DR 08026 & DR 08149 to Magwa Tea Plantation	22,100	Quakeni	DORT	Tarred roads / Surfaced roads	Oct-10
DR 08269 (Lindile)	5,200	KSD	DORT	Tarred roads / Surfaced roads	Sep-11
DR 08288 & DR 08033 & DR 08289 Mvezo Great Place and Museum	33,800	KSD	DORT	Tarred roads / Surfaced roads	Nov-12
DR 08167 to Tina Falls	19,500	Mhlontlo	DORT	Tarred roads / Surfaced roads	Jan-12
DR 08019 to Ntabankulu Town	14,300	Quakeni	DORT	Tarred roads / Surfaced roads	May-12
Flagstaff to Lusikisiki	300,000	Qaukeni	DORT	Tarred roads / Surfaced roads	Mar-12
Pt St Johns to Ntafufu	20,000	Port St Johns	DORT	Tarred roads / Surfaced roads	Nov-11
Mampube to Pt St Johns	35,000	Port St Johns	DORT	Tarred roads / Surfaced roads	Nov-11
N2 to Tabankulu	20,000	Ntabankulu	DORT	Tarred roads / Surfaced roads	Apr-12
Lusikisiki to Mbotyi	40,000	Ngquza	DORT	Tarred roads / Surfaced roads	Nov-11
Vidiesville to Mqaunduli	40,000	King Sabata Dalinyebo	DORT	Tarred roads / Surfaced roads	Feb-11
Magusheni to Flagstaff	20,000	Ngquzai/ Mbizana	DORT	Tarred roads / Surfaced roads	Nov-12
Lusikisiki Bambisane Hospital	35,000	Ngquza	DORT	Tarred roads / Surfaced roads	Mar-12
Mthatha Airport	R60, 000	KSD LM	DORT	Civil Works, Fencing, Terminal Bldg Upgrade, Fire detectors, Lift installation, Air conditioning and ventilation	Mar-12
Qumbu Bus and Taxi Rank	R 2 million	Mhlontlo	DORT	Bus and Taxi Rank	July 10 - June 2012

6.2.5 DEDEA

DEDEA					
Projects planned 2010/2011 Financial Year					
Projects for 2010/2011 are still in the process of being identified and proposed, their recommendation and approval has not yet been done. The projects listed below are phase 2 commitments for some abovementioned projects					
Name of project	Indicative Budget	Location of project	Implementing agent	Project output	Duration
Light the Pilot Media Productions Project, Ward 6, Mthatha, KSD LM	1,000,000 (Phase 2 Funding)	Ward 6, Mthatha, KSD LM	KSD LM	Awaiting MEC's approval	Ongoing (DEDEA Exit after 2 yrs)
Khuphukani Cluster Project, Ward 4, Mthatha, KSD LM	760,000 (Phase 2 Funding)	Ward 4, Mthatha, KSD LM	KSD LM	Awaiting MEC's approval	Ongoing (DEDEA Exit after 2 yrs)

6.2.6 Social Development

Social Development					
Projects planned 2010/2011 Financial Year					
Name of project	Indicative Budget	Location of project	Implementing agent	Project output	Duration
Masikhule food Security	R750 000 00	Ngcenduna Location, Mqanduli, Ward 24	Social Development		1 Year
Nozamile Project	R750 000 00	Waterfall, Mthatha, Ward 09	Social Development		1 Year
Quick & Fast	R500 000 00		Social Development		1 Year
Nozenzile Project	R500 00 00	Bityi A/A, Mthatha, Ward 19	Social Development		1 Year
Isemalwandle Cultural Project	R500 000 00	Old Payne, Mthatha Ward 14	Social Development		1 Year
Masakhe Poultry project	R500 000 00	Upper Nqwara A/, Mqanduli: Ward 29	Social Development		1 Year
Masikhule food Security	R750 000 00	Ngcenduna Location, Mqanduli Ward 24	Social Development		1 Year
Nozamile Project	R750 000 00	Waterfall, Mthatha Ward 09	Social Development		1 Year
Quick & Fast	R500 000 00	1 Year	Social Development		1 Year
Nozenzile Project	R500 00 00	Bityi A/A, Mthatha Ward 19	Social Development		1 Year
Isemalwandle Cultural Project	R500 000 00	Old Payne, Mthatha Ward 14	Social Development		1 Year
Nangamaqobokazana	R500 000 00	Town, Mthatha Ward 7	Social Development		1 Year

