

SAKHISIZWE LOCAL MUNICIPALITY



**Integrated Development Plan
2009-2010**

FOREWORD BY THE HON MAYOR

A wide range of local government legislation mandates this Council to conduct the business of service delivery in an integrated and co ordinate manner. An exercise that must be interactive and inclusive, mindful of the development needs of our communities.

In order to fulfil this mandate, we must oversee the process of crafting a comprehensive plan that is an undertaking of the Council on service delivery and meaningful development of Sakhisizwe, which is our core business.

As we present this Draft IDP and Budget to the community, we display our commitment to facilitate an environment that will enable all of us as critical stakeholders to make local government work better.

Working towards realising this goal as set for this term since 2006, we have not lost sight of the challenges that we encounter on our way but resolve that working together we must ensure that they do not inhibit progress as we are set on doing more.

We present this undertaking with a sense of determination as well as a plea to all role players to engage with this comprehensive plan and spare no effort in ensuring that we collectively implement it without failing. That is the least that our people require and expect of us.
It is our commitment that this reviewed plan must be able to

assist in raising the standards of people by accelerating Economic Development.

In the 2008/9 financial year we committed ourselves to the improvement of infrastructure, reliable electricity and sanitation services so that more investors will be motivated to invest in our area. Considering that much has been done to meet this commitment, especially in the area of electricity, we are certain that we are on course.

We appreciate the cooperation that we receive from sector departments, NGOs and other critical role players. Your commitment to the development agenda of government as dedicated civil servants and society is motivation enough to show that our democracy is growing and working for our people.

Improving the lives of our people has never been so critical as in our time, where the legislative and policy framework is for our people an provide an enabling environment for us to achieve our mandate

We hope to work together going forward as we shift gears to speed up service delivery in order to achieve more for our community.

W.TIKANA: Honourable Mayor

MUNICIPAL MANAGER

In terms of Section 34 of the Municipal Systems Act a Municipal Council must review its integrated development plan annually in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand. Section 34 further states that the IDP may be amended in accordance with a prescribed process.

Subsequently the Municipality opted for the internal preparation of the review under the strategic guidance of the newly appointed IDP Manager to oversee the review process. The 2006/7 IDP presented a great departure for 2007/08 IDP. The focus now is on the implementation of the IDP and to indicate exactly which areas are still presenting the highest backlog.

The municipality established institutional structures to undertake the process of review of review to ensure optimum representation of stakeholders in Sakhisizwe. Section 29 of the municipal Systems Act requires a municipality to adopt a plan outlining the process to be followed to draft its integrated development plan in order to endure certain minimum quality standards of the IDP review Process. The preparation of a Process Plan, which is in essence, the IDP Review Process set in writing, requires adoption by council. In compliance with this provision, the municipality adopted the IDP Process Plan on the 30 March 2007.

This plan for the 2008/09 IDP review therefore includes the following:

- Elements comprising the review of the IDP Organizational arrangements.
- Distribution of Roles and Responsibilities.
- Appropriate mechanisms processes and procedures for consultation and participation

of the community, Sector Department and other role players.

- A programme specifying the time frames for the different planning steps.

As part of the IDP preparation process, an IDP Steering Committee has been established. The Committee will consist of:

- Mayor
- Members of the Council
- Sakhisizwe Management.

The IDP Representative Forum was also revived and met for the first time on 8th February 2007.

The steering committee reviewed the status quo scenario of Sakhisizwe Municipality which was followed by an Analysis Report covering and detailing all elements of development. During this phase the steering committee was required to track progress from the previous IDP to see how much has been done to resolve problems. In addition, Ward Councillors had to meet with their constituencies to discuss, identify and prioritize at least five key Emanating from perspectives derived from the status quo analysis it is clear that the municipality remain with priority issue that must be addressed. Sakhisizwe Municipality still has a lot of departmental challenges, the most pressing being the provision of water and sanitation in rural areas.

