

UMZIMVUBU LOCAL MUNICIPALITY



**DRAFT
IDP REVIEW
2009/2010**

TABLE OF CONTENTS

TABLE OF CONTENTS	1
1. EXECUTIVE SUMMARY – UMZIMVUBU LOCAL MUNICIPALITY	10
1.1 IDP PROCESS.....	21
1.2 LEGISLATIVE FRAMEWORK.....	22
2. EXTERNAL AND INTERNAL SITUATIONAL ANALYSIS – UMZIMVUBU AREA...39	
2.1 THE STUDY AREA.....	39
2.1.1 GEOGRAPHIC DESCRIPTION	39
2.1.2 DEMOGRAPHIC ANALYSIS.....	41
2.1.2.1 POPULATION AND POPULATION DENSITY.....	41
2.1.2.2 GENDER DISTRIBUTION	42
2.1.2.3 RACIAL DISTRIBUTION	43
2.1.2.4 AGE DISTRIBUTION.....	44
2.1.3 SOCIO-ECONOMIC ANALYSIS	46
2.1.3.1 HOUSEHOLD INCOME LEVELS	46
2.1.3.2 POVERTY LEVELS	47
2.1.3.3 EMPLOYMENT LEVELS AND TRENDS	47
2.1.3.4 DEPENDENCY ON SOCIAL GRANTS.....	51
2.1.3.5 EDUCATION.....	51
2.1.4 HOUSING AND SETTLEMENT ANALYSIS.....	55
2.1.4.1 HOUSEHOLDS	55
2.1.4.2 SETTLEMENT PATTERNS	55
2.1.4.3 TENURE AND LAND OWNERSHIP	55
2.1.4.4 HOUSING TYPES	56
2.1.4.5 HOUSING BACKLOGS AND DEVELOPMENT	58
2.1.5 BIOPHYSICAL ENVIRONMENTAL ANALYSIS.....	60
2.1.5.1 TOPOGRAPHY	60
2.1.5.2 CLIMATE.....	60
2.1.5.3 GEOLOGY AND SOILS.....	60
2.1.5.4 VEGETATION.....	63
2.2. KPA 1: SPATIAL DEVELOPMENT FRAMEKWORK.....	69
2.3 KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE	69
2.3.1.2 ROADS AND STORMWATER.....	70
2.3.1.3 ELECTRICITY AND ENERGY.....	72
2.3.2.CITIZEN AND COMMUNITY SERVICES	73
2.3.2.1 SOLID WASTE MANAGEMENT.....	73
2.3.2.2 MUNICIPAL HEALTH SERVICES.....	74
2.3.2.3 DISASTER MANAGEMENT	74
2.3.2.4 TELECOMMUNICATIONS	75
2.3.2.5 PUBLIC TRANSPORT	75
2.3.2.6 AIRSTRIPS.....	77
2.3.2.7 HEALTH	77
2.3.2.8 COMMUNITY SAFETY.....	79
2.3.3 COMMUNITY FACILITIES.....	80
2.3.3.1 SPORT AND RECREATION FACILITIES.....	80
2.3.3.2 COMMUNITY HALLS.....	80
2.3.3.3 LIBRARIES	81
2.3.3.4 CEMETERIES.....	81
2.4 KPA 3: ECONOMIC GROWTH AND DEVELOPMENT ANALYSIS	82
2.4.2 SECTORAL OVERVIEW	83

2.4.2.1	AGRICULTURE	83
2.4.2.1.1	LIVE STOCK FARMING.....	84
2.4.2.1.2	CROP FARMING	85
2.4.2.2	FORESTRY.....	85
2.4.2.3	MANUFACTURING.....	86
2.4.2.4	CONSTRUCTION	87
2.4.2.5	SMALL SCALE MINING	87
2.4.2.6	TRADE AND BUSINESS SERVICES	87
2.4.2.7	TOURISM.....	88
2.4.2.8	SMME AND COOPERATIVE DEVELOPMENT.....	89
2.4.3	LOCAL DEVELOPMENT INITIATIVES AND CHALLENGES.....	89
2.5	KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	93
2.5.3	COMMUNITY AND PUBLIC PARTICIPATION	98
2.5.4	INTER-GOVERNMENTAL RELATIONSHIPS	100
2.5.5	PARTNERSHIPS AND STRATEGIC RELATIONSHIPS	101
2.5.5.1	TRADITIONAL LEADERSHIP - PARTNERSHIPS	101
2.5.5.2	MAINSTREAMING OF SPECIAL GROUPS	101
2.6	KPA 5: FINANCIAL VIABILITY	102
2.6.2	EXTERNAL ALLOCATIONS	102
2.6.3	INCOME ALLOCATIONS AND SOURCES	102
2.6.3.1	BILLING AND PAYMENT RATES.....	104
2.6.3.2	VALUATION ROLLS.....	105
2.6.3.3	PAYMENT RATES.....	105
2.6.4	EXPENDITURE ALLOCATIONS AND TRENDS	105
2.6.5	PROVISION OF FREE BASIC SERVICES	106
2.6.6	INDIGENT POLICY AND REGISTERS	107
2.6.7	FINANCIAL POLICY DEVELOPMENT.....	107
2.6.8	ASSET MANAGEMENT	108
2.6.9	AUDIT, REPORTING AND RISK MANAGEMENT	109
2.7	KPA 6: INSTITUTIONAL ANALYSIS.....	110
2.7.2	UMZIMVUBU ORGANISATIONAL STRUCTURE OVERVIEW	112
2.7.2.1	OFFICE OF THE MUNICIPAL MANAGER	113
2.7.2.2	CHIEF OPERATIONS OFFICER	114
2.7.2.3	CORPORATE SERVICES	114
2.7.2.4	INFRASTRUCTURE AND PLANNING	115
2.7.2.	SOCIAL AND COMMUNITY DEVELOPMENT	115
2.7.2.6	BUDGET AND TREASURY.....	116
2.7.2.7	LED AND ENVIRONMENTAL MANAGER.....	117
2.7.3	INSTITUTIONAL (HR) POLICY DEVELOPMENT	117
2.7.4	EMPLOYMENT EQUITY.....	118
2.7.6	PERFORMANCE MANAGEMENT	119
2.7.6	INTERGOVERNMENTAL RELATIONS.....	121
2.8	IDENTIFICATION OF PRIORITY ISSUES.....	121
3.1	DEVELOPMENT OBJECTIVES AND STRATEGIES	126
4.1	UMZIMVUBU FINANCIAL PLAN 2009/2010	143
	PROVISION OF FREE BASIC SERVICES	143
5.1	UMZIMVUBU PROJECTS 2009/2010.....	0
	ANNEXURES	

**INTEGRATED UMZIMVUBU MUNICIPALITY SPATIAL DEVELOPMENT
FRAMEWORK**

INTEGRATED UMZIMVUBU MUNICIPALITY HOUSING SECTOR PLAN

UMZIMVUBU MUNICIPALITY LAND USE MANAGEMENT SYSTEM

**UMZIMVUBU MUNICIPALITY AUDITOR GENERAL REPORT &
IMPLEMENTATION PLAN**

TABLE OF ACRONYMS AND ABBREVIATIONS

ARV	Anti Retroviral Treatment
ASGISA	Accelerated and Shared Growth Initiative – SA
ANDM	Alfred Nzo District Municipality
DWAF	Department of Water Affairs and Forestry
DTI	Department of Trade & Industry
ECDLGTA	Eastern Cape Department of Local Government and Traditional Affairs
EPWP	Expanded Public Works programme
GEAR	Growth, Employment and Redistribution Strategy
HIV/AIDS	Acquired Immune Deficiency Syndrome
IDP	Integrated Development Plan
IEMP	Integrated Environmental Management Plan
ISRDP	Integrated Sustainable Rural Development Programme
IWMP	Integrated waste Management Plan
JPS	Junior Primary School
JSS	Junior Secondary School
LED	Local Economic Development
MDRTB	Multi Drug Resistant Tuberculosis
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act, 56 of 2003
MFMG	Municipal Finance Management Grant
MIG	Municipal Infrastructure Grant
MLM	Matatiele Local Municipality
NEMA	National Environmental Management Act 107 of 1998
NGO	Non-Governmental Organizations
MSIG	Municipal System Improvement Grant
PGDP	Provincial Growth and Development Plan
OBE	Outcomes based education
PHC	Primary Health care
PSDP	Provincial Spatial Development Plan
RDP	Reconstruction and Development Plan

SAPS	South African Police services
SDBIP	Service delivery Budget Implementation Plan
SDF	Spatial Development Framework
SMME's	Small Medium Micro Enterprises
SPS	Senior primary School
SSS	Senior secondary School
TB	Tuberculosis
ULM	Umzimvubu Local Municipality
WSDP	Water Services Development Plan

TABLE OF MAPS, TABLES AND FIGURES

Maps	
Map 1	Alfred Nzo District
Map 2	Umzimvubu Local Municipality
Map 3	Geological Map of Alfred Nzo District (including Umzimvubu)
Map 4	Vegetation Map of Alfred Nzo District (including Umzimvubu)
Tables	
Table 1	Legislative overview
Table 2	Water and Sanitation backlogs
Figures	
Figure 1	Gender Distribution
Figure 2	Age Distribution
Figure 3	Racial Distribution
Figure 4	Disability Breakdown
Figure 5	Income levels
Figure 6	Employment levels Umzimvubu Local Municipality
Figure 7	Employment Sectors
Figure 8	Occupational Categories
Figure 9	Local Municipality Education Levels
Figure 10	Educational Institution Attendance
Figure 11	Dwelling Types
Figure 12	Access to Waste Disposal Facilities
Figure 13	Management Organisational Structure
Figure 14	Employment Equity
Figure 15	Income sources 2008/09
Figure 16	Own income sources 2008/09
Figure 17	Expenditure 2008/09

FOREWORD BY THE MAYOR – CLLR B.P. MABENGU

In this year of the Fourth Parliament of our Nation, we as the community of Umzimvubu Local Municipality can take pride in the progress that our municipality has brought about in building a better life for our community.

We are confident of our ability as the local sphere of government in this part of the Eastern Cape Province to meet the enormous challenges of fully achieving our goal of a better life for all.

The objectives and strategies as well as programmes and projects contained in our revised Integrated Development Plan for 2009/ 10 Financial year attest to our full commitment to change the lives of our local community for the better.

Critical to our goals for the realization of a better life is the restoration of dignity of all the people of Umzimvubu Local Municipality. This we can achieve by eradicating poverty and joblessness.

Our partnership with the local community has been and continues to be critical to the progress made over the past few years of our term of office.

While we pride ourselves of the progress made, we are fully aware of the massive challenges that remain before the accumulated legacy of poverty and underdevelopment can be eradicated.

Community participation remains our key pillar of the struggle to take our community out of the poverty trap.

Accordingly, this IDP Document has fully undergone a process of vigorous consultation and participation by the local community.

Councillor P.B. Mabengu
Mayor, May 2009

MUNICIPAL MANAGER FOREWORD: MR. G.P.T. NOTA

This Integrated Development Plan is a clear commitment by the Umzimvubu Local Municipality to its communities. As a five year strategy, this IDP outlines our development priorities, development objectives, and strategies to achieve the development outcomes we would like for our area.

As the administrative head and accounting officer of the municipality I have the privilege of committing my administrative team to the professional implementation of the IDP and SDBIP – as expected of us within our culture of service excellence. Even though we realize that this IDP will require of us to go beyond the call of duty and walk the extra mile, we are prepared to continually serve taking comfort in the knowledge that our performance will result in customer satisfaction and an improvement in the quality of life of all our communities.

As a sharing and learning organization we will continually seek ways to enhance excellence based on our corporate values and Batho Pele principles. We will ensure organizational and institutional improvement through continued learning as a process. We will ensure the organization will be structured, organized and capacitated to effectively and efficiently fulfill our mandate. We will creatively and through innovation maximize the limited resources we have at our disposal to maximize the outputs of resource utilization.

I am confident that the IDP together with its annual SDBIP will be implemented conscientiously and diligently.

G.P.T NOTA

MUNICIPAL MANAGER

CHAPTER ONE

1. EXECUTIVE SUMMARY – UMZIMVUBU LOCAL MUNICIPALITY

In humble submission to the cause of democracy we are presenting the 2009/ 10 budget in full compliance with the Municipal Finance Management Act 56 of 2003 which requires us to submit Budget to Council for adoption on or before the 31st of May.

As we present this Budget, we are proud to say that a comprehensive consultative process with the local community and stakeholders has been embarked upon.

Our consultation focused on the imperatives of both the Integrated Development Plan (IDP) and Budget for 2009/ 10 Financial year.

Accordingly, this budget seeks to finance the programmes that are visualized in the IDP.

As the budget will reflect, our major funding or allocation goes to the infrastructural development projects. This is informed by the fact that we have at our disposal a huge infrastructure backlog that we inherited from the legacy of the past.

It is for this reason that% of the budget has been set aside as a direct response with a view to undo the infrastructure backlog.

In terms of the National Key Performance Areas we are also charged with a responsibility to develop the local economy.

It is for this reason that we have identified a sizeable number of projects for massive food production and many other projects that are LED – related.

It is no secret that community needs always exceed the resources. In this regard, and prompted by the dictate that you can not budget for a deficit, we had to do many adjustments in order to finance our projects and programmes within the available resources.

However, it is our firm belief that given a sound and effective financial management this R117m Capital Budget will go a long way in changing the lives of our community for the better.

The Umzimvubu local municipality's Integrated Development Plan under review for 2009/2010 is structured into 5 chapters indicated below:

Chapter 1	Executive Summary
Chapter 2	Situational Analysis
Chapter 3	Development Objectives and Strategies
Chapter 4	Financial Plan
Chapter 5	Annual Operational Plan/SDBIP

The Executive Summary gives a brief overview of the processes undertaken by the municipality during the IDP Review. It deals with the IDP planning methodology, legal frameworks, situational analysis spread over the six Local Government key performance areas and highlights the municipality's strategic priorities that will be addressed and financed in the operational plan.

The IDP for 2009/10 is divided into the following sections which will be summarised briefly below;

IDP Process

Looks at the integrated development planning methodology comprises five interrelated phases namely;

- ⇒ Analysis
- ⇒ Strategies
- ⇒ Projects
- ⇒ Integration
- ⇒ Approval

The legislative and policy framework

There is a multitude of policy and legislation that Municipalities must comply with and take cognisance of, the most important of which are the following;

- ⇒ The Republic of South Africa Constitution Act (1996); Chapter 3 and 7
- ⇒ The Municipal Systems Act (2000); read together with the Municipal Planning and Performance Regulations (2001)
- ⇒ The Local Government Municipal Finance Management Act, (2003)
- ⇒ Other pertinent legislative frameworks include the Municipal Structures Act, (1998) and the Inter-Governmental Relations Framework, (2005).
- ⇒ Relevant policy frameworks include the RDP (1994), GEAR (1996), White Paper on Local Government (1998), PGDP (2004 -2015), Provincial Spatial Development Plan (2003) and the ECDLGTA Framework Guide for Credible IDP's.

The study area

Umzimvubu Local Municipality falls within the Alfred Nzo District of the Eastern Cape Province. The Municipal area comprises an area of 2506 km². The Municipality has undergone a number of amendments in terms of municipal and ward demarcation which has a profound impact on planning in the area.

Environmental analysis

An environmental analysis in the broadest sense of the word was conducted that includes a demographic, socio economic, spatial and biophysical environmental analysis.

⇒ The following *demographic trends* were identified;

- The population of Umzimvubu is 220636. The population density is generally low with an average population density of 88 people per Km². The population is predominantly female (53.9%) and predominantly African (99.8%). The population is predominantly young and under the age of 35 years, 42.8% are still dependent (1-14 years), 57.4% are potentially economically active (15-65 years) and 7.8% are elderly (65+years). The high number of dependent children implies a high burden on the economically active population and organs of state who are tasked with providing social assistance services. 4% of the population has some form of disability with more men than women being afflicted. Disabilities are predominantly physical.

⇒ The following socio economic trends were identified;

- The Municipality is characterised by poor socio economic conditions and low levels of development.
- Poverty levels are high with 81.1% of the population earning less than R800 per month and being technically under the poverty line. This is compounded by high levels of unemployment and a high number of potentially economically active people not being economically active (78.2%).
- Low income levels imply a high dependence on social grants and 79789 people or 31.3 % of the population are dependent on social grants. Old age pension and child support grants constitute the majority of grants.

- Agriculture is the dominant economic activity, yet formal employment is dominated by the community and public sector services and wholesale and retail trade. This is possibly due to the subsistence nature of agriculture in the area. The community and public sector services sector and the wholesale and retail trade sector have limited capacity for expansion.

- The employment sector is dominated by elementary occupations and occupations requiring low qualification levels.
- The Municipal area is characterised by low education and literacy levels and 11.4 % of the population have no education while 35.9% have only some form of primary school education. Only 5.5% of the population have completed Grade 12 and of these only 8.2 % have attained any higher qualification. There is a slight but consistently higher ratio of males attending educational institutions than females, which in effect means that there may be some gender marginalization in terms of education given that females constitute a higher percentage of the population.

- There are approximately 245 schools in the Municipal area of which less than 10% of are Senior Secondary Schools. There is only one tertiary education facility in the area, namely a FET College in Mount Frere. It is believed that this lack of educational facilities is a significant contributory factor to the low literacy and education levels and the dominance of elementary and low qualification requirement occupations in the employment sector.

- Health services are provided by the Department of Health who face many challenges. The Department has several programmes in place namely Saving Mothers ,Saving Babies Project and Integrated nutrition programmes. There are 2 District Hospitals, 20 Clinics and 2 Mobile clinics; this falls short of the Departments desired norm of providing access to at least a PHC facility within a radius

of 5Km. Facilities are short staffed and unable to render the full range of services due to a lack of communication networks. Some clinics are underutilized due to a perception that the aim of clinics is to provide curative and not preventative services.

- The average District HIV/AIDS prevalence is 26%. Although the prevalence has stabilised, HIV/AIDS remains a challenge and the Department is concentrating on the management of antiretroviral treatment of infected people. There is also a high level of TB in the region which is commonly associated with HIV/AIDS and the Department is also focusing its attention on the management of TB. Primary health care facilities offer HIV/AIDS testing and counselling services, but there is a shortage of ARV treatment sites with Mount Ayliff Hospital being the only one in the District.

KPA 1: SPATIAL DEVELOPMENT FRAMEWORK

Umzimvubu municipality adopted a Spatial Development Framework in 2007, which will be reviewed in the 2009/10 financial year.

⇒ The following spatial trends were identified;

- The Municipal area is predominantly rural and dispersed with low density traditional settlements. There are estimated to be 59924 households in Municipal area. There are two urban centres namely Mount Frere and Mount Ayliff.
- According to the Community Survey 2007, 50.9% of the Umzimvubu population own their homes. The nature of traditional settlements and a prevalence of land claims in the area hampers housing delivery which in turn hampers secure tenure.
- There is a housing backlog in Umzimvubu as evidenced by people living in inadequate or poorly maintained traditional dwellings and informal settlements.

⇒ The biophysical environment has a fragmented topography but is well endowed in terms of natural resources which have the potential for economic development

KPA 2: INFRASTRUCTURAL DEVELOPMENT AND SERVICE DELIVERY.

This part of the analysis provides an overview of infrastructural services, and community services and facilities. The following trends were identified in relation to infrastructural services

⇒ **Water and sanitation**

- The Alfred Nzo District Municipality is the Water Services Authority (WSA) for the entire area and has a WSDP in place. The majority of the ANDM budget is allocated to the provision of water services.
- Water borne sanitation is only provided in urban areas. VIP sanitation is provided in rural areas. The bucket system has been eradicated but

there remains a backlog in terms of RDP standard sanitation. The backlog in RDP standard sanitation is estimated to be 19%.

- Although substantial progress has been made in addressing backlogs in terms of RDP standard water, there are still many rural communities that are dependent on undeveloped water sources. The backlog in RDP standard water is estimated to be 20%.

⇒ ***Roads and storm water***

- The provision and maintenance of roads covers the functional areas of the Department of Roads and Transport, the District Municipality and the Local Municipalities.
- The primary access road which traverses the Municipal area is the N2 from East London to Durban. The condition of N2 within Umzimvubu is poor. Other roads of importance are the roads that link the Municipal area with the Wild Coast in the South East. These roads are particularly important for the development of agriculture and tourism in the area.
- The general condition of other roads within Umzimvubu is poor. The process of maintaining and upgrading roads is hampered by inclement weather conditions and a lack of clarity on roles and responsibilities between various roads role players

⇒ ***Electricity and energy***

- ESKOM is the licensed distributor of electricity in the municipal area and the Municipality interacts with ESKOM in the planning and roll out of electrification projects and the provision of free basic electricity services. There are substantial backlogs in the District and 95 000 households still require access to electricity which translates to a backlog of 75%. ESCOM bulk infrastructure requires urgent upgrading to meet the demand

⇒ ***Telecommunication***

- Access to telecommunication services is poor with only 30% of the Umzimvubu population having access to telephones. The majority of the area has poor or no network coverage. This also hampers

service delivery by the Municipality as well as other organs of state.

The following trends were identified in relation to community services and facilities

⇒ ***Solid waste management***

- Only 4% of households have access to a weekly refuse removal service and 84% of households make use of their own refuse dumps which implies a high level of indiscriminate dumping and little regard for the impact on the environment.
- There are waste disposal sites at Mount Ayliff and Mount Frere, neither of which is operated according to DWAF's minimum requirements. The Mount Ayliff site is properly designed and the licensing process has been commenced with.
- Refuse is removed from households on a weekly basis but refuse removal services are limited to urban areas
- ANDM has commissioned the development of an Integrated Waste Management Plan for the District which is due for finalisation in March 2009.

⇒ The District Municipality provides Disaster Management and Fire Services in the District and has a Disaster Management plan in place to effectively manage disasters. Disasters stem primarily from natural causes (tornadoes, storms and winds etc). Umzimvubu cooperates with ANDM in the provision of these services.

⇒ ***Public, social and recreational facilities and amenities***

- There are sport facilities in the urban areas, which are well utilised despite the fact that these facilities are not of the desired standard. Sport and recreation is pivotal to a healthy society and plays an important role in youth development.
- There are community halls in the area which are utilised by the community. The condition of these facilities varies.
- Cemeteries serve the current demand, but there is an urgent need for expansion and extension of the service to all residents

- There are no libraries which contribute to the low literacy and education levels within the area. Sites have been identified for the development of libraries
- ⇒ Umzimvubu is affected by crime which has a negative impact on local economic development. Assault (GBH), Burglary at residential premises, common assault, other theft and stock theft are the most prevalent. Mount Frere has a significantly higher crime rate than Mount Ayliff

KPA 3: ECONOMIC GROWTH AND DEVELOPMENT.

Economic growth and development was analysed with specific reference to current trends in terms of poverty, employment trends and the predominant sectors. The following trends were identified;

- ⇒ High unemployment and poverty levels in Umzimvubu result in low affordability levels which manifest in low levels of investment, development and service delivery and under utilisation of development opportunities. There is an urgent need for major new private sector investments to create jobs and improve livelihood in Umzimvubu
- ⇒ The natural resources that exist within Umzimvubu have the potential for socio economic development but development is limited as a result of backlogs in social and economic infrastructure.
- ⇒ The predominantly rural nature of the area limits commercial and business development with much of the areas money being invested in Kokstad which is not even in the Province. Umzimvubu has a limited and almost non-existent industrial economy and a high dependency upon primary economic activities.
- ⇒ The sectors offering the most significant potential include:
 - Agriculture (crop production, fruit production, livestock farming)
 - Forestry and value chain additions
 - Tourism (arts, crafts, scenery, wildlife, wetlands, cultural heritage).
 - SMME and Cooperative development

- The Construction Industry
 - Small scale mining
 - Trade and Business Services
- ⇒ ANDM has established the Alfred Nzo Development Agency (ANDA) to implement LED projects in the District. Umzimvubu Local Municipality co-operates with ANDA in implementing projects in the Umzimvubu area. There are a number of projects in various stages of implementation. Projects face challenges in terms of continued funding, ownership and in fighting.
- ⇒ Umzimvubu Local Municipality has adopted a LED strategy to guide local economic development in the area and has a number of programmes in place to achieve its strategic objectives in terms of local economic development.

KPA 4: GOVERNANCE ANALYSIS.

- ⇒ Effective governance has been achieved in a number of ways;
- The establishment of Portfolio Committees (Section 80)
 - The establishment of other Committees (Section 79)
 - Participation in IGR structures
 - Effective community participation through identified community structures
 - The establishment and support of Ward Committees
- ⇒ Umzimvubu participates in the District Audit Committee and has outsourced its internal auditing function.

KPA 5: FINANCIAL VIABILITY.

- ⇒ Umzimvubu derives its income from external sources and also generates its own income. External income is derived from National and Provincial allocations. Own income is derived from rates, service charges (refuse), sundry fees (halls, vehicle licences, pound fees etc.),

interest on investments, proceeds on rental and disposal of assets, operating reserves and VAT refunds

- ⇒ The Municipality has a low income base and is heavily dependent on National and Provincial allocations which constitute 66% of its 2008/09 budget.
- ⇒ Property rates constitute only 1.1% of the Municipalities income. The Municipality adopted a new valuation roll that early in 2009 and it is anticipated that this will have a positive effect on the rates base from the 2009/10 financial year.
- ⇒ Service charges constitute only 0.1% of the Municipalities own income for the 2008/09 financial year. This is attributable to the fact that the municipality has a low service provision and can only charge for refuse removal which it only does in urban areas
- ⇒ Sundry fees constitute 18.1% of the Municipalities income. These fees are not billed on a monthly basis but charged on an ad hoc basis as the need for the service arises.

- ⇒ Payment rates are poor and the Municipality needs to develop a culture of payment to ensure that its projected income is realised. Currently the Municipality only receives approximately 15% of its projected monthly income.
- ⇒ The capital and operational budgets constitute 39.1 % and 68% of the 2008/09 budget respectively.
- ⇒ National treasury no longer prescribes a norm for salary expenditure and instead requires Municipalities to develop a personnel expenditure ratio based on their circumstances. The Municipality has allocated 20% to its personnel expenditure which is under par with the expected norms.
- ⇒ Very low provision is made on the budget for repairs and maintenance (0.4%) which is well below the norm of between 10% and 15% proposed by National Treasury.
- ⇒ Provision is made on the budget for the provision of free basic services from the equitable share. The equitable share is not adequate to

deliver services in the area. The Municipality is embarking on a holistic approach to ensure that all providers of subsidised services develop uniform indigent criteria and targeting methods so as to ensure that all indigent households receive a full package of social services.

- ⇒ The Municipality has some financial policies and procedures in place to manage its finances but needs to prioritise the development of outstanding fiscal policies and procedures to ensure compliance with legislative prescripts.

KPA 6: INSTITUTIONAL ANALYSIS.

The following institutional trends were identified;

- ⇒ The organisational structure has 166 positions of which 20 are vacant including five on senior management level (Levels 1-3).
- ⇒ The Municipality faces challenges in recruiting and retaining staff due to a lack of funding, its location and low salary scales.
- ⇒ The Municipality has an Employment equity Plan in place but still faces challenges in terms of implementing employment equity particularly on senior levels
- ⇒ The Municipality is in process of implementing a performance management System but makes use of Service Delivery Budget Implementation Plans (SDBIP's) as an interim performance measure
- ⇒ The Municipality has developed a Work Place Skills Plan and views training and development as an investment in its future.

CONCLUSION.

The Conclusion of the document outlines broad priority areas based on the situational analysis. The Municipality faces a number of challenges in meeting the local government objectives, one of the primary challenges being that the priority areas identified in this situational analysis do not all fall within the functional area of the Municipality. This has the effect that the Municipality will play a dual role namely that of implementing agent and that of facilitator and coordinator. Pivotal to both roles is ensuring that the municipality has the capacity and resources to play the role required of it.

Priorities are therefore divided into three categories, namely institutional priorities, functional priorities where the municipality should play a significant coordinating and facilitating role and functional priorities where the municipality can play a leading role.

Strategic Direction of the Umzimvubu Municipality.

The Umzimvubu Local Municipality has set a vision and mission to provide strategic direction for all planning and service delivery in the Municipality. The Municipalities key development priorities are;

- ⇒ Infrastructure priorities
- ⇒ Economic priorities
- ⇒ Spatial priorities
- ⇒ Social priorities
- ⇒ Institutional priorities

1.1 IDP PROCESS

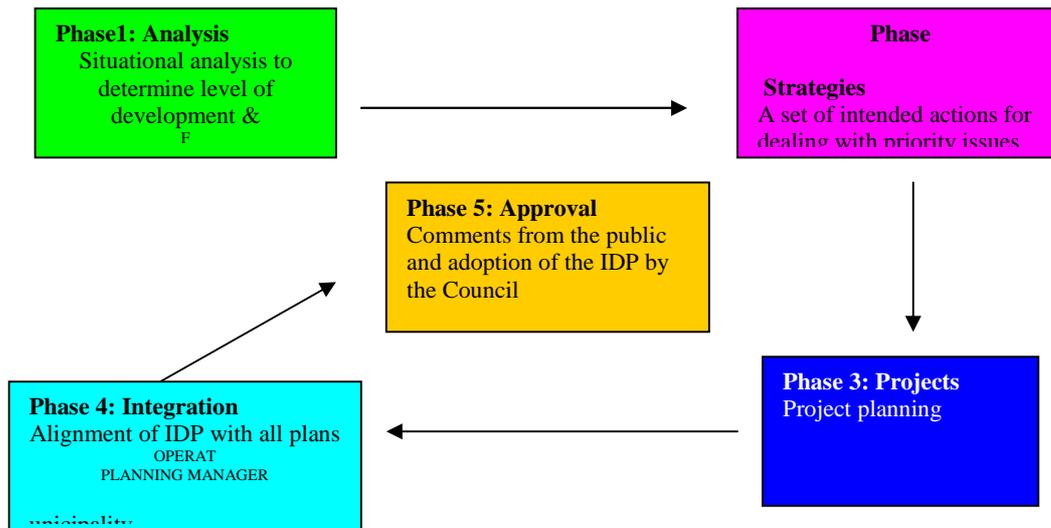
Integrated Development Planning (IDP) is a planning tool for promoting developmental local government. It enables the Municipality to identify its priorities and develop a strategic development plan for the short, medium and long term. The IDP process is a consultative process which requires of the Municipality to engage with its citizenry and other stakeholders in the development thereof.

IDP's must be reviewed on an annual basis and adjusted and revised in accordance with the monitoring and evaluation of existing performance and changing circumstances.

The integrated development planning methodology comprises five interrelated phases namely;

- ⇒ Analysis
- ⇒ Strategies
- ⇒ Projects
- ⇒ Integration
- ⇒ Approval

These phases are illustrated graphically below:



The analysis phase aims to assess the existing level of development within the Municipality through analysis of the prevailing environment and impact thereof on the inhabitants of the Municipality. The analysis process facilitates the identification and analysis of the environmental challenges facing the municipality and allows the municipality to accurately prioritise these challenges.

The ensuing phases of the integrated development planning process build on the analysis phase, and it is therefore imperative that the analysis phase be compiled accurately. Planning, budgeting, decision making and service delivery are largely informed by the existing environment and its inherent challenges. A plan that is not based on an accurate understanding of the current environment will lack credibility and efficacy.

The IDP under review will contain a comprehensive analysis of the Umzimvubu Local Municipality including the legislative and policy environment, the Municipal vision and mission, the geographic positioning and composition of the study area, and an environmental analysis in the broadest sense of the word that includes a demographic, socio economic, spatial and biophysical environmental analysis. An analysis will also be done of service provision including infrastructural services, community services and community facilities. Economic growth and development will be analysed with specific reference to current

trends in terms of poverty, employment trends and the predominant sectors. An analysis of the institutional and governance environment as well as the financial viability of the Umzimvubu Local Municipality will also be done to ascertain its capacity to provide sustainable service delivery. Chapter 2 will conclude with the identification and analysis of priority issues.

1.2 LEGISLATIVE FRAMEWORK

Municipalities are subject to a myriad of policy and legislation. This section aims to provide an overview of legislation and policy that is directly relevant to the integrated development planning process. A brief overview will also be provided of other legislation and policy that Municipalities need to take cognisance of.

Republic of South Africa Constitution Act 108 of 1996

The Republic of South Africa Constitution Act provides a fundamental legal framework that Municipalities must adhere to and uphold. Section 239 of the Constitution defines an organ of state as any “department of state or administration in the National, Provincial or Local sphere of Government”. All references to organs of state in the Constitution therefore include the local sphere of government.

Chapter 2 of the Constitution contains the Bill of Rights. The Bill of Rights applies to all law and binds the legislature, the executive, the judiciary and all organs of state¹. The state has an obligation to respect, promote and fulfil the rights contained in the Bill of rights². Municipalities, being an organ of state must comply with these obligations.

¹ Republic of South Africa Constitution Act 108 of 1996: (8)

² Republic of South Africa Constitution Act 108 of 1996: (7)(2)

Chapter 3 of the Constitution deals with the principle of co-operative governance. The Government of the Republic comprises a National, Provincial and Local sphere of Government which are distinctive interdependent and interrelated. This chapter sets out a number of principles which collectively provide the co-operative governance framework that all spheres of government must adhere to³.

Chapter 7 regulates the local sphere of government. Section 152 stipulates the local government objectives which a municipality must endeavour to achieve within the confines of its financial and administrative capacity. These objectives are:

- ⇒ “To provide democratic and accountable government to the communities
- ⇒ To ensure the sustainable provision of services to the community
- ⇒ To promote social and economic development
- ⇒ To promote a safe and healthy environment
- ⇒ To encourage communities and community organisations to get involved in local government matters”

Section 153 provides that municipalities have a developmental duty. This duty entails managing and structuring the budget, administration and planning processes of the municipality in a manner that prioritises the basic needs of the community while promoting the social and economic development of the community. Municipalities are required to participate in National and Provincial development programmes.

Section 154 expounds the role of municipalities within the cooperative governance framework by requiring national and provincial governments to support and strengthen the capacity of municipalities to manage their own affairs, exercise their powers and perform their functions.

1.2.1 MUNICIPAL LEGISLATION

³ Republic of South Africa Constitution Act 108 of 1996 (40 &41)

The following paragraph gives an overview of municipal legislation that is most relevant to the IDP process; namely the Municipal Structures Act 1998, Municipal Systems Act 2000, the Municipal Performance Management and Planning Regulations 2001 and the Municipal Finance Management Act 2003.

Local Government Municipal Structures Act, 117 of 1998

Chapter 3 deals with municipal councils. Section 19(1) reiterates the Constitutional obligation of municipalities to achieve the objectives of local government. Municipalities are required to review the needs and priorities of their communities on an annual basis. Municipalities must set priorities to enable them to meet the needs of their people, develop processes for involving the community in the determination of these needs and establish organisational and delivery mechanisms for meeting the needs of the community and evaluating their overall performance in achieving the objects of local government as required by the Constitution. Section 19(3) obliges a municipality to develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers.

Chapter 4 deals with internal structures and functionaries. Section 73 provides for the establishment of Ward Committees. The duties of Ward Committees entail making recommendations on matters affecting their wards to the Ward Councillor or to the Executive Mayor /Executive Committee or Municipal Council through the Ward Councillor. Ward Committees they are integral to the local IDP process.

Chapter 5 deals with functions and powers of municipalities. Section 84 regulates the division of powers and functions between local and district municipalities. Subsection (1)(a) provides that a district municipality must do integrated development planning for the district as a whole, which includes developing a framework for the integrated development plans of the local Municipalities who share a jurisdiction with the district municipality. District municipalities and the local municipalities within the area of a district

municipality must co-operate with one another by assisting and supporting each other.⁴

Local Government Municipal Systems Act, 32 of 2000

Chapter 2 regulates the legal nature, rights and duties of a municipality. Section 2 defines the legal nature of a municipality and provides that a municipality is composed of the political structures, administration and the community of the municipality. The emphasis of this provision is that the community form an integral part of the municipality.

Chapter 4 is devoted entirely to the regulation of community participation. A municipality is required to develop a culture of community participation by encouraging and creating conditions for the local community to participate in the municipality's affairs. Section 16(1) (a) stipulates certain activities of the municipality where public participation must be encouraged and includes the preparation, implementation and review of the integrated development plan.

Chapter 5 deals with the principle of integrated development planning. Integrated development planning is one of the core functions of a municipality in the context of its developmental mandate.