6.2.7 ESKOM

1	Electrification Blanket	BALA & MHLANGENI	364	EC153 - Ingquza Hill
2	Electrification Blanket	BATLOKOA 04 SP ET-EBC-1003-1434-00001	650	EC151 - Mbizana
3	Electrification Blanket	DUMSI & LONGWENI ET-EBC-1003-1435-00001	1001	EC151 - Mbizana
4	Electrification Blanket	MKHANDLWINI (BLOKPAN) ET-EBC-1003-1436-00001	152	EC151 - Mbizana
5	Electrification Blanket	GWALA & MOUNT ZION ET-EBC-1003-1437-00001	549	EC151 - Mbizana
6	Electrification Blanket	KHALENI & ZININI ET-EBC-1003-1438-00001	271	EC151 - Mbizana
7	Electrification Blanket	KWAMPISI ET-EBC-1003-1439-00001	884	EC151 - Mbizana
8	Electrification Blanket	EMABHANOYINI ET-EBC-1003-1433-00001	600	EC151 - Mbizana
9	Electrification Blanket	AMACWERA 1B	565	EC156 - Mhlontlo
10	Infrastructure	LUDEKE - NEW FEEDER	0	
11	Infrastructure	LUDEKE - NEW FEEDER	0	
12	Infrastructure	SIPHAQENI - NEW FEEDER	0	
13	Infrastructure	SIPHAQENI - NEW FEEDER	0	

PART 7. THREE YEAR CAPITAL PLAN

MUNICIPAL INFRASTRUCTURE GRANT: THREE YEAR INFRASTRUCTURE PLAN- WATER SERVICES

MBIZANA LOCAL MUNICIPALITY					
MTEF ALLOCATION		88 639.00	99 782.00	121 326.00	
PROJECT NAME	ESTIMATED PROJECT COST	2010/11	2011/12	2012/13	Category
GREATER MBIZANA REGIONAL SCHEME PHASE 1	R 450 000 000.00	40 000 000.00	47 000 000.00	40 000 000.00	Water
GREATER MBIZANA REGIONAL SCHEME PHASE 2	R 600 000 000.00	-	-	-	Water
MBIZANA WARD 02 SANITATION	R 14 448 500.00	R 14 448 500.00	-	-	Sanitation
MBIZANA WARD 04 SANITATION	R 7 683 634.20		R 7 683 634.20	-	Sanitation
MBIZANA WARD 12 SANITATION	R 6 627 553.00		R 6 627 553.00		Sanitation
MBIZANA WARD 14 SANITATION	R 11 312 459.40		R 11 312 459.40		Sanitation
MBIZANA WARD 17 SANITATION	R 14 019 587.34	R 14 019 587.34			Sanitation
MBIZANA WARD 21 SANITATION	R 9 533 785.80		R 9 533 785.80		Sanitation
MBIZANA WARD 23 SANITATION	R 24 036 544.32	R 24 036 544.32			Sanitation
MBIZANA WARD 25 SANITATION	R 14 517 621.46			R 14 517 621.46	Sanitation
MBIZANA WARD 18 SANITATION	R 17 222 572.63		R 17 222 572.63		Sanitation
MBIZANA WARD 16 SANITATION	R 24 772 236.48			R 24 772 236.48	Sanitation
MBIZANA WARD 19 SANITATION	R 11 667 216.00			R 11 667 216.00	Sanitation
MBIZANA WARD 20 SANITATION	R 10 302 864.00			R 10 302 864.00	Sanitation
MBIZANA WARD 15 SANITATION	R 9 215 362.28			R 9 215 362.28	Sanitation
MBIZANA WARD 3 SANITATION	R 11 040 351.00			R 11 040 351.00	Sanitation