As from July 2007, the municipality as water services provider, will assume responsibility for the supply and maintenance of water function in rural areas which the Chris Hani District Municipality previously performed. During the visit of the Deputy President to the Chris Hani District in October 2006 on the occasion of the Presidential Imbizo to the District, Executive Mayor M. Sigabi reported thus in relation to water

services: Through the MIG we continue to fight sanitation and Water backlog it appears highly unlikely that the national targets for water and sanitation will be met.

These statement in itself, provide an insight into the enormous task laying ahead as we extend and embark upon our new role as water services provider in rural areas. In spite of the complex development challenge we face, there is a clear commitment to make this plan work. I am confident that, under the able guidance of our IDP Steering Committee, the assistance from the Chris Hani District Municipality, the renewed commitment from our Sector

Department to be involved in the success of this plan and, the participation of the broader community, interest group and NGO's in the process, this integrated Development Plan for the 2007/08 Financial year will bear the intended fruit.

I look forward to observing and participating in the unfolding of this plan.

T.SAMUEL
MUNICIPAL MANAGER

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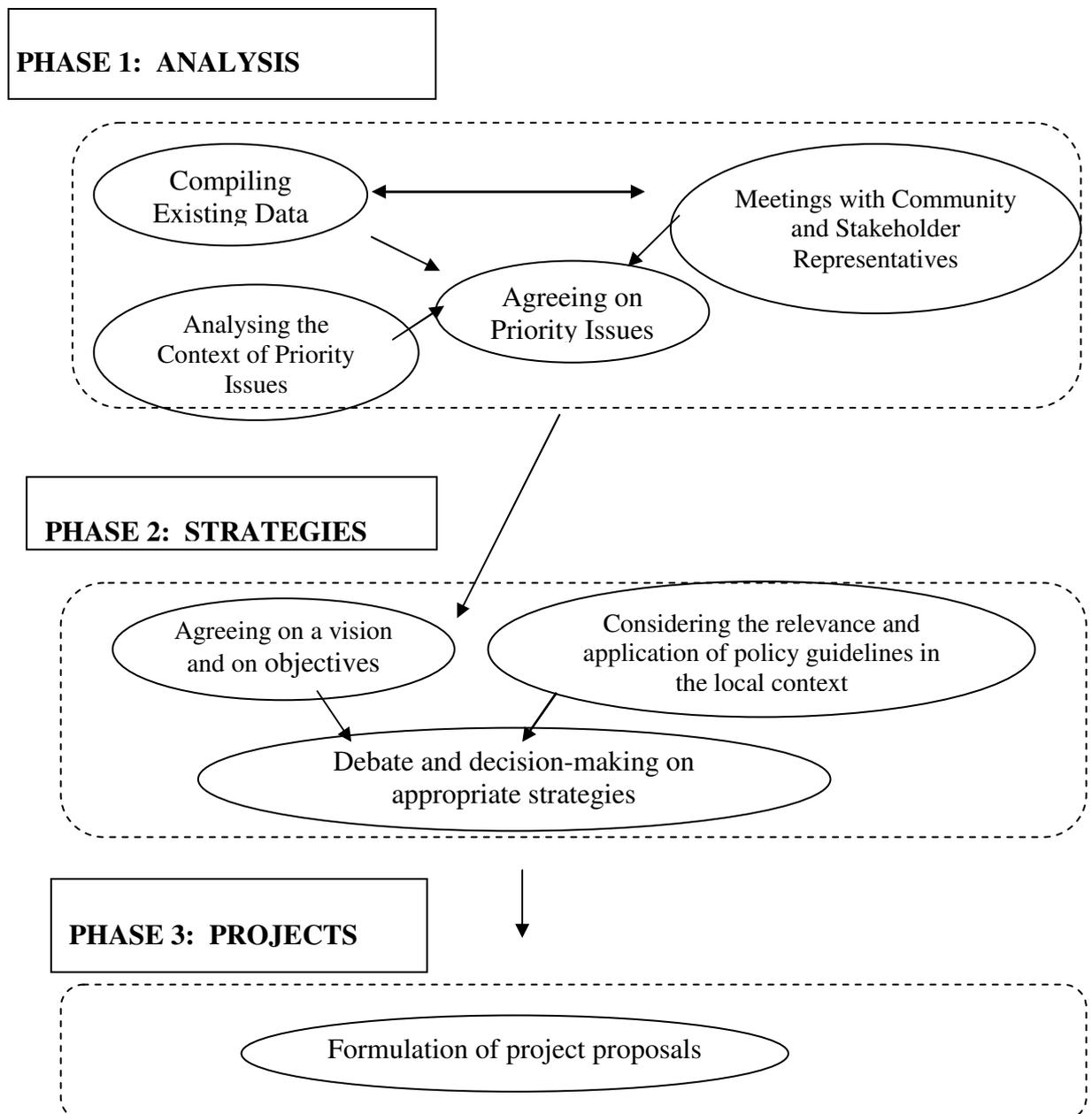
EXECUTIVE SUMMARY