Section 24 requires municipalities to adopt an inclusive plan for the development of municipality which;

- ⇒ “Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- ⇒ Aligns the resources and capacity of the municipality with the implementation of the plan;
- ⇒ Forms the policy framework and general basis on which annual budgets must be based; and
- ⇒ Is compatible with national and provincial development and planning requirements that are on the municipality in terms of legislation”

⁴ Local Government Structures Act 117 of 1998: 88

All municipalities are required to adopt an IDP which is the key strategic planning tool of the municipality. A municipality must give effect to its IDP and conduct its affairs in a manner consistent with its approved IDP⁵

The integrated development plan is defined as;

“the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality”.⁶

Municipalities are legally obliged to give effect to their integrated development plan and conduct their affairs in a manner which is consistent with their integrated development plan.⁷

An integrated development plan must be reviewed on an annual basis and adjusted and revised in accordance with the monitoring and evaluation of existing performance and changing circumstances. The development and review of an IDP must take place within the parameters of a prescribed process. Section 27 requires a district municipality to adopt a framework for integrated development planning in the area as a whole. Section 28 requires all municipalities to adopt a process plan that guides the planning, drafting, adoption and review of the integrated development plan.

Chapter 6 deals with performance management. It requires all municipalities to establish a performance management system that is in line with the priorities, objectives, indicators and targets as contained in its IDP. Municipalities must also create a culture of performance management within their administration, council, political structures and political office bearers. The performance of the municipality in relation to its achievement of the objectives as contained in the IDP must be monitored, reviewed and reported on annually.

⁵ Local Government Municipal Systems Act 32 of 2000 section 36

⁶ Local Government Municipal Systems Act 32 of 2000 section 35 (1)

⁷ Local Government Municipal Systems Act 32 of 2000 section 36

Local Government Municipal Planning and Performance Management Regulations, 2001

These regulations supplement the provisions of the Municipal Systems Act by outlining the requirements and core components of the performance management framework and integrated development plan.

Local Government Municipal Finance Management Act, 56 of 2003

The Municipal Finance Management Act (MFMA) seeks to regulate financial planning and management in municipalities as public institutions. The object of this Act is to secure sound and sustainable management of the fiscal and financial affairs of municipalities and its entities by establishing norms and standards and other requirements for;

- ⇒ ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities
- ⇒ the management of their revenues, expenditures, assets and liabilities and the handling of their financial dealings
- ⇒ budgetary and financial planning processes and the co-ordination of those processes with the processes of organs of state in other spheres of government
- ⇒ borrowing
- ⇒ the handling of financial problems in municipalities
- ⇒ supply chain management
- ⇒ Other financial matters.

Section 21(1) of the MFMA requires municipalities to coordinate the process of preparing the annual budget and revising the IDP to ensure that there is integration between the two. MFMA also provides for the drafting of a Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is a detailed plan approved by the Mayor/Executive Mayor of the municipality for the implementation of service delivery in accordance with the annual budget. The

SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators.

Inter-Governmental Relations framework, Act 13 of 2005

This Act supplements the provisions of Chapter 3 of the Constitution which regulates co-operative governance. The Act provides a framework to promote and facilitate functional horizontal and vertical relationships between the various departments of government, and the various spheres of government. The Act also provides mechanisms and procedures to facilitate the settlement of inter-governmental disputes. The envisaged multi sector nature of the IDP is dependant on sound intergovernmental relationships.

1.2.2 POLICY FRAMEWORK

The following paragraphs provide an overview of National and provincial policy frameworks most relevant to the IDP process.

Reconstruction & Development Program, 1994

“The RDP is an integrated, coherent socio-economic policy framework. It seeks to mobilise all our people and our country’s resources toward the final eradication of the legacy of apartheid and the building of a democratic, non-racial and non-sexist future”.

The RDP emphasises the developmental role of local government. It requires municipalities to:

- ⇒ Integrate areas which were once divided under apartheid
- ⇒ Provide and maintain affordable infrastructure services
- ⇒ Strengthen the capacity local government to provide services
- ⇒ Ensuring a more equitable role for women
- ⇒ Encourage meaningful participation by residents and stakeholders

Growth, Employment and Redistribution Strategy, 1996

GEAR is a macro-economic strategy that aims to get the South African economy on a new path, namely one that will ensure initiatives to enhance private sector involvement in development through investment through;

- ⇒ redistribution of income and opportunities in favour of the poor
- ⇒ broader investment in infrastructure
- ⇒ more effective local spending
- ⇒ rationalisation of municipal personnel
- ⇒ An environment in which homes are secure and places of work are productive

White Paper on Local Government, 1998

The White Paper on Local Government recognizes the critical role that the local government sphere must play in rebuilding local communities and environments. It reiterates principles contained in the Constitution that have specific relevance to the local sphere of government such as the objectives of local government. The White paper also establishes mechanisms for the implementation of developmental local government, most notably; integrated development planning, budgeting, performance monitoring and mechanisms for working together with local citizenry and stakeholders. These mechanisms have since been incorporated into post 1998 municipal legislation.

Provincial Growth and Development Plan, 2004 – 2015

The Eastern Cape Provincial Growth and Development Plan provides a framework for the development agenda in the province, from which municipalities are expected to take initiative. The objectives of the PGDP are to;

- ⇒ Establish a 10 year vision of sustainable growth and human development in the Province.
- ⇒ Develop a strategic plan, with programmes and resources to expedite achievement of the national goal of “a better life for all” and the

Provincial vision of an “Eastern Cape devoid of the imbalances and inequities of the past, with integrated and balanced development”.

- ⇒ Develop growth and poverty reduction targets that translate into a set of feasible and affordable programmes which broadly reflect the human development path to be followed by the Province.
- ⇒ Develop programmes to address the short-term needs and crises of the Province, including community-based human and income poverty reduction initiatives.

The six strategic objectives of the PGDP are;

- ⇒ “Systematic poverty eradication through a holistic, integrated and multi-dimensional approach to pro-poor programming
- ⇒ Agrarian transformation and strengthening household food security
- ⇒ Consolidation, development and diversification of the manufacturing base and tourism potential
- ⇒ Human resource development
- ⇒ Infrastructure development
- ⇒ Public sector and institutional transformation”

These key objectives are supported by three foundation objectives namely:

- ⇒ Infrastructure development
- ⇒ Human resource development
- ⇒ Public sector and institutional transformation.

Provincial Spatial Development Plan, 2003

A Provincial Spatial Development Plan (PSDP) has also been developed which espouses “an embracing spatial policy that guides and co-ordinates planning according to sound norms and principles. This plan, in line with the Accelerated and Shared Growth Initiative (ASGISA) and recognizes the need to use a targeted and phased development approach to address basic needs and create an environment of economic development. The PSDP includes an Integrated Spatial Development Strategy which focuses on:

- ⇒ Investment and upgrading of existing rural settlements, villages and towns on a phased basis according to available resources and development priorities
- ⇒ Targeting strategic investment at nodal points and reinforcing development nodes and development areas through building on strengths and bulk infrastructure
- ⇒ Economic upliftment and employment creation through LED, Agriculture, SMME's and industrial programs.

Framework guide for credible IDP's

A Credible IDP Framework Guide has been developed by the Department of Provincial Local Government. The objective of the framework guide is to provide a standardized reference point for municipalities with respect to their key service delivery, governance and management obligations. The framework also serves as an enabling tool for the IDP drafting and revision process and facilitates compliance with the Municipal Systems Act by municipalities.

The framework outlines six key focus areas namely;

- ⇒ Spatial Development Framework
- ⇒ Service Delivery
- ⇒ Sustainable Economic Growth and Development and LED
- ⇒ Financial Viability
- ⇒ Institutional Arrangements
- ⇒ Governance and Organisational Development

1.2.3 OTHER RELEVANT LEGISLATION.

There is a myriad of other legislation making that municipalities need to take cognisance of during their planning. The following table provides an overview of these statutes and their purpose. This is not an all inclusive list.

Table 1: Legislative overview

Legislation	Overview
<i>Legislation giving effect to Constitutional rights</i>	
Promotion of Access to Information Act, 2000	To control and regulate the right of all persons to access to information in terms of the Constitution of the Republic of South Africa 1996
Promotion of Fair Administrative Justice Act, 2000	To give effect to the right to administrative action that is lawful, reasonable, and procedurally fair in terms of the Constitution of the Republic of South Africa 1996
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	To promote equality and to eliminate unfair discrimination and to prevent and prohibit hate speech and to provide for matters connected therewith in terms of the Constitution of the Republic of South Africa 1996
<i>Municipal legislation</i>	
Local Government: Municipal Demarcation Act, 1998	To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities
Organised Local Government Act, 1997	To provide for the recognition of National and Provincial organisations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces.
Promotion of Local Government Affairs Act, 1983	To provide for the co-ordination of functions of general interest to local authorities and of those functions of local authorities which should be co-ordinated in national interest
Local Government Property Rates Act 6, 2004	To regulate general property valuation and collection of rates
Municipal Accountants' Act, 1988	To provide for the establishment of a Board for Municipal Accountants, registration of Municipal Accountants and the control of their profession
<i>Legislation that applies to all organs of state</i>	
Development Facilitation Act, 1995	To provide for Integrated Development Plans, reflecting current planning and to institutionalise development tribunals for evaluating applications
Electoral Act, 1998	To manage and regulate elections on national, provincial and local government level
Division of Revenue Act	To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for each financial year and for matters connected therewith
National Environmental Management Act, 1998	To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the

Legislation	Overview
	environment and to provide for matters connected therewith
National Building Regulations and Building Standards Act, 1977	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards
National Water Act, 1998	To provide for fundamental reform of the laws relating to water resources
Water Services Act, 1997	To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans
Electricity Act, 1987	To provide for and regulate the supply of electricity and matters connected thereto
Disaster Management Act, 2002	To provide for an integrated, coordinated and common approach to disaster management by all spheres of government and related matters
Fire Brigade Services Act, 1987	To provide for the rendering of fire brigade services and certain conditions to the rendering of the service
Gatherings and Demonstration Act, 1993	To control public gatherings and procession of marches
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions
South African Police Service Act, 1995	To provide, inter alia, for a municipal (city) police and Community Police Forums
Health Act, 1977	To provide for the promotion of the health of the inhabitants of the Republic, for the rendering of health services, to define the duties, powers and responsibilities of certain authorities which render such services and for the co-ordination of the services
National Road Traffic Act, 1996	To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers, including fitness requirements and incidental matters
National Housing Act 107,1999	To facilitate a sustainable housing development process; establish general principles of housing development in all spheres of government and define the functions of national provincial and local governments in housing delivery
<i>Employment and labour relations</i>	
Occupational Health and Safety Act, 1993	To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place

Legislation	Overview
Employment Equity Act, 1998	<p>To promote the constitutional right of equality and the exercise of true democracy</p> <p>To eliminate unfair discrimination in employment</p> <p>To redress the effect of unfair discrimination in the work place to achieve a workforce representative of the population</p>
Basic Conditions of Employment Act, 1997	<p>To give effect to the right to fair labour practice</p> <p>To provide for the regulation of basic conditions of employment</p>
Compensation of Occupational Injuries and Diseases Act, 1993	<p>To regulate the categories of persons entitled to compensation for occupational injuries and diseases, and to determine the degree of disabled employees</p>
Labour Relations Act, 1995	<p>To regulate the organisational rights of trade unions, the right to strike and lock-outs, to promote and facilitate collective bargaining and employee participation in decision making and to provide simple procedures for labour disputes</p>
Skills Development Act, 1998	<p>To provide for the implementation of strategies to develop and improve the skills of the South African workforce, to provide for learnerships, the regulation of employment services and the financing of skills development</p>
Skills Development Levies Act, 1999	<p>To provide for the imposition of a skills development levy and for matters connected therewith</p>
South African Qualifications Authority Act, 1995	<p>To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof</p>
Unemployment Insurance Act, 1966	<p>To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of unemployment</p>

CHAPTER TWO

2. EXTERNAL AND INTERNAL SITUATIONAL ANALYSIS – UMZIMVUBU AREA

This section provides a strategic analysis of external and internal dimensions, which will have a direct impact on development in Umzimvubu local municipality.

2.1 THE STUDY AREA

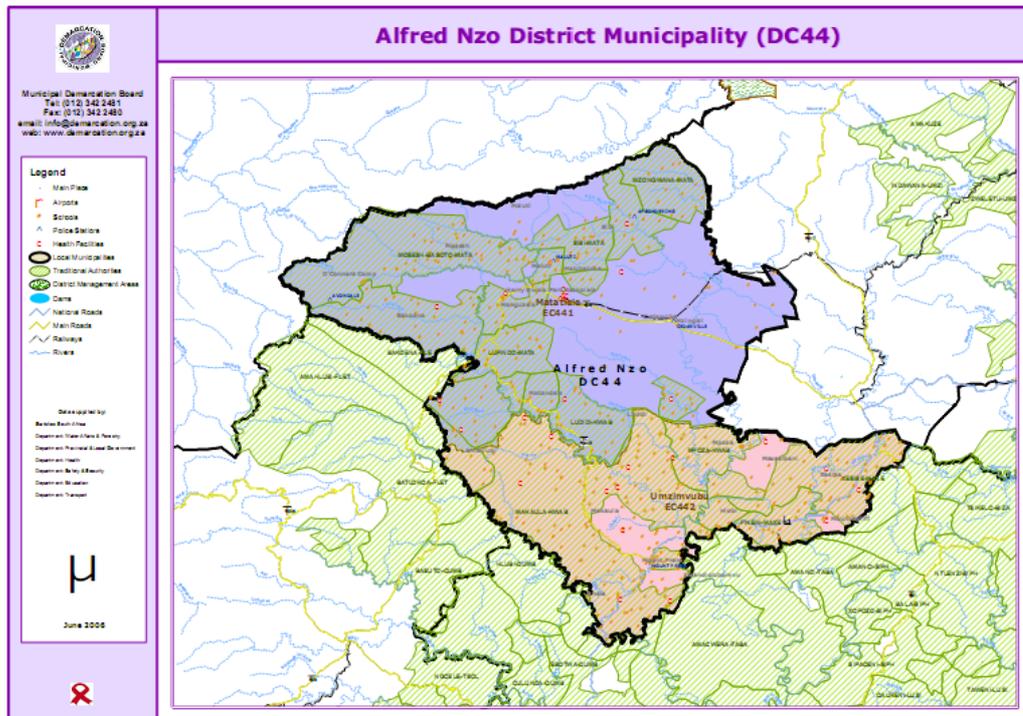
Umzimvubu Local Municipality.

2.1.1 GEOGRAPHIC DESCRIPTION

Umzimvubu Local Municipality (EC442) is situated in the Alfred Nzo District in the North East corner of the Eastern Cape Province. It is bordered by Elundini Municipality to the West, Greater Kokstad Municipality and Matatiele Municipality to the North, Mhlontlo Municipality to the South, and Ntabankulu Municipality to the East. The Umzimvubu Local Municipality covers an area of 2506 km² and constitutes 42% of the District.

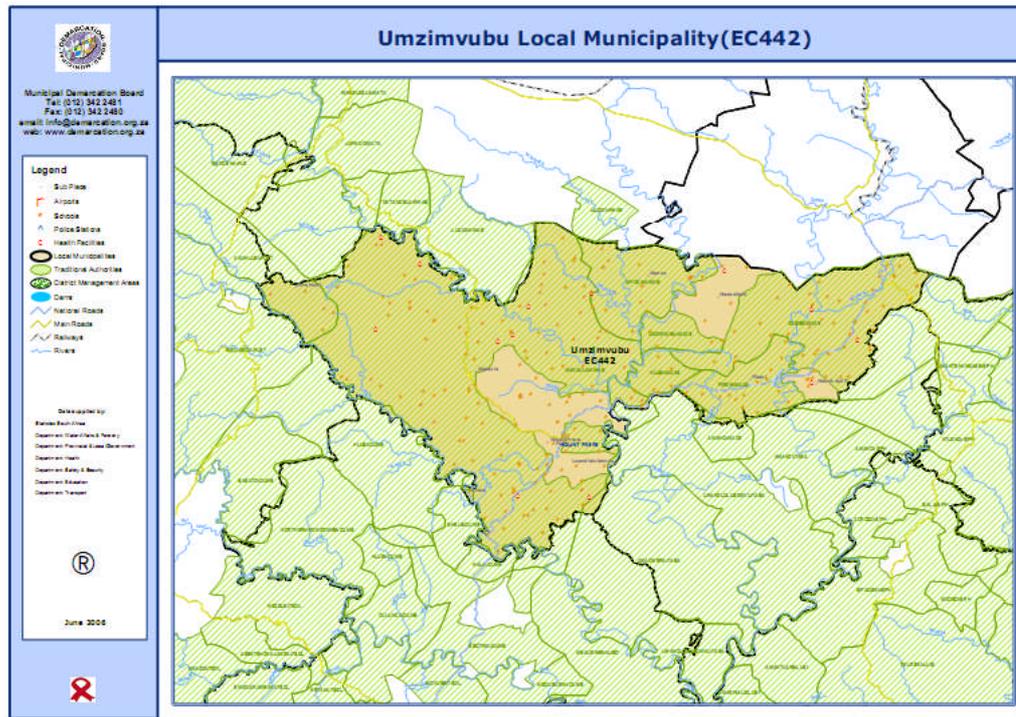
Map 1 shows the position of Umzimvubu Local Municipality relative to the Alfred Nzo District.

Map 1: Alfred Nzo District



Map 2 shows the geographic area of Umzimvubu Local Municipality.

Map 2: Umzimvubu Local Municipality



The Umzimvubu Local Municipality has undergone a number of amendments in terms of municipal and ward demarcation. Prior to 1 March 2006, the Umzimvubu Local Municipality covered an extensive area which included the towns of Mount Frere, Mount Ayliff and the magisterial district of Maluti. On 1 March 2006, a new Matatiele Local Municipality was established which was incorporated into the Alfred Nzo District of the Eastern Cape. Its municipal boundaries included the magisterial district of Maluti which formerly fell under the Umzimvubu Municipality. These amendments have a profound impact on planning in the Municipal area and the reduction in the size of the Municipality also resulted in a reduction in Government grants and subsidies which impacts negatively on the Municipality.

2.1.2 DEMOGRAPHIC ANALYSIS

2.1.2.1 POPULATION AND POPULATION DENSITY

According to the 2007 Community Survey conducted by Statistics South Africa the total population of the Eastern Cape Province is 6, 527 746 people and the

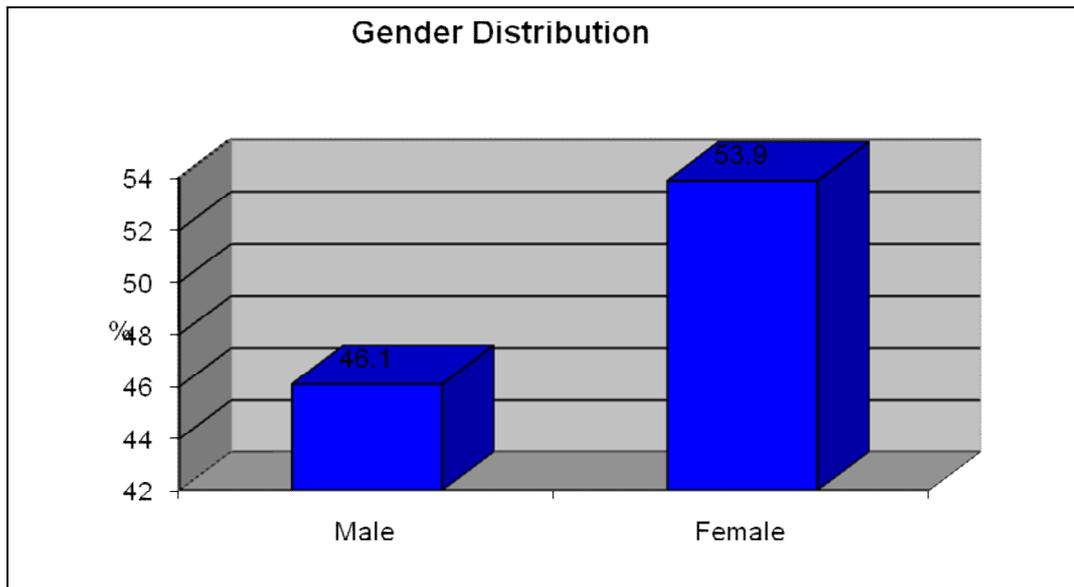
total population of the Alfred Nzo District is 479 395. The District population accounts for 7,3% of the Provincial population. Umzimvubu Local Municipality has a total population of 220 636 which constitutes 46.03% of the total District population.

The average population density of Umzimvubu Local Municipality is 88 people per square kilometre which is higher than the District average of 70 people per square kilometre but still relatively low.

2.1.2.2 GENDER DISTRIBUTION

The population of Umzimvubu Local Municipality is predominantly female. Females constitute 53.9% of the population and males 46.1%. Municipal planning takes cognisance of the predominantly female composition of the population and programmes for gender equality and the needs of women have been implemented under the auspices of the Special programmes Unit.

Figure 1: Gender Distribution

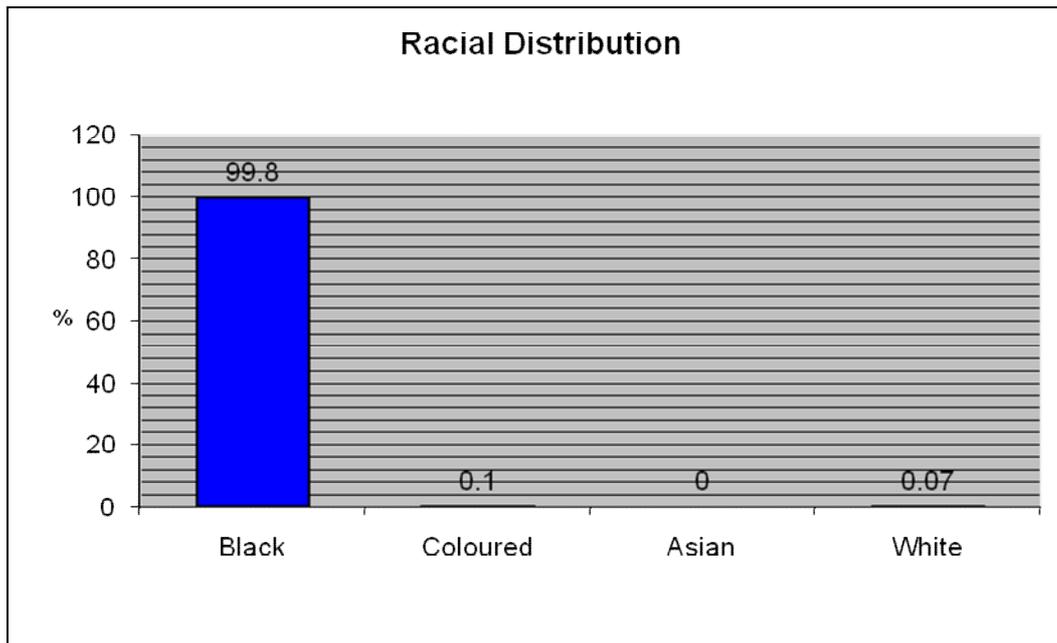


Source: Statistics South Africa: Community Survey 2007

2.1.2.3 RACIAL DISTRIBUTION

The population of Umzimvubu is predominantly African. African people constitute 99.8% of the population and other population groups the remaining 1.4%. This trend is reflected on District level where African people constitute 99.1% of the total population and the remaining population groups only 0.8% of the total population.

Figure 3: Racial Distribution



Source: Statistics South Africa: Community Survey 2007

2.1.2.4 AGE DISTRIBUTION

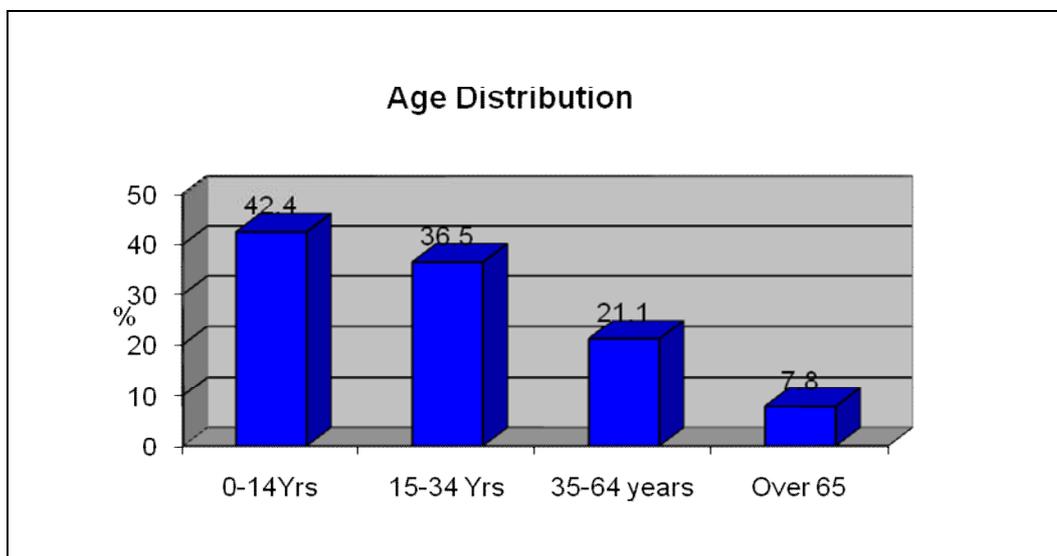
The population of Umzimvubu is predominantly a youthful one. 74% of the population is under the age of 35 years. 42, 8% of the population is between the ages of 0 and 14 years and dependent while the potentially economically active population (15 - 65 years) constitutes 57.4% of the population. The elderly constitute 7.8 % of the population.

This trend is reflected at District level where 74.1% of the population are under the age of 35 years. 42, 5% of the population is between the ages of 0 and 14 years and dependent while the potentially economically active population (15 - 65 years) constitutes 50% of the population. The elderly constitute 6.5 % of the District population.

The Provincial population demographic also exhibits a similar trend with 69% of the population under the age of 35 years. 35.5% of the population are between the ages of 0 and 14 years and dependant, while the potentially economically active population (15 - 65 years) constitutes 57.4% of the population. The elderly constitute 6.9% of the Provincial population.

The high proportion of dependant youth in the Municipality implies a higher burden on the economically active population. Given that a high percentage of the economically active population are not economically active this burden shifts to organs of state and places a higher burden on municipalities and government departments tasked with providing social assistance such as Social Development, Health etc. Municipal planning takes cognisance of the age stratifications within the population and programmes for the youth and the elderly have been implemented under the auspices of the Special programmes Unit.

Figure 2: Age Distribution

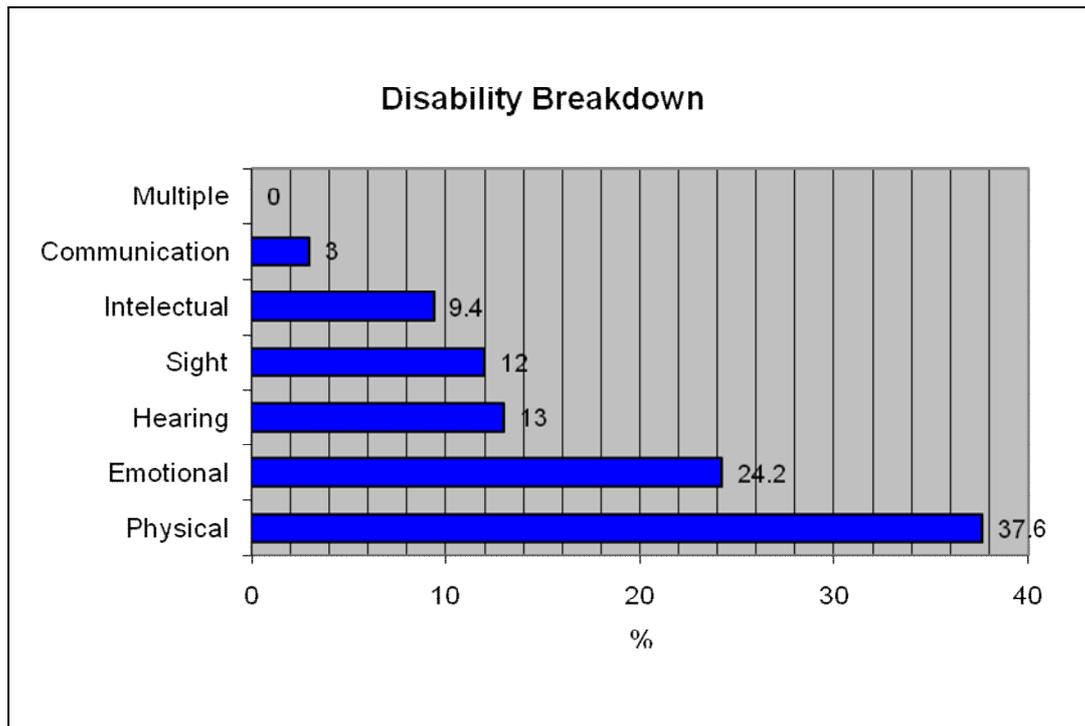


Source: Statistics South Africa: Community Survey 2007

2.1.2.5 DISABILITY

There are a number of people in the Umzimvubu Local Municipality who have disabilities and 4% of the population suffer from some form of disability. A slightly higher percentage of the male population (51.4%) are afflicted by disabilities than the female population (48.6%). An analysis of the most predominant types of disability revealed that physical disabilities (37.6%) are the most common followed by emotional impairments (24.2%). Municipal planning takes cognisance of the needs of people with disabilities and programmes for people with disabilities have been implemented under the auspices of the Special programmes Unit.

Figure 4: Disability Breakdown



S

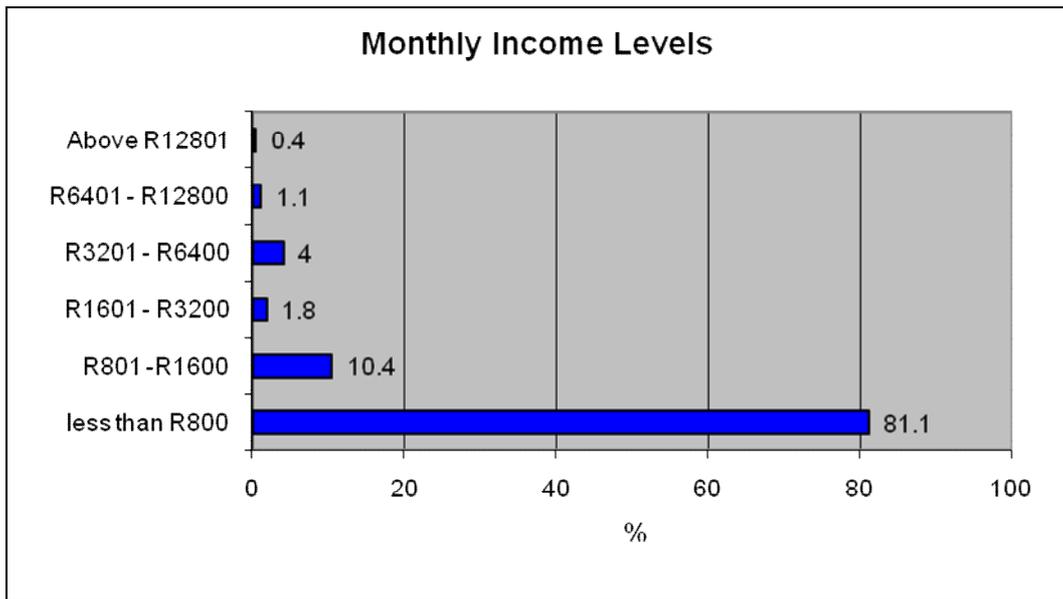
2.1.3 SOCIO-ECONOMIC ANALYSIS

The Umzimvubu Local Municipality is characterised by poor socio economic conditions and low levels of development which is not an uncommon trend in the region.

2.1.3.1 HOUSEHOLD INCOME LEVELS

Income levels within the Municipal area are very low. 72.1% of the economically active population do not generate an income. Only 7.3% of the economically active population have an income of more than R1600.00 per month. Municipal planning therefore needs to focus strongly on local economic development initiatives that will enable the community to generate an income.

Figure 5: Income Levels



Source: Statistics South Africa: Community Survey 2007

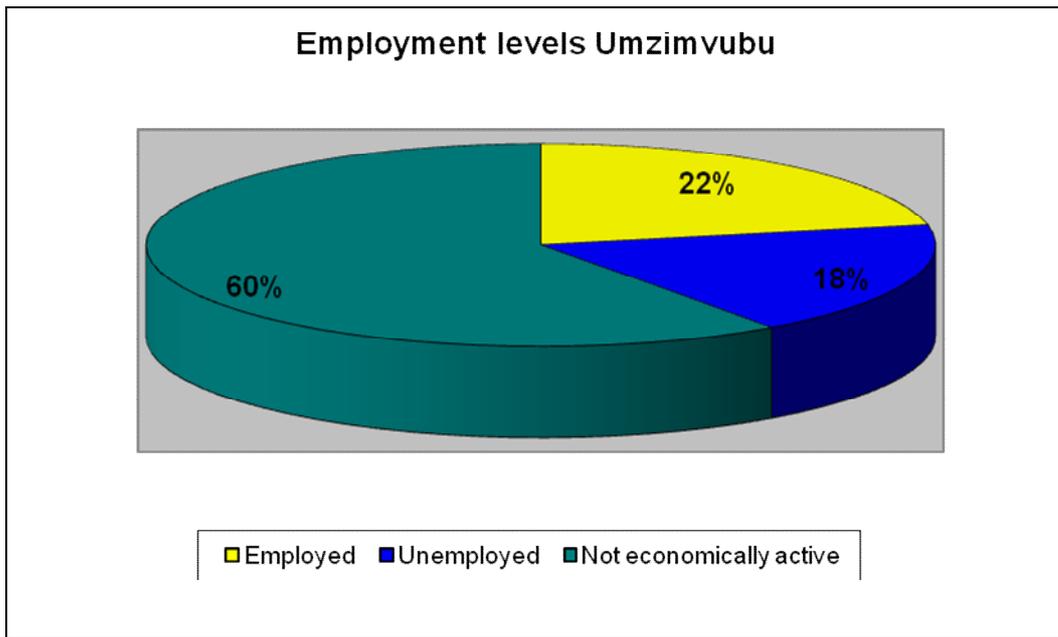
2.1.3.2 POVERTY LEVELS

Increasing levels of absolute poverty have been recorded in the Eastern Cape and 74% of the people of the Eastern Cape live below the poverty line of R800 or less a month. Poverty levels in the Alfred Nzo District are higher than the Provincial norm at 82.3%. Poverty levels within Umzimvubu Local Municipality are 81.1% which is higher than the Provincial norm but on a par with the District norm. High poverty levels imply a high dependency on social assistance in the form of grants. Municipal planning therefore needs to focus strongly on poverty alleviation mechanisms.

2.1.3.3 EMPLOYMENT LEVELS AND TRENDS

The Umzimvubu Local Municipality is characterised by low levels of employment and a high percentage of people who are not economically active. This in turn accounts for the high poverty levels and low income levels. High unemployment rates impact negatively on municipalities as they are accompanied by low affordability levels which generally result in a poor payment rate for services. Umzimvubu Local Municipality's unemployment rate is estimated to be 78.2% which is higher than the estimated District unemployment level of 76.4%.

Figure 6: Employment levels Umzimvubu Local Municipality



Source: Statistics South Africa: Community Survey 2007

The Eastern Cape Province derives income from three sectors namely:

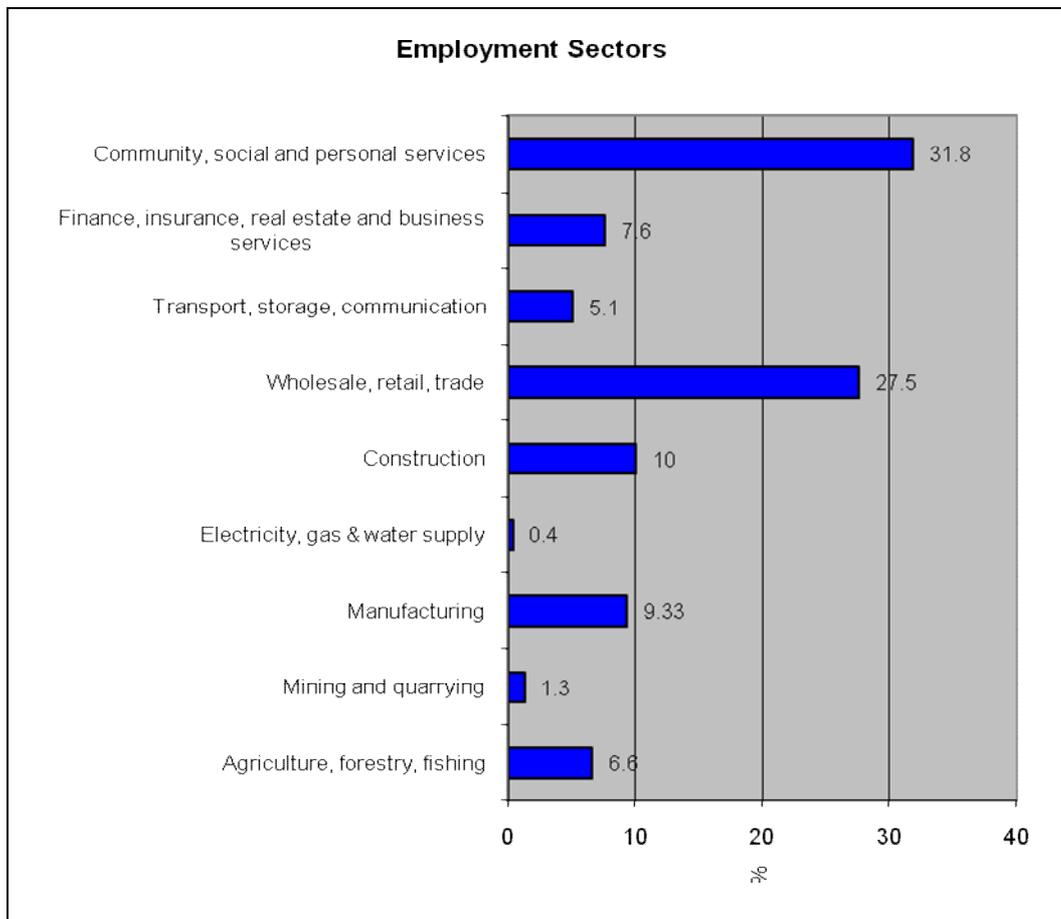
- ⇒ The Primary sector made up by agriculture, forestry and fishing industry
- ⇒ The secondary sector dominated by transport, construction, the food industry and the wholesale industry.
- ⇒ The tertiary sector dominated by community and public sector services.