TOTALS	R	1 236 400	92	99	121	WATER SERVICES
	287.91		504 631.66	380 005.03	515 651.22	

KING SABATHA DALINDYEBO LM						
MTEF ALLOCATION		124 777.00	150 070.00	182 471.00		
PROJECT NAME		Cashflows Year 1 (2010/2011)	Cashflows Year 2 (2011/2012)	Cashflows Year 3 (2012/2013)	Category	
MQANDULI WATERBORNE SEWER SYSTEM	R 25 496 000.00	R 15 000 000.00	R 10 000 000.00		Sewer	
COFFEEBAY REGIONAL WATER SUPPLY	R 40 000 000.00	R 23 000 000.00	R 17 000 000.00		Water	
EXTENSION OF MHLAHLANE WATER SUPPLY	R 15 000 000.00		R 10 000 000.00	R 5 000 000.00	Water	
EXTENSION OF ROSEDALE WATER SCHEME	R 10 000 000.00		R 5 000 000.00	R 5 000 000.00	Water	
REFURBISHMENT OF MTHATHA RAW WATER PIPELINE	R 35 000 000.00		R 10 000 000.00	R 25 000 000.00	Water	
MTHATHA REGIONAL SCHEME	R 5 200 000 000.00		R 10 000 000.00	R 40 000 000.00	Water	
MTHATHA WASTE WATER TREATMENT WORKS PHASE2	R 40 000 000.00		R 35 000 000.00		SEWER	
MTHATHA WASTE WATER TREATMENT WORKS PHASE 3	R 300 000 000.00			R 65 000 000.00	SEWER	
K.S.D Ward 21 SANITATION	R 25 317 883.80	R 25 317 883.80			Sanitation	
KSD WARD 20 SANITATION	R 20 473 882.44	R 20 473 882.44			Sanitation	
K.S.D Ward 15 SANITATION	R 22 011 571.73	R 22 011 571.73			Sanitation	
KSD Ward 16 SANITATION	R 19 299 310.80	R 19 299 310.80			Sanitation	
KSD WARD 19 SANITATION	R 10 315 426.80	R 10 315 426.80			Sanitation	
K.S.D Ward 10 SANITATION	R 12 796 395.98		R 12 796 395.98		Sanitation	
KSD Ward 17 SANITATION	R 11 382 589.35		R 11 382 589.35		Sanitation	
KSD Ward 22 SANITATION	R 3 705 000.00		R 3 705 000.00		Sanitation	
KSD WARD 28 SANITATION	R 16 767 500.00			R 16 767 500.00	Sanitation	

KSD WARD 25 SANITATION	R 988.76	16 426		R 16 426 988.76		Sanitation
KSD WARD 30 SANITATION	R 600.00	9 072			R 072 600.00	9 Sanitation
KSD WARD 23 SANITATION	R 512.00	7 665		R 7 665 512.00		Sanitation
TOTALS	R 661.66	5 840 730	R 418 075.57	R 976 486.09	R 840 100.00	WATER SERVICES

INGQUZA HILL LM						
	MTEF ALLOCATION		88 975.00	107 010.00	130 115.00	
PROJECT NAME	ESTIMATED PROJECT COST		Cashflows Year 1 (2010/2011)	Cashflows Year 2 (2011/2012)	Cashflows Year 3 (2012/2013)	Category
FLAGSTAFF REGIONAL WATER SUPPLY PHASE 1	R 000.00	94 000	R 35 000 000.00	R 54 000 000.00		Water
FLAGSTAFF REGIONAL WATER SUPPLY PHASE 2	R 000.00	100 000			R 50 000 000.00	Water
INGQUZA HILL REGIONAL BULK SCHEME	R 000.00	1 000 000		R 10 000 000.00	R 30 000 000.00	Water
INGQUZA HILL WARD 10 SANITATION	R 623.65	11 920	R 11 920 623.65			Sanitation
INGQUZA HILL WARD 7 SANITATION	R 474.00	5 214		R 5 214 474.00		Sanitation
INGQUZA HILL WARD 26 SANITATION	R 676.40	19 747		R 19 747 676.40		Sanitation
QAUKENI WARD 27 SANITATION	R 458.66	8 773		R 8 773 458.66		Sanitation
INGQUZA HILL WARD 8 SANITATION	R 414.20	8 341		R 8 341 414.20		Sanitation
INGQUZA HILL WARD 22 SANITATION	R 209.80	404		R 404 209.80		Sanitation
INGQUZA HILL WARD 11 SANITATION	R 588.40	9 995			R 9 995 588.40	Sanitation
INGQUZA HILL WARD 12 SANITATION	R 166.00	4 790			R 4 790 166.00	Sanitation
INGQUZA HILL WARD 3 SANITATION	R 359.40	5 424			R 5 424 359.40	Sanitation
INGQUZA HILL WARD 13,17 & 18 SANITATION	R 261.52	21 290			R 21 290 261.52	Sanitation
INGQUZA HILL WARD 15 & 16 SANITATION	R 139.10	15 307			R 15 307 139.10	Sanitation