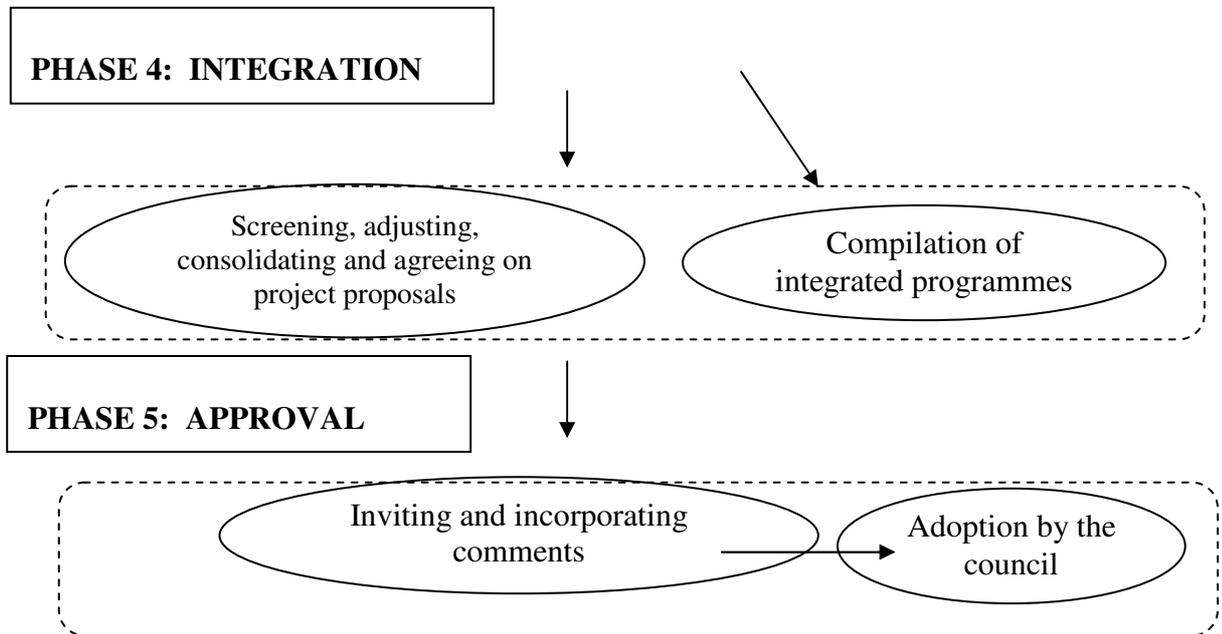
1. BACKGROUND

The Integrated Development Plan (IDP) is the output of a process of planning which takes a range of sectors, development activities and actors into consideration. It provides linkages between financial planning, infrastructure investment planning, service delivery and inter-governmental relations and is a way of maximising the impacts of all governmental developmental interventions.

2. PROCESS OVERVIEW

The Diagram below contains a schematic representation of the planning process undertaken which is contained in the process plan.