On Provincial and District level employment is dominated by the tertiary sector. Provincial and District trends are reflected in Umzimvubu Local Municipality where the public sector or community services accounts for the majority of specified jobs (31.8%). This sector is an unlikely base for employment expansion.

Wholesale and retail trade which are secondary activities constitute the second highest employment sector (27.5%), but it is doubtful whether this sector will expand significantly as commercial and business activities are confined to the urban centres of Mount Ayliff and Mount Frere. This limits the majority of the rural population from finding work in these sectors. Business activities in other areas are confined to rural supply stores and general dealers which do not contribute significantly to the employment levels in the district.

Primary activities namely agriculture, forestry and fishing only account for 6.6% of the jobs in the District. It is assumed that the subsistence nature of agriculture in the District is the reason why the sector does not reflect as a significant employment sector, despite the fact that such a high proportion of the population is involved in agricultural activities. A small percentage of agricultural products produced by subsistence farmers are sold; the bulk is for household consumption. This is especially the case in very poor households.

Figure 7: Employment Sectors



Source: Statistics South Africa: Community Survey 2007

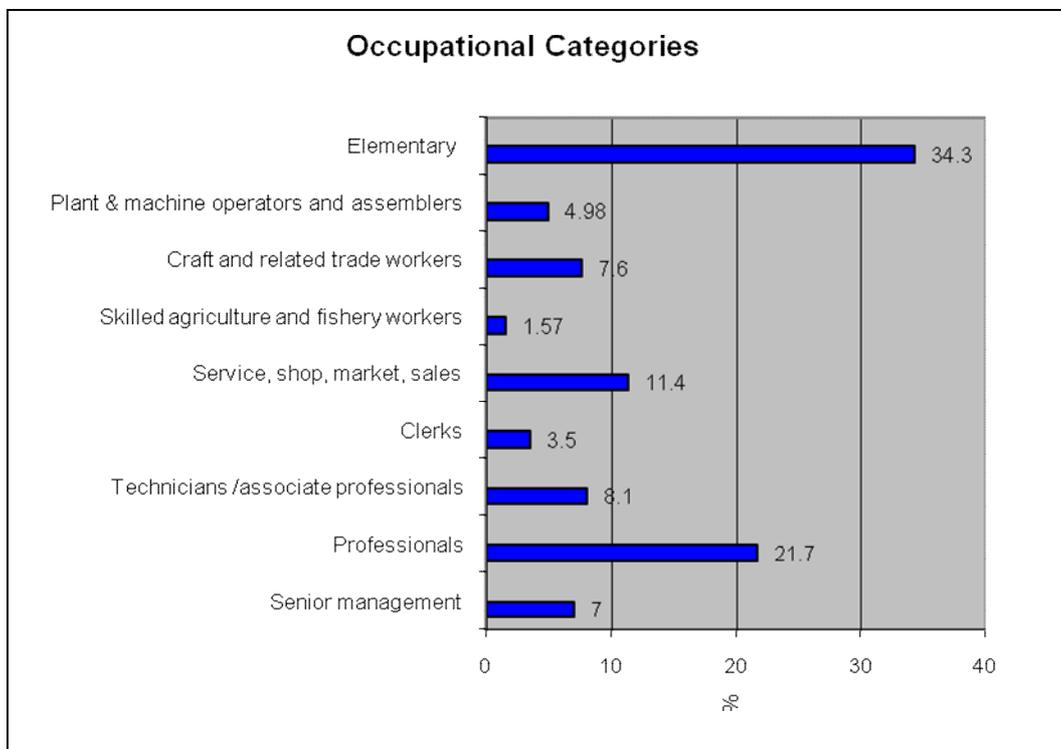
The employment sector is dominated by elementary occupations and occupations requiring low skills levels. Elementary occupations constitute 34.3% of the employment sector. Craft and related workers, service shop market and sales workers, and clerks jointly constitute a further 22.5% of the employment sector. Professionals, technicians and associate professionals and legislators /senior managers jointly constitute only 36.8 % of the employment sector. If one

compares Matatiele Local Municipality to Umzimvubu Municipality, there is a significantly higher number of the latter group in Umzimvubu Local Municipality which is probably attributable to a high number of government services in the municipal area, including a Local Municipality, District Municipality and the District offices of several Government Departments.

This dominance of elementary and other low level occupations is testimony to the low skills base of the area. This is aggravated by an absence of tertiary educational institutions which contribute significantly to the low levels of graduates in the area. Consequently there is an acute shortage of skilled artisans, engineers, project managers, business management skills and technical skills in agriculture, tourism, forestry and environmental management.

The following table provides an overview of the occupational categories within Umzimvubu Local Municipality

Figure 8: Occupational Categories



Source: Statistics South Africa: Community Survey 2007

2.1.3.4 DEPENDENCY ON SOCIAL GRANTS

There is a high level of dependency on social grants. 79789 people or 31.3 % of the population are dependant on social grants which include the following;

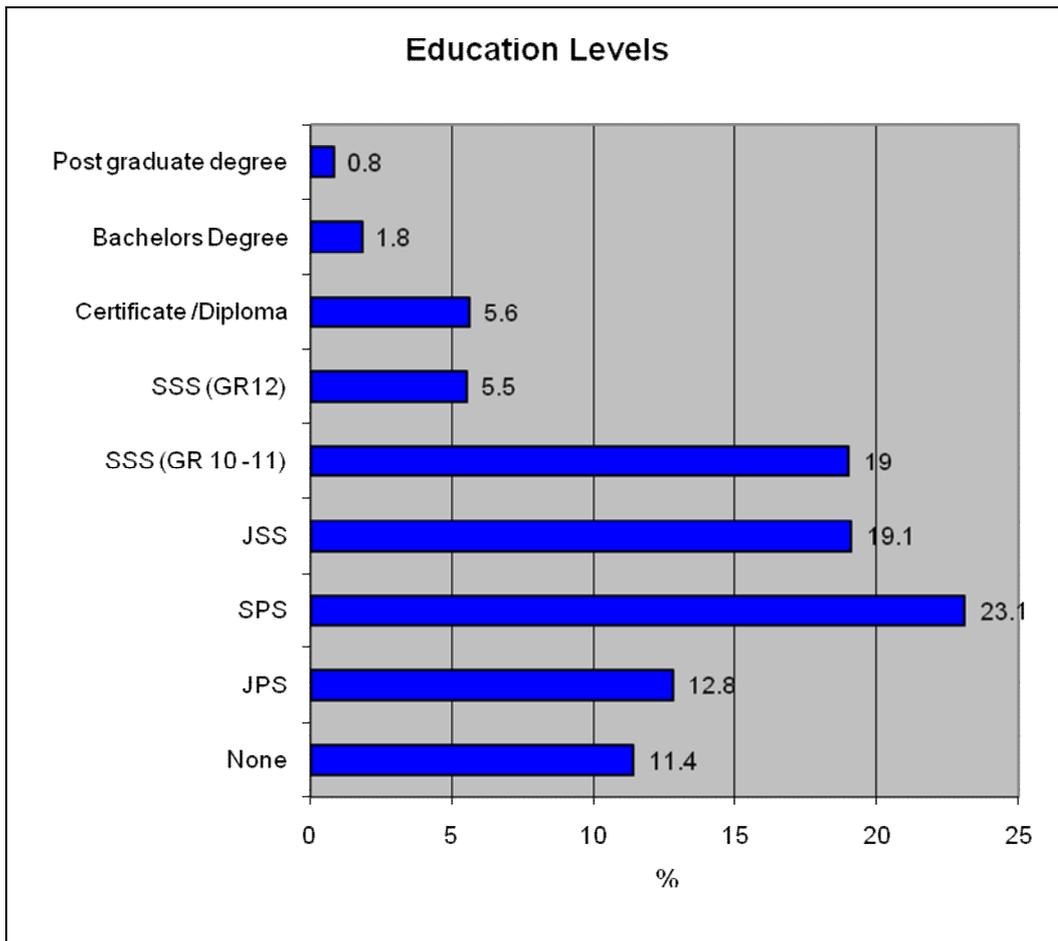
- ⇒ Old age pension
- ⇒ Disability grants
- ⇒ Child support grants
- ⇒ Care dependency grants
- ⇒ Foster care grants
- ⇒ Grant in aid
- ⇒ Social relief

Child support grants and old age pensions respectively constitute 68.6% and 20.9% of the allocated grants. Only 2.7% of the population are receiving disability grants as compared to the 4% of the population who have a disability. Given the high poverty levels, the Municipality needs to facilitate a process to ensure that all potential beneficiaries of grants receive what they are entitled to.

2.1.3.5 EDUCATION

Umzimvubu Local Municipality is characterised by low education and literacy levels. 11.4% of the population have no education while 35.9% has only some form of primary school education. Only 5.5 % of the population have completed grade 12. Only 8.2 % of the population has attained any higher qualification. The following figure represents the highest levels of education attained by the population over 20 years of age as at 2007

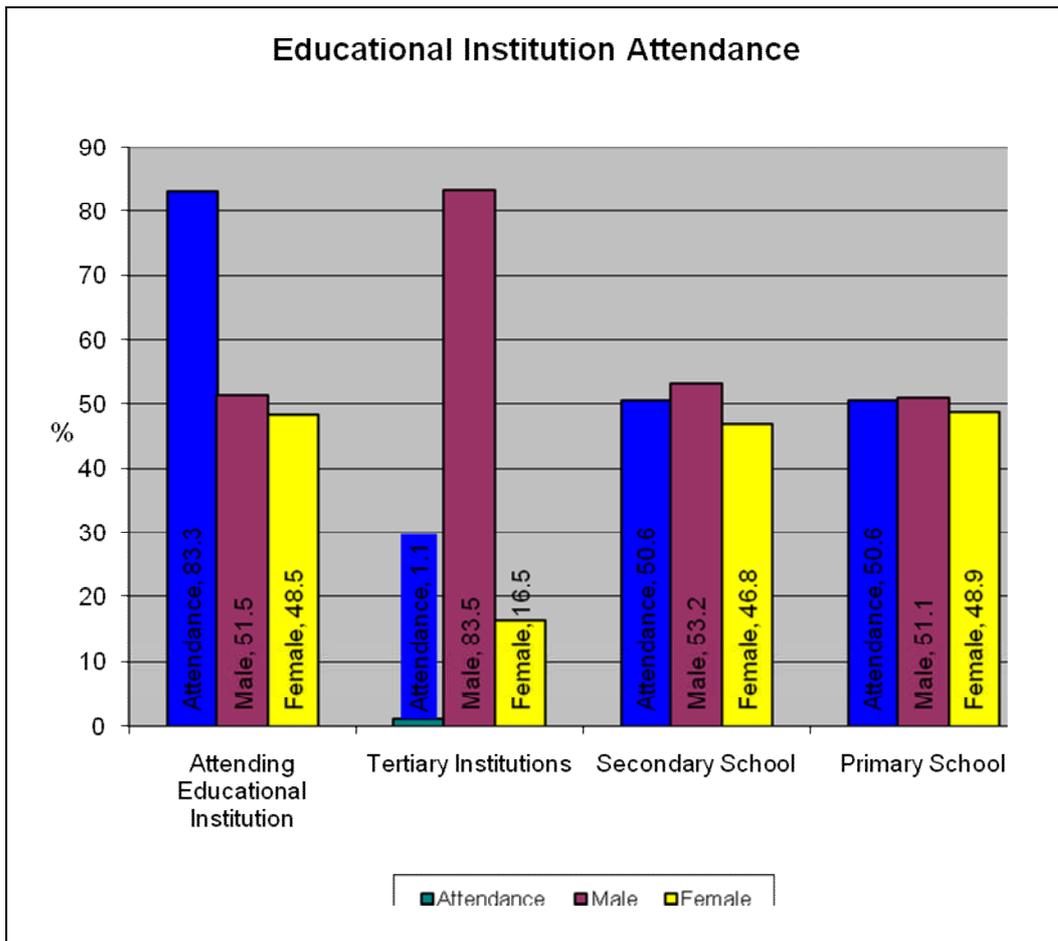
Figure 9: Local Municipality Education Levels



Source: Statistics South Africa: Community Survey 2007

The Statistics South Africa Community Survey of 2007 reveals that 83.3% of the people of Umzimvubu between the ages of 5 and 24 years are attending some form of educational institution. Of these 50.6% are attending secondary school and 1% tertiary institutions. There is a slight but consistently higher ratio of males in attendance than females, which in effect means that there may still be some gender marginalization in terms of education given that females constitute a higher percentage of the population.

Figure 10: Educational Institution Attendance



The low skills and education levels as well as the shortage of critical skills within Umzimvubu warrant further analysis of the subject choice of secondary school learners. An analysis was done to establish what percentage of last years (2008) Grade 12's took mathematics and physical science as a subject. In terms of the new Outcomes Based Education (OBE) curriculum, learners are required to take either mathematics or mathematical literacy. Physical science is not compulsory but if taken must be taken with mathematics. According to the Department of Education Offices at Umzimvubu, a total of 1795 learners were registered for Grade 12 throughout the District in 2008. A total of 1325 (73.8%) were registered for mathematics and the remaining learners (26.1%) were registered for mathematical literacy. 73.8% of learners were registered for physical science⁸. It appears that there is a concerted effort to encourage learners to take mathematics and physical science, but this is overshadowed by the appallingly

⁸ All results for 2008 are not out yet and this may impact on figures.

low number of learners registered for Grade 12. A comparison between the secondary school attendance figures from the Statistics South Africa Community Survey 2007 and the actual attendance figures reveal that less than 5% of secondary school learners are in Grade 12. It is too early to see the impact of the new curriculum on the education levels within the community, but it is hoped that it may contribute to improved education levels.

The Department of Education is responsible for Education services and is actively endeavouring to improve education facilities. Its priority areas include;

- ⇒ Eradication of mud structures
- ⇒ Schools that need fencing
- ⇒ Schools that need toilets
- ⇒ Schools that need major renovations
- ⇒ Schools that need water
- ⇒ Schools that need electricity

There remain significant challenges in terms of providing education in the District. In the Umzimvubu Local Municipality area there are approximately 245 educational facilities with a further four planned for 2009/10. Of these facilities there are 7 Junior Primary Schools, 29 Senior Primary Schools, 172 Junior Secondary Schools and 21 Senior Secondary Schools. (There are 13 other schools such as preschools) In total, these educational facilities have 80445 learners and 1281 educators.

Although there appear to be an adequate number of primary education facilities in the district, there is a conspicuous lack of senior secondary schools with less than 10% percent of schools providing secondary level education. This is aggravated by poor access to these facilities. The only tertiary education facility is a FET College in Mount Frere.

This lack of secondary and tertiary education facilities contributes significantly to the low literacy and education levels and lack of graduates in the area.

2.1.4 HOUSING AND SETTLEMENT ANALYSIS

This paragraph provides an analysis of spatial and household data.

2.1.4.1 HOUSEHOLDS

According to the Statistics South Africa Community Survey 2007, there are 47803 households in Umzimvubu Local Municipality. According to a study conducted by the Alfred Nzo District Municipality to determine water and sanitation backlogs there are 59924 households in Umzimvubu Local Municipality. The latter is deemed correct for purposes of this report.

2.1.4.2 SETTLEMENT PATTERNS

The Municipality is predominantly rural and the majority of the population reside in rural areas. The majority of land is covered by dispersed low density traditional settlements, with the exception of some areas around the two urban centres namely Mount Ayliff and Mount Frere. There has been a significant migration towards the towns over the past few years which is probably attributable to a preference by the people to live close to transport routes and urban centres.

2.1.4.3 TENURE AND LAND OWNERSHIP

According to the Statistics South Africa Community Survey 2007, 50.9% of the Umzimvubu population owns their homes. This is under par with the District norm of 60% and the Provincial norm of 63%.

The Umzimvubu Municipality faces numerous challenges in terms of security of tenure. The traditional settlements that constitute the majority of the district are primarily subject to traditional forms of tenure such as PTOs (Permission To Occupy Certificates), 99 year leases and quitrent arrangements. These provide little in the form of secure tenure as it is understood in urban centres, where ownership by title deed is the norm. However, the traditional laws and community structures ensure that each household has recognized membership of the community and has the right to obtain access to household and arable

land. Widows do not lose their homes and arable lands upon the death of their husbands.

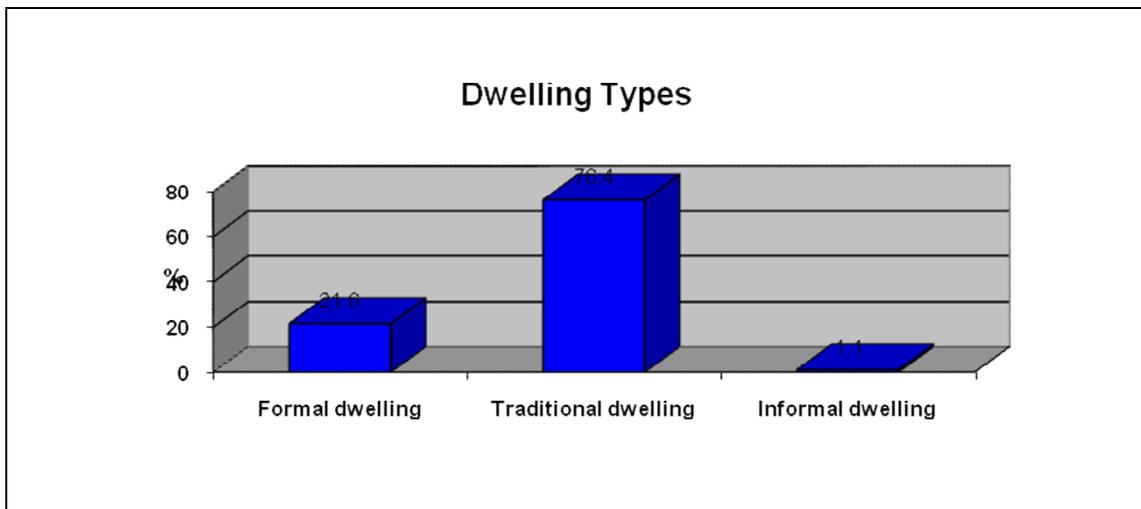
There is a high prevalence of rural community land claims which are being processed very slowly due to the complexity of the history and current socio-political relationships prevalent amongst land claimant groups. Another factor is that there is a dire shortage of alternative land near enough to claimant communities as almost all land has land right allocations in place, some of them of very long standing. The prevalence of land claims has a crippling effect on the development opportunities and economic opportunities in the area and hampers housing delivery. This is, in part, due to the land restitution legislation that makes it very difficult, if not impossible, to legally undertake developments on land under claim.

The Provincial Land Reform Office of the National Department of Land Affairs has recently completed the Area Based Planning Project that has identified the distribution of state land, land under claim and other forms of tenure. The project is still on phase 2 and will be available to district and local municipalities in due course for future planning purposes.

2.1.4.4 HOUSING TYPES

According to the Statistics South Africa Community Survey of 2007, the majority of the Umzimvubu population reside in traditional dwellings that are made of traditional materials (76.4%). Only 21.6 % have formal dwellings. Statistically there is a low prevalence of informal backyard and squatter community dwellings (1.1%). The following table provides an overview of these trends.

Figure 11: Dwelling types



Housing provision is a core function of the National and Provincial Departments of Housing, with Local municipalities being implementing agents. Housing delivery in Umzimvubu faces a multitude of challenges which are compounded by the fact that the Municipality needs to facilitate the implementation of very different types of housing to accommodate the rural and urban population. Housing delivery in urban areas is further complicated by the need to address the housing needs arising from the burgeoning informal settlements which contrary to statistics are a critical developmental issue.

Housing delivery in rural areas has been restricted in part due to the tenure problems alluded to under paragraph 2.1.4.3, and the inadequacy of existing housing programmes to adequately meet the needs of the rural population. Rural people have always been responsible for building their own homes and until recently, housing grants were not available to rural households. Rural communities have, through force of circumstances, become self sufficient in the matter of housing provision. Rural communities have indicated in some instances that they would prefer to have a grant to upgrade their existing dwellings, in which they have already invested resources, rather than have new, very small houses that are inadequate for their needs.

Other factors that are not taken into account by urban planners are:

- ⇒ Rural households preference for dispersed households with gardens, kraals and other household amenities not required by urban dwellers
- ⇒ Traditional homes are energy and resource efficient, as well as being environmentally friendly.
- ⇒ Traditional homesteads are structured to take into account cultural practices such as multi generational families and polygamy.
- ⇒ Many urban dwellers retain rural homes in their villages of origin that provide accommodation for the extended family and dependents.
- ⇒ Non-availability of bulk infrastructure services such as water and sanitation which previously prevented the provision of subsidy houses in rural areas.

2.1.4.5 HOUSING BACKLOGS AND DEVELOPMENT

Housing delivery in urban areas needs to address the needs of the urban dweller. Urbanisation trends have seen more people moving into the towns of Mount Ayliff and Mount Frere. This has contributed to the increase in informal settlements, as informal houses are erected on available vacant land. There is also a tendency that construction of houses does not result in the vacation or demolishing of shacks. The shacks still remain and are rented out, instead of being demolished.

The municipality has not been able to respond adequately to this challenge and needs to adopt a land development programme that will avail serviced sites to those who want to construct their own houses and a housing development programme that would cater for low-income as well as middle-income housing.

ULM also faces challenges in terms of its approach to housing development. It opted to change to the Peoples Housing Process (PHP) approach, which encourages involvement in the construction process, but this approach has revealed a serious lack of technical expertise, knowledge, understanding of the housing policy and administrative and financial management skills. Beneficiaries

and other role players will have to be workshopped so that they fully understand the pillars on which the PHP is based if this approach is to be followed through.

Two urban projects have been approved for the area in recent years but progress is not satisfactory. In March 2007, it was found that houses were either abandoned for structural reasons, incomplete or not serviced. Contractors were appointed to rectify the houses but this was not done due to the fact that it was found that the houses were situated correctly on the demarcated stands. The net result of this was that all projects became blocked. In this year the projects were unblocked by the National Department of Housing and construction has recommenced. In this year the projects were unblocked by the National Department of Housing and construction has recommenced. At both Mount Frere and Mount Ayliff the target was to finish 50 houses per month but the construction is proceeding slower than anticipated and building standards are not always up to scratch. Umzimvubu municipality does not have a building inspector. Municipal involvement is minimum National housing have taken it over and we assume that there are building inspectors. Formalised town ship establishment in terms of the law local municipality must approve each building plan (Municipal function so the person inspecting those house should be a municipal official.

Although this report can not provide a backlog in terms of housing needs, it can be deduced that there is a housing backlog based on the fact that people are still living in inadequate or poorly maintained traditional dwellings and informal settlements. There is also a need for rural housing grants, rather than rural housing projects as, in rural areas, people have houses, some of them very good houses, which do not need replacement.

Planned projects to start in 2009 include: 1150 houses in the rural area of Mount Ayliff, 900 houses in the rural area of Mount Frere and middle income housing developments for both Mount Ayliff and Mount Frere.

2.1.5 BIOPHYSICAL ENVIRONMENTAL ANALYSIS

2.1.5.1 TOPOGRAPHY

Umzimvubu is characterised by a deeply incised topography and comprises a plateau which falls within the Umzimvubu River Basin, which ranges from 800 to 1400 metres above sea level and a high plateau leading to the Drakensberg Mountains which ranges between 1500 and 2200 metres above sea level. The terrain is mountainous with steep valleys of the Tina, Kinira, Umzimvubu and Mzintlava Rivers. The topography poses a multitude of challenges to development as accessibility is limited and settlement has taken place in a dispersed fashion to take into account the landscape variables. Most rural villages in the Umzimvubu Municipal area are situated along ridges that fall away steeply on two sides into deep river valleys.

2.1.5.2 CLIMATE

Summer months are warm with winter months being cold with snow in high lying areas. The average minimum temperature ranges from 7 to 10 degrees centigrade in winter for 18 to 25 degrees centigrade in summer. The annual rainfall of the district is 671 mm per annum. The area falls within the summer rainfall area (October to March). The Municipal area experiences climatic extremes in the form of storms, tornadoes and floods which have resulted in have resulted in soil erosion and deep crevices.

2.1.5.3 GEOLOGY AND SOILS

In terms of a study conducted by the Agricultural Research Council (ARC), soils are mostly red-yellow apedal freely drained soils. In Umzimvubu there is a mixture of red-yellow apedal freely drained soils and plinthin catena upland duplex and magalitic soils.

The duplex and dispersive soils found widely in this area are subject to severe erosion. The shales and mudstones have thin topsoil of very poor quality and with little nutritive value for the production of crops. The dolerite intrusions,

characterised by their dark red soils, provide the best cropping lands due to their high levels of iron and other minerals.

The geology and soils of the District exhibit the following characteristics;

⇒ Cape Super Group

The succession of the Cape Super Group rocks allows the identification of three groups, namely the Witteberg Group – quartzites and subordinate shales, the Bokkeveld Group – shales, flagstones and sandstones, and the Table Mountain Group – thick unfossilised grits with scattered pebbles.

⇒ Red, yellow and grey soils

The majority of soils occurring in the Alfred Nzo District are of about the same age, derived from similar parent material, and occur under similar climatic conditions but with different characteristics due to variation in relief and drainage. The area is characterized by red, yellow and grey shales with red and yellow ochres occurring concurrently. The red soils usually occur on the higher lying, well drained sites, the yellow soils with plinthic (mottles or iron concretions) subsoils on moderately well drained sites; the grey soils with plinthic subsoils on somewhat poorly drained, low lying sites; the dark coloured gleyed soils in poorly drained bottomland areas. In most areas the topsoils are very thin with the shales underlying them becoming exposed when erosion occurs.

⇒ Duplex and paraduplex soils

The widespread erosion found in the Alfred Nzo District is in large part due to the widespread occurrence of duplex and paraduplex soils. These are characterized by soils with topsoils that differ markedly from the subsoils in texture, structure and consistency, e.g. a relatively coarse-textured, soft, structure-less topsoil overlying relatively clayey, slowly permeable, strong structured subsoil. In duplex soils the topsoil always overlies the subsoil abruptly, whereas in paraduplex soils an abrupt transition between top soil and sub-soil is not present. The soil process taking place implies a downward movement of clay into the subsoils,

causing colour variations and a higher clay content, manifested as prominent clay cutans.

Duplex soils are prone to erosion due to the weak structure of the soils that break down rapidly when exposed to the weather. Tracks formed by people, animals and sledges, ploughing on unsuitable soils and poorly designed road drainage systems are the three major ways in which duplex soils are opened up enabling rapid erosion to take place.

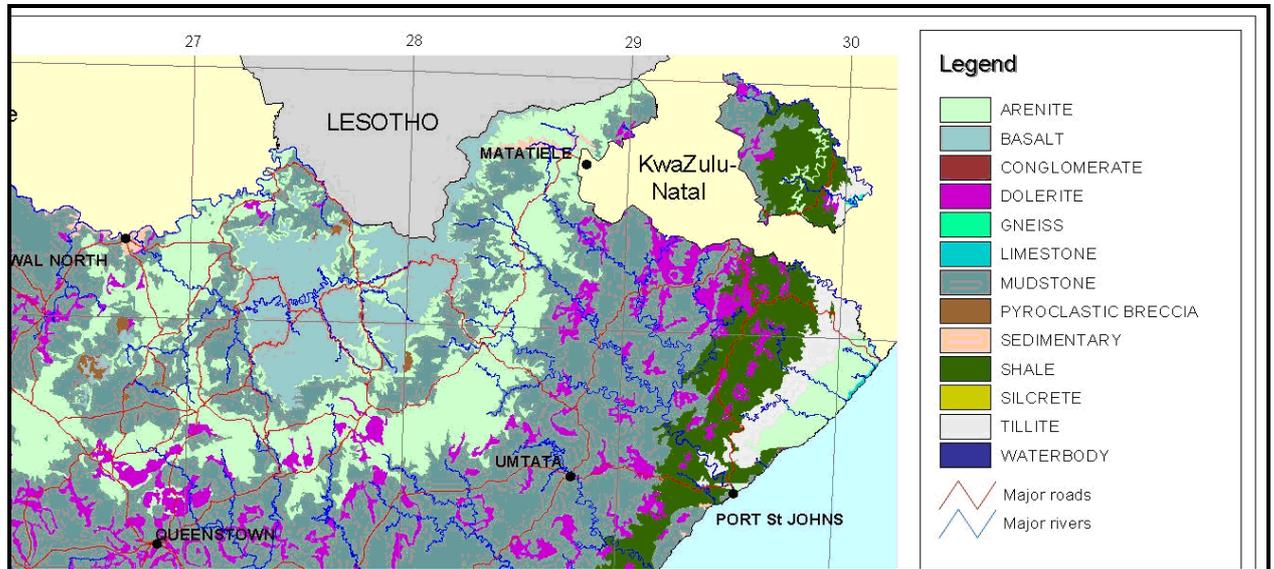
⇒ Weakly developed soils on rock (lithosols)

The dominant soils of this association exhibit a profile consisting of only topsoil overlying rock or weathered rock. They are therefore shallow and in texture resemble the rock from which they have originated (e.g. shale yields loamy to clayey soils, and granite, sandstone and quartzite sandy soils). Dominant soil forms are Mispah, Glenrosa, Mayo and Swartland (where shale or granite are the parent material), or Cartref, Houwhoek, Groenkop and Jonkersberg (where sandstone or quartzite are the parent material)

⇒ Dolerite

There are numerous dolerite intrusions in the form of dikes and sheets. These contain large boulders that break down upon exposure into an iron rich red soil that is highly prone to water erosion. In terms of road construction, dolerite becomes extremely slippery when wet and may cause roads that are not properly constructed to become impassable during the wet.

Map 4: Geological Map of Alfred Nzo District (Including Umzimvubu)



2.1.5.4 VEGETATION

The rolling hills are characterized by grassland and patches of valley thicket and forest on the steep valley slopes and river valleys. Subtropical transitional thicket, traditionally known as valley bushveld, occurs on the steep sided river valley slopes. On the plateaus and mountain tops, the vegetation is predominantly grassland, specifically Eastern Cape Sourveld and Ngongoni veld types.

The vegetation types of the District are as follows;

⇒ Subtropical Thicket/Valley Bushveld

Thicket is a dense formation of evergreen and weakly deciduous shrubs and low trees (2–5m), often spiny and festooned with vines. It is often almost impenetrable, is generally not divided into strata, and has little herbaceous cover. Thicket has a rich flora, conservatively estimated at about 1 600 species, 20% of which are endemic to the Subtropical Thicket Biome (Vlok et al. 2003). Drier forms harbour a large biomass and diversity of succulents, including arborescent forms of Aloe and

Euphorbia. A hallmark of thicket is the absence or low cover of grass. Consequently, unlike savannah, fire is not a component of the thicket disturbance regime, although thicket clumps in fire-prone matrices (thicket mosaics) are fire-affected (Trollope 1974, Manders et al. 1992, Cowling et al. 1997).

Vlok et al. (2003) assigned their thicket types to a Subtropical Thicket Biome, associated physiographically with the non-seasonal rainfall and largely frost-free zone between the Great Escarpment foothills and coast in southern and south eastern South Africa. The dense, intertwined and spiny nature of the tree and shrub communities prevents easy movement through the vegetation. Many species are deciduous during the winter but species like *Boscia albitrunca*, *Euclea crispa*, *E. schimperi* and *Olea europaea subsp. africana* remain evergreen. Acacia species such as *Acacia robusta*, *A. karroo*, *A. nilotica*, *A. tortilis*, *A. gerrardii* and *A. ataxacantha* are common. A major contributor to the problem of bush encroachment is *Acacia tortilis*, and this species forms dense thickets, particularly on abandoned lands at lower elevations.

The climax grasses are *Themeda triandra var. trachyspathea*, *Heteropogon contortus*, *Bothriochloa insculpta*, *Setaria incrassata* (the latter two on black clays) and *Cymbopogon plurinodis*. In the shade the dominant grasses are *Panicum maximum* and *P. deustum*. Subclimax grasses include *Eragrostis curvula*, *E. chloromelas*, and *Digitaria spp.* Species found in the severely overgrazed areas are *Aristida congesta*, *A. diffusa*, *Chloris virgata*, *Melinis repens*, *Tragus berteronianus* and *Urochloa mosambicensis*.

⇒ Southern Mistbelt Forest

Southern Mistbelt Forest patches are usually found in fire-shadow habitats on south and southeast facing slopes along the escarpment at altitudes spanning 850 - 1600 m (most patches are between 1000 -1400 m). , Podocarpus species (yellowwoods) are common, together with a number of other forest emergents. Trees that are commonly found in the

bush clumps and forests include the following: *Trimeria grandifolia* (wild mulberry), *Combretum kraussii* (forest combretum), *Rapanea melanophloeos* (Cape beech), *Cryptocarya woodii* (Cape laurel), *Xymalos monospora* (lemonwood), *Halleria lucida* (tree fuschia), *Cussonia spicata* (cabbage tree), *Harpephyllum caffrum* (wild plum), *Apodytes dimidiata* (white pear), *Syzygium cordatum* (water berry). These forests are extremely rich in species, including a number of undergrowth forest grasses which, while remaining nutritious and palatable during the winter, but provide relatively little grazing due to their sparse growth habit.

This vegetation type is classified as least threatened. Some 8% is statutorily conserved (including forests under DWAF jurisdiction) in the Eastern Cape. About 5% has been transformed by plantations. Invasive aliens, uncontrolled harvesting of timber, poles and fire wood, over exploitation of non-timber forest products, and mismanagement of fire and burning regimes in surrounding grasslands are considered major threats.

⇒ Ngongoni Veld

Ngongoni Veld is found in the District at altitudes ranging from 400 - 900 m. This veld is sour. It will support animal growth only during the summer months, after which it loses quality and its acceptability to grazing animals. Today much of the vegetation of the Moist and Dry Ngongoni Veld has been disturbed and very little veld in this region remains in good condition as excessive grazing has converted much of the veld into a degenerate, *Aristida junciformis* ngongoni dominated community. In this state, its productive capacity is extremely low. Animals must search between the ngongoni tufts for acceptable forage from such species as *Eragrostis curvula* (weeping lovegrass), *Sporobolus africanus* (mtshiki) and *Hyparrhenia hirta* (common thatchgrass), none of which are particularly useful forage species, except in spring.

The Moist and Dry Coast Hinterland Ngongoni Veld lies inland and are characterized by rolling grass-covered hills, interspersed with patches of forest or bush clumps. Elevation ranges between 450 m and 900 m. At lower elevations the grasslands are intersected by bushed river valleys, while at higher elevations they intrude into the valleys between ridges occupied by other vegetation types.

With poor grazing management veld is not invaded with ngongoni but rather becomes dominated by the "mtshiki" species. In this state the veld has a higher grazing capacity than degraded ngongoni veld. Less than 1% of this vegetation type is statutorily conserved and some 39% has been transformed by cultivation, plantations and urban development.