INGQUZA HILL WARD 23 SANITATION	R 747.16	35 644	R 30 000 000.00			Sanitation
INGQUZA HILL WARD 21 and 24 SANITATION	R 278.36	15 472	R 15 472 278.36			Sanitation
TOTAL	396.65	1 356 326	392 902.01	106	136	WATER SERVICES
PORT ST JOHNS LM						
MTEF ALLOCATION		52 785.00	63 485.00	77 192.00		
PROJECT NAME	ESTIMATED PROJECT COST	Cashflows Year 1 (2010/2011)	Cashflows Year 2 (2011/2012)	Cashflows Year 3 (2012/2013)	Category	
PORT ST JOHNS PHASE 2 REGIONAL SCHEME- Bulk Services	R 000.00	49 000	R 20 000 000.00	R 29 000 000.00		WATER
PORT ST JOHNS PHASE 3 REGIONAL SCHEME-Off Channel Dam	R 000.00	24 000		R 20 000 000.00	R 4 000 000.00	WATER
PORT ST JOHNS PHASE 4 REGIONAL SCHEME-Reticulation to villages	R 000.00	20 000			R 20 000 000.00	WATER
PORT ST JOHNS WARD 8 SANITATION	R 117.42	13 623	R 13 623 117.42			SANITATION
PSJ WARD 1 SANITATION	R 246.48	12 912			R 12 912 246.48	SANITATION
PSJ WARD 12 SANITATION	R 508.15	30 245	R 19 659 580.30	R 10 585 927.85		SANITATION
PSJ WARD 9 SANITATION	R 733.53	9 289		R 4 289 733.53	R 5 000 000.00	SANITATION
PSJ WARD 6 SANITATION	R 718.88	27 651			R 10 651 718.88	SANITATION
PSJ WARD 13 SANITATION	R 100.13	12 537			R 5 000 000.00	SANITATION
PSJ WARD 7 SANITATION	R 102.63	23 138			R 10 138 102.63	SANITATION
PORT ST JOHNS WARD 3 SANITATION	R 486.75	11 781			R 5 000 000.00	SANITATION
PSJ WARD 5 SANITATION	R 958.38	17 653			R 653 968.38	SANITATION
TOTAL	R 972.35	251 832	R 282 697.72	R 875 661.38	R 356 036.37	WATER SERVICES
NYANDENI LM						
MTEF ALLOCATION		98 986.00	119 051.00	144 755.00		
PROJECT NAME	ESTIMATED PROJECT COST	Cashflows Year 1 (2010/2011)	Cashflows Year 2 (2011/2012)	Cashflows Year 3 (2012/2013)	Category	
EXTENSION OF ROSEDALE TO LIBODE AND SURROUNDING RURALS	000.00	135 000	R 40 000 000.00	R 55 000 000.00	R 40 000 000.00	WATER

THEKWINI PHASE 2 REGIONAL SCHEME	000.00	20 000		R 20 000 000.00		WATER
THEKWINI PHASE 3 REGIONAL SCHEME	000.00	20 000			R 20 000 000.00	WATER
EXTENSION TO MODAPI	000.00	20 000		R 10 000 000.00	R 10 000 000.00	WATER
UPGRADING OF CIBENI-NTLAMBELA WATER SCHEME	000.00	30 000		R 20 000 000.00	R 10 000 000.00	WATER
DUMASI PHASE 2 SCHEME	000.00	12 000		R 12 000 000.00		WATER
DUMASI PHASE 3 SCHEME	000.00	18 000			R 18 000 000.00	WATER
NYANDENI WARD 6 SANITATION	R 610.12	25 928	R 25 928 610.12			SANITATION
NYANDENI WARD 20 SANITATION	R 529.00	10 550	R 10 550 529.00			SANITATION
NYANDENI WARD 2 SANITATION	R 738.00	20 686	R 20 686 738.00			SANITATION
NYANDENI WARD 25 SANITATION	R 957.00	16 211			R 16 211 957.00	SANITATION
NYANDENI WARD 5 SANITATION	R 537.01	22 025			R 22 025 537.01	SANITATION
NYANDENI WARD 3 SANITATION	R 793.00	3 804		R 3 804 793.00		SANITATION
NYANDENI WARD 9 SANITATION	R 913.00	1 467		R 1 467 913.00		SANITATION
NYANDENI WARD 10 SANITATION	R 855.00	3 367		R 3 367 855.00		SANITATION
NYANDENI WARD 24 SANITATION	R 797.00	5 267		R 5 267 797.00		SANITATION
NYANDENI WARD 1 SANITATION	R 883.06	10 148			R 10 148 883.06	SANITATION
NYANDENI WARD 26 SANITATION	R 811.00	4 474		R 4 474 811.00		SANITATION
TOTAL			97 165 877.12	135 383 169.00	146 386 377.07	WATER SERVICES