⇒ Drakensberg Foothill Moist Grassland

Drakensberg Foothill Moist Grassland is found on the higher lying areas in the District at altitudes ranging from 880 - 1860 m. Though currently classified as least threatened, only 2 to 3% is statutorily conserved and almost 20% is already transformed by cultivation, plantations and urban sprawl. Alien woody species including *Rubus*, *Acacia dealbata* and *Solanum mauritianum* may become invasive in places. This grassland owes its very existence to the regular fires which have apparently occurred here for many years. It seems that it is defoliation by fire, rather than by grazing, which has maintained these grasslands. In a pristine state these grasslands are dominated by *Themeda triandra* (redgrass), but are extremely sensitive to even a moderate grazing pressure.

Where veld, in either benchmark or degenerate condition, remains undefoliated for any length of time, tall forest margin grasses such as *Cymbopogon validus* (turpentine grass), *Miscanthus capensis* (East-coast broomgrass) and tall species of *Hyparrhenia* invade, together with forest precursor shrubs such as *Leucosidea sericea* (ouhout), *Buddleja salviifolia* (sagewood) and others, and autumn forbs (Berkeya species and others).

⇒ Coastal Hinterland Thornveld

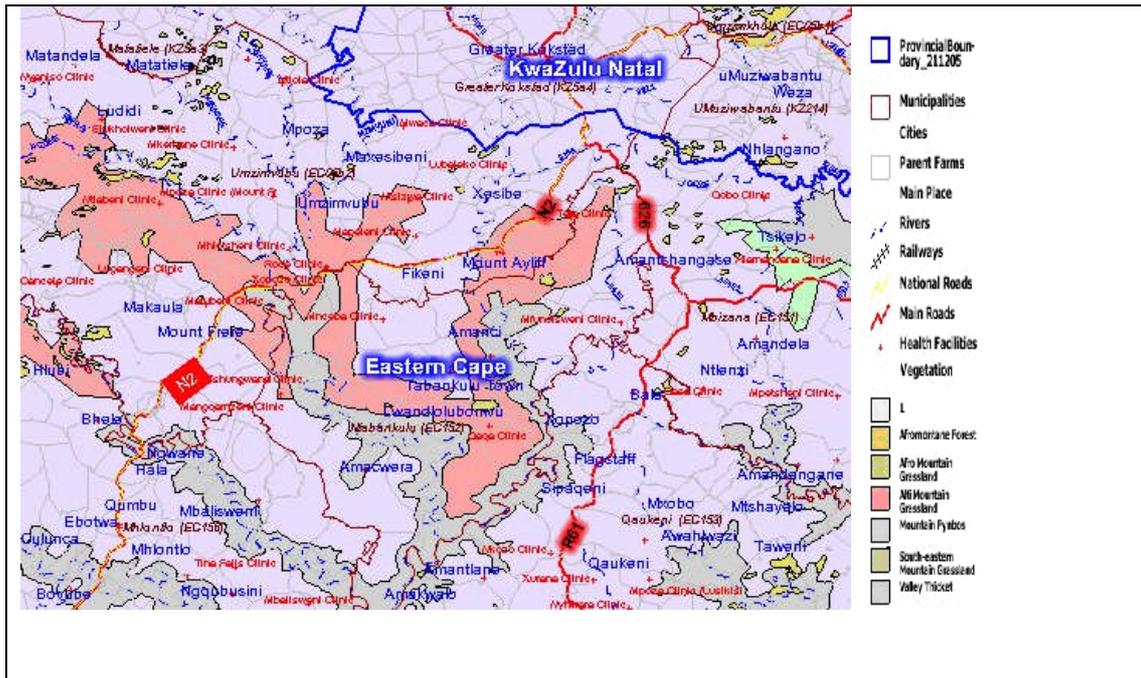
The Coast Hinterland Thornveld is found at the upper margins of river valleys, adjacent to grasslands and thicket and is a secondary veld dominated by *Acacia* species which have expanded into the Dry Ngongoni Veld from the valley vegetation. It occurs in the major river valleys. The Coast Hinterland Thornveld is a secondary veld which, before major disturbance occurred, would have been an *Acacia* wooded grassland and woodland. The dominant vegetation patterns now are wooded grassland, woodland, bushed grassland and bushland thicket. The original woodland was dominated by *Acacia sieberiana* but much of it has been encroached by species such as *Acacia karroo*, *A. nilotica*, *Ziziphus mucronata*, *Maytenus heterophylla*, *Brachylaena elliptica*, *Erythrina latissima*, *Cussonia spicata*, *Aloe candelabrum*, *Euphorbia ingens*, *Rhus pentheri*, *Grewia occidentalis* and *Ehretia rigida*

⇒ Highland Sourveld

Highland Sourveld occupies the high lying foothills and eastern slopes of the Drakensberg range and also occurs in isolated high-lying plateau areas. The Highland Sourveld may be divided, according to rainfall, into moist and dry regions. Exact boundaries are difficult to delineate. The mean annual rainfall in the drier regions of the Highland Sourveld is approximately 150 mm less than that of the moist region. In the drier regions, rainfall is less reliable and the rains start later in the year. Subsequently, grass growth may be delayed until October, while in the moist regions grass growth normally commences during September. This results in a lower dry matter production, and therefore a lower grazing capacity, than the moister regions of the Highland Sourveld. The vegetation may be described as low, closed grassland, with the grasses seldom reaching a height in excess of 0.5 m. Fire has played a major role in maintaining the area as a grassland. Grazing also plays a role here, and it is through the interacting effects of fire and grazing that the Highland Sourveld remains a grassland suited to extensive livestock production. However, the incorrect use of fire, and poor grazing practices, often

reduce the livestock production potential of the veld. Extensive forest patches in the Highland Sourveld are usually found on the moister south-facing slopes. Common trees in these forests include *Podocarpus* species (the yellowwoods), *Olinia emarginata* (mountain olinia), *Diospyros whyteana* (bladder nut), *Calodendrum capense* (Cape chestnut) and *Celtis africana* (white stinkwood) among others.

Map 4: Vegetation Map of Alfred Nzo District (including Umzimvubu)



2.2. KPA 1: SPATIAL DEVELOPMENT FRAMEKWORK

Umzimvubu has adopted a SDF in 2007. A Land Use Management Systems has also been developed. Both documents are attached for ease of reference.

Areas of Prioritised attention:

- Review SDF 2007

2.3 KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE

Services are divided into two groups; namely infrastructural services, and community services and facilities. Services and facilities fall within the functional area of a number of different entities, but all impact on the lives of the community and are hence mentioned here.

2.3.1 INFRASTRUCTURE /CAPITAL INVESTMENT

2.3.1.1 WATER AND SANITATION

The Alfred Nzo District Municipality is the Water Services Authority (WSA) for the Umzimvubu Local Municipalities area of jurisdiction. The District Municipality has developed a WSDP that covers the 2008/2009 to 2012/2013 financial year which is updated annually.

A recent survey undertaken by the District Municipality aimed to establish RDP standard water and sanitation backlogs and the following table provides an indication of existing backlogs together with the estimated costs of achieving the desired standard.

Table 2: Water and Sanitation backlogs

Description	Umzimvubu LM	
	Water Supply	Sanitation
Total number of households	59, 924	
H/H served to RDP std	12067	11819
H/H to be served	47854	48105

% Backlog	20%	19%
Cost per H/H ⁹	R 6, 000	R3, 500
Total Capital required	R287 142 000	R168 367 500

The backlogs in Umzimvubu of RDP standard water provision are therefore 20% and RDP standard sanitation 19%.

Waterborne sanitation is only provided in urban areas. Toilets in rural areas are VIP latrines and the bucket system has been totally eradicated. The District Municipality has a rural sanitation programme in place and believes that sanitation targets for 2010 will be met.

Communities in rural areas are still highly dependant on undeveloped water sources and there remains a challenge in meeting the water demand, due to source identification.

Areas of prioritised intervention

- Source additional funding to address backlogs and expedite the provision of water and sanitation in rural areas. (WSA)

2.3.1.2 ROADS AND STORMWATER

The provision and maintenance of roads covers the functional areas of the Provincial Department of Roads and Transport, the District Municipality and the Umzimvubu Local Municipality.

The Department of Roads and Transport establishes and maintains National and Provincial roads. It also contributes to economic upliftment of the area through EPWP Programmes. The Department has earmarked R17million for roads in Umzimvubu on its 2009/10 budget. During the 2008/09 financial year it also

⁹ Approximate cost

provided funding for a number of EPWP Programmes which provided work opportunities for 801 people of Umzimvubu.

The primary access road which traverses the Municipal area is the N2 from East London to Durban. The condition of N2 within Umzimvubu is poor. Other roads of importance are the roads that link the Municipal area with the Wild Coast in the South East.

The District Municipality is responsible for the maintenance of about 130 Km of rural access roads throughout the District. The maintenance of other access roads is performed by Umzimvubu Local Municipality who are responsible for maintaining roads within the Municipal area and ensuring that storm water is effectively managed.

Despite maintenance, the majority of Umzimvubu's roads are in poor condition with many having deteriorated to a state of disrepair. The rural based nature of the Umzimvubu Municipality has resulted in inadequate attention being given to road design and construction in the past. A consequence of this is that roads have been poorly built and poorly maintained. Poorly designed bridges(culvert) and storm water systems have resulted in deterioration of the adjacent environment due to erosion. The impact of heavy and erratic rains also takes its toll on the condition of the roads.

The Municipality does not have a roads infrastructure, storm water or pavement management system and maintenance is carried out as and when required.

Areas of prioritised intervention

- Develop a storm water / pavement management system;
- Develop a road maintenance plan;
- Construction of new roads;
- Resurfacing of streets.
- Repairs to the N2 within Umzimvubu's area of jurisdiction. (DoT)

2.3.1.3 ELECTRICITY AND ENERGY

ESKOM is the licensed distributor of electricity in the Municipal area. The Municipality interacts with ESKOM in the planning and roll-out of electrification projects and the provision of free basic electricity services.

According to statistics provided to the District Municipality by ESKOM, it is estimated that only 25% of households have access to electricity and that the backlog is 75% which translates to approximately 95 000 households throughout the District. The current electricity supply is very weak and is mainly single phase for household use.

Consequently the Statistics South Africa Community Survey 2007 indicates that the Umzimvubu Community is heavily dependant on alternative energy sources with 60% of the community relying on an alternate source for lighting, 91% for heating and 81% for cooking.

Areas of prioritised intervention

- Upgrade existing power station
- Source additional funding to address backlogs and expedite the provision of universal energy in rural areas by 2012. (ESKOM / DoM&E))

The following table gives an overview of the status of the economic infrastructure in the municipality.

NODE	PHYSICAL INFRASTRUCTURE									
	Roads		Water		Sanitation		Telephone		Electricity	
	Access	Quality	Access	Quality	Access	Quality	Access	Quality	Access	Quality
Mt Frere	Full	Good	Full	Good	Full	Good	Full	Good	Full	Fair
Mt.Ayliff	Full	Good	Full	Good	Full	Good	Full	Good	Full	Fair
Phakade	Fully	Good	Partial	Good	Partial	Fair	Partial	Fair	Full	Fair
Umzimvubu Valley – Goxe	Partial	Poor	partial	N/A	Partial	Satisfactory	None	N/a	Partial	
Siphambukeni	Full	Poor	None	N/A	None	N/A	Partial	Poor	None	N/A
Kinira River										

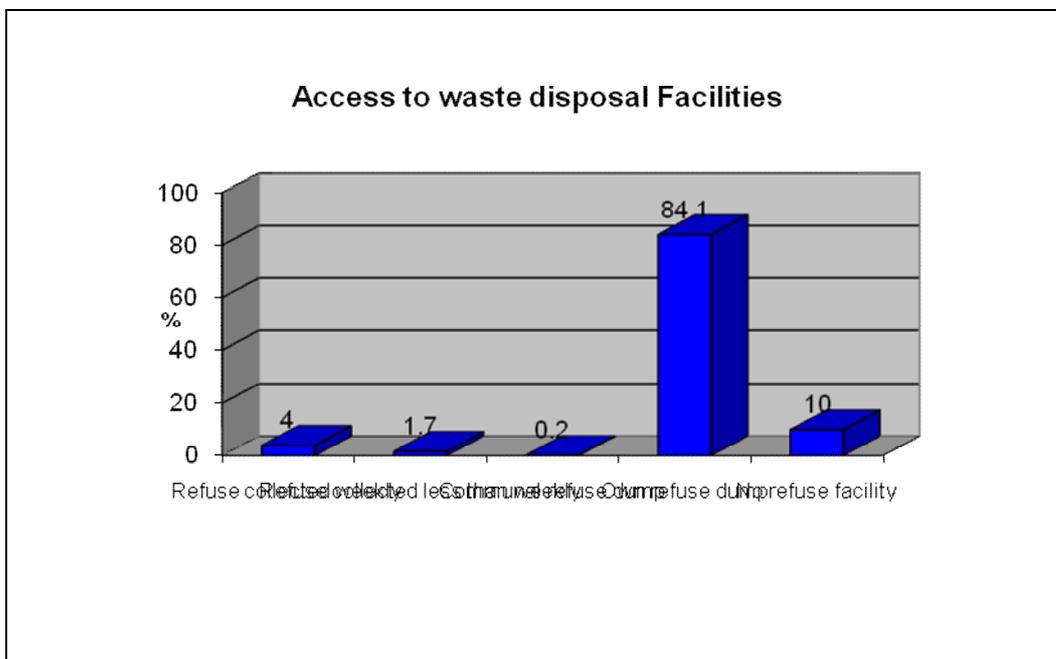
Umgungundlovu	Full	Fair	None	N/A	None	N/A	Partial	Poor	None	N/A
Ncome Springs – Zigadini	None	N/A								
Cancele	partial	Poor	partial	Fair	None	N/A	partial	Poor	None	N/A
Rode	Full	Fair	Partial	Good	Partial	Fair	Full	Good	Partial	Fair
Shinta	Full	Good	Full	Good	Partial	Fair	Full	Good	Full	Good

2.3.2.CITIZEN AND COMMUNITY SERVICES

2.3.2.1 SOLID WASTE MANAGEMENT

According to the Statistics South Africa Community Survey 2007, only 4% of households have access to a weekly refuse removal service. 84% of households make use of their own refuse dumps which implies a high level of indiscriminate dumping and little regard for the impact on the environment

Figure 12: Access to Waste Disposal Facilities



The Umzimvubu Local Municipality is responsible for waste management in their area of jurisdiction. The Umzimvubu Local Municipality collects household refuse from the two urban areas on a weekly basis, but provides no rural service. Many

of the rural areas are too inaccessible to provide an effective refuse removal service.

The Umzimvubu Local Municipality has waste disposal sites at Mount Ayliff and Mount Frere. The Mt Frere site is running out of capacity .The Mt Ayliff site currently does not operate according to DEDEA's minimum requirements however the licensing process has been commenced with.

The Alfred Nzo District Municipality commissioned the development of an Integrated Waste Management Plan for the District in 2005 which aimed to resolve waste related challenges in the District as a whole.

Areas of prioritised intervention

- Identification of new site at Mourt Frere;
- Embark on process to obtain a closure permit for existing site at Mount Frere;
- Finalise and implement a local Integrated Waste Management Plan

2.3.2.2 MUNICIPAL HEALTH SERVICES

Municipal health services is a district function. Alfred Nzo District Municipality is therefore responsible for water quality monitoring; food control; waste management monitoring; health surveillance of premises; surveillance and prevention of communicable disease, excluding immunizations; vector control; environmental pollution control; disposal of the dead; chemical safety but excludes port health, malaria control and the control of substances.

2.3.2.3 DISASTER MANAGEMENT

The Alfred Nzo District Municipality is responsible for the provision of Disaster Management and Fire Services in the District. ANDM has a Disaster Management Framework in place to effectively manage disasters which stem primarily from

natural causes (tornadoes, storms and winds etc). Services are rendered from the central disaster management centre in Mount Ayliff and a satellite centre in Mount Frere Town which both serve the Umzimvubu Local Municipality. The Local Municipality cooperates with the Alfred Nzo District Municipality in the provision of these services.

2.3.2.4 TELECOMMUNICATIONS

According to the Statistics South Africa Community Survey 2007, only 30.1% of the population has a telephone or cellular phone, the latter being the most popular. The majority of the Municipal area and especially the mountainous areas have poor or no network coverage. The lack of telecommunication infrastructure (fixed line and cellular networks) hampers effective communication and service delivery by the Municipality and other Government Departments. The Municipality is unable to communicate effectively with its Ward Councillors and Ward Committees and residents are unable to communicate with the Municipality. The Department of Health has also identified the lack of telecommunication infrastructure as a critical challenge that hampers the effective functioning of their clinics.

Areas of prioritised intervention

- Facilitate improved fixed and cellular networks.

2.3.2.5 PUBLIC TRANSPORT

Despite some investments in new roads and maintenance there remain local communities who are isolated and disconnected due to poor road infrastructure. This has significant consequences in terms of local economic development as well as service delivery, especially accessibility to emergency ambulance services.

Transport whether motorized or non-motorized faces many challenges within the Municipal area. These can be summarized as follows:

- ⇒ Poor conditions of roads

- ⇒ Inadequate pedestrian signs and markings and off loading areas especially within the few urban areas
- ⇒ Limited traffic calming measures within areas of high accidents
- ⇒ An absence of traffic lights, especially at major intersections
- ⇒ Unavailability of adequate public transport facilities especially for the disabled
- ⇒ Lack of cooperation between public transport operators and the municipal authorities
- ⇒ Lack of institutional capacity at Local and District Municipal level to manage transport planning and implementation
- ⇒ Outdated/non-existent information at the taxi registrar
- ⇒ Lack of pedestrian and non-motorized transport facilities

During the 2008/09 financial year, the Department of Roads and Transport did initiate some rural transport initiatives including

- ⇒ The Shova Kalula bicycle project which benefited a number of schools in the District
- ⇒ The AB 350 which established 12 busses on various routes in Umzimvubu
- ⇒ Scholar transport was operated by a number of schools in the Municipal area.

Areas of prioritised intervention

- Improve pedestrian signs and markings and off loading areas especially in the urban areas
- Investigate traffic calming measures within areas of high accidents
- Investigate provision of traffic lights, especially at major intersections
- Facilitate the provision of adequate public transport facilities especially for the disabled
- Improve cooperation between public transport operators and the municipal authorities
- Build and improve institutional capacity at Local and District Municipal level to manage transport planning and implementation

- Create and update information in respect of the taxi registrar

2.3.2.6 AIRSTRIPS

The Department of Roads and Transport is in process of upgrading the Mount Ayliff Airstrip.

2.3.2.7 HEALTH

The Eastern Cape Department of Health is responsible for the provision of Health Services in the Municipal area. Health Services incorporate awareness, prevention, curative and rehabilitative services.

The following health care facilities exist in Umzimvubu;

- ⇒ 2 District Hospitals (Madzikane Ka Zulu Hospital in Mount Frere and Mount Ayliff Hospital in Mount Ayliff)
- ⇒ 20 Clinics
- ⇒ 2 Mobile clinics

Substantial inroads have been made in terms of the provision of health care facilities including;

- ⇒ The Ntlabeni Clinic has just been completed and there are an additional two clinics being built in Mpoza and Rode.
- ⇒ Staff quarters are in process of being built at the Madzikane Ka Zulu Hospital
- ⇒ All clinics are supported by Community Health Workers and Clinic Committees and a number of clinic gardens have been established.

Other significant programmes of the Department include;

- ⇒ A project led by social development in ward 4 (Sigidini),12 (Mhlotsheni) and 23 (Qwidlana) where the Department of Health is playing a major role within these wards in terms of promoting healthy lifestyles, education on infant feeding, growth monitoring and promotion and micro nutrient malnutrition control

- ⇒ Saving Mothers Saving Babies Project
- ⇒ Integrated Nutrition Programme

There remain significant challenges in the provision of health services including;

- ⇒ The provision of facilities falls short of the Departments desired norms of providing all inhabitants of the Province with access to at least a primary health care facility within a radius of 5Km that has the capacity to serve between 8000 -12000 people. This is largely attributable to the rural nature of the area.
- ⇒ All facilities are short staffed and the vacancy rate is on average 60%. This is attributable to a high staff turnover and a lack of suitable affordable accommodation for staff
- ⇒ Clinics are unable to render the full range of services at this stage and many are hampered by a lack of communication with no telecommunication network within the area.
- ⇒ Some clinics are underutilized and this is primarily attributable to the perception that the aim of clinics is to provide curative and not preventative services.

2.3.2.7.1 HIV & AIDS

HIV/AIDS continues to pose a major challenge for the people of South Africa and the Eastern Cape. The HIV/AIDS prevalence in the Alfred Nzo District is estimated to be 26%.¹⁰ According to the Department of Health, the HIV/AIDS infection rate has stabilised in the District. HIV/AIDS nevertheless remains a challenge and the Department is actively concentrating on the management of antiretroviral treatment of infected people.

There is a high level of TB in the region which is commonly associated with HIV/AIDS and the Department is also focusing its attention on the management of TB

¹⁰ Source Macro Social Analysis – Eastern Cape Perspective

Although the primary health care facilities offer HIV/AIDS testing and counselling services, there is a shortage of ARV treatment sites with Mount Ayliff Hospital being the only site in the District.

Municipal planning must take cognisance of the needs of people infected and affected by HIV/AIDS. The Umzimvubu Municipality has established a Local AIDS Council.

Areas of prioritised intervention

- Support the functionality of the Local AIDS Council

2.3.2.8 COMMUNITY SAFETY

In the past, crime prevention and by implication community safety was the exclusive domain of the SAPS. The 1996 Constitution introduced a fundamental change to the role played by municipalities in the management of crime and safety in South Africa, by requiring of them to provide a safe and healthy environment for the communities within their areas of jurisdiction. The South African Police Service Act as amended made provision for the establishment of municipal police services and community police forums and boards. Umzimvubu does not have municipal police service although the police forums are in place and functionally.

Crime has the potential to impact negatively on the local economic development of the Municipal area, and for this reason it is imperative that the Municipality play an active role in ensuring the safety of their community.

The Municipal area is affected by crime. An analysis of crime tendencies at the three urban police stations revealed that the following crimes are most common

- ⇒ Assault (GBH)
- ⇒ Burglary at residential premises
- ⇒ Common assault

- ⇒ Other theft
- ⇒ Stock theft

It was also noted that crime incidents are highest in Mount Frere.

Areas of prioritised intervention

- Increase visibility of SAPS in both towns;
- Create awareness around Police forums.

2.3.3 COMMUNITY FACILITIES

2.3.3.1 SPORT AND RECREATION FACILITIES

Although there is a lack of adequate standard sports and recreational facilities within the Municipal area, Umzimvubu's existing sports facilities hosted various sports events including school, local community events and inter-municipal sports competitions.

Areas of prioritised intervention

- Development of formal sport and recreation multi-purpose facilities in the urban areas. (DSRAC)

2.3.3.2 COMMUNITY HALLS

The Municipality has community halls which it maintains and avails for use by the community. The table below gives a reflection on the locations of the community halls in each ward.

Community Hall	Ward	Village
Zwelijikile	01	Cabazana(phakade)
Sipolweni	02	Sipolweni
Ngwegweni	02	Ngwegweni
Msukeni	03	Msukeni
Ntlavini	03	Ntlavini
Lubaleko	05	Lubaleko
Ndzongiseni	05	Ndzongiseni
Mombeni	05	Mombeni

Marhwaqa	05	Marhwaqa
Nwaca	06	Mwaca
Mount Ayliff Municipal hall	07	Mount Ayliff town
Siphundu	09	Siphundu
Sugarbush	09	Sugarbush
Rhode	11	Rode
Nophoyi	12	Esiphambukweni
Mpendla	15	Mpendla
Huku	14	Mandileni
Town hall	18	Mt Frere main street
Qumrha	19	Qumrha
Shinta	20	Shinta
Njjini	22	Njjini
Mabobo	22	Mabobo
Pondomise	23	Pondomise
Zibholorhweni	24	Luyengweni

Areas of prioritised intervention

- Development of a MTEF community hall maintenance plan and budget.
- Development utilisation plan to maximise effective use.

2.3.3.3 LIBRARIES

Library services are a Provincial competency that is often performed on an agency basis by Local Municipalities. Umzimvubu has no library services but sites in both towns had been identified for libraries to be built. However, the site at Mount Ayliff was found to be unsuitable. This lack of libraries aggravates the low literacy and education levels within the area.

Areas of prioritised intervention

- Monitor implementation of building of library at Mr. Frere by DSRAC
- Identify a site at Mt. Ayliff.

2.3.3.4 CEMETERIES

Municipal cemeteries satisfy the existing service demand but there is urgent need to expand current capacity

Mt Frere site has been extended and re-zoning and sub-division planning processes are currently being undertaken. The intention is to fence the demarcated cemetery at Mt Frere during this financial year.

A new site has been identified for a cemetery in Mt Ayliff and planning process are underway. An Environmental Impact Assessment has been completed and Umzimvubu municipality is awaiting for approve from DEDEA.

Areas of prioritised intervention

- Fencing of Mt Ayliff cemetery site.

2.4 KPA 3: ECONOMIC GROWTH AND DEVELOPMENT ANALYSIS

2.4.1 UMZIMVUBU LOCAL ECONOMIC OVERVIEW

High unemployment and poverty levels in Umzimvubu result in low affordability levels which manifest in low levels of investment, development and service delivery and underutilisation of development opportunities. There is an urgent need for major new private sector investments to create jobs and improve livelihood in Umzimvubu.

The predominantly rural nature of the area limits commercial and business development. Business activities in rural areas are confined to rural supply stores and general dealers. Commercial and business development is confined to the urban centres of Mount Ayliff and Mount Frere. More substantial commercial and businesses activities are restricted to Kokstad which falls within Kwazulu Natal which means that a substantial portion of the money generated in Umzimvubu is not even being reinvested into the Province. Umzimvubu has a limited and almost non-existent industrial economy and a high dependency upon primary economic activities.

Development in Umzimvubu is limited as a result of acute backlogs in social and economic infrastructure. The vast natural land, forest and water resources that exist within Umzimvubu provide the basis for socio-economic development, but it is well-planned, prioritised and strategic infrastructure investments that will promote social development, and stimulate sustainable economic growth.

In terms of economic infrastructure, the priority interventions necessary are;

- ⇒ Industry development
- ⇒ Tourism infrastructure
- ⇒ Energy infrastructure
- ⇒ Telecommunications (fixed line and cellular) infrastructure
- ⇒ Agrarian reform
- ⇒ Forestry development
- ⇒ SMME development
- ⇒ Environmental Waste Management

2.4.2 SECTORAL OVERVIEW

Based on existing economic activity, market opportunities and present resources, assets and skills bases the industries offering the most significant potential include:

- ⇒ Agriculture
 - Livestock farming (goats, sheep, beef and dairy)
 - Dry land farming and irrigated crop and horticulture
- ⇒ Forestry
- ⇒ Manufacturing
- ⇒ Construction and Mining
- ⇒ Trade and Business Services
- ⇒ Tourism
- ⇒ SMME and Cooperative development

2.4.2.1 AGRICULTURE

Agriculture is the main economic activity in Umzimvubu. Currently it is a limited base for economic expansion due to the fact that the majority of farming is

traditional subsistence farming. Umzimvubu has favourable conditions for the development of the agriculture sector and it is critical to assess the potential of this industry and devise methods of exploiting this untapped potential. Substantial input will be required in terms of education, training, management, marketing and the development of linkages.

The Department of Agriculture has the following programmes in the District;

- ⇒ Siyazondla Homestead Food Production (Green revolution)
- ⇒ Siyakhula Step Up Food production Programme
- ⇒ Mechanisation Conditional Grant Scheme
- ⇒ Mechanisation Conditional Loan Scheme
- ⇒ Eastern Cape Communal Soil Conservation Scheme
- ⇒ Land Care Programme
- ⇒ Soil Conservation Scheme
- ⇒ Comprehensive Agriculture Support Programme
- ⇒ Farmer Organisation Development
- ⇒ Eastern Cape Livestock Production Improvement
- ⇒ Livestock production Improvement Programme
- ⇒ Massive food programme

The following ASGISA initiatives also exist;

- ⇒ ASGISA Bio fuels initiative
- ⇒ ASGISA Umzimvubu river valley Initiative

Agricultural activities in the area include livestock farming (goats, sheep, beef and dairy), crop farming (dry land farming, irrigated crops and horticulture).

2.4.2.1.1 LIVE STOCK FARMING

Adequate good quality grazing makes the area suitable to livestock farming and animal husbandry. Cattle, sheep and goat farming are the most predominant. Much of this farming is small scale and provides low incomes compared to commercial livestock farming elsewhere in the Province.

Livestock farming is being supported by the Provincial Department of Agriculture through its programmes. In rural areas livestock is culturally important and act as savings/investments rather than for cash income and one of the main challenges is to increase income from communal livestock farming.

2.4.2.1.2 CROP FARMING

Rainfall, soil quality and the availability of water resources make Umzimvubu suitable for agricultural production. Dry land farming is generally of a subsistence nature, and there are large tracts of uncultivated arable land. There is very good potential for maize, sorghum, wheat, sunflower, hemp, beans, vegetables (cabbages, potatoes, butternut, green pepper and spinach), and deciduous fruits (peaches & apples). The farms north of Mount Frere are particularly suited to large-scale fruit and vegetable production.

2.4.2.2 FORESTRY

The National government ASGISA and DWAF programme has identified forestry development as a key pillar to achieving the economic growth and development targets, and has prioritized forestry as a key sector for support across all tiers of government.

There are commercial forestry plantations in Umzimvubu, mainly to the North of Mount Frere and south of Mount Ayliff. The largest plantations in the area are privately owned namely the Ntabana (1 049ha) and Amanzamnyama (1 007ha), and Buffallonek forests. Some commercially productive plantations in the area including Inziswa have been included in the Forestry Lease to the private forestry company Singisi. This lease includes an empowerment component whereby land claimants derive an income from leasing the land to Singisi, and a partnership benefit that gives the claimants shares and a seat on the Board. This has been a long drawn out and complex process mediated by the Eastern Cape Regional Land Claims Commission.

Plantation forestry is the foundation for a number of downstream processing activities including wood chips, saw milling, timber board, charcoal, furniture,

pulp and paper. The development of the forestry sector and its attendant value chain therefore holds economic potential for Umzimvubu if successfully exploited.

The development of the forestry sector in the Umzimvubu will be largely dependent on the utilisation of state land that is part of communal land. This land is vested with a multitude of land rights attached and a process of community consultation is essential when identifying potential forestry land. Due to the size of viable plantations, it is conceivable that a number of communities will be involved in the decision making. This can be complex and controversial, leading to conflicts between different communities and different groups within a single community, especially when allocating benefits to accrue from new plantations.

Virgin agricultural land identified as suitable for forestry is also subject to an environmental impact scoping and assessment process under the NEMA legislation. It can take up to six months or longer to obtain a Record of Decision (ROD). The approval or issuing of forestry licences is the responsibility of the Department of Water Affairs & Forestry, in consultation with the Provincial Department of Agriculture and the Provincial Land Reform Office (PLRO) of the National Department of Land Affairs. This is usually a lengthy process and issuing of licences is still a major challenge within Umzimvubu.

2.4.2.3 MANUFACTURING

This sector is presently very small in Umzimvubu and comprises a saw mill at Mount Ayliff and little else. The sector does have expansion potential including;

- ⇒ Timber-using industries
- ⇒ There are many small-scale garment manufacturers that would benefit from stronger business support.
- ⇒ The existing crafts sub sector; craft workers would benefit from more support with product development and marketing, and from growth of the tourism industry in the District.

- ⇒ The agro-processing sub sector has the potential to grow on the basis of increasing primary production. Examples include potato processing (chips), maize milling, animal hides, stock feed, peach processing, dairy etc. Umzimvubu Goats has a processing facility in Mount Ayliff comprising holding pens, an abattoir that can handle 40 goats a day, a meat processing plant, leather tannery and craft production units which directly benefit about 2000 people.

2.4.2.4 CONSTRUCTION

The construction industry in Umzimvubu is presently small, but has the potential to provide more job opportunities in the future, based on:

- ⇒ Rapidly increasing fiscal allocations for public infrastructure
- ⇒ The relocation of Provincial Government Departments from Kokstad to Mount Ayliff.
- ⇒ Expansion of the EPWP (there needs to be a District EPWP Plan, with an M&E capability).
- ⇒ Increased house-building (human settlements) and retail infrastructure.

2.4.2.5 SMALL SCALE MINING

Small scale mining is presently restricted to sand mining and quarrying to supply the construction and road building industry and development of the construction industry will benefit the mining industry. The mining industry has the potential to be developed into a formalized industry. There are deposits of slate, sandstone, nickel and lime that need to be further explored.

2.4.2.6 TRADE AND BUSINESS SERVICES

Mount Ayliff and Mount Frere are commercially busy, but require well-planned physical development to support economic development, especially the trade sector (formal and informal) and the tourism industry. The linear layout of these towns and the lack of proper town planning means that the main street is frequently congested with vehicles, taxis, hawkers and pedestrians. Allied to this

is the extensive littering that takes place making the town centres unsightly and even at times, dangerous. Tourists do not stop in these towns due to these problems.

2.4.2.7 TOURISM

Tourism activities in the Umzimvubu are limited, despite the fact that it has abundant natural beauty and a diverse array of cultural groups which have strong potential for eco, adventure and cultural tourism. Accessibility to and information on tourist attractions is limited and the urban centres should ideally serve as tourism gateways and information centres. The tourism potential of the area needs to be linked to other established tourism routes such as the coastal areas along the Wild Coast. Tourism information centres have been identified to operate in Mt. Ayliff, Mt. Frere and Phakade Tourist Junction.

Potential tourist attractions include;

- ⇒ Naturally aesthetic areas
- ⇒ Riverine areas
- ⇒ Cultural tourism areas; Umzimvubu is rich in diverse culture, which makes it very special and unique. There are amaBhaca, amaHlubi, abaSotho, amaXesibe, and amaMpondomise to name but a few. Local people are yet to exploit this diversity of cultures.
- ⇒ Avi Tourism and Mission Tourism

In order to attract tourists to the local area it is essential that all Municipalities in the District collectively deal with the congestion and littering problems. Most tourists currently stop in Kokstad and Mthatha to refuel and buy food, bypassing the small towns of Mount Frere and Mount Ayliff due to concerns about safety and the lack of clean, well run and well constructed petrol stations, toilets and food outlets.

2.4.2.8

SMME AND COOPERATIVE DEVELOPMENT

The area has potential for the development of cooperatives and SMME's which afford the rural poor an opportunity to participate in economic activities. Access to micro-credit remains a big challenge to cooperatives and SMMEs, but there are also a number of agencies that offer support to new and established SMME's including;

- ⇒ The Department of Trade & Industry (DTI); The Black Business Supplier Development Programme (BBSDP) 80:20 cost-sharing grant, offers support to black-owned enterprises in South Africa. DTI also offers a wide range of products and services comprising loans, and incentive grants that enable access to finance for small enterprises.
- ⇒ The Small Enterprise Development Agency (SEDA) which aims to support and promote co-operative enterprises, particularly those located in rural areas.
- ⇒ South African Micro-Finance Apex Fund (SAMAF)
- ⇒ Khula Enterprise Finance Limited
- ⇒ Thuso Mentorship Scheme
- ⇒ The National Empowerment Fund (NEF) which offers start-up, business growth, and rural- and community upliftment financing products
- ⇒ The Industrial Development Corporation (IDC) which provides sector focused financing products ranging from R1 million upwards

2.4.3 LOCAL DEVELOPMENT INITIATIVES AND CHALLENGES

Umzimvubu has adopted a LED strategy to guide local economic development in the Municipal area. Local economic development has also been effectively institutionalised and a number of programmes implemented including;

- ⇒ Support Systems
- ⇒ SMME Development
- ⇒ Second Economy
- ⇒ Decentralisation of Services
- ⇒ Forward Planning

The Alfred Nzo District Municipality has established the Alfred Nzo Development Agency (ANDA) which is responsible for the implementation of local economic projects in the District in co-operation with the Local Municipalities. ANDA is a municipal entity established in terms of the Municipal Systems Act and is accountable to the District Municipality.

ANDA is implementing and supporting the following projects;

- ⇒ Agricultural projects including;
 - Grain production Programme (ASGISA)
 - Livestock and poultry production programmes
 - Vegetable production programmes
- ⇒ Tourism Development programmes including;
 - Msukeni Enterprise
 - Ntsizwa Venyane Hiking Trails
- ⇒ Goxe Cut flowers
- ⇒ Woodcluster
- ⇒ Goosedown project
- ⇒ SMME development
- ⇒ Small scale mining

Projects are facing a number of challenges including continued funding, lack of sustainability and in fighting.

As mentioned above, existing economic activity and market opportunities indicate that the sectors reflected below have substantial economic growth potential. The following (unfunded) projects have been identified to stimulate these industries, however funding is not available to conduct feasibility studies and implement these initiatives.

Programme (Unfunded LED Projects)	Area	Budget Required
1.Agrarian		
➤ Peach Value addition	Ward 3 and 4	R1 million
➤ Milling plant	Ward 20	R4 million
➤ Combined Harvester		
➤ Development of silos		R1 million

<ul style="list-style-type: none"> ➤ Sorghum production ➤ Umzimvubu River Valley ➤ Biofuel ➤ Consultation fees for sorghum 	<p>Ward 1,2,3,7,8,12,13,15,17,22 and 23</p> <p>Ward 11</p>	<p>R1million</p> <p>R1 million</p> <p>R1million</p> <p>R500 000</p>
<ul style="list-style-type: none"> ➤ 2.SMME Development ➤ Mt Frere food market ➤ Co-operatives development <ul style="list-style-type: none"> ➤ (Osborn poultry, Bakery Co-op and other potential co-ops) ➤ Capacity building ➤ Development of trading centres to accommodate SMME's 	<p>Ward 18</p> <p>Ward 19</p> <p>All 24 wards</p> <p>Ward 18</p>	<p>R1 million</p> <p>R800 000</p> <p>R250 000</p> <p>R1 million</p>
<p>3. Environmental Management</p> <ul style="list-style-type: none"> ➤ Urban Greening ➤ Land fill site management ➤ Recycling project ➤ TLB machine and operator ➤ Quarry and sand mining ➤ 	<p>Ward 7 and 18</p> <p>Ward 7 and 18</p> <p>Ward 18</p>	<p>R2 million</p> <p>R3million</p> <p>R1million</p> <p>R700 000</p> <p>R3 million</p>
<p>4. Tourism Development</p> <ul style="list-style-type: none"> ➤ Tourism signage, grading ,tourism shows and events ➤ Development of tourist information centre's ➤ Construction of Amabhaca Cultural Village ➤ Ntsizwa Hiking Trail ➤ Sdakeni waterfalls ➤ Ntenetyane eco-tourism ➤ Goxe cut flower ➤ Emagxeni youth 	<p>Ward 7 and 18</p> <p>Ward 1, 18 and 3</p> <p>Ward 6,11</p> <p>Ward 5</p> <p>Ward 13</p> <p>Ward 6</p> <p>Ward 24</p> <p>Ward 7 and 18</p>	<p>R500 000</p> <p>R 500 000</p> <p>R1 million</p> <p>R 6 million</p> <p>R1 million</p> <p>R3million</p> <p>R1million</p> <p>R500 000</p> <p>R1million</p>

project ➤ Parks		
5. Forestry Development ➤ Community Woodlots in Phepheni, Ngqumane. Mdakeni. Mgungundlovu. Essek and Colana ➤ New afforestation ➤ Umzimvubu Pole treatment Plant ➤ Njijini/Chancele Treatment Plant	Ward 1,10,11,12,19,20,22 and 24 Ward 1,23,15,22,10,12,24 Ward 1,10,12,23,15,22 and 24	R3 million R1 million R1 million R1million

Areas of prioritised intervention

- Review LED Strategy;
- Strengthen SMME's;
- Investment Initiatives;
- Forestry Potential;
- Tourism Development: and
- Form partnership with ANDA for coordinated LED initiatives.

2.5 KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The Umzimvubu Municipality is a Category B Municipality (local municipality) as defined under section 3 of the Local Government: Municipal Structures Act No. 117 of 1998

2.5.1 POLITICAL GOVERNANCE

The Umzimvubu Municipal Council has forty seven Councillors including the Mayor, Speaker, Chief Whip and Executive Committee Members. The Municipality has a Collective Executive System, and the Executive Committee reports to the Council. The Executive Committee is comprised of eight Executive Committee Members and the Mayor, making up a total of nine members.

There are six portfolio standing committees that have been established in terms of Section 80 of the Local Government Municipal Structures Act, (Act 117 of 1998). Each portfolio committee is headed by a Member of the Executive Committee. There are standing committees for the following portfolios;

- ⇒ Infrastructure and Planning
- ⇒ Corporate Services
- ⇒ LED and Environmental Management
- ⇒ Social and Community Development
- ⇒ Budget and Treasury
- ⇒ SPU and Communications Standing.

The following Section 79 Committees have also been established;

- ⇒ Rules Committee
- ⇒ Ethics Committee
- ⇒ Annual report oversight committee

The Accounting Officer (Municipal Manager) and section 57 managers attend Council, Executive Committee and Standing Committees to represent the municipality's administration and to give an account in the form of the IDP,

budget, strategic and operational plans and the Service Delivery and Budget Implementation Plan (SDBIP). Functioning of Governance and Administrative Structures

2.5.2 INTEGRATED DEVELOPMENT PLANNING – REVIEW PROCESS 2009/10

The Umzimvubu Process Plan adopted by Council during August 2008, acknowledges that there are a number of areas that need to be '*tightened up*' in the IDP under review. The following areas were highlighted for attention as part of the process to be undertaken during the 2009/2010 planning cycle:-

- Institutional issues
- Sector plans and spatial development framework
- IDP budget link and
- Updated list of projects

The overall objectives strived for in the Process Plan is to-

- draw up a process plan that would engender inclusively and transparency;
- encourage participation by all directorates within the municipality, other stakeholders and communities;
- solicit development priorities of the Umzimvubu Local Municipality.
- enhance service delivery and development

The process plan consists of the following:

- Organisational arrangements for the IDP Process
- Action programme with timeframes and resource requirements
- Mechanisms and procedures for community and stakeholder participation
- Mechanism and procedures for alignment
- Binding plans and planning requirements at Provincial and National level
- Cost estimates for the planning process

Instead of duplicating the Process Plan, this section of the report gives a summarised overview of the **Plan** adopted by Umzimvubu Council on August

2008. It will identify key role players and planning structures including the determination of the roles and responsibilities of respective forums. Focused attention will be given to the functioning of the following important planning structures:

- Umzimvubu IDP Steering Committee;
- six Internal Task Teams; and
- Umzimvubu IDP Representative Forum;

IDP Steering Committee		
Purpose	The IDP Steering Committee will assist the Municipal Manager in guiding the IDP review process. The Municipal Manager will chair the Steering Committee. The secretary for this committee is the IDP admin officer. It is also a technical working team of dedicated officials who support the IDP manager to ensure that the planning process is being followed.	
IDP Steering Committee: Designated Members	Names/Heads of Departments as @ August 2008	IDP Steering Committee is supported by six Task Teams
Municipal Manager	Mr. T. Nota	
Executive Committee		
Manager: Corporate Services	Ms N. Qaba	Corporate Services Task Team
Manager: Budget and Treasury	Mr M Hloba	Budget and Treasury Task Team
Manager: Infrastructure and Planning	Mr S Ntonga	Infrastructure and Planning Task Team
Manager: LED, Tourism and Environmental Management	Ms P Vitshima	LED, Tourism and Environmental Management Task Team
Manager: Community Services	Mr F Ndinisa	Community Services Task Team
Manager: Mayoral Support Unit	Mr S Kulu	Mayoral Support Unit Task Team

Corporate Services Task Team: Chaired by Ms. N. Qaba
<p>Responsible for the following in general:-</p> <ul style="list-style-type: none"> ○ Screening of project proposals ○ Integrating (alignment) projects & programmes ○ Assisting in monitoring & evaluation of implementation of projects <p>Responsible specifically for the following:-</p> <ul style="list-style-type: none"> ○ Revision of an institutional plan ○ Skills Developmental Programme ○ Staff Transfer Plan ○ Task Job Evaluation Programme

- Performance Management System
- Develop Comprehensive H.R. software

Budget and Treasury Task Team: Chaired by Mr M Hloba

Responsible for the following in general:-

- Screening of project proposals
- Integrating (alignment) projects & programmes
- Assisting in monitoring & evaluation of implementation of projects

Responsible specifically for the following:-

- Assessment of financial plan
- Alignment of Budget with IDP
- Financial Administration
- Financial Reform Programme

Infrastructure and Planning Task Team: Chaired by Mr S Ntonga

Responsible for the following in general:-

- Screening of project proposals
- Integrating (alignment) projects & programmes
- Assisting in monitoring & evaluation of implementation of projects

Responsible specifically for the following:-

- Construct and maintain Local Access Roads
- Construction of taxi/bus ranks
- Town planning and zoning
- Develop Spatial Development Framework and Land Use Management Systems
- Formulation and revision of a housing plan

LED, Tourism and Environmental Management Task Team: Chaired by Ms P Vitshima

Responsible for the following in general:-

- Screening of project proposals
- Integrating (alignment) projects & programmes
- Assisting in monitoring & evaluation of implementation of projects

Responsible specifically for the following:-

- Monitor and Develop LED Programme
- Evaluate and Monitor Poverty Relief Programme
- Report on ISRDP Projects
- Monitor Housing Development

Community Services Task Team: Chaired by Mr F. Ndinisa

Responsible for the following in general:-

- Screening of project proposals
- Integrating (alignment) projects & programmes
- Assisting in monitoring & evaluation of implementation of projects

Responsible specifically for the following:-

- Monitor and Evaluate Social Development Programme
- Prepare Environmental Management Plan, Integrated Waste management Plan
- Monitor and Evaluate HIV/AIDS Awareness Projects
- Develop Municipal Health Care Programme
- Development and revision of an environmental health plan
- Development and revision of disaster management plan

--

Mayoral Support Unit Task Team: Chaired by Mr S Kulu
<p>Responsible for the following in general:-</p> <ul style="list-style-type: none"> ○ Screening of project proposals ○ Integrating (alignment) projects & programmes ○ Assisting in monitoring & evaluation of implementation of projects <p>Responsible specifically for the following:-</p> <ul style="list-style-type: none"> ○ Develop Gender Equity Plan ○ Develop a poverty reduction Programme ○ Development of a communication plan or strategy ○ Conduct a public relations exercise ○ Establish a Municipal Support Forum & Traditional Leadership Partnership ○ Develop Communications Programme

Umzimvubu IDP Representative Forum		
Purpose	The IDP Representative Forum is the organizational mechanism for discussion, negotiation and decision-making between stakeholders within the municipal area. The Representative Forum is chaired by the Mayor. The secretariat for this forum will be delegated by the Mayor.	
Key organisations and structures	Terms of Reference	Frequency of meetings
Councillors Ward Committee Members Stakeholder representatives of organized groups Community Representatives Non- Governmental Organisations Traditional Leaders Disabled groups. Youth Organisations Community Based Organisations Municipal Officials	<ul style="list-style-type: none"> ○ Represents the interests of their constituents in the IDP review process ○ Provides an organizational mechanism for discussion, negotiation and decision-making between the stakeholders including municipal manager ○ Ensure communication between all stakeholder representatives including municipal government ○ Monitor the performance of the planning and implementation process. 	

MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION IN THE PLANNING PROCESS

Umzimvubu Local Municipality comprises of a large geographical area with many people. This context requires that public participation be structured. The IDP Representative Forum, in order to ensure that there is representation of the various organized and unorganised groups within its municipal area will utilize the following communication strategies:

Press : Daily Dispatch, Pondo news, Informer etc
Radio : Umhlobo Wenene, Ukhozi,
Other Methods: Flyers, Imbizo, announcements through churches and community based organizations, people's forums, posters, public debates through press, etc.

2.5.3 COMMUNITY AND PUBLIC PARTICIPATION

The Municipality has established ward committees for each of its 24 wards. Each Ward committee is chaired by the Ward Councillor. Ward committees are established for purposes of enhancing participatory democracy in local government and to make recommendations on any matter affecting their wards through the Ward Councillor. The Municipality has made administrative arrangements to enable ward committees to perform their functions and exercise their powers effectively and is continuously looking at provision of capacity building and development opportunities for committee members as a means of enhancing their understanding of developmental local government.

The Municipality also liaises and makes use of the following Community Structures:

- ⇒ Project steering committees
- ⇒ Village committees
- ⇒ Volunteers
- ⇒ Civic organizations
- ⇒ Non- governmental organizations
- ⇒ Ward committees were re-established by November 2008 total of 240.
- ⇒ 24 Community Development Worker.

- ⇒ Community Based Organisation
- ⇒ Community Policing Forums
- ⇒ School Governing Boar dies
- ⇒ Hospital Boards

The municipality also publishes the quarterly *Umzimvubu Newsletter* and also uses the Alfred Nzo Community Radio to include and maximise the involvement of the Umzimvubu community at large.

2.5.3.1. Community Development Workers

Each ward has been assigned a Community Development Worker and these officials have offices within the municipality to operate from.

2.5.3.2. Ward Based Outreach Programme

Umzimvubu municipality conducted ward based outreaches during 23 February 2009 and 26 February 2009. The following table gives an overview of the need raised by community members.

Infrastructure / Basic Services		Community Services	
Water	4, 10, 13, 14, 15, 16, 18, 22, 23,	Health	
Roads	8, 10, 11, 12, 15, 18, 22, 23,	Pre-school	7, 9, 11, 12, 15, 16, 18, 22, 23,
Streets	18, 16	Mobile Clinics	15, 23
Road drainage	15, 18,	Pension Station	10,
Electricity	13, 14, 15, 16, 18, 22, 23,	Clinics	15,
Briges	5, 10, 13, 15, 16, 21, 23,	RDP Housing	16, 18
Access Roads	1, 2, 8, 9, 10, 13, 14, 15, 16, 21, 22, 23, 24.	Bus and taxi rank	18,
Sanitation	3, 10, 13, 14, 15, 16, 18, 22, 23		

Community facilities		Local Economic Development	
Community Hall	1, 2, 4, 7, 9, 10, 13, 15, 16,	Agriculture	8, 15, 18,
Sport & Recreation	4, 5, 7, 9, 10, 12, 15,	Tourism	
Libraries.	18	Irrigation	

Radio station antenna & Mast cell	10, 23, 7	Fencing	5, 8, 10, 12, 14, 15, 22, 23,
Art Centre	18	Dipping Tank	5, 10, 22,
		Ploughing	10, 14, 23,

2.5.3.3 Website Development

Umzimvubu municipality has developed a website (in-house) in partnership with the Alfred Nzo District Municipality. The site address is www.umzimvubu.gov.za and the aspiration is to widen public participation and enhance legal compliance as prescribed by Section 21B(1) of the Municipal Systems Act.

Areas of prioritised intervention

- Ensure IT development and maintain Website (legal compliance) ;
- Publish news letter (printing and budget implications).
- Consolidate a Comprehensive Communication Strategy.

2.5.4 INTER-GOVERNMENTAL RELATIONSHIPS

The Municipality participates in District IGR structures, even though they are not fully operational at this stage. These structures are composed of the Technical Task Group and District Managers Forum. The IGR structures should be mainly utilized to solve problems affecting service delivery as well as shared priorities for development. This process is hampered by the inconsistency of member department's representation to the structures and the attendance of these fora by people who do not have decision making capacity and impact on budgeting processes. This negatively affects integration. It should be noted though that there are departments which are committed to the process while others are never form part of the IGR structures. This then leads to disintegrated service delivery or undermines integrated development. IGR structures also do form part of processes that review spatial frameworks. Service level agreements are being entered into where services are to be provided collaboratively by different departments

These structures are composed of the Technical Task Group and District Managers Forum.

various committees such as the Area Based Planning Forum, Spatial & Land Planning Forum, District Transport Forum, District Heath Forum etc.

The following forums function at the district level:

- District's Mayors Forum
- District IDP and Budget Steering Committee
- Alfred Nzo IDP Representative Forum

2.5.5 PARTNERSHIPS AND STRATEGIC RELATIONSHIPS

Umzimvubu has recognised the potential of strategic partnerships to develop its capacity. The Municipality is in process of concluding a partnership agreement with Ekurhuleni Metro. Umzimvubu municipality also collaborates closely with the District Municipality and benefits from strategic Inter-governmental partnerships entered into by the Alfred Nzo District Municipality.

2.5.5.1 TRADITIONAL LEADERSHIP - PARTNERSHIPS

Regular discussions and workshops are held between the political and traditional leadership aimed at forging a co-operative relationship.

2.5.5.2 MAINSTREAMING OF SPECIAL GROUPS

Mainstreaming gender workshop was carried out in October last year. Capacity building of your people with disabilities on computer literacy and financial management. Umzimvubu appointed a service provider – SPU training R100,000-00

Disability whop – R 100,000-00
SPU -R 100,000-00

Area of intervention

SPU Programme R 100 000.00 and SPU events.

2.6 KPA 5: FINANCIAL VIABILITY

2.6.1 BUDGET 2009/2010

Umzimvubu Municipality's total budget for the 2008/09 financial year is R265 498 512. The following paragraphs will provide an overview of the Municipalities income and expenditure trends.

2.6.2 EXTERNAL ALLOCATIONS

2.6.3 INCOME ALLOCATIONS AND SOURCES

Umzimvubu Municipality's expected income for the 2008/09 financial year is R161 585 356. The Municipality derives the majority of its income from external sources and supplements this with own income that it generates. External sources of income include National and Provincial allocations including;

- ⇒ Equitable share
- ⇒ Funding for Free Basic Services
- ⇒ Finance Management grant
- ⇒ MSIG Funding
- ⇒ MIG Funding
- ⇒ National Electrification Programme (inkind)
- ⇒ LGSETA

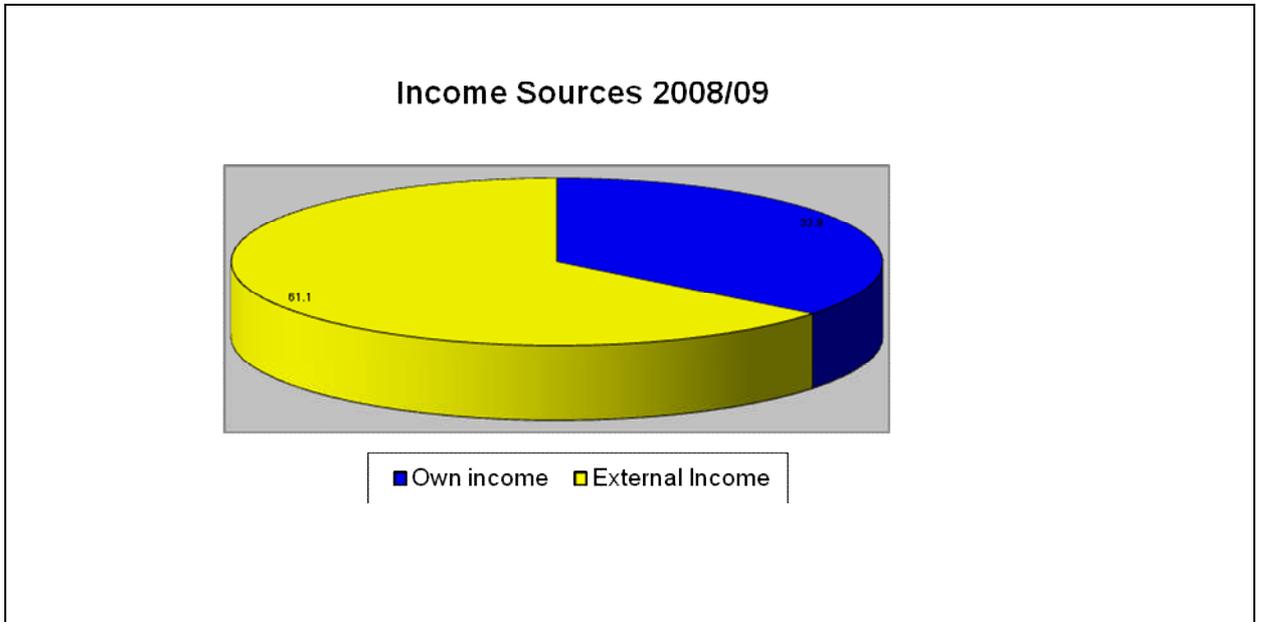
There are a number of own income sources which are grouped as follows;

- ⇒ Rates
- ⇒ Service charges (refuse)
- ⇒ Sundry fees (halls, pound fees etc.)
- ⇒ Interest on investments
- ⇒ Proceeds on rental and disposal of assets
- ⇒ Operating reserves
- ⇒ Vat refunds
- ⇒ Vehicle Licensing and Drivers Licensing

The Municipality has a low income base and is heavily dependent on National and Provincial allocations which constitute 66.1% of its 2008/09 budget. The

ULM needs to expand its income base to reduce its dependency on external funding. The following figure depicts the income sources for the 2008/09 financial year.

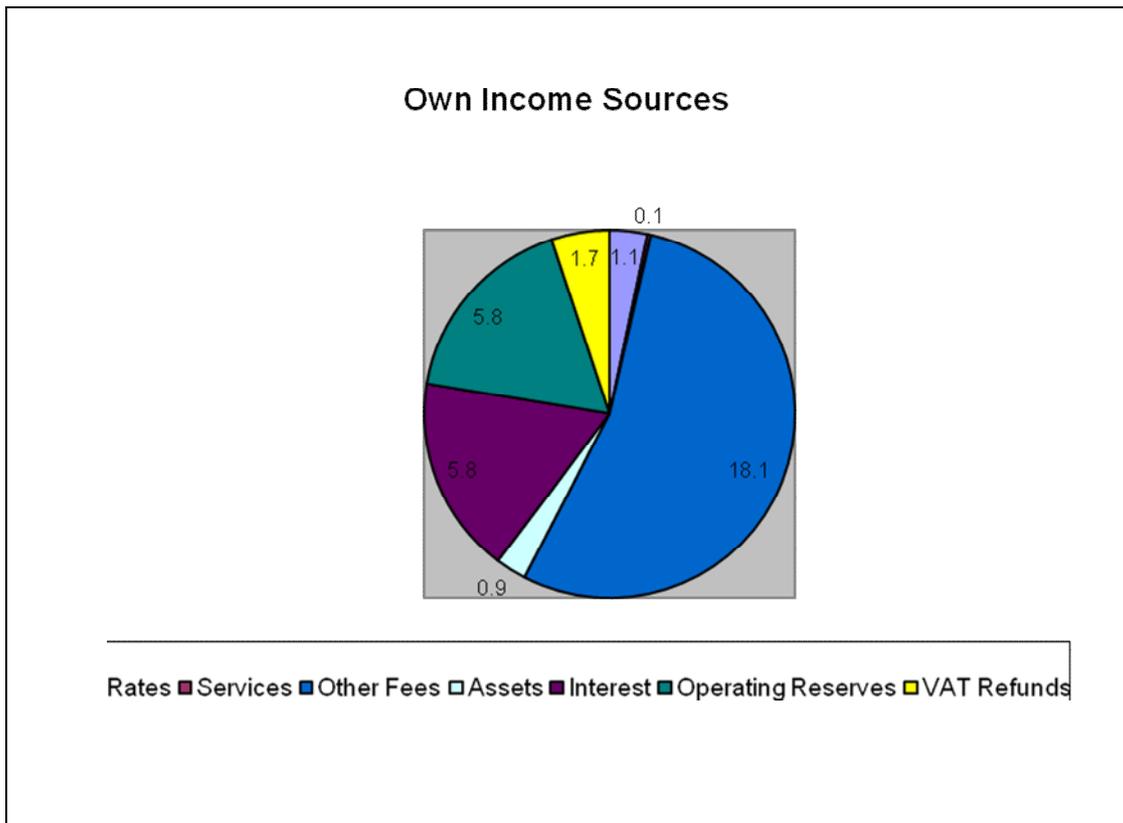
Figure 15 Income Sources 2008/09



The Municipalities own income constitutes 33.9% of the estimated revenue for the 2008/09 financial year. More than half of this estimated revenue has its basis in interest on investments, disposal and rental of assets and operating reserves. It is critical that the Municipality try to enhance the income that it derives from other sources such as rates, service fees and sundry fees so as to ensure that its assets, investments and reserves do not become depleted.

Figure 16 depicts Umzimvubu's own income sources as a percentage of the Municipalities total income.

Figure 16: Own Income Sources 2008/09



2.6.3.1 BILLING AND PAYMENT RATES

Property rates and service charges on refuse removal are billed monthly and constitute 1.2% of the Municipalities income. The projected income from rates for 2008/09 is very low but the Council has adopted a new valuation roll in this year which will form the basis of rates from the 2009/10 financial year. The low income from service charges is attributable to the fact that the Municipality provides very little in the line of services that can be billed monthly and can only charge for refuse removal. Sundry fees constitute 18.1% of the Municipalities income. These fees are not billed monthly but charger on an ad hoc basis as the need for the service arises.

A total of 2854 urban households are billed each month but the payment rate is poor and it is estimated that the Municipality only receives 15% of its budgeted monthly income. This is compounded by the high poverty levels and low affordability levels of the community.

2.6.3.2 VALUATION ROLLS

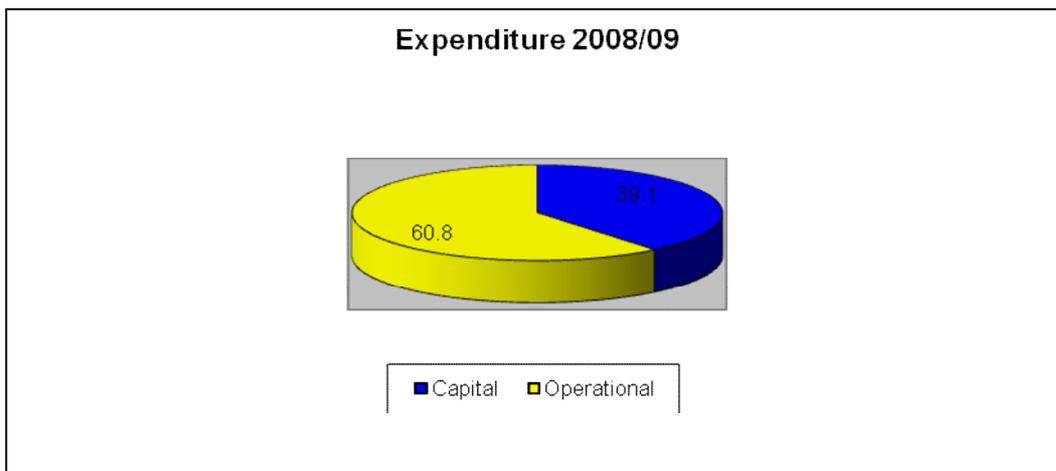
Property rates constitute only 1.1% of the Municipalities income. The Municipality adopted a new valuation roll in January 2009 and it is anticipated that this will have a positive effect on the rates base from the 2009/10 financial year.

2.6.3.3 PAYMENT RATES

2.6.4 EXPENDITURE ALLOCATIONS AND TRENDS

Umzimvubu Municipality's expected expenditure for the 2008/09 financial year is R265 498 512. The capital and operational budgets constitute 39.1 % (R103 912 577) and 60.8% (R161 585 935) of the 2008/09 budget respectively.

Figure 17: Expenditure 2008/09



National treasury no longer prescribes a norm for salary expenditure and instead requires Municipalities to develop a personnel expenditure ratio that is based on the nature of its functions, organisational structure, labour intensity of its operations, extent to which labour intensive components of its operations are outsourced and the composition of non personnel components of its operational expenditure. The 2008/09 budget reflects that 20% of the 2008/09 operational

budget is allocated to salary expenditure. This is well under the anticipated personnel expenditure for Local Municipalities in 2009/10¹¹.

The Municipality is constantly striving to provide services to its community which requires substantial capital investment, especially in terms of infrastructural assets. In order to maintain service delivery it is imperative that these assets be maintained in proper working order which requires equitable investment in terms of maintenance and repair costs. According to the National Treasury Municipalities should be budgeting between 10% and 15% of their operating expenditure for repairs and maintenance¹². The 2008/09 budget reflects an allocation of only 0.4% to repairs and maintenance which falls well below the recommended norm.

Breakdown of Expenditure Allocation

VOTE	2009/2010	2009/2010	2010/2011
Council			
Executive			
Budget and Treasury Services			
Technical Services			
Community and Social Services			
Corporate Services			
Total			

2.6.5 PROVISION OF FREE BASIC SERVICES

The Constitution highlights the rights of all citizens to access a basic level of services. This principle is underpinned by the National Indigent Policy Guidelines which states that municipalities must provide free basic services to the indigent people in a sustainable manner. The following basic services to indigent households are classified as free:

- Access to a minimum safe water and sanitation supply
- Solid waste removal
- Access to household energy.

¹¹ Local Government Budgets and Expenditure Review 2003/04 -2009/10:189

¹² Local Government Budgets and Expenditure Review 2003/04 -2009/10:33

Provision is made on the budget for the provision of free basic services

which are primarily financed by the equitable share. In terms of the Division of Revenue Act 2008; Umzimvubu Local Municipality received an Equitable Share of R42,089,000 which is not adequate to deliver services to the area.

The Municipality currently has 9341 indigents registered.

Households receiving free basic services during the 2008/2009 financial year are reflected below.

Free Basic Electricity	Free Basic Water	Free Basic Refuse	Free Basic Sanitation
50Kw per month	6 Kl per month	R55.05 per month	R50.38 per month
R	R	R	R

2.6.6 INDIGENT POLICY AND REGISTERS

The policy is currently under review due to the fact that the municipality is in the process of establishing a comprehensive indigent support register to serve as a database of all households that qualify for free basic services and subsidies. The Municipality intends working with all stakeholders that provide subsidised services such as the District Municipality, Eskom and the Department of Social Development to develop uniform indigent criteria and targeting methods so as to ensure that all indigent households receive a full package of social services, including water and sanitation, solid waste disposal/refuse removal, electricity and rates subsidies on property valuations.

Areas of prioritised intervention

- Facilitate the compilation of a comprehensive indigent data base.

2.6.7 FINANCIAL POLICY DEVELOPMENT

The municipality has a number of financial policies in place however they need to be reviewed

- ⇒ Credit Control Policy
- ⇒ Tariff Policy

⇒ Indigent policy (under review)

The following policies are in draft form and it is envisaged that they will be presented to Council for approval during the year.

⇒ Rates policy

The Municipality needs to prioritise the development of outstanding fiscal policies and procedures to ensure compliance with legislative prescripts.

- Accounting policy
- Asset management policy
- Cash receipts and banking
- Cash management and payment of creditors
- Budget
- Credit control and debt collection
- Customer care
- Donations, sponsorships and grants
- Financial reporting
- Liability of the Municipality for damages sustained or incurred by councillors and officials
- Internal audit
- Investment
- Financial support for disposing of the dead
- Rates
- Reimbursement of mobile phone costs
- Risk management
- Subsistence and travelling
- Tariffs

2.6.8 ASSET MANAGEMENT

Following are some of the more significant programmes that have been identified:

- **The implementation of a fixed asset register and asset control system as well as the maintenance thereof**

This programme involves the formulation of policies regarding fixed assets, the capture of all assets onto this system and the maintenance of this system in terms of GRAP requirements.

- **The development of a comprehensive asset and risk insurance policy**

This policy ensures that a comprehensive insurance strategy is developed and implemented. This project is contingent on the restructuring of all insurance activities performed within Umzimvubu Municipality and the transfer and centralization of these activities to and within the Budget and Treasury Department.

2.6.9 AUDIT, REPORTING AND RISK MANAGEMENT

Audit Committee

The Alfred Nzo District Municipality has established an Audit Committee for the District as a whole and Umzimvubu participates in this structure. The internal auditing function has been outsourced. Umzimvubu needs to enhance its legislative compliance with the MFMA, especially sections 62, 63, 64, 65, 74, 121 and 125 which relate to asset and liability management, revenue management, expenditure management, general reporting obligations, performance information and compulsory disclosures. Umzimvubu has no comprehensive risk management framework.

Internal Audit Unit

Each municipality must have an internal audit unit, which must advise the accounting officer and report to the audit committee on matters, amongst other things, on a wide range of financial management. The internal audit function may be outsourced if the municipality requires assistance to develop its internal capacity and the council has determined that this is feasible or cost effective. Umzimvubu municipality has outsourced this function.

2.7 KPA 6: INSTITUTIONAL ANALYSIS

2.7.1 POWERS AND FUNCTIONS

The Constitution indicates that the objects of local government are:

- To promote democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote a safe and healthy environment and
- To encourage the involvement of communities and community organisations in the matters of local government

A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution. These functions and powers are divided between the District municipality and the local municipalities established within its area of jurisdiction. Section 84(a) to (p) of the Structures Act defines the functions and the powers that are assigned to District Municipalities. The Minister may authorise (under certain circumstances) a local municipality to perform a district function and power and the Member of the Executive Council for local government may (under certain circumstances) adjust specified functions and powers between the district and a local municipality in its area.

Functions of Umzimvubu local municipality.

The MEC for Local Government adjusted the functions and powers between Alfred Nzo district municipality and Umzimvubu local municipality as published in the Provincial Gazette No. 1890 on 9 May 2008, to the extent reflected hereunder.

Function	Alfred Nzo DM	Umzimvubu LM
Air pollution	X	
Building regulations		X
Child Care facilities		X
Electricity reticulation	Eskom role	

Function	Alfred Nzo DM	Umzimvubu LM
Fire Fighting	X	X
Local Tourism	X	X
Municipal airports		X
Municipal Planning	X	X
Municipal Health Services	X	
Municipal Public Transport		X
Pontoons and Ferries		
Storm water		X
Trading regulations		X
Water (potable)	X	
Sanitation	X	
Schedule 5 part b		
Beaches and amusement facilities		X
Billboards and the display of adverts in public places		X
Cemeteries, Crematoria and funeral parlours		X
Cleansing		X
Control of public nuisances		X
Control of undertakings that sell liquor to the public		X
Facilities for the accommodation, care and burial of animals		X
Fencing and fences		X
Licensing of dogs		X
Licensing and control of undertakings that sell food to the public		X
Local amenities		X
Local sport facilities		X
Markets		X
Municipal abattoirs		X
Municipal parks and recreation		X
Municipal roads		X
Noise pollution		X
Pounds		X
Public places		X
Refuse removal, refuse dumps and solid waste disposal		X
Street trading		X
Street lighting		X
Traffic and parking		X

2.7.2 UMZIMVUBU ORGANISATIONAL STRUCTURE OVERVIEW

The Municipal Organisational Structure was approved by Council on 2007.

The organizational structure depicting the management of the municipality is indicated on figure 13 below

Figure 13: Management Organisational Structure



The organizational structure of the municipality comprises 160 positions. There are 59 vacancies which translate to a vacancy rate of 36.87%. Summarised detail, per department, is indicated in the table below:-

Department	No. of posts	Vacant posts	Filled posts
Office of the Municipal Manager	02	01 - PA to the MM	01
SPU and Communications	09	0	09
Corporate Services Department	20	05 Manager: Corporate Services; Senior Wellness Officer; Cleaner; Driver.	15
Infrastructure and Planning	83	37 Works Manager; Senior Projects Manager; Project Managers x 2 Truck Drivers x2 General Workers x 30	46

		Admin Clerk	
Social and Community Development	29	Eight (8) Manager: Social & Comm. Development. Foreman; Revenue Clerk; Pound Assistants x 5; Traffic Officer.	21
Budget & Treasury	12	Four (05) Assistant Manager: SCM; Assistant CFO: Treasury; Fleet Officer; Revenue Officer; Project Accountant.	7
LED Department	06	02 Admin Officer; LED Officer	2
TOTAL	161	60	101

Only one of the Municipalities section 57 positions is vacant at this stage namely the Manager Corporate Services. This position is currently filled with an acting incumbent.

Umzimvubu municipality faces a number of challenges in maintaining a fully populated staff structure including a lack of funding, difficulties in recruiting and retaining staff due to its location and low salary scales.

2.7.2.1 OFFICE OF THE MUNICIPAL MANAGER

The Municipal Manager has all the responsibilities assigned to a Municipal Manager in terms of legislation. The staff structure makes provision for the division of the Municipalities functions into six Departments which are all headed by a Manager who reports to the Municipal Manager. The Departments are as follows;

- ⇒ Chief Operations
- ⇒ LED and Environment Management
- ⇒ Corporate Services
- ⇒ Budget and Treasury
- ⇒ Infrastructure and planning
- ⇒ Social and Community development

2.7.2.2 CHIEF OPERATIONS OFFICER

The Chief Operations officer is responsible for the Office of the Mayor, Office of the Speaker and Special Programmes and Communication Units.

The objectives of the Special Programmes and Communications Units are;

- ⇒ To strengthen communication between the Municipality and its stakeholders
- ⇒ To strategically place or position the Municipality as the best service provider
- ⇒ To establish communication forums for stakeholder feedback and participation
- ⇒ To mobilize and empower stakeholders to take control of the process for their own development
- ⇒ To promote the Municipality as an attractive location for investment and tourism
- ⇒ To ensure compliance and adherence to protocol standards and procedures in all official and ceremonial activities of the Municipality
- ⇒ To provide executive support to the office of the Mayor, Chief Whip and Speaker
- ⇒ To develop the capacity of special groups to enable them to participate fully in service delivery
- ⇒ To do lobbying, advocacy and mobilization on behalf of the special groups as well as mainstreaming of the designated groups

2.7.2.3 CORPORATE SERVICES

The Manager Corporate Services is responsible for Human Resources (HR) and Administration.