MHLONTLO					
MTEF ALLOCATION		73 409.00	88 289.00	107 352.00	
PROJECT NAME	ESTIMATED PROJECT COST	Cashflows Year 1 (2010/2011)	Cashflows Year 2 (2011/2012)	Cashflows Year 3 (2012/2013)	Category
SIDWADWENI REGIONAL WATER PHASE 5A	R 000.00	R 35 000 000.00	R 5 000 000.00		

SIDWADWENI REGIONAL WATER PHASE 5B	R 60 000 000.00		R 30 000 000.00	R 30 000 000.00	
MVUMELWANO REGIONAL PHASE 4	R 30 000 000.00		R 15 000 000.00	R 15 000 000.00	
UPPER CULUNCA DAM	R 35 000 000.00		R 10 000 000.00	R 20 000 000.00	
UPPER CULUNCA WATER	R 25 000 000.00				
MANGXAMAMFU WATER	R 20 000 000.00			R 10 000 000.00	
MHLONTLO WARD 13 SANITATION	R 10 700 382.00	R 10 700 382.00			
MHLONTLO WARD 11 SANITATION	R 10 554 579.42	R 10 000 000.00			
MHLONTLO WARD 17 SANITATION	R 11 500 000.00				
MHLONTLO WARD 14 SANITATION	R 10 218 303.41		R 5 218 303.41	R 5 000 000.00	
MHLONTLO WARD 21 SANITATION	R 15 550 533.60				
MHLONTLO WARD 10,15,18,19,3,4,20,7	R 73 788 008.87	R 29 515 000.00	R 25 000 000.00	R 19 273 008.87	
MHLONTLO WARD 1 SANITATION	R 12 497 996.70			R 12 497 996.70	
TOTAL	804.00	85 215 382.00	90 218 303.41	111 771 005.57	
NTABANKULU					
	MTEF ALLOCATION	49 059.00	59 003.00	71 742.00	
PROJECT NAME	ESTIMATED PROJECT COST	Cashflows Year 1 (2010/2011)	Cashflows Year 2 (2011/2012)	Cashflows Year 3 (2012/2013)	Category
UPGRADING OF NTABANKULU TOWN SEWER SYSTEM	R 33 000 000.00	R 18 000 000.00	R 12 000 000.00	R 3 000 000.00	
UPGRADING OF ABSTRACTION POINT AND BOMVINI NYOKWENI WATER	R 20 000 000.00		R 3 000 000.00	R 10 000 000.00	
EXTENSION OF MFUNDISWENI WATER SUPPLY	R 15 000 000.00	R 1 000 000.00	R 5 000 000.00	R 9 000 000.00	
IMPLEMENTATION OF NTABANKULU MASTER PLAN PHASE 1	R 200 000 000.00		R 2 000 000.00	R 15 000 000.00	
NTABANKULU WARD 6	R 11 450 000.00	R 11 450 000.00			
NTABANKULU WARD 4	R 10 073 610.00	R 10 073 610.00			

NTABANKULU WARD 7 SANITATION	R 8 922 605.00	R 8 922 605.00			
NTABANKULU WARD 12 SANITATION	R 13 160 616.00			R13 160 616.00	
NTABANKULU WARD 9 SANITATION	R 4 625 208.00		R 4 625 208.00		
NTABANKULU WARD 1 SANITATION	R 10 238 020.80			R10 238 020.80	
TABANKULU WARD 11 SANITATION	R 15 760 900.99			R15 760 900.00	
NTABANKULU WARD 5 SANITATION PROJECT	R 6 037 137.90		R 6 037 137.90		
NTABANKULU WARD 8 SANITATION	R 11 998 728.00		R 11 998 728.00		
NTABANKULU WARD 15 SANITATION	R 15 456 653.52		R 15 456 653.52		

49 446 215.00

60 117 727.42

76 159 536.80

ⁱ Mqanduli T/W, Ngqeleni TW, Tsolo TW, Qumbu TW, Ntabankulu TW, Mbizana town TW, Lusikisiki TW, Port St John's, Libode TW.

ⁱⁱ Water pump maintenance and servicing, maintenance/repairs/replacement of pipe leaks, Repairs on civil, mechanical and electrical elements on TW, spring protection and cleaning and Sealing of leaking reservoirs and replacement of ball valves.

ⁱⁱⁱ The average time refers to the time a call is made, dispatched and arrival to the incident.

^{iv} ORTDM would support LMs to obtain improved audit opinions based on the 2008/2009 findings.

^v ORTDM to identify the number of polices and by-laws to be developed, enforced including levels of anticipated improvements.