The objectives of the Corporate Services Department are to;

- ⇒ Provide sound personnel management
- ⇒ Put into place an induction programme for new employees

- ⇒ Create a safe working environment for employees
- ⇒ Develop an electronic record management system
- ⇒ Provide effective recruitment and selection
- ⇒ Provide professional and effective administrative support to all Council structures to enhance optimal functioning
- ⇒ Formulation and adoption of essential outstanding policies and by-laws
- ⇒ Develop and implement skills development programmes and training in line with the workplace skills plan
- ⇒ Oversee logistical arrangements for all Council meetings and events
- ⇒ Compile and implement an Employment Equity Plan
- ⇒ Manage procurement of office stationery in meeting the provisions of supply chain management
- ⇒ Implementation of the Performance Management system
- ⇒ Manage travel logistics for Councillors and officials
- ⇒ Develop and implement an Employee Assistance Programme
- ⇒ Application of the grievance procedure

2.7.2.4 INFRASTRUCTURE AND PLANNING

The Manager Infrastructure and Planning is responsible for:

- ⇒ Roads and storm water
- ⇒ Public facilities and amenities
- ⇒ infrastructure maintenance
- ⇒ Housing

The objectives of the Infrastructure and Planning Department are:

- ⇒ Infrastructural development
- ⇒ Infrastructure maintenance
- ⇒ Planning and development

2.7.2. SOCIAL AND COMMUNITY DEVELOPMENT

The Manager Social and Community Development is responsible for;

- ⇒ Public safety and security services
- ⇒ Social and community development services
- ⇒ Disaster management services (Immediate local relief)

The objectives of the Social and Community Development Department are to:

- ⇒ Provide efficient vehicle licensing services to vehicle owners
- ⇒ Provide support to other government law enforcement departments by keeping and updating records of licensing information
- ⇒ Reduced the rate of accidents in our roads and attend to reported accidents and incidents
- ⇒ Focus on minimising the N2 Main Street traffic congestion
- ⇒ Protect the environment and provide a safe and healthy environment to the local community
- ⇒ Provide an archives and information resource centre
- ⇒ Promote Sports, arts culture

2.7.2.6 BUDGET AND TREASURY

The Chief Finance officer is responsible for

- ⇒ Revenue Management
- ⇒ Expenditure Management
- ⇒ Asset, Liability and Fleet Management
- ⇒ Budget Reform and Reporting
- ⇒ Investment
- ⇒ Implementation of Financial System IT
- ⇒ Supply Chain Management
- ⇒ Reporting
- ⇒ Internship Programmes

The objectives of the Budget and Treasury office are to:

- ⇒ Maximise revenue collection
- ⇒ Prepare annual budget with budget process plan
- ⇒ Expenditure control including unauthorised expenditure
- ⇒ Safeguard all municipal assets

- ⇒ Maximise investment returns
- ⇒ Establish integrated financial system
- ⇒ Comply with Supply Chain Management regulations
- ⇒ Ensure fair value of projects in terms of quality and price
- ⇒ Ensure open and fair supply chain management practices open to all service providers and minimise corruption

2.7.2.7 LED AND ENVIRONMENTAL MANAGER

The Manager LED and Environment is responsible for LED and Environmental management

The objectives of the LED and Environment Department are:

- ⇒ Promotion of local economic development
- ⇒ Promotion and enforcement of proper environmental practices
- ⇒ Promotion of SMME development (entrepreneurship)
- ⇒ Promotion of tourism initiatives
- ⇒ Promotion of forestry development
- ⇒ Promotion of Agrarian Reform

2.7.3 INSTITUTIONAL (HR) POLICY DEVELOPMENT

The following policies have been developed by the Municipality;

- ⇒ Bursary Scheme Policy
- ⇒ Training and Development Policy
- ⇒ Placement Policy
- ⇒ Code of conduct for staff
- ⇒ Acting Allowance policy.
- ⇒ Employee Assistance Policy
- ⇒ HIV/AIDS policy
- ⇒ Recruitment and selection policy
- ⇒ Human Resource Development Strategy
- ⇒ Records management policy
- ⇒ Language policy

- ⇒ Exit interview policy
- ⇒ Computer and emails policy

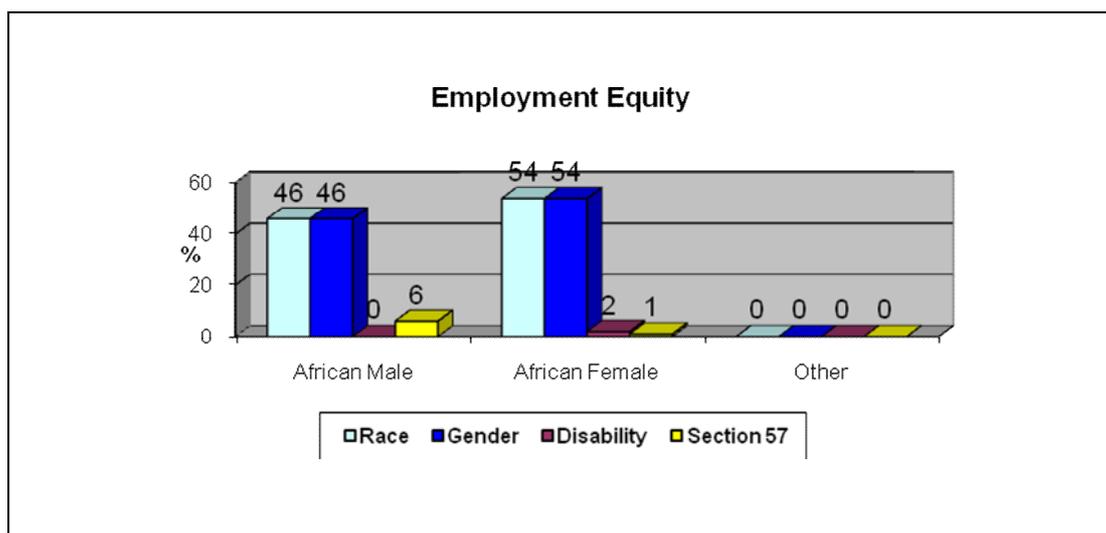
2.7.4 EMPLOYMENT EQUITY

Umzimvubu has developed an Employment Equity Plan, as a long term plan to address any imbalances in employee representation in the work place. It also aims to promote gender equity and eliminate unfair discrimination. An Employment Equity Manager was designated to ensure that the Employment Equity plan is implemented. An Employment Equity Committee has also been established which comprises employees from all categories and Councillors.

The Employment Equity Plan has been submitted to the Department of Labour, and regular reports are submitted on progress made and targets met. Umzimvubu still faces challenges in terms of implementing employment equity particularly on senior levels.

Figure 14 below provides an overview of employment equity in terms of race, gender, disabilities and management (Section 57 Managers)

Figure 14: Employment Equity



Source 2007/08 Annual Report

2.7.5 SKILLS DEVELOPMENT AND TRAINING

Umzimvubu has acknowledged that skills training is expensive but has taken a decision that training, education and development is an investment in the Municipality's future rather than an expense. The Municipality has adopted a Workplace Skills Plan in accordance with the Skills Development Act. The plan aims to address the identified skills shortage within the municipality. A skills audit to identify training needs and suitable training and development courses is conducted annually.

2.7.6 PERFORMANCE MANAGEMENT

The overarching intentions of the Municipal Performance Management System is to:-

- promote accountability;
- ensure that plans are implemented;
- ensure optimal use of resources;
- reaffirm that the implementation outputs have the desired effect; and
- monitor and improve performance.

The purpose of a municipal performance management system is to:-

- set performance indicators to measure performance outcomes and impact, against the priorities and objectives identified in the IDP;
- set quarterly targets;
- draft SDBIP and draft annual performance agreements for the municipal manager and all S57 managers for submission to the mayor 14 days after the approval of the annual budget;
- ensure cohesion between projects identified in 2009/10 (IDP annual operational plan) and the annual SDBIP for 2009/10;
- enable half yearly municipal performance assessment by January 2010; and
- Annually measure, review and report on performance (Annual Performance Report)

Umzimvubu is in process of developing a Performance Management System in terms of Section 38 of the Municipal Systems Act. The process includes the development and implementation of an organisational performance management system which will not only regulate the performance of Section 57 Managers but which will also be cascaded down to other managers and officials within the municipality. A service provider AMANI was appointed to develop the Umzimvubu Performance Management System and present it to Council. It is anticipated that the PMS will be compatible for implementation parallel to the adoption of the Final IDP and finalisation of the SDBIP for 2009/10.

Beyond the fulfilling of legislative requirements, Umzimvubu Municipality intends to establish a performance management system that will effectively monitor, review and improve the implementation of the municipality's IDP, ensure accountability, facilitate learning and improvement, provide early warning signals and facilitate decision-making.

As a basis for accountability, extensive use will be made of (Service Delivery Budget Implementation Plans) SDBIP's and Annual Performance Agreements for Senior Management to measure performance. Draft SDBIP has been developed for each Department and contains programmes that align with the core functions of the Department. These plans facilitate effective measurement of the implementation of core functions in accordance with the budget.

Areas of prioritised intervention

- Finalise respective Department SDBIPs.

Audit Committee

Each municipality is obliged to have an independent advisory body which must advise the municipality on matters, amongst other things, relating to performance management and performance evaluation.

There is a shared service agreement between Umzimvubu municipality and the District for the services of the Audit Committee appointed by the Alfred Nzo District Municipality.

Internal Audit Unit

Each municipality must have an internal audit unit, which must advise the accounting officer and report to the audit committee on matters, amongst other things, relating to performance management. The internal audit function may be outsourced if the municipality requires assistance to develop its internal capacity and the council has determined that this is feasible or cost effective. Umzimvubu municipality has outsourced this function.

Auditor General Performance Audit Report and Implementation Plan

Attached below is a report.

2.7.6 INTERGOVERNMENTAL RELATIONS

For the purposed of the 2009/2010 review it was decided to deal with IGR related issues under Key Performance Area 4 namely Good Governance and Public Participation.

2.8 IDENTIFICATION OF PRIORITY ISSUES

Umzimvubu Local Municipality faces a number of challenges in meeting the local government objectives, one of the primary challenges being that the priority areas identified in this situational analysis do not all fall within the functional area of the ULM. This has the effect that the ULM will play a dual role namely that of implementing agent and that of facilitator and coordinator.

Pivotal to both roles is ensuring that ULM has the capacity and resources to play the roles required of it. It is on this premise that it is recommended that the

municipality firstly review its institutional framework, financial viability and governance.

This situational analysis has revealed a number of priority issues that the Municipality needs to address. Broadly defined priorities are divided into three categories, namely institutional priorities, functional priorities where the municipality should play a significant coordinating and facilitating role and functional priorities where the municipality can play a leading role. It will be noted that there is some overlap as a result of different aspects of one priority falling within more than one category.

Institutional financial and governance priorities

Institutional

- ⇒ The most critical vacancies on the senior management structure need to be filled.
- ⇒ The Municipality needs to implement its Performance Management system in accordance with the provisions of the Municipal Systems Act.
- ⇒ The Municipality needs to conduct a compliance audit to ensure that it complies with all applicable legislation, especially the MFMA.

Finance

- ⇒ The Municipality needs to reduce its dependence on grants and expand its own resource base.
- ⇒ The Municipality urgently needs to expand its rates base. This exercise will also enable it to review its billing system to ensure that all households are billed for their services. It is acknowledged that the majority of the community will qualify for indigent support but accurate billing will ensure that resources are accounted for and used responsibly.
- ⇒ A culture of payment needs to be encouraged, especially with respect to rates and service fees.

- ⇒ The Municipality needs to increase its allocation to repairs and maintenance, especially in respect of infrastructure.
- ⇒ The Municipality needs to enhance its legislative compliance with the MFMA, especially sections 62, 63, 64, 65, 74, 121 and 125 which relate to asset and liability management, revenue management, expenditure management, general reporting obligations, performance information and compulsory disclosures.
- ⇒ The Municipality needs to develop a comprehensive risk management framework.

Governance

- ⇒ The existing communication mechanisms must be utilised to develop the capacity of the community in terms of governance issues. This should include encouraging them to participate in matters of local government, developing their understanding of the financial management of the municipality and encouraging a culture of payment.
- ⇒ IGR structures need to be strengthened to ensure that they function effectively and that they provide an effective platform for communicating needs to other sector departments.

Functional priorities where the municipality should play a significant co-ordinating and facilitating role

Social

- ⇒ Youth development and empowerment programmes
- ⇒ Gender development and empowerment programmes
- ⇒ Elderly development and empowerment programmes
- ⇒ Local economic development programmes especially programmes in the sectors identified for development such as tourism and agriculture. Existing LED programmes of the Municipality need to be assessed in terms of strengths and weaknesses and developed in accordance with this assessment.

- ⇒ Poverty alleviation mechanisms
- ⇒ Access to social grants by qualifying beneficiaries
- ⇒ Improving education levels and literacy levels in the area through enhanced access to secondary and tertiary education and the provision of library facilities
- ⇒ Access to improved health care facilities by lobbying the Department of Health to improve its services at existing facilities, provide additional facilities and ensure that all facilities provide a full range of services.
- ⇒ Access to improved HIV/AIDS treatment through registration of the District Hospital in Mount Frere as an ARV treatment site
- ⇒ HIV/AIDS awareness campaigns.
- ⇒ The development sports and recreational programmes
- ⇒ Additional library provisioning. Mobile library services need to be encouraged to bring literacy to rural communities.
- ⇒ Encourage the establishment of Community Police Forums and participate in their activities
- ⇒ Multi stakeholder development and implementation of crime prevention strategies.

Infrastructure

- ⇒ The development of library infrastructure
- ⇒ Provision of adequate housing especially rural housing
- ⇒ Access to electricity areas of jurisdiction
- ⇒ Improved telecommunication networks to ensure effective communication and effective functioning of all organs of state
- ⇒ The provision, upgrading and maintenance of roads in the district
- ⇒ Improved public transport
- ⇒ Access to water (RDP standard)
- ⇒ Access to sanitation (RDP Standard)

Functional priorities where the municipality can play a leading role

- ⇒ Tourism development
- ⇒ The development sports and recreational infrastructure
- ⇒ The development sports and recreational programmes
- ⇒ The provision, upgrading and maintenance of roads in the area
- ⇒ Improvement of Community Halls
- ⇒ Provision of extended cemetery services to ensure that entire area has access to services.
- ⇒ Expansion of refuse removal services and facilities to prevent indiscriminate dumping in rural areas
- ⇒ Establish a local safety forum and develop a community safety plan to address community safety issues.
- ⇒ Job creation

CHAPTER THREE

3.1 DEVELOPMENT OBJECTIVES AND STRATEGIES

The purpose of this chapter is to craft a comprehensive strategy that promotes development in the Umzimvubu municipal area, in support of the vision and mission statement below. The vision and mission for the town and its people remain relevant to the period under review (2009/10) as it is both informed by the situational analysis and realities on the ground.

UMZIMVUBU VISION

ULM has adopted the following vision;

“A municipality that is known to put community first. We will render quality services through our employees and create a platform for vital economic activity which will create sustainable financial viability and development for all”.

UMZIMVUBU MISSION

ULM has adopted the following mission;

“To ensure the delivery of quality services that promote economic growth, support development and respond to the community needs in accordance with our development mandate”.

CORE VALUES

ULM has adopted the following value system;

<i>U</i>	-	<i>Utilise</i>
<i>M</i>	-	<i>Manage</i>
<i>Z</i>	-	<i>Zeal</i>
<i>I</i>	-	<i>Innovate</i>
<i>M</i>	-	<i>Motivate</i>
<i>V</i>	-	<i>Vision</i>
<i>U</i>	-	<i>Understand</i>

<i>B</i>	-	<i>Believe</i>
<i>U</i>	-	<i>Unite</i>

GOALS

Key development priorities include;

- ⇒ ***Infrastructure priorities***
- ⇒ ***Economic priorities***
- ⇒ ***Spatial priorities***
- ⇒ ***Social priorities***
- ⇒ ***Institutional priorities***

3.2 STRATEGIC ALIGNMENT WITH OTHER SPHERES OF GOVERNMENT.

Moving from the premise that Umzimvubu municipality is an integral part of the South African developmental State, this chapter strives for synergy with the programmes of other organs of state, particularly at a strategic level.

This section gives a brief outline of the strategic plans, principles and agreements that have informed and influenced the macro strategic direction followed by Umzimvubu municipality.

National Spatial Development Perspective

The NSDP principles below suggest that a planning approach must take into account the economic development potential of areas where the public sector is to invest:-

Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of poverty alleviation;

Government has a constitutional obligation to provide basic services to all citizens, wherever they reside;

Government spending on fixed investment, should be focused on localities of economic growth and/or economic potential with the view of gearing up for private sector investment, stimulate sustainable economic activities and to create long-term employment opportunities.

Efforts to address past and current social inequalities should focus on people not places. This could mean that in localities with high levels of poverty and

development potential, should receive fixed capital investments beyond basic services to exploit that potential;

Likewise in localities with high levels of poverty and low development potential, public spending should focus on human resource development and labour market information in order to give people the option to either remain or migrate to areas that are likely to provide employment or other economic advantages.

AsgiSA/JIPSA

The main objectives of the Accelerated and Shared Growth Initiative (AsgiSA) and the Joint Initiative on Skills Acquisition (JIPSA) is:-

- Skills development
- Mainstreaming the second economy
- Infrastructure development

Integrated Sustainable Rural Development Programme (2001 to 2010)

This ten year programme is aimed at fighting poverty, under-development and emphasizing the integration of planning for services.

Alfred Nzo District Municipality is one of the thirteen rural nodes identified in the Country and the Umzimvubu river valley Development is one of the anchor projects in the District.

DPLG's 5-year Strategic Plan for Local Government

DPLG's Five-year Local Government Strategic Agenda is aimed at improving the performance of municipalities. The Plan contains three strategic priorities, the first of which is most relevant to municipalities and requires a collaborative effort of all three spheres of government to ensure success.

- Mainstreaming hands-on support to local government to improve municipal governance, performance and accountability;
- Addressing the structure and governance arrangements of the State in order to better strengthen, support and monitor Local Government; and
- Refining and strengthening the policy, regulatory and fiscal environment for Local Government and giving greater attention to enforcement measures.

Eastern Cape Provincial Growth and Development Plan

The PGDP sets out a quantified vision statement for growth and development in the Eastern Cape for the period 2004-2014, with 2003 as the base year. PGDP is strongly aligned to the Millennium Development Goals and National Government's Development Strategy.

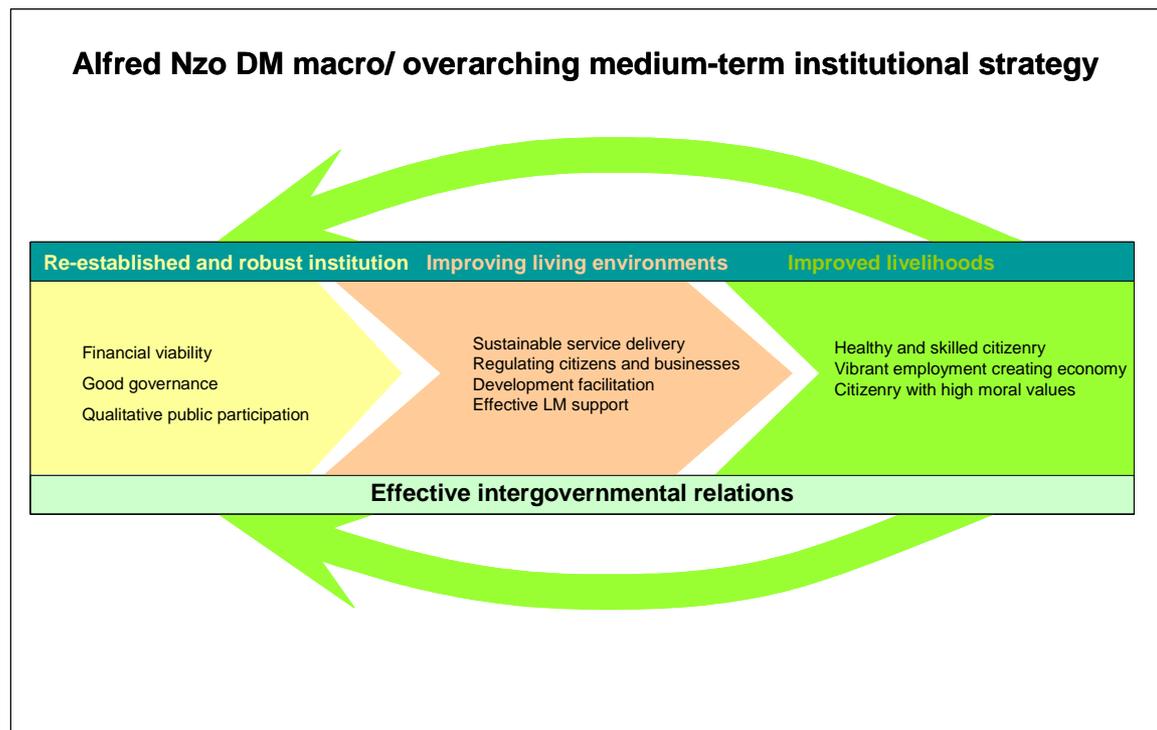
PGDP aims over a ten-year period for:

- Systematic poverty eradication
- Agrarian transformation and household food security
- Development and diversification of the manufacturing base and tourism potential
- Human resource development
- Infrastructure development
- Public sector and institutional transformation

Alfred Nzo District Municipality Strategic Goals

The strategy for development in Alfred Nzo District Municipality is based on three priority goals.

The following diagram summarises the medium term overarching strategy of Alfred Nzo District Municipality. Municipal objectives and their supporting strategies are formulated in line with this macro strategy.



The strategy hinges on the following three main pillars:-

- Re-established and robust institution
- Improving living environments
- Improved livelihoods

Clearly illustrated is the realisation that these objectives can only be realised with integrated planning ensured by effective intergovernmental relations and partnerships.

Alfred Nzo District Growth and Development Summit

Alfred Nzo District Growth and Development Summit identified priority programmes to drive economic growth and development in the district over the next five to ten years.

Commitments that must be undertaken by the various stakeholders have been formalised in an Agreement. Umzimvubu local municipality is a primary partner and is committed to the outcomes agreed upon. These programmes are also aligned to Umzimvubu's strategic objectives and will find expression in the operational strategies and projects to be undertaken by the municipality in the 2009/10 financial year.

3.3 UMZIMVUBU'S DEVELOPMENT OBJECTIVES FOR 2009/10

To enable the formulation of its organisational strategies, Umzimvubu local municipality resolved to align its objectives with the 3 high level developmental goals of the Alfred Nzo District Municipality. Emphasis of focus will revolve around local priorities and localised strategies below that will be dealt with within the resource constraints that exist in the municipality.

- Re-established and robust institution
- Improving living environments
- Improved livelihoods

3.3.1 UMZIMVUBU'S DEVELOPMENT STRATEGIES FOR 2009/2010

This section of the report will look at the development of strategies in respect of the core functions and powers assigned to Umzimvubu municipality, including its facilitation role. These core issues for intervention, identified in Chapter 2, will therefore be packaged according to the following IDP Key Performance Areas :-

- spatial planning;
- capital investment;
- social investment;
- economic growth potential sectors identified in the SDF;
- public participation and
- institutional transformation.

The financial strategy will be dealt with in more detail under Chapter 6.

Spatial Planning

Key Performance Area No.1 – Spatial Development Framework Improve living environment

Spatial Planning			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve living environment	To ensure that planning and development decisions have a legal basis & are spatially considered.	Updated Spatial Development Framework.	Review the 2007 SDF and facilitate adoption by Council agreement by the IDP Rep. Forum.
	To establish a Land Use Management System in comprising zoning maps and scheme clauses.	Strictly adhere to LUMS	Update zoning guidelines.
	To adhere to sound environmental practises and to protect environmentally sensitive areas	Adhere to demarcation of areas that have been identified for biodiversity conservation in the SDF	Develop principles and procedures in partnership with DEDEA
		Lobby for funding for the development of an Environment Management Plan.	Submit Business Plan to DEDEA

Key Performance Area No.2 – Service Delivery
Improve Service Delivery quality; Meet Basic Needs; and Grow Labour Intensive and Pro-poor programmes

Infrastructure / Capital investment Strategy

The municipality is not directly responsible for the provision of water, sanitation, electricity and therefore Umzimvubu should position itself to play a pivotal role to coordinate social and economic development initiatives and lobby for additional funding for basic service delivery.

When infrastructure investment is made, labour intensive employment methods should be used to maximise job creation and skills development as stipulated in the EPWP guidelines. The strategy intends to address service delivery backlogs, improve basic service needs, support economic growth and create job opportunities.

Umzimvubu will continue to canvas for more funding through the MIG programme, the district municipality, sector departments and donor organisations for the provision of water, sanitation and electricity. Core service delivery areas that have been prioritised are:-

- construction and maintenance of municipal streets and access roads;

Water and Sanitation			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve living environment	Eradication of water and sanitation backlogs in rural areas.	Form partnerships with potential donors.	Negotiate with MIG, DLGTA, Sector depts., Alfred Nzo DM (WSA) and DBSA for additional funds.
	Ensure sufficient water provision and sanitation services	Facilitate new / upgrade bull infrastructure	Project proposal to WSA for consideration.
Roads and streets			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve living environment	To ensure improved roads and storm water drainage	Implement systems and plans to manage roads and storm water.	Develop- Roads Maintenance Plan; Storm-water/Pavement Management System
	To develop road infrastructure	Maximise funding to upgrade and maintain roads	Construction/upgrade/ Maintenance of streets, access roads and bridges: Ward projects in areas of needs.

	Improve N2 as a major mobility route.	Lobby for funding.	Highlight and include as a priority issue in the Transport Forum
Improve livelihoods	To maximise job opportunities and skills development.	Implement EPWP guidelines with targets	Monitor the implementation of EPWP and report on job creation.
Electricity and Energy Provision			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve living environment and livelihoods.	To provide an effective electricity service	Lobby for the allocation of sufficient funds to upgrade the power station.	Upgrade existing Power Station.
	Universal access to electricity in rural areas by 2012	Create awareness and lobby for additional funding	Form partnerships with ESKOM and DM&E

Key Performance Area No.2 – Service Delivery

Improve living Environment and Improve livelihoods.

COMMUNITY SERVICES / SOCIAL INVESTMENT STRATEGY

Umzimvubu is not a major player in social development programmes. The Department of Social Development plays a central role and they are assisted by a number of government departments. Umzimvubu municipality acknowledges the importance of these programmes and the main social safety net strategy should be to render support and create a conducive environment for these organs of state to operate effectively. Social safety net areas that have been prioritised are:

- Solid Waste Management
- Housing
- Public Transport
- Safety and security
- Community facilities

Solid Waste Management

Solid Waste Management			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve living environment and Improve livelihoods	To effectively manage waste management and to operate legally compliant waste disposal sites.	Allocate funding to obtain a closure permit for existing site at Mt Frere and to identify a new site.	Identify new site at Mt. Frere; Rehabilitation of old site at Mt.Frere.
	To undertake waste collection and disposal efficiently	Secure funds for a Waste Management Plan.	Develop a Waste Management Plan.

Housing

The strategy looks at sustainable human settlement and quality housing development therefore addresses the need to complete blocked projects and to restore houses within acceptable safety standards and norms.

Internal capacity to manage and monitor housing development has been identified as a risk. As an interim measure the strategy proposes that Provincial building inspectors must conduct regular site visits to monitor progress and ensure the quality of unblocked projects.

Housing

Strategic Objective	Operational Objectives	Strategies	Projects
Establish Robust Institution and Improve living Environment.	Ensure efficient housing delivery is supervised and managed by skilled personnel	Capacitate existing staff members and employ staff with the necessary skills	Identify staff for training in Project Management. Employ housing staff / Project Managers.
	Ensure supervision at housing projects.	Co-opt technical skills from DoH	Obtain agreement for provincial building inspector to confirm quality and value created.
	Allocate and transfer houses to beneficiaries	Solicit assistance from DoH to assist with the unblocking of projects.	Complete unblocked projects.
Meet basic needs	Increase the availability of middle income housing stock.	Determine suitable housing policy options catering of middle income houses.	Investigate credit linked housing application for middle income houses at Mt Ayliff and Mt. Frere.
	Sustainable housing development in rural areas	Construction of new housing projects as approved by DoH..	1,150 units to be built in My Ayliff and 900 in Mt. Frere.

Public Transport

Individual mobility is an important aspect of social security therefore it is critical to improve facilities on mobility routes in areas with high poverty levels, especially where communities are reliant on taxi transportation.

Safety and Security

House breaking, domestic violence, shop lifting, alcohol and substance abuse do occur in the Umzimvubu municipal area.

Safety and Security			
Strategic Objective	Operational Objectives	Strategies	Projects
Social Safety Net Programme and basic needs	Create a safe and secure environment.	Lobby SAPS to increase their presence and visibility.	Intensified SAPS visibility; and create awareness around Police Forums in Mt Ayliff and specifically in Mt Frere.

COMMUNITY FACILITIES / SOCIAL INVESTMENT STRATEGY

Community Halls			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve living environment and livelihoods.	Maintain municipal assets.	Implement a Community Hall medium term maintenance plan.	Develop a MTEF Community Hall Maintenance Plan and allocate funding
	Optimise income generation from municipal assets.	Maximise the use of municipal assets to create revenue for maintenance.	Develop a utilization policy.
Sport facilities			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve living environment and livelihoods.	To develop sustainable human settlements	Lobby for the creation of sport facilities.	Facilitate for the development of multi-purpose sport facilities at Mt. Ayliff and Mt Frere.
Libraries			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve living environment and Improve livelihoods	Improve literacy and education levels	Support DSRAC with the building of the library at Mr Frere.	Monitor the progress of the construction of the library at Mt. Frere
		Allocate a site for the building of a library at Mt. Ayliff	Identify a new site at Mt Ayliff.
Cemeteries			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve living environment	Demarcate Cemetery sites appropriately	Fencing Programme	Fencing of the new site at Mt Ayliff

Mainstreaming of Special Groups

Mainstreaming of Special Groups			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve Livelihoods	To involve special groups in planning and mainstream into economic activities in the municipality	Support and participate in Special Group Councils; Community targeted	Refine Supply Chain Policies to make it mandatory to mainstream opportunities.

		campaigns; and Use Supply Chain Policy enforce employment opportunities.	Attend HIV Council and related meetings. Capacity building workshops.
	To maximise job opportunities and skill development.	Implement EPWP guidelines with targets	Monitor the implementation of EPWP and report on job creation.

<p>Key Performance Area No.3 - Local Economic Development</p> <p>Grow Agriculture, agro-industries & strengthen Household Security; Grow Tourism, Trade and Tourism Related Business and Labour intensive & Pro-poor programme</p>
--

Local Economic Development

A Local Economic Strategy is going to be reviewed with the support of the Alfred Nzo District Municipality to map the development path that will enable other important role-players greater access to invest and support development in the Umzimvubu municipal area as a whole. The municipality has aligned its LED projects to the District Municipality Growth and Development Summit strategic priorities which are as follows:

- Grow Agriculture, agro-processing, forestry and timber projects
- Grow tourism, trade and related municipalities

The high levels of poverty and the limited economic scope for development in the area makes it important for the municipality to facilitate partnership an arrangement between Dept of Social Development, Agriculture and Economic Development to develop a short to medium term Household Up Scaling Plan.

In so doing the municipality will strive to strengthen existing business and encourage entrepreneurs to create and enter into new niche markets.

SMME

The municipality will strive to encourage entrepreneurs to create and enter into new niche markets. To this end council will consider incentives like small business property rate relief when adopting the municipality's rates policy for the 2009/10 financial year.

Tourism Development

The tourism industry has been identified as one of the areas with the most economic growth potential. The tourism sector is mainly a labour intensive industry that does not necessarily require large capital investment and has the potential to create job opportunities in the area. An added advantage is that it is relatively easy to train people in the hospitality industry.

- The area is strategically located, in central South Africa, accessible to the N2,
- Opportunities for possible accommodation expansion – linked to cluster accommodation development with Umzimvubu, Bethulie and Colesberg
- Climate is conducive for tourists to visit in all seasons
- Heritage tourism, Eco tourism, Adventure tourism
- Umzimvubu dam can host national events related to water sports, cycling, swimming and canoeing
- Tunnel inlet and outlet could also become attractions
- Availability of municipal land for future development
- The Umzimvubu House boat may if management is resolved be an opportunity for a unique accommodation type
- Municipal facilities could be given out on concessions so that the municipality concentrates on its core business.

Agriculture Sector

The agriculture sector contributing 38% to the GDP. There is room for further expansion and options for using the production of raw materials for agro processing and natural resource based industries needs to be investigated. In this respect, collaboration between the Umzimvubu Agricultural Forum, Land Affairs and Dept. of Agriculture, should be explored.

LED Institutional Arrangement:

LED			
Strategic Objective	Operational Objectives	Strategies	Projects
Grow Tourism, trade and tourism related business	Create an environment that will support investment.	Extend the towns beatification and tree planting initiative.	Develop and submit plan to Municipal Manager with funding implications over MTEF period.

Strategic Objective	Operational Objectives	Strategies	Projects
Grow agriculture and agro-processing	To ensure improved roads	Lobby additional funding to upgrade and maintain roads	Negotiate with MIG, DR&T and Alfred Nzo DM for Additional funds.
		Develop Infrastructure value chain analysis model	Negotiate with DoE to fund the Infrastructure value chain analysis model
	To promote better Land Use Management	Lobby funding to invest in Land Care initiatives	Negotiate with DoA to fund Land Care initiatives
		Increase awareness on better land use management practices	
	To upscale household food production	Develop a 5yr Household Food Security Plan for Umzimvubu	Facilitate the DoS,DoA and DoE partnership on up scaling Household Food Security
	To promote SMMEs thorough identifying value chain analysis opportunities	Develop Agro-value chain analysis model	Negotiate with DoE to fund the Value Chain Analysis model
Increase awareness on SMMEs		Negotiate with DoE to support awareness and promotion of SMMEs	

Key Performance Area No.4 Good Governance			
Improve capacity of Government and Communities			
Community and Public Participation			
Strategic Objective	Operational Objectives	Strategies	Projects
Establish a Robust Institution	To ensure that communities are involved in the IDP and prioritisation process.	Table an inclusive process plan/IDP time schedule – publish and create public awareness.	Ward Based Planning in Ward 1 to 24 during analysis phase and report back on priorities. Including consultation after the Draft IDP is adopted in March.
	Improve functionality of the 24 Ward Committees.	Strengthen Ward Committees and CDWs.	Monitor reports from Ward Committees and CDWs and build capacity.
	To ensure an effective communication strategy for Umzimvubu	Implement a comprehensive communication strategy.	Develop a Communication strategy
	To widen Umzimvubus’s communication network and comply with MFMA	Maximise Website promotion	ICT Development and Website updates.

Intergovernmental Relations

Intergovernmental Relations			
Strategic Objective	Operational Objectives	Strategies	Projects
	To improve coordination of planning initiatives by various Depts. involved in development in Umzimvubu area	Greater emphasis on District IGR meetings in Process Plan/Time Schedule	Participate in District IGR Cluster meetings.

Key Performance Area No.5 – Financial Viability			
Improve capacity of Government and Communities			
Financial Viability			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve capacity of government and community	Improve financial liquidity and viability	Implementation of Council's Policies:- credit control policy & Indigent policy.	Monthly reports to Council on implementation results; Update Indigent register for 09/10;
		Community awareness campaign.	Use budget time-schedule to promote awareness to report illegal connections, leakages and payment returns.
	Ensure legal compliance	Meet key legal timeframes	Submit finance portion of the 08/09 Annual Report to the MM by 15 January 2010; Submit 08/09 financial statements to AG by 31 August 2009.
		Maintain an internal audit unit.	Submit a full report to Council on the various options available including external assistance in 09/10 (DLGTA/Treasury) & outsourcing alternative.
Grow labour intensive and pro-poor programme	To support the social safety net programme by improving the quality of life of communities in need.	Provide Free Basic Services to households in need.	Implement the 2009/2010 Indigent Register and update for 2010/11 from January 2010

Key Performance Area No.6 – Institutional Development			
Improve capacity of Government and Communities			
Organisational Structure			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve capacity of Government and to meet basic needs	To approve an organogram that enables core functions to be effectively carried out.	Investigate the feasibility of targeting key scarce technical skill and appoint.	Review organogram. Identify key positions and funding implications.

Skills Development			
Strategic Objective	Operational Objectives	Strategies	Projects
Improve capacity of Government and Communities	To build internal and external capacity in support of economic potential and scarce skill in the municipality.	Select participants to participate in Local Government SITA training initiatives.	Skills audit and selection as per the Workplace Skills Plan targeting technical and finance (internal audit skills) departments. Select external candidates for skills training in the tourism and building sectors.
	To maintain and retain capacity and institutional memory.	DLGTA to render hands-on support to update HR policies.	TAP Pilot project to develop a retention strategy and succession plan.

Performance Management System			
Strategic Objective	Operational Objectives	Strategies	Projects
Service Delivery Quality	Checks and balances to ensure accountability and transparency through internal controls	Appoint an internal audit unit	Refer to project proposal under KPA 5 Financial Viability
	Monitor and evaluate institutional performance and reward individual performance fairly.	Implement a MPMS for 2009/10	Develop 2008/09 Annual Performance Report ; and Appraise S57 managers for the period 2008/09

CHAPTER FOUR

4.1 UMZIMVUBU FINANCIAL PLAN 2009/2010

Summary of Revenue

VOTE	2009/2010	2010/2011	2011/2012
Council & Executive			
Executive			
Budget & Treasury	R 79 254 506	R 87 961 411	R 95 474 608
Technical Services	R 24 364 000	R 28 341 100	R 23 719 790
Community Services	R 3 474 034	R 3 944 985	R 4 425 691
LED & Environmental	R 1 319 882	R 245 533	R 273 107
Corporate Services			
Total			

Breakdown of Expenditure Allocation

VOTE	2009/2010	2009/2011	2011/2012
Council	R 14 621 585	R 15 189 711	R 15 488 334
MM	R 5 295 228	R 5 504 847	R 5 820 846
Budget and Treasury Services	R 17 643 660	R 13 376 111	R 14 325 572
Technical Services	R 46 793 975	R 42 878 919	R 37 967 123
Community and Social Services	R 11 922 250	R 13 062 044	R 15 140 196
LED & Environmental	R 28 290 400	R 21 112 313	R 22 557 628
Corporate Services	R 10 860 216	R 11 485 203	R 12 356 437
Special Programmes Unit	R 8 324 910	R 9 378 704	R 9 982 887
Total			

PROVISION OF FREE BASIC SERVICES

Provision is made on the 2009/10 budget for the provision of free basic services

The Equitable Share allocated to Umzimvubu is as follows:

Equitable Share allocation	2009/2010	2010/2011	2011/2012
Umzimvubu local municipality	R 56 261 000	R 69 453 000	R 75 784 000

The long-term financial plan should be reviewed each year to update assumption, projections and related policies. Key issues to be included are:-

- Revising the long term financial plan for events that may have impacted during the recent past;
- Refer to the outcomes and achievements of the past few years financial performance as per the audited financial statements;

- Reviewing and discussing the financial objectives, indicators and assumptions;
- Reviewing the past and summarise long term financial outlook;
- Highlighting the current overall financial position and liquidity situation;
- Highlighting financial challenges and constraints;
- Discuss strategies to deal with the challenges, and to maintain financial viability and capacity to sustain services;
- Highlight overall finding mix and implications for own revenue and external funding
- Highlight compliance with MFMA and
- other relevant legislation.

CHAPTER FIVE

5.1 UMZIMVUBU PROJECTS 2009/2010

PROJECT	WARD	SOURCE OF FUND	IMPLEMENTING AGENT	2008/2009	2009/2010	2010/2011
<p><u>Access Roads</u></p> <ul style="list-style-type: none"> • Phakade Zinkawini Mabunzi Access Road (8 km) • Lower Brooksnek (5 km) <p><u>Maintanance of Road</u></p> <ul style="list-style-type: none"> ▪ N2 to Gcwayi ▪ Mabovu from R61 bridge <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ Phepheni Village ▪ Manxiweni <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ Upper Cabazana 	1	EQUITABLE SHARE	UMZIMVUBU L.M		R 300 000.00	
					R 470 000.00	

<p><u>Sanitation</u></p> <ul style="list-style-type: none"> ▪ Lower and Upper Brooksnek <p><u>Community Halls</u></p> <p>Phepheni</p> <p><u>Agrarian</u></p> <ul style="list-style-type: none"> ▪ Ploughing of maize fields ▪ Peach value addition ▪ Sorghum production <p><u>Tourism Development</u></p> <ul style="list-style-type: none"> ▪ Renovation of Phakade as tourist information centre <p><u>Forestry Development</u></p> <ul style="list-style-type: none"> ▪ Phepheni aforestation <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Cabazana 					R 68 000	
<p><u>Access Road/Bridge</u></p> <ul style="list-style-type: none"> ▪ Ngwegweni A/R ▪ Sidakeni A/R 	2	EQUITABLE SHARE	UMZIMVUBU L.M			

<p><u>Fencing</u></p> <ul style="list-style-type: none"> ▪ Dundee 150 h ▪ Ntlavini 100h ▪ Mvalweni 120h <p><u>Road Maintenance</u></p> <ul style="list-style-type: none"> ▪ Mvalweni A/R ▪ Valiphathwa A/R ▪ Dundee Bridge. <p><u>Access Road</u></p> <ul style="list-style-type: none"> ▪ Ntlavini ▪ Panankukhu ▪ Cross way to Thabo <p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Mvalweni <p><u>LED Projects</u></p> <ul style="list-style-type: none"> ▪ Fencing of fields, peach value addition, sports ground, youth projects, Ntlavini pre-school, Mvalweni pre-school. <p><u>Agrarian</u></p>	<p>3</p>	<p>EQUITABLE SHARE</p>	<p>UMZIMVUBU L.M</p>		<p>R 600,000.00</p>	
--	-----------------	------------------------	-----------------------------	--	---------------------	--

<ul style="list-style-type: none"> ▪ Massive food programme and sorghum production <p><u>Tourism Development</u></p> <ul style="list-style-type: none"> ▪ Msukeni Enterprise <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Dundee 500 households <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ Infills at Bhotomane., Ntlavini, Dundee, Gugwini <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ Stand pipes extension <p><u>Sanitation</u></p> <ul style="list-style-type: none"> ▪ Gugwini <p>Speed humps at Jojo SSS and Msukeni</p>						
<p><u>Community Hall</u></p> <ul style="list-style-type: none"> • Sigidini <p><u>Road Mantainance</u></p>	4	EQUITABLE SHARE	UMZIMVUBU L.M			

<ul style="list-style-type: none"> ▪ Sigidini A/R <p><u>Electricity Supply</u></p> <ul style="list-style-type: none"> • Sigidini and Tela <p><u>Agrarian</u></p> <ul style="list-style-type: none"> ▪ Peach value addition. ▪ Renovation of Xesibe tourism <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Bechuana and Mnqwane ▪ Ngonyameni ▪ Tela/Lokhewe ▪ Sigidini A,B,C 					R 430,000.00	
<p><u>Access Road</u></p> <ul style="list-style-type: none"> ▪ Baqhuqhini (5 km) ▪ Jiyana A/R and bridge <p><u>Road Maintainance</u></p> <ul style="list-style-type: none"> ▪ Manyimbane ▪ Mthela ▪ Ndzongiseni A/R ▪ Marwaqa A/R ▪ Qadu A/R 	5	UMZIMVUBU L.M	UMZIMVUBU L.M		R 600,000.00	

<p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Qadu ▪ Nkanji <p><u>Sanitation</u></p> <ul style="list-style-type: none"> ▪ Lubaleko ▪ Nkanji ▪ Qadu <p><u>Sport Field</u></p> <ul style="list-style-type: none"> ▪ Lubaleko ▪ Nkanji <p><u>Bridges</u></p> <ul style="list-style-type: none"> ▪ Mthela <p><u>Tourism Development</u></p> <ul style="list-style-type: none"> ▪ Nkanji Nature Reserve ▪ Goose down production at Ndzongiseni <p><u>Electricity Supply</u></p> <ul style="list-style-type: none"> ▪ Qadu, Marwaqa and Mombeni ▪ All villages (Infills) 						
--	--	--	--	--	--	--

<p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ Manxiweni/Ndzongiseni ▪ Molwana and Mtela <p><u>Agrarian Reform</u></p> <ul style="list-style-type: none"> ▪ All villages <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Qadu 250 households ▪ Nkanji 300 households 						
<p><u>Access Roads</u></p> <ul style="list-style-type: none"> ▪ Ndarala to Welakabini A/R (7 km) ▪ Gogela A/R (4 km) ▪ Majojweni (10 km) ▪ Silindini-Baphutini A/R and bridge ▪ Extension of Mbumbazi A/R <p><u>Telecommunication</u></p> <ul style="list-style-type: none"> ▪ Ndum-ndum/Gogela <p><u>Electrification</u></p> <ul style="list-style-type: none"> ▪ Gogela and Celinkungu (infills) ▪ All villages <p><u>Massive Food</u></p>	6				R 1 000 000.00	

<ul style="list-style-type: none"> ▪ Mwaca, Ndarala, Mqhekezweni, Gogela <p><u>Agricultural Projects</u></p> <ul style="list-style-type: none"> ▪ Majojweni Youth and Women Empowerment Project ▪ Goxe Cut Flower <p><u>Sport and Recreation</u></p> <ul style="list-style-type: none"> ▪ Ndarala Sportfield ▪ Ndum ndum ▪ Gogela <p><u>Tourism</u></p> <ul style="list-style-type: none"> ▪ Ntsizwa Hiking Trails ▪ Thusong Service Centre (Mbumbazi) <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ Ndarala ▪ Mbumbazi ▪ Mqhekezweni ▪ Mqokweni <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Mwaca ▪ Ndarala 						
--	--	--	--	--	--	--

<ul style="list-style-type: none"> ▪ Mqhekezweni ▪ Sirhoqobeni ▪ Kwagogela ▪ Mqhokweni 						
<p><u>Road Surfacing</u></p> <ul style="list-style-type: none"> ▪ Mount Ayliff surfacing of streets <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ Municipal Borehole <p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Santombe ▪ Extension of Mt Ayliff Town Hall <p><u>Pre-School</u></p> <ul style="list-style-type: none"> ▪ Sikhemane <p><u>Electricity Supply</u></p> <ul style="list-style-type: none"> ▪ Sikhemane and extension 05 (Tyoksville) <p><u>Upgrading</u></p> <ul style="list-style-type: none"> ▪ Upgrading of waste disposal site 	7	MIG	UMZIMVUBU L.M	UMZIMVUBU L.M	R 7,000,000.00	
					R 800,000.00	
					R 250,000.00	
					R0.5m	

<p><u>Town Planning</u></p> <ul style="list-style-type: none"> ▪ Bus Rank <p><u>Maintainance</u></p> <ul style="list-style-type: none"> ▪ Mt Ayliff Sportfield <p><u>Road Mantainance</u></p> <ul style="list-style-type: none"> ▪ Mt Ayliff Internal Roads ▪ Lubalasi A/R <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Middle/High Income Housing ▪ Regional Offices/Hotel/Mall <p><u>Environmental Management</u></p> <ul style="list-style-type: none"> ▪ Urban Greening ▪ Park ▪ landfill site management, recycling project, quarry and sand mining ▪ Light Industrial <p><u>Tourism Development</u></p> <ul style="list-style-type: none"> ▪ Rezoning of accommodation establishment, training of tour guides, attendance of tourism shows and exhibitions 					<p>R 100,000.00</p> <p>R150,000.00</p> <p>R300 000</p> <p>R300 000</p>	
---	--	--	--	--	--	--

<ul style="list-style-type: none"> ▪ Lugelweni ▪ Ndikini <p><u>Fencing of fields</u></p> <ul style="list-style-type: none"> ▪ Sylusville ▪ Mapheleni Gubuzi <p><u>Pedestrian Bridge</u></p> <ul style="list-style-type: none"> ▪ Nodwengu-Nyathini <p><u>LED</u></p> <ul style="list-style-type: none"> ▪ Goose Down Production <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Bhonga ▪ Lugelweni ▪ Nyathini ▪ Natala ▪ Mapheleni ▪ Lusuthu ▪ Mvubini 						
<p><u>Access Roads</u></p> <ul style="list-style-type: none"> ▪ Mhluzini (7 km) ▪ Dukathole (3 km) 	9	UMZIMVUBU L.M	UMZIMVUBU L.M			

<ul style="list-style-type: none"> ▪ Mawuleni to Dutyini (4 km) <p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Mhluzini, ▪ Goso and ▪ Saphukanduku ▪ Dutyini <p><u>Maintenance</u></p> <ul style="list-style-type: none"> ▪ Dutyini ▪ Addition of class rooms at Saphukanduku. <p><u>Fencing</u></p> <ul style="list-style-type: none"> ▪ Fencing of fields at Siphukanduku. <p><u>Mobile Clinic</u></p> <ul style="list-style-type: none"> ▪ Dutyini, ▪ siphundu, ▪ Saphukanduka <p><u>Pre School</u></p>					R 400,000.00	
---	--	--	--	--	--------------	--

<ul style="list-style-type: none"> ▪ JV, ▪ Nobandla, ▪ Mhluzini, ▪ lukhanyisweni <p>Ntsizwa eco tourism.</p> <p><u>Fencing of Fields</u></p> <ul style="list-style-type: none"> ▪ Luxwesa, ▪ Siphundu, ▪ Mhluzini, ▪ Dutyini, and ▪ Sugarbush <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Dutyini ▪ Siphundu ▪ Mhlozini ▪ Goso ▪ Sugarbush ▪ Luxwesa ▪ Sapukanduku 						
<p><u>Access Road</u></p> <ul style="list-style-type: none"> ▪ Ngxashini (3 km) 	10	UMZIMVUBU L.M	UMZIMVUBU L.M			R 300,000.00

<ul style="list-style-type: none"> ▪ Sirhudlwini A/R ▪ Madlangeni A/R <p><u>Maintenance</u></p> <ul style="list-style-type: none"> ▪ Mpamba A/R ▪ Mdakeni A/R <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ All villages <p><u>Forestry Development</u></p> <ul style="list-style-type: none"> ▪ Umzimvubu pole treatment plant, ▪ Charcoal Production <p><u>Massive Food</u></p> <ul style="list-style-type: none"> ▪ Mdakeni ▪ Colana <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ Ngqumane ▪ Nomkholokotho <p>Housing</p> <ul style="list-style-type: none"> ▪ All villages 						
<u>Access Road</u>	11					

<p>Umzimvubu River Valley A/R (15 km)</p> <p><u>LED Projects</u> Umzimvubu Cutting One Bus Stop centre/ Business Investment</p> <p><u>Maintenance</u></p> <ul style="list-style-type: none"> ▪ Voveni A/R ▪ Rode A/R <p><u>Agrarian</u></p> <ul style="list-style-type: none"> ▪ Bio –fuel ▪ Umzimvubu river valley <p><u>Tourism Development</u></p> <ul style="list-style-type: none"> ▪ Ntsizwa hiking trail, <p><u>Forestry Development</u></p> <ul style="list-style-type: none"> ▪ Community woodlots/Umzinto <p><u>Electricity Supply</u></p> <ul style="list-style-type: none"> ▪ Madadiyela ▪ Ngwekazana ▪ Sithinteni 		<p>UMZIMVUBU L.M</p>	<p>UMZIMVUBU L.M</p>		<p>R 600,000.00</p>	
---	--	-----------------------------	-----------------------------	--	---------------------	--

<ul style="list-style-type: none"> ▪ Mhlotsheni ▪ Sibhozweni ▪ Lutshikini <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ All 18 villages 						
<p><u>Access Roads</u></p> <ul style="list-style-type: none"> ▪ Qhanqu (Macheleni) A/R ▪ Nguse to Tyeni A/R <p><u>Pre-school</u></p> <ul style="list-style-type: none"> ▪ Mawusheni, ▪ Msongonyana ▪ Macheleni. <p><u>Forestry Development</u></p> <ul style="list-style-type: none"> ▪ Umzimvubu pole treatment plant, New afforestation, ▪ Community woodlots in Mgungundlovu. 	12	UMZIMVUBU L.M	UMZIMVUBU L.M		R 500,000.00	

<p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ <u>Tyeni</u> ▪ <u>Mgungundlovu</u> ▪ <u>Mongilweni</u> ▪ <u>Lutateni</u> ▪ <u>Nguse</u> ▪ <u>Mpoza</u> ▪ <u>Qhango</u> ▪ <u>Ntibane</u> 						
<p><u>Access Roads</u></p> <ul style="list-style-type: none"> ▪ Mkalatya/ Mount White/Ntlabeni A/R ▪ Malongwe to Lugangeni ▪ Ntlabeni A/R and bridge ▪ Godola-Mpola A/R <p><u>Maintenance</u></p> <ul style="list-style-type: none"> ▪ Mpungutyana A/R ▪ Ngcozana ▪ Mjikelweni ▪ Nkungwini A/R <p><u>LED</u></p> <ul style="list-style-type: none"> ▪ Ntenetyana Dam Fishing/Fencing and B&B; 	13				R 1 050 000.00	

<ul style="list-style-type: none"> ▪ Livestock Improvement <p><u>Forestry</u></p> <ul style="list-style-type: none"> ▪ Sorghum Production <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ Malongwe ▪ Lonci ▪ Sihlahleni ▪ Ngcozana <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ Lower Mkhemane ▪ Nkungwini <p><u>Sanitation</u></p> <ul style="list-style-type: none"> ▪ Lonci ▪ Mganu ▪ Ntenetyana <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Nkungwini ▪ Mpungutyane ▪ Nyosini ▪ Tsewu ▪ Ntlabeni ▪ Xhameni ▪ Sihlahleni ▪ Ngcozana 						
---	--	--	--	--	--	--

<ul style="list-style-type: none"> ▪ Mganu ▪ Mgodl ▪ Mount White ▪ Luqolweni ▪ Bethany 						
<p><u>Access Roads and bridge</u></p> <ul style="list-style-type: none"> ▪ Mjikelweni to Lubomvini (8 km) ▪ Dukangubo to Sipongweni (7 km) ▪ Ngwetsheni bridge ▪ Goxe bridge <p><u>Road Maintenance</u></p> <ul style="list-style-type: none"> ▪ Cwebeni ▪ Mpungulelweni. <p><u>Pre-Schools</u></p> <ul style="list-style-type: none"> ▪ Niyona Preschool <p><u>LED Projects</u></p> <ul style="list-style-type: none"> ▪ Mjikelweni sorghum ▪ Livestock Improvement ▪ Community Woodlot <p><u>Telecommunication</u></p>	14	UMZIMVUBU L.M	UMZIMVUBU L.M			

<ul style="list-style-type: none"> ▪ Network Pole <p><u>Massive Food</u></p> <ul style="list-style-type: none"> ▪ Ngwetsheni <p><u>Housing projects</u></p> <ul style="list-style-type: none"> ▪ Makolonini ABC ▪ Mandile ABC ▪ Ngwetsheni ABC ▪ Sahlulo ▪ Ncwebeni ▪ Matyeni ▪ Mndini ABC ▪ Antiock ABC ▪ Bethel ▪ Lower Mt Horeb 						
<p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Mbodleni Multi Purpose Hall <p><u>Access Road</u></p> <ul style="list-style-type: none"> ▪ Lugangini Malongwe A/R <p><u>Road maintenance</u></p> <ul style="list-style-type: none"> ▪ Lugangeni A/R ▪ Cabazi A/R 	15	UMZIMVUBU L.M	UMZIMVUBU L.M		R 350,000.00	

<ul style="list-style-type: none"> ▪ Gubuzi <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ 1000 units at Mbodleni (rural housing) <p><u>Agrarian</u></p> <ul style="list-style-type: none"> ▪ Sorghum production and Bio Fuel (Lugangeni & Mpendla) <p><u>Massive Food</u></p> <ul style="list-style-type: none"> ▪ Mpendla - Cabazi ▪ Mbodleni and Lugangeni <p><u>Forestry</u></p> <ul style="list-style-type: none"> ▪ Lugangeni <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ Cabazi <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ Gubhuzi (100 households) ▪ Twa (100 households) 						
<p><u>Bridges</u></p> <ul style="list-style-type: none"> ▪ Galali bridge 	16	UMZIMVUBU L.M	UMZIMVUBU L.M		R 700,000.00	

<ul style="list-style-type: none"> ▪ Silver City pedestrian bridge <p><u>Access Roads</u></p> <ul style="list-style-type: none"> ▪ Extension 07 <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ Extension 07 <p><u>Pre-school</u></p> <ul style="list-style-type: none"> ▪ Moyeni <p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Silver city ▪ Moyeni <p><u>Sportfield</u></p> <ul style="list-style-type: none"> ▪ Moyeni <p><u>Agrarian</u></p> <ul style="list-style-type: none"> ▪ Galali ▪ Semeni <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Ext 6 ▪ Silver City ▪ Ext 7 ▪ Ext 8 						
<u>Access Road</u>	17	UMZIMVUBU L.M	UMZIMVUBU L.M			

<ul style="list-style-type: none"> ▪ N2 below Marry Terressa to Esijika Village. <p><u>Massive Food</u></p> <ul style="list-style-type: none"> ▪ Lubacweni ▪ Sorghum Production <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ Butsheni ▪ Sidikidiki ▪ Sijika ▪ Nkwazini <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ Lubacweni ▪ Sijika ▪ Sipilini ▪ Bhobhobhana <p><u>Sanitation</u></p> <ul style="list-style-type: none"> ▪ All villages <p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Sobhede 					<p>R 800,000.00</p> <p>R 8,500,000.00</p>	
---	--	--	--	--	--	--

<p><u>Roads</u></p> <ul style="list-style-type: none"> ▪ Badibanise A/R (7 km) ▪ Surfacing of (2.6 km) internal roads ▪ Taxi and Bus Rank ▪ Upgrading of waste disposal site ▪ Public ablution facilities <p><u>Environmental Management</u></p> <ul style="list-style-type: none"> ▪ Urban Greening <p><u>Tourism Development</u></p> <ul style="list-style-type: none"> ▪ Rezoning of accommodation establishment, training of tour guides, <p><u>SMME Development</u></p> <ul style="list-style-type: none"> ▪ Mount Frere food market, co-operatives development, bakery co-op, and other potential co-ops, capacity building, development of trading centres to accommodate SMME's. <p><u>Tourism Development</u></p>	18	MIG			<p>R 13,500,000.00</p> <p>R 1,000,000.00</p> <p>R 500,000.00</p> <p>R 250,000.00</p> <p>R 100,000.00</p>	
---	----	-----	--	--	--	--

<p><u>Access Road</u></p> <ul style="list-style-type: none"> ▪ Maphakama (7 km) ▪ Matyholweni to Susa ▪ Ngqinibeni <p><u>Maintenance</u></p> <ul style="list-style-type: none"> ▪ Hlane ▪ Upper Mntwana ▪ Qumrha <p><u>Bridge</u></p> <ul style="list-style-type: none"> ▪ Guga Mthonjeni ▪ Mahamane Mguga <p><u>LED Projects</u></p> <ul style="list-style-type: none"> ▪ Mahamane Poultry Abattoir ▪ Mtshazi Community Woodlot ▪ Mahamane and Santombe Aforestation ▪ Training Centre <p><u>Clinic</u></p> <ul style="list-style-type: none"> ▪ Mahamane <p><u>Internal Streets</u></p> <ul style="list-style-type: none"> ▪ Mtwana ▪ Dungu 1 	19	UMZIMVUBU L.M	UMZIMVUBU L.M		R 800,000.00	
--	----	---------------	---------------	--	--------------	--

<p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Mtshazi ▪ Tshugwana ▪ Mahamani ▪ Mntwana <p><u>Pre-School</u></p> <ul style="list-style-type: none"> ▪ Zimbileni ▪ Mtwana <p><u>Sport Fields</u></p> <ul style="list-style-type: none"> ▪ Shinta and Osborn ▪ Dungu 2 <p><u>RDP housing</u></p> <ul style="list-style-type: none"> ▪ Mahamane ▪ Qumra ▪ Hlane ▪ Mtshazi <p><u>Agrarian</u></p> <ul style="list-style-type: none"> ▪ Mtshazi ▪ Tshungwana ▪ Ngqinibeni ▪ Dungu 						
--	--	--	--	--	--	--

<p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ Qumra Location ▪ Hlane Location ▪ Mtshazi Location ▪ Zimbileni Location ▪ Upper Mntwana ▪ Magqagqeni ▪ Mthonjeni ▪ Mguga ▪ Mthomokazi ▪ Susa ▪ Maphakama and Rwantsana ▪ Ngqindibeni ▪ Upper Dungu ▪ Mahamane 						
<p><u>Access Road</u></p> <ul style="list-style-type: none"> ▪ Mpemba <p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Dangwana 	20	UMZIMVUBU L.M	UMZIMVUBU L.M			

<ul style="list-style-type: none"> ▪ Ngxabaxha ▪ Lwandlana ▪ Cabane <p><u>Housing Development</u></p> <ul style="list-style-type: none"> ▪ Mpemba ▪ Cabane ▪ Majuba ▪ Ngxabaxha ▪ Lwandlana ▪ Mawusheni ▪ Lucingweni ▪ Essek ▪ Mbizweni ▪ Dangwana ▪ Magcakini <p><u>Forestry</u></p> <ul style="list-style-type: none"> ▪ Ngxabaxha <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ Esseck ▪ Lwandlana ▪ Mpemba ▪ Ngxabaxha <p><u>Agrarian</u></p> <ul style="list-style-type: none"> ▪ Peach value addition, milling 					R 300,000.00	
---	--	--	--	--	--------------	--

plant, development of silos, <u>Massive Food</u> <ul style="list-style-type: none"> ▪ Esseck ▪ Dangwana ▪ Lwandlana 					R 8,500,000.00	
<u>Access Road and bridges</u> <ul style="list-style-type: none"> ▪ Bumbeni A/R ▪ Nyushwini/Mpindweni A/R ▪ Zibokwana to Qunubeni with bridge ▪ Bumbane to Qunubeni A/R <u>Maintenance</u> <ul style="list-style-type: none"> ▪ Papanani to Galali <u>LED Projects</u> <ul style="list-style-type: none"> ▪ Ploughing of fields at Mvuzi ▪ Mpindweni massive production ▪ Livestock Improvement ▪ Toleni massive food <u>Electricity</u> <ul style="list-style-type: none"> ▪ Zibokwana ▪ Mhlokwana <u>Water and Sanitation</u> <ul style="list-style-type: none"> ▪ Toleni 	21	UMZIMVUBU L.M	UMZIMVUBU L.M		R 500,000.00	

<ul style="list-style-type: none"> ▪ Mhlokwana <p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Zibokwana <p><u>Sportsfield</u></p> <ul style="list-style-type: none"> ▪ Zwelitsha <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ <u>Mpindweni</u> ▪ <u>Bislan</u> ▪ <u>Toleni</u> ▪ <u>Mhlanganisweni</u> ▪ <u>Qunubeni</u> ▪ <u>Buwa</u> ▪ <u>Papanana</u> ▪ <u>Zibokwana</u> ▪ <u>Mhlokwana</u> ▪ <u>Zwelitsha</u> 						
<p><u>Access Road</u></p> <ul style="list-style-type: none"> ▪ Gamakhulu to Njijini Great Place (3.2 km) ▪ Tolo to Kuyasa (3.5 km) ▪ Sodladla to Gamakhulu (1 km) <p><u>Maintainance</u></p> <ul style="list-style-type: none"> ▪ Lower Mabobo to Qayizana, ▪ Mngeni pre-school 	22	UMZIMVUBU L.M	UMZIMVUBU L.M			

<p><u>Agrarian</u></p> <ul style="list-style-type: none"> ▪ Njijini and Mabobo Massive Food <p><u>Forestry Development</u></p> <ul style="list-style-type: none"> ▪ Njijini/Manzamnyama treatment plant; ▪ Mabobo Pole Treatment Plant ▪ Bio Fuel at Ntlangane <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ All villages <p><u>Water</u></p> <ul style="list-style-type: none"> ▪ Ngqwara upgrading ▪ Upper and lower Mabobo ▪ Tina and Mdantsane <p><u>Housing</u></p> <ul style="list-style-type: none"> ▪ <u>Mthonjeni</u> ▪ <u>Nkungwini</u> ▪ <u>Nkandla</u> ▪ <u>Good Hope</u> ▪ <u>Phantsikwentaba</u> ▪ <u>Bethelehem</u> ▪ <u>Mbizeni</u> ▪ <u>Cwalinkungu</u> 					
--	--	--	--	--	--

<ul style="list-style-type: none"> ▪ <u>Mabobo</u> ▪ <u>Xhokonxa</u> ▪ <u>Mjilweni</u> ▪ <u>Ntlangano</u> ▪ <u>Ngqwara</u> 						
<p><u>Access Roads</u></p> <ul style="list-style-type: none"> ▪ From Mbuqe to Loyiso S.S.S. to Great Place (6.5 Km) ▪ From S.D.A to Magwaca (7 Km) ▪ Mlenze Access (2 Km) ▪ From DR 08079 to Mkraba (3 Km) ▪ Magwaca to Qwidlana clinic (5 Km) ▪ From Ray to Magxeni – Ntabana ▪ Magqagqeni access road ▪ Madleni to Nophiwana access road. ▪ From Ncome Tafileni to Matyamhlophe access road. <p><u>LED Projects</u></p> <ul style="list-style-type: none"> ▪ Qwidlana A/A and Qukanca massive food 300. ▪ Qwidlana fencing mielie field. ▪ Cancele A/A – Magqagqeni fencing fields. 	23	UMZIMVUBU L.M	UMZIMVUBU L.M		R 600,000.00	

<ul style="list-style-type: none"> ▪ Hofisi- fencing and massive food. ▪ Mlenze- fencing and massive food. ▪ Pandomise- fencing for biodiesel. ▪ Ndakeni- fencing for sorghum. ▪ Mkroba fencing and massive food. ▪ Mvuzi- household gardens and inputs. ▪ Matyamhlophe massive food. ▪ Magxeni tourism- garden and hiking horse trails. <p><u>Community Halls</u></p> <ul style="list-style-type: none"> ▪ Qwidlana community hall. ▪ Cancele community hall. ▪ Nkungwini community hall. <p><u>Bridges</u></p> <ul style="list-style-type: none"> ▪ Cancele Bridge. ▪ Qukanca Bridge. ▪ From Pandomise to Loyiso S.S.S. <p><u>Rural Housing</u></p> <ul style="list-style-type: none"> ▪ Cancele A/A Nkungwini 295. 						
---	--	--	--	--	--	--

<ul style="list-style-type: none"> ▪ Magxeni Ntabana 125. ▪ Hofisi and Ntsimbini 500. ▪ Pandomise Ridge 300. ▪ Pitshini and Qukanca 150. ▪ Bumbane & Dlabhaneni 150. ▪ Madleni, Ndakeni, Mlenze 160. ▪ Mkroba, Matyamhlophe, Mlenze 125. <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ All villages <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ All villages 						
<p><u>Access Road</u></p> <ul style="list-style-type: none"> ▪ Mvumelwana access road 5 Km. ▪ Ngojini A/road 5 Km. ▪ Zimpisini access road 4 Km. ▪ Drayimolo access road. ▪ Sidadeni access road. ▪ Masinini via Tafen A/R. ▪ Ngxongo to ashiya A/R. ▪ Tyeni access road. ▪ Roma access road. ▪ Mchathuva via Ntuthu A/R. 	24	UMZIMVUBU L.M	UMZIMVUBU L.M		R 700 000.00	

<p><u>Maintenance</u></p> <ul style="list-style-type: none"> ▪ Tshisane maintenance and Extension 3 Km. ▪ Gxaku maintenance. <p><u>Community Hall</u></p> <ul style="list-style-type: none"> ▪ Emaxhegwini Multi purpose Centre. ▪ Ward 24 stadium. ▪ Upgrading of sport grounds: Ncome Springs, Ambrose, Emaxhegwini, Gxaku, Zigadini, Luyengweni, Tshisane, Mahobe and Sivumela. <p><u>Rural Housing</u></p> <ul style="list-style-type: none"> ▪ Ambrose 400 H/H. ▪ Luyegweni 850 H/H. ▪ Maxhegwini 400 H/H. ▪ Sivumela 420 H/H. ▪ Zigadini-Machibini 411 H/H. ▪ Ncome- Tshisane 300 H/H. ▪ Mahobe 200 H/H. ▪ Gxaku 430 H/H. <p><u>Free Basic Service/Solar System</u></p> <ul style="list-style-type: none"> ▪ All Villages: Mahobe, Gxaku, 					
---	--	--	--	--	--

<p>Tshisane, Ncome Springs, Zigadini, Maxhegwini, Sivumela, Luyegweni and Ambrose.</p> <p><u>Vodacom Mast and Television Network</u></p> <ul style="list-style-type: none"> ▪ Gxaku , Tshisane, Zigadini,Sivumela. <p><u>Fencing and Ploughing of Mealie Fields</u></p> <ul style="list-style-type: none"> ▪ Mahobe, Tshisane – Ncome, Gxaku, Maxhegwini, Sivumela, Luyegweni and Ambrose [fencing of Mfesane co-op]. <p><u>Dipping Tank</u></p> <ul style="list-style-type: none"> ▪ Sivumela, Tshisane, Mahobe, Ambrose, Ncome Springs, Zigadini. <p><u>Sharing Sheards</u></p> <ul style="list-style-type: none"> ▪ Ambrose, Ncome Springs-Tshisane, Maxhegwini, Sivume, 						
---	--	--	--	--	--	--

<p>Zigadini and Mahobe- Gxaku.</p> <p><u>Clinics</u></p> <ul style="list-style-type: none"> ▪ Gxaku-Ncome Springs. <p><u>Electricity</u></p> <ul style="list-style-type: none"> ▪ All villages <p><u>Water Supply</u></p> <ul style="list-style-type: none"> ▪ All villages 						
---	--	--	--	--	--	--

ALFRED NZO DISTRICT MUNICIPALITY PROJECTS 2009/2010

PMU PROJECTS

Project description/programme	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Water Projects					
Luyengweni Water Supply	MIG	R 8,004,352	R5,528,915.42	R 2,475,436.58	
Lower Mkemane Water Supply	MIG	R 1,500,000	R1,388,832.91	R 111,167.09	
Ndumndum Water Supply	MIG	R 2,333,333	R1,750,259.49	R 583,073.51	
Hlane Water Supply	MIG	R 8,306,019.00	R7,629,957.16	R 676,061.84	
Hlomendlini Water Supply	MIG	R 2,273,530	R 429,505.06	R 1, 844 024.94	
Mvenyane Water Supply	MIG	R 21,000,000	R3,603,077.85	R 11,396,890.00	R 6,000,032.15
Sigidini Water Supply	MIG	R 7,855,781.74	R6,023,987.25	1831794.49	
	MIG				
Total Water Projects	MIG	R 51,273,016	R27,524,104.91	R 17,748,878.68	
	MIG				
Tholang Water Supply	MIG	R 5,353,426.14		R 5,235,980.00	R 117,446.14
Caba-Mdeni Water Supply	MIG	R 5,120,273.18		R 4,590,345.00	R 529,928.18
Nchodu Water Supply	MIG	R 5,443,954.91		R 5,234,589.00	R 209,365.91
Tholamela Water Supply	MIG	R 2,920,913.27		R 2,920,913.27	R 0.00
Fobane/ Mangolong Water Supply	MIG	R 5,791,399.98		R 5,791,399.98	R 0.00
					R
Hlane Water Supply Phase 2	MIG	R 27,678,333.60		R 5,678,333.60	22,000,000.00

Mvenyane Water Supply Phase 2	MIG	R 18,400,000.00		R 7,870,000.00	R 10,530,000.00
Hlomendlini Water Supply Phase 2	MIG			R3,653,415.00	
Gogela Water Supply	MIG	R 7,899,310.00			R7,899,310.00
Cabazi Water Supply	MIG	R 6,560,400.00			R 6,560,400.00
Ntibane Water Supply	MIG	R 2,652,602.48			R 2,652,602.48
Ngqumane Water Supply	MIG	R 20,018,127.01			R 20,018,127.01
Siqhingeni Water Supply	MIG	R 27,678,333.60			R 27,678,333.60
Qwidlana Water Supply	MIG	R 39,502,172.30			R 39,502,172.30
Cabazana Bulk Water	MIG	R 38,011,448.64			R 38,011,448.64
Nomkholokotho Water Supply	MIG	R 13,765,573.09			R 13,765,573.09
KwaBaca Rehabilitation	MIG	R 40,000,000.00		R 5,000,000.00	R 35,000,000.00
Maluti-Matatiel Bulk Water Supply	MIG	R 50,000,000.00			R 50,000,000.00
Fog Water Harvest	MIG	R 300,000.00	R 300,000.00	R 500,000.00	R 3,000,000.00
Total Planned Water Projects	MIG	R 317,096,268		R 46,474,975.85	R 277,474,707.35
ROADS	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Dingezweni access road	MIG	R 2,700,660	R2,288,008.74	R 500,000.00	
Mapoliseng- Lekhalong access road	MIG	R 4,500,000	R4,761,987.62	R 900,000.00	

Mazaleni Access road	MIG	R 2,750,000	R2,410,577.01	R 550,000.00	
Ndarhala Access Road	MIG	R 2,400,000			
Gubhuzi Access Road	MIG	R 1,000,000			
Phuka-Ntuli Access Road	MIG	R1,600,000			
Total Road Projects	MIG	R 14,950,660			
NEW PROJECTS TO BE REGISTERED	MIG				
Matatiele: Surfacing of Maluti Internal Roads	MIG	R 11,443,668		R 6,346,509.00	R 5,097,158.91
Umzimvubu: Surfacing of Sophia Roads	MIG	R 11,443,668		R 2,674,560.00	R 8,769,108.00
TOTAL ROADS BRIDGES	MIG	R 52,788,656	R9,460,573.37	R 10,971,069.00	R 13,866,266.91

Project/Programme	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Cabazana/Sipolweni Bridge	MIG	R 1,185,144	R 399,116.45	R 786,027.55	
Tsokolele Bridge	MIG	R 420,303	R 379,697.24	R 40,605.52	
Total Completed Bridges	MIG	R 1,605,447	R 778,813.69	R 826,633.07	

	MIG				
Sanitation Completed.	MIG				
Mt Frere Sewerage Reticulation (Bucket Erad)	MIG	R 12,710,000	R10,963,644.77	R1,746,355,23	
	MIG				
Total completed Projects	MIG	R 38,407,140	R10,963,644.77	R1,746,355.23	
Project/Programme	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Ramohlakoana Sewerage	MIG	R 8,230,367	R5,060,061.93	R3,170,305.07	
ANDM District Sanitation	MIG	R 29,025,485	R35,556,971.32	R27,762,486.07	
	MIG				R
Ramohlakoana/Maluti Phase 2		R 42,538,663		R5,543,700.00	36,994,963.00
Mount Ayliff - Tyoksville Phase 2	MIG	R 6,250,000		R3,250,000.00	R 3,000,000.00
Cedarville Sewer Upgrade	MIG	R 12,059,344		R5,029,672.00	R 7,029,672.00
	MIG				R
Mount Ayliff Peri-Urban Sanitation		R 38,000,000		R1,200,000.00	33,000,000.00
	MIG				R
Mt Frere Peri-Urban Sanitation		R 49,000,000		R1,500,000.00	46,000,000.00
	MIG				
	MIG				
Total Sanitation Projects		R 185,103,859	R40,617,033.25	R 47,456,163.14	126,024,635.00
Multi - Purpose Centre	MIG	R 7,245,280.00	3,877,199.61	R 2,345,900.00	R 1,022,180.39
Disaster Mgt Centre - Mt Frere Ext	MIG	R 4,382,618.00	4,382,618.00	R 0.00	
Disaster Mgt Centre - Maluti Ext	MIG	R 4,263,724.00	2,832,875.95	R 1,430,848.05	
Goxe Cutflower: Access Road to	MIG	R 1,050,000.00	581,810.20	R 468,189.80	

chalets					
Msukeni - conference hall	MIG	R 2,500,000.00	500,000.00	R 1,000,000.00	R 1,000,000.00
Tswilika Dam	MIG	R 2,500,000.00	250,000.00	R 1,250,000.00	R 1,500,000.00
ANDA - Building	MIG	R 2,500,000.00	250,000.00	R 1,250,000.00	R 1,500,000.00
TOTAL ISRDP - ANCHOR PROJECTS	MIG	R 24,441,622.00	12,674,503.76	R 7,744,937.85	R 5,022,180.39
Msukeni	MIG	R 2,500,000.00			
Anda	MIG	R 2,500,000.00			
Tswilika	MIG	R 2,000,000.00			
TOTAL	MIG	R 7,000,000.00			

WATER SERVICES AUTHORITY

Project/Programme	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Water Services Development Plan	Equitable Share	R 850 000.00		R 850 000.00	
WSDP M& E reporting system	Equitable Share	R1000 000.00		R1000 000.00	
Resource optimization for geographical area	Equitable Share	R 500 000.00		R 500 000.00	
Section 78 Water Services	Equitable Share	R 300 000.00		R 300 000.00	
Infrastructure WSA	Equitable Share	R1 600 000.00		R1 600 000.00	

Provision of access to basic water & sanitation	Equitable Share	R4 000 000.00		R4 000 000.00	
Free basic services	Equitable Share	R15 000 000.00		R6 000 000.00	R9 000 000.00
Bulk Water Purchases	Equitable Share	R 150 000.00		R 150 000.00	
Revenue Collection Management System	Equitable Share	R2 000 000.00		R2 000 000.00	
Health and Environment	Equitable Share	R1 700 000.00		R1 700 000.00	
Safe and Healthy Environment	Equitable Share	R 650 000.00		R 650 000.00	
Water conservation and demand management	Equitable Share	R 600 000.00		R 600 000.00	
Effluent Return Flow Management System	Equitable Share				
Water Service Provision	Equitable Share	R 500 000.00		R 500 000.00	
TOTAL		R28 850 000.00		R19 850 000.00	R9000 000.00

DEVELOPMENT PLANNING ECONOMIC DEVELOPMENT

Project description/programme	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Grain Production	Equitable		R7,000,000.00	R5 700 000.00	R5 520 206.00

	Share				
Livestock & Poultry Production	Equitable Share		R1,000,000.00	R2,000,000.00	R3 000 000.00
Vegetable production	Equitable Share		R2,000,000.00	R2,000,000.00	R3 000 000.00
Tourism Development	Equitable Share		R2,000,000.00	R2,000,000.00	R2 000 000.00
Woodcluster	Equitable Share		R2,000,000.00	R 200 000.00	R2 000 000.00
Goxe Cut-Flower	Equitable Share		R1,508,185.00	R3,000,000.00	R1 000 000.00
SMME Development	Equitable Share		R1,000,000.00	R500,000.00	R2 000 000.00
LED Capacity Building	H, LG &TA		R 350,000.00	R5,500,000.00	R5 830 000.00
LED Profiling	H, LG &TA		R 418,000.00		
Environmental Management	Equitable Share		R1,000,000.00	R1,000,000.00	R 1,080,000.00
ISRDP	H, LG &TA		R1,000,000.00	R1,045,000.00	R 1,092,000.00
ANDA	Equitable Share		R4,212,815.00	R4,600,074.00	R 5,000,000.00
Total			R 30,089,000.00	R 27,594,990.00	R 27,832,000.00

Disaster Management Relief	Equitable Share		R810 301.00	R 1000 000.00	R 1 593 829.00
Disaster Management Plan/ Capacity Building	H, LG &TA		490 000.00	470 000.00	566 000.00
Total			1 300 301	1 470 000.00	2 159 829.00
IDP Review	H, LG &TA		610 000.00	700 000.00	667 000.00
Spatial Development Framework	H, LG &TA		2 100 000.00	2 000 000.00	3 795 000.00
Total			2 710 000.00	2 700 000.00	4 462 000.00

COMMUNICATION

Project description/programme	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Branding & Marketing	Equitable Share			R 150 000.00	
Community Outreach	Equitable Share			R 160 000.00	
Memorial Lecture	Equitable Share			R 150 000.00	
Publicity Costs	Equitable Share			R 150 000.00	
National Awareness Days	Equitable Share			R 150 000.00	

News Letter Production	Equitable Share			R 378 000.00	
Audio & Visuals	Equitable Share			R 200 000.00	
Braille & Translation	Equitable Share			R 100 000.00	
Total				R 1 438 000.00	

COMMUNITY DEVELOPMENT SERVICES

Project description/programme	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Nkanji household food security gardens	Equitable Share		R400 000		
Ned's Farm household food security	Equitable Share		R400 000		
Mpofini household food security	Equitable Share		R400 000		
Qoqa communal gardens	Equitable Share		R400 000		
Mtshazi	Equitable Share			R350 000	
Fiva	Equitable			R350 000	

	Share				
Silindini	Equitable Share			R350 000	
Mvubini	Equitable Share			R350 000	
Mentoring and project Support	Equitable Share			R300 000	
TOTAL			R1600 000	R1700 000	

SPU AND ATTIC

Project description/programme	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Increase user friendly, community based condom sites and Distribution of condoms.	Equitable Share			100 000	
Commemoration of national Institutionalized events.	Equitable Share			200 000	
Community based outreach awareness campaigns	Equitable Share			15 000	
Establishment of effective youth, elderly, gender, and disability forums/structures.	Equitable Share			10 000	
Establishment of High Transmission Intervention Sites (HTA)	Equitable Share			100 000	
TOTAL				425 000	
Support the existing -PLWA Projects	Equitable Share			100 000	
Establishment of new Support Groups	Equitable Share			96 000	
Support the NGOs and CBOs in HIV & AIDS Programme	Equitable Share			400 000	

Support the NGOs and CBOs in HIV & AIDS Programme	Equitable Share			400 000	
TOTAL				596 000	
Basic HIV & AIDS	Equitable Share			500 000	
VCT & PMTCT Nurses	Equitable Share			700 000	
Sexual Transmitted Infection	Equitable Share			195 000	
TOTAL				1 395 000	
All DAC Secretariat support services	Equitable Share			200 000	
TOTAL				200 000	
Promotion of Human Rights: Empowerment of the Special Groups on their Human Rights.	Equitable Share			80 000	
Youth and Disability activities: Disability sector Youth activities	Equitable Share			900 000	
Gender specific activities: Women and Children	Equitable Share			995 000	
TOTAL				1 975 000	
GRAND TOTAL FOR SPU/ATICC				4 591 000	

CORPERATE SERVICES

Project description/programme	Source of Fund	Budget	2008/2009	2009/2010	2010/2011
Training & Development	Equitable Share			600,000.00	
Job Evaluation	Equitable Share			60,000.00	
Cleaning Services	Equitable Share			820,529.00	
Security	Equitable Share			1,230,000.00	
Boardrooms and Conference Facilities	Equitable Share			100,000.00	
TOTAL				2,810,529	

GOVERNMENT SECTOR DEPARTMENTS PROJECTS 2009/2010

EDUCATION

SUBJECT: DISTRICT INFRASTRUCTURE PLAN FOR 2009/2010

The PLAN focuses on ;

1. Eradication of mud structures and the priority list on these.
2. Schools that need fencing and their status
3. Schools that need toilets and their status
4. Schools that need major renovations
5. Schools that need water
6. Schools that need electricity
7. Schools where construction will start at the current year.
8. Schools that have been constructed in the last current year 2006/2007
9. Schools under OTP project
10. Schools under emergency program

FOCUS AREA	NO OF SCHOOLS	STATUS	TIME FRAME	PROGRESS	RESPONSIBILITY
Eradication of mud structures	20	SOME PRESENCE OF MUD STRUCTURES	2009/2010	NO START YET	PDoE
Schools that need fencing	68	NOT FENCED	2009/2010	ON TENDER	DDoE
Schools that need toilets	101	ACUTE SHORTAGE	2009/2010	ON TENDER	DDoE, MVULA TRUST

Schools that need major renovations	30	BULIDINGS A HEALTH HAZARD	2009/2010	ON TENDER	PDoE, DPoE
Schools that need water	87	ACUTE SHORTAGE	2009/2010	ON TENDER	DDoE,MVULA TRUST
Schools that need electricity	54		2009/2010	ON TENDER	

THE FOCUS IS MADE HERE FOR THE FINANCIAL YEAR 2009/2010.

SCHOOLS THAT WILL BE CONSTRUCTED THIS CURRENT YEAR2009/2010

EMIS NO	NAME OF SCHOOL	GRADES	ENROLMENT	STATUS
501417	BROOKSNEK JS SCHOOL	R-9	620	NOT YET STARTED
500265	GOVALELE NOMAKE JS SCHOOL	R-9	675	NOT YET STARTED
500704	GCINISIZWE JS SCHOOL	R-9	353	NOT YET STARTED
501157	ST GEORGE'S JS SCHOOL	R-9	814	CONSTRUCTION STARTED

SCHOOLS UNDER THE OFFICE OF THE PREMIER PROJECT (OTP)

EMIS NO	NAME OF SCHOOL	GRADES	ENROLMENT	STATUS
500018	BAPHATHE SP SCHOOL	R-5	76	PUBLIC WORKS ON SITE
500148	DUMISA JP SCHOOL	1-3	120	ON TENDER
500472	LUQOLWENI SP SCHOOL	1-7	114	ON TENDER
500478	LUTATENI JS SCHOOL	R-9	468	ON PROCESS

500774	MQHOKWENI SP SCHOOL	1-6	128	ON PROCESS
501411	NGCOZANA SP SCHOOL	1-6	110	PUBLIC WORKS ON SITE
501110	SILINDINI SP SCHOOL	1-6	126	ON PROCESS
501269	VALIPATWA JP SCHOOL	1-6	178	PUBLIC WORK ON SITE

SCHOOLS UNDER EMERGENCY CLASSROOMS

EMIS NO	NAME OF SCHOOL	GRADES	ENROLMENT	STATUS
500772	MQEKEZWENI JS SCHOOL	R-9	131	COMPLETED
501104	SIJIKA SP SCHOOL	1-6	134	ON PROCESS
	COLW _n SPRINGS JSS	1-9		COMPLETED

ECD CENTRES TO BE ERECTED

EMIS NO	NAME OF SCHOOL	GRADES	ENROLMENT	STATUS
	SANDLULUBE JSS	R-9		Not Yet Started, HANDING OVER OF SITE DONE
	EMAXHEGWINI JSS	R-9		Not Yet Started,
	TSHISANE JSS	R-9		HANDING OVER OF SITE DONE
	MT HOREB JSS	R-9		Not Yet Started,
	NDARHALA JSS	R-9		HANDING OVER OF SITE DONE
	LR MVENYANE JSS	R-9		Not Yet Started, HANDING OVER OF SITE DONE

STEPS TAKEN BY THE DISTRICT TO ADDRESS SOME FOCUS AREAS

TOILETS; The district is processing the provision of basic toilets at least 6 to those schools that are not yet going to be constructed by the province. Mvula Trust is providing toilets to some of the schools but these are not more than ten to those schools and therefore need addition.

WATER; The district is looking for tenders to provide 512 tanks to the districts where 2 tanks will be provided to each schools.

FENCING: The district has prioritized some schools that are in dire need of fencing and this will be staggered for the next three years until all are fenced.

This will be looked at and the maintainance fund will be used according to the schools's allocation.

DEPARTMENT OF TRANSPORT

INTRODUCTION

- ✘ The report is divided into two categories, that is roads and EPWP

ROAD DISTANCES

TYPE OF ROAD	TOTAL KILOMETRES
Gravel road	1303,8
Paved road	89 km

BUDGET ALLOCATION

2009/2010 BUDGET	PLANNED PROJECTS 09/10	BUDGET ALLOCATION
R 41, 567 million Indicative budget	Maintenance work	Umzimvubu = R 17,00 million

2008/2009 PROJECTS AT MATATIELE AND MZIMVUBU LMA

PROJECT NAME	ROAD	LMA	KM	BUDGET	PROGRESS
Regravelling at Matatiele	DR 08069	Khoaba -Queency Mercy	34 km	R 6, 329, 872	99% Complete
Mzimvubu gravelling	DR 08085	Luyengweni – Qili	18	R 3, 551, 991 Million	99% Complete
CAPITAL PROJECTS					

PROJECT NAME	ROAD	LMA	KM	BUDGET	PROGRESS
Surfacing	DR 08015	Mt Frere	29 km	346 million	Phase one in

ALTERNATIVE SURFACING PLANS

- ✘ Due to materials that are depleted, the department has engaged on alternative surfacing methods on the following roads for 2009/2010
- ✘ Roads earmarked are as follows:

ROAD NO	LMA	DESTINATION
DR 08098	UMZIMVUBU	GOGELA
DR 08085	UMZIMVUBU	MANDILENI

PROJECTS FOR INACCESSIBLE ACCESS ROADS 2009/10

ROAD	LMA	LOCATION	KILOMETRES	STATUS

DR 08306	Umzimvubu	Mvenyane	20 km	Awaiting award
DR 08079	Umzimvubu	Maxhegwini	20 km	Started in January

EPWP PROJECTS

PROJECT NAME	LOCATION	BUDGET	EXPENDITURE	TIME FRAME	PROGRESS
Fencing	DR08017 (26km)	R500 000	R430 960	Dec. 2008	65% (9 km fenced)
	DR08012 (25km)	R400 000	R214 486	March 2009	95% (23km fenced)
	DR08019 (16km)	R400 000	R265 144	March 2009	75% (11km fenced)
	R61 (8km)	R300 000	R261 715	March 2009	92% (7 km fenced)

Fencing	DR08102 (10,2km) DR08098 (15km)	R400 000 R500 000	R94 688 R44 688	March 2009 March 2009	35% (4 km fenced) 20% (15 km Debrises cleared & excavation completed)
Surfacing and Fencing of the Airstrip	Mt. Ayliff	R2,5m	R1,114 887	Dec. 2008	75% (Rip & compacting done & fencing in progress)
Paving of the main street	Mt. Frere	R500 000	R387 079	Dec. 2008	30% (600m paved)

Continuation.....

PROJECT NAME	LOCATION	BUDGET	EXPENDITURE	TIME FRAME	PROGRESS
Alternative Surfacing of 1 km to Airstrip	Mt Ayliff	R1,5m	R260 000	March 2009	35% (Regravelling & Compacting completed)

Surfacing of 1 km to VTS	Mt. Frere	R1,5m	R400 000	March 2009	35% (Regravelling & Compacting completed)
Surfacing of 5 km streets of Mt. Ayliff	Mt. Ayliff	R1,4m	R439 000	March 2009	35% (Regravelling & Compacting completed)
Construction of Animal Pounds	Mt. Frere (phase 2) Mt. Ayliff (phase 2)	R600 000	To be completed	March 2009	50% (Construction of pounds completed)

DEMOGRAPHICS FOR PROJECTS AND HOUSEHOLD CONTRACTORS : 2008/2009

PROJECT NAME	TOTAL	WOMEN	YOUTH FEMALES	YOUTH MALES	DISABLED
Household Contractors	1983	1250	279	445	9
Fencing	207	101	34	39	0

Airstrip rehab @ Mt Ayliff	22	15	13	4	0
Paving of N2 Mt. Frere	42	23	13	7	0

TRAINING

PROJECT NAME	TOTAL	WOMEN	YOUTH FEMALES	YOUTH MALES	DISABLED	TYPE OF TRAINING
Household Contractors	45	23	16	12	0	Life skills, Gravel road maintenance & Pipe laying
Fencing	207	101	34	39	0	Fencing and life skills

Airstrip rehab @ Mt Ayliff	22	15	13	4	0	Life skills
Paving of N2 Mt. Frere	42	23	13	4	0	Paving
TOTAL	316	162	76	62	0	

SUMMARY OF DEMOGRAPHICS PER LMA

LMA	TOTAL	WOMEN	YOUTH FEMALE	YOUTH MALES	DISABLED
UMZIMVUBU	801	469	139	138	7

RURAL TRANSPORT INITIATIVES

PROJECT NAME	PROJECT OUTCOMES
Shova Kalula bicylce project	44 schools benefited during previous financial years .
	500 bicycles will be distributed this financial year
AB 350	12 busses on various routes at Mt Frere
SCHOLAR TRANSPORT	52 Schools operate scholar transport

Conclusion

- ✘ The area of concern in projects implementation is limited funding and the inflation which reduces the budget

PROVINCE OF THE EASTERN CAPE

DEPARTMENT OF HEALTH UMZIMVUBU LOCAL MUNICIPALITY AND MATATJELE LM

***The core competency of the Provincial Department of Health is the provision of health service, in other words, promotive, preventive, curative and rehabilitative health services**

1.4 Strategic Imperatives

- Strengthen the functionality of the provincial public health system by building its capacity to deliver.
- Promote and strengthen campaigns for healthy lifestyles, the prevention of diseases, and fighting poverty through health promotion, community participation and Intersect oral collaboration.
- Make health and admin services accessible
- Improve the quality of care in all institutions and facilities
- Improve governance and compliance by strengthening systems of planning, budgeting, financial control and management and human resources management.
- Restoring the credibility of the public health system through effective communication of real progress, successes and challenges still to be overcome

Program 2

- District management
- District Hospitals
- Community Health Clinics
- Community Health Centers
- Community Based Services
- Other Community Health Services
- HIV/AIDS
- Nutrition

KPA	OBJECTIVE	CURRENT PROJECT:	FUNDING/BUDGET FOR CURRENT PROJECTS	IMPLEMENTING INSTITUTION	BENEFICIARIES (Youth/women/di sabled or ward)
Increase access to Health Services	Training of nurses for the implementation of	Training program for nurses in the following institution :Madzikane Ka Zulu Memorial Hospital, Mount Frere,PHC/Gateway Clinic	R 4 725.00	Department of Health	ANC clients who are HIV positive

	dual therapy in clinics	Mntwana clinic, Mangqamzeni Clinic, Mount Ayliff Hospital Mount Ayliff Gateway Clinic Dundee Clinic, Sipetu Hospital Tabankulu Health Centre, Sigidi clinic, Ntshentshe ,Mnceba Qaqa, Mwaca, Ntlabeni Lugangeni, Tshungwana, Mpoza Qwidlana, Mhlotsheni, Rode Lubaleko, Ntsizwa, Mapheleni			
	INP - Training on infant and young child feeding. - Growth monitoring and promotion Breastfeeding	Clinic gardens: Mapheleni clinic Mt Ayliff gateway : Mary Teresa gateway clinic Mangqamzeni clinic Growth monitoring sites : Tela clinic catchment areas Manzana Mbhongweni ,Manxontseni Mt Ayliff gateway : Chithwa village Provision of stationery and scales to the sites	R 190 000 Ploughing & disking ,gardening equipment and inputs		Children 0-5yrs Pregnant and lactating mothers HIV and TB infected and chronically ill clients
	REHABILITATION – Awareness campaign to identify disabled people and apply corrective measures in terms of assistive devices	Assessment and measurement of amputees 164 clients <ul style="list-style-type: none"> • Fitted clients with prostheses 61 clients • Targeted 62 for the month of February 2009 on the 23rd to the 26th • Hearing aids were given to 47 clients • Wheelchairs benefited 18 clients. • 186 walking sticks issued to 68 clients 	R150 000 estimated cost fund from Program 7 of the Department of Health		Disabled people in Umzimvubu LSA

	HIV & AIDS and TB collaboration activities – Awareness campaigns and distribution of condoms (female & males; Establish and maintain support groups	Completed education and awareness campaigns: HIV, VCT, PMTCT and TB, Radio Talk shows on VCT, PMTCT, PEP, STI and ART, Child Protection and HIV and gender, HIV care and Support, Youth and Continuation of HIV care and support, Candle light memorial/awareness on VCT, new PMTCT and on ST Substance abuse and HIV and STI Is, Mkemane clinics, Dundee clinic and Mt Frere gateway clinics. Training of Community care workers for TB client management and control activities at community level	R 30 000		Communities in various wards of the district
	Health Promotion : awareness campaigns	Micro Nutrient Malnutrition Control, Health Promotion and HIV campaign, VCT and PMTCT, Breast Feeding, Circumcision awareness, Provision of during women’s Day VCT, HIV, VCT and teenage pregnancy, Provision of VCT services and awareness on HIV during Church conference Health promoting schools: Mt Ayliff Rode ,Sigageni, Zwelitsha, Mnqwane, Lower brook’snek, Ntsizwa, Lubaleko, Nolitha Mt Frere: Colana, Niyona, EN Ndabankulu, st Georges ,Mt Frere SSS, Mntwana , dangwana, Nkungwini, Mpoza, Mhluthi, ,manadile ni, Mhlothseni, Mbonda, Osborn, Lutateni.	R 250 000 funded from various program including the Other community services budget		Schools, churches ,District Municipal Outreach programs and imbizos and communities
Infrastructure	Improvement of	Upgrade of Dundee clinic	+ - 13mln	Public Works &	Community built

Development	Health Facilities	<p>Upgrade of Mkemane clinic Upgrade of Rode clinic Revamp of Mpoza clinic</p> <p>Planned clinics Upgrade of Lugangeni clinic for 2009/2010 New planned facilities: Sihlahleni and Mandileni for consideration during the 2010/2011 financial year.</p> <p>Upgrade of sanitation facilities in rural clinics :</p> <p>Upgrade and provision of electricity and connection to the grid of rural health facility</p> <p>Upgrade of water supply and improvement of capacity of water storage</p> <p>Provision of additional Doctors quarters in Madzikane ka-Zulu Memorial Hospital</p> <p>Madzikane ka-Zulu still holds the training centre status for assistant nurses of the District.</p> <p>Outreach programs by specialist: Madzikane ka-Zulu has been used as a specialist outreach facility in areas such as operation smile and cataract surgeries recently held in this facility.</p> <p>EMRS base in Mt Ayliff and the provision of</p>		Health	structures
-------------	--------------------------	--	--	---------------	------------

		accommodation of site light sites with park homes accommodation Development of Health Posts in Umzimvubu LM areas			
Communication improvement in Facilities	To improve communication of rural facilities	Clinics provided with MTN cell phones Participation of the Department to Alfred Nzo Community radio.		Department of Health	Rural Facilities
Mother Child Women's Health programs	Improve and increase of funding of the Women's Health and child Health activities funding	Saving Mothers Saving babies project : it looks at improving the staffing competency level and resources in maternity wards in both Mt Ayliff and Madzikane ka-Zulu Hospitals. Issue of birth certificates has been piloted in Mt Ayliff of newly born babies	5mln	Provincial Project	Maternity wards of the Hospitals
Integration of services with communities	Improve community participation in Health issues in rural clinics	EPWP projects : coordination and payment of stipend of community care workers Appointment of clinic committees	+250 000	Provincial project	communities

KPA	OBJECTIVE	CURRENT PROJECT:	FUNDING/BUDGET FOR CURRENT PROJECTS	IMPLEMENTING INSTITUTION	BENEFICIARIES (Youth/women/di sabled or ward)
Increased access to services		<p>TB program :Implementing a door to door campaign as part of awareness campaign and identification of affected households</p> <p>HIV/AIDS Program : Management of ARVs and continue programs relating to awareness's</p> <p>Nutrition : Distribution of food supplements to various institutions for people affected with HIV/AIDS ,malnourished children and chronic ailments</p> <p>Communicable diseases monitoring ,diagnosis and treatment in rural facilities e.g. diarrhoea</p> <p>School Health services: assessment of school children and implement a health promoting school program this will include. This will include eye care services, dental services, drug abuse awareness and rehabilitation services</p>	Equitable share from the Province	Maluti sub-district	Clients in clinics and mobile points
Infrastructure Development	Improvement of Health facilities in the sub-district	<p>Mparane clinic : Completed in January 2009</p> <p>Madlangala clinic ; completed in December 2008</p>	+-16 Mln	ECDOH	Rural communities that have not been served before by a residential clinic

		<p>Mmango : clinic proposed and is still in planning stage</p> <p>Prospect clinic : still in the planning stage for 2009/2010</p> <p>New application : have been received from Mangolong and Cedarville</p> <p>Maluti Health Centre : current extension of the facility is in progress having its planning stage complete</p> <p>Taylor bequest Matatiele has applied for extension and additional facilities through revitalisation program</p> <p>Khotsong TB Hospital is a District specialised Hospital used as a District referral centre for MDRs hospital improvement is carried out through equitable share budget on incremental basis.</p>			
Communication	Improve communication in facilities for improvement in areas of response and emergencies	<p>Provision of MTN contract phones have been made available in all clinics however the issue of connectivity remains a challenge</p> <p>Use of Alfred Nzo community Radio is made to market and inform communities of health services available in the area</p>	Provincial tender	Province	Clinics and communities
Integration of services with	Improve community	EPWP projects : coordination and payment of stipend of community care workers	+270 000	Provincial project	communities

communities	participation in Health issues in rural clinics	Appointment of clinic committees			
-------------	--	----------------------------------	--	--	--

DEPARTMENT OF LABOUR: MT. AYLIFF LABOUR CENTRE

PROGRAMME PURPOSE: ENSURE IMPLEMENTATION OF AND COMPLIANCE WITH DEPARTMENT OF LABOUR POLICIES AND PROGRAMMES THROUGH MONITORING, EVALUATION AND INSPECTIONS

ENE 2008/09-2010/11

Measurable Objectives:

- Increase percentage of registered work-seekers placed in registered employment opportunities to **70%** by **2010/11**
- Assess and refer **10%** of work-seekers to identified critical and scarce skills development programmes by **2010/11**
- Ensure training of **90 000** unemployed people, **70%** placed and **26%** of training is accredited by **2010/11**
- Reduce workplace related injuries, illnesses and deaths by **2%** by **2010/11**
- Ensure **75%** compliance with labour legislation by inspected workplaces **2010/11**
- Promulgate the National Occupational Health and Safety legislation and implement Act by March **2010**
- UIF completed claims processed and paid within **4 weeks**
-

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Registration	Register job seekers and strive to possible place them on job /skills dev. opportunities	At least 20 of registered workseekers should be placed in permanent employment by the end of	Staff shortage and the IT problems. ESSA still to be launched by Minister Of Labour.	

			available.	financial year.		
--	--	--	-------------------	------------------------	--	--

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Registration	Employers are also to register their job opportunities and skills dev. opportunities so as to make placement opport. `S for job-seekers easier.	At least 30 of jobs registered on the employment services database at the end of financial year.	10 job opportunities are registered so far. 17 workseekers are placed in registered employment opportunities. The challenge is that we do not have many employers in ANDZO DM to register opportunities.	
			It also includes registration of training providers and skills dev.	At least 10 credible and eligible training providers & their skills dev.	15 training providers from ANDZO DM are registered of which 3 of them	

			opportunities, which makes finding training much easier.	opportunities should have registered by the end of fin. year.	are accredited	
--	--	--	---	--	-----------------------	--

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Career Guidance	This service includes the providing of career, labour market and scarce and critical skills information as well as guidance on accessing placement opportunities. Career Counsellors within the department assist unemployed in	At least 60 workseekers are placed in registered employment opportunities through provision of counselling services and liaising with providers of employment opportunities by Career Counsellors.	Only one Career Counselor is currently employed to service OR Tambo DM & ANDZO DM. More post needed to be created. We should already have established a Resource Centre for Career Guidance services but are faced with a challenge of	

			choosing a career and finding a job.		office space. We need our own premises as the Dept.	
--	--	--	---	--	--	--

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Recruitment & Selection Services	These services include the identification of opportunities and the matching of individuals to specific placement opportunities. Employers are assisted with good candidates for placement opportunities. This service is free of charge	All requests for recruitment & selection services should be done timeously to ensure that individuals are matched and placed on opportunities such as training, learnership, internship or job opportunity.	Matching of individuals profiles to job opportunities sometimes becomes a nightmare because of IT related problems.	

		Skills Dev. Services	Include a service to the unemployed people and training providers. It includes the following : Identification of projects where unemployed can be trained and placed.	At least 70% of projects identified and (PGDS/IDP/LED) listed on the PIP supported and 60% of the SDFW allocations spent/utilized by end March 2010.	68 Projects have been identified for training purposes in the ANDZO DM in 09/10 financial year. Training allocated up to so far this current financial year is R 4825483.04.	Total budget estimated for this training is : R 30`156`846.00
KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Skills Dev. Services	Identification of projects where unemployed can be trained and placed (cont.)	Targeted skills development programmes achieved: 345 unemployed persons should at least be trained, 90 (26%) of which should receive accredited training (EPWP, NODES, ALMS), and at least 242 (70%) should be placed – placement	Currently (08/09), only 229 (100%) (All blacks) beneficiaries have received training and placed. Out of this number, 132 (58%) are women, 102 (45%) fall under youth category, no PWD`s (0%), and 97 men. 87 (38 %) have received accredited training Due to	

				categories defined and assessed to meet NSDS equity targets (85% Blacks, 54% Women and 4% PWD`s).	introduction of the new re-registration system of training providers, training has been affected negatively by this process.	
--	--	--	--	--	---	--

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Skills Dev. Services	Registration of training providers and training courses with the National Skills Fund.	All credible and eligible training providers & their skills dev. opportunities should have registered by the end of fin. year.	15 training providers from ANDZO DM are currently registered on DOL`s database of which 3 of them are accredited	
			Select suitable training providers to do training.	TP to be selected to do training based on their capability and courses they offer.	Most providers in the ANDZO DM are in the agricultural sector & not accredited. TP`s are referred to SETA TP empowerment program.	
			Funding allocation to training providers for	Allocation of funds to TP to based on the	Unavailability of funds in due course sometimes	

			skills development.	number of people to be trained, number of courses and training allowances needed.	delays the process. Waiting for new funding procurement guidelines.	
--	--	--	----------------------------	--	--	--

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Skills Dev. Services	Contracting training providers.	<p>All approved training providers should sign contracts with DOL before commencement of training.</p> <p>Training to commence within 10 days after contract has been signed.</p> <p>Training schedule to be submitted for capturing purposes to LC 5 prior training</p>	The fact that contracts are signed in PO sometimes delays the process and thereby hampering training process.	
			Training monitoring	Monitoring of training at least once per course.	Sometimes training does not start on scheduled	

					dates e.g. unavailability of trainees on scheduled dates.	
--	--	--	--	--	--	--

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Skills Dev. Services	Processing of training provider claims.	Correct claims to be registered (manually and electronically) and submitted to the P/O by the L/C within 3 days after submitted to LC.	Sometimes payment of claims is delayed due to bureaucratic processes.	
			Scheduling of trade test assessments at INDLELA.	Correct trade test applications should be submitted to PO for INDLELA within 5 days of receipt.	2 Trade tests assessment schedules have been done. 1 has passed and the other one is waiting for assessment date.	
			Assistance with other skills development programmes, such as strategic projects, learnerships, apprenticeship, internships, etc	Placement opportunity providers should be encouraged to register learnerships, apprenticeships, internships, etc with DOL.	3 job seekers are currently in the L/C on internship program. No apprenticeships or learnerships reported to LC so	

				DoL to assist with recruit & sel.if requested.	far.	
--	--	--	--	--	------	--

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Information Services	<p>This is an information services to familiarise our clients and stakeholders about DOL services.</p> <p>Producing and Distribution of pamphlets about DOL`s Employment Services.</p> <p>Advocacy campaigns on how to access Employment and Skills Development Services are also done.</p>	By end Dec. 2008 communication & marketing strategy should have been developed by HO and ESSA advocated both internally and externally.	<p>Currently information sessions are conducted through invitations and DOL`s initiatives.</p> <p>ANDZO Community radio has proved to be essential in marketing our services.</p> <p>HO is the only production & distribution center of pamphlets and brochures. Sometimes it`s difficult to get material in time and thereby hampering</p>	

					advocacy campaigns.	
--	--	--	--	--	---------------------	--

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	ESSA Program implemented to ensure improved access to employment service.	Special Services	It includes services provided for designated groups or special target groups, i.e. people with disabilities, youth, retrenched workers and ex-offenders.	Manage special employment programme for at least 15 people with disabilities.	<p>Currently trained beneficiaries are as follows: 132 are women, 102 fall under youth category, no PWD`s.</p> <p><i>Enabling condition:</i> Participation and co-operation of project initiators to include PWD`s.</p>	

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	Manage stakeholder relations	Advocacy and partnership with critical stakeholders.	Registered placement opportunities on the Employment Services System database increased to at least 30 through advocacy and partnerships with critical stakeholders	At least 1 Stakeholder (employer) information session per quarter	Stakeholder information sessions have been done through invitations and initiatives of DOL.	
				Identify programmes/ projects and lead departments to partner with from the Government's Programme of Action (POA) and the PGDS/ IDP's	Municipalities, govt. departments are encouraged to submit projects on their IDP's to DOL to form part of the RIP. 68 Projects are currently submitted for training purposes.	R 30`156`846.00

KRA	PROGRAM	SERVICE	OBJECTIVE	ACTION PLAN	PROGRESS/ CHALLENGES	BUDGET
Contribute to employment creation	Manage stakeholder relations	Advocacy and partnership with critical stakeholders.	Registered placement opportunities on the Employment Services System database increased to at least 30 through advocacy and partnerships with critical stakeholders (cont)	Participate in the following Inter Departmental Task Team meetings and steering committee meetings, amongst others: <ul style="list-style-type: none"> • EPWP • ISRDP/URP • IDP/LED 	DoL is serving as a member on structures like IGR, LED Standing Committee, IDP Forum, etc.	
				A communication and marketing strategy developed by end December 2008 and ESSA advocated both internally and externally	Strategy not yet communicated to PO & LCs therefore still waiting for guidelines from DOL HO.	