3. INSTITUTIONAL ARRANGEMENTS

3.1 Roles and Responsibilities

The following stakeholders were involved in the preparation of the Sakhisizwe IDP:

- Internal Stakeholders
 - Council
 - Municipal Manager
 - IDP Steering Committee
 - IDP Manager

- External Stakeholders
 - IDP Representative Forum
 - CHDM IPED
 - Sector Departments

3.2 Public Participation

The Sakhisizwe Municipality agreed that the Representative Forum is the mechanism through which public participation will be affected. All wards and sector departments were represented. Ward meetings followed. There is an Intergovernmental Representative Forum which sits once a month.

4. Development priorities

4.1 Community and Stakeholder Issues

The Sakhisizwe IDP Steering Committee and Representative Forum identified the following development priorities:

- Priority 1: Roads and Stormwater
 - Priority 2: Water and Sanitation
 - Priority 3: Housing
 - Priority 4: Electrification
 - Priority 5: Local Economic Development
 - Priority 6: Social and Recreational Facilities
 - Priority 7: Health
 - Priority 8: Safety and Security
 - Priority 9: Education
 - Priority 10: Land and Environmental Management
 - Priority 11: Disaster Management
 - Priority 12: Special Programmes –HIV/Aids, Youth, Elderly People, women and people who are physically challenged
-

MUNICIPAL OVERVIEW

1 **INTRODUCTION**

Sakhisizwe Municipality operates a plenary executive system and is subdivided into seven (7) wards with the bulk of the population residing in the extensively rural wards and encompass the two urban centres of Cala and Elliot towns, respectively. The information contained in this section is derived from the Sakhisizwe SDF.

2 **PHYSICAL**

(a) ***Topography***

The Sakhisizwe municipal area comprises gently undulating “table land” forming the Drakensberg foothills. Elevations in the area range between 750m to 2600m above sea level. The soil types vary according to topography. The low-lying area is characterised by soils with high clay content (highly errodible) and the surrounding hills consist of strong litho-soils. Size of municipality is 2556 km².

(b) ***Climate***

The study area experiences warm moist summers; cold dry winters and snow during the winter months. Some parts of the area also experience thunder for about 60 days a year.

(c) ***Vegetation***

The vegetation of the area is composed of sweet and sour Grassveld. Trees and shrubs occur on sheltered sites, rocky hills and ridges. Dohne Sourveld is the most common transitional forest and shrub type and the sweet grass is dominated by Redgrass Themeda triandra. Unimproved Grassland make up (76%), with Cultivated Dryland (9%), Degraded Unimproved Grassland (6%), Forests Plantations (2.5%), Thicket Bushland (2.2%) and Built Up Areas (1 %) making up the balance.

(d) ***Environmental Development Constraints***

Overgrazing - poor farming practices, lack of stock rotation / control. This in-turn leads to degradation of vegetation, soil erosion and increase in invader plants.

Invader plant species - especially wattle along drainage features.

Infrastructure services (lack or poor positioning thereof) - including cemeteries, insufficient sanitation systems, waste disposal and the potential impact on ground and surface water sources

3. **LAND USE PATTERN**

Settlement patterns and land tenure

The Sakhisizwe Municipality is situated within the North Eastern extent of the Chris Hani District Municipality. It borders Elundini Local Municipality (Ukhahlamba District) to the north and east, and Engcobo, Intsika Yethu, and Emalahleni Municipalities to the south and west

The Sakhisizwe Local Municipal Area consists of 7 Wards, with the main administrative centre located in Cala (Ward 3). A second administrative centre is located in Elliott (Ward 2).

Apart from small pockets of privately owned land in Cala Town, the largest part of the former Transkei area consists of lesser forms of tenure on communal - state owned land. These forms of tenure include PTO's and Quitrent (often in overlapping allocations). The northern (former RSA) component of the Municipality consists of privately owned farms and erven.

Existing Settlement can be categorised as follows:

Scattered low-density rural residential settlements. These settlements are loosely scattered throughout the southern municipal area and are surrounded by communal grazing land, and in some instances - arable lands. The structure of most of these settlements clearly reflects a distinction between residential and arable 1 grazing uses. In a number of settlements where land use rights were in the past issued in terms of the quitrent system, these ownership and use-rights are still acknowledged and respected. The levels of service are generally low, with the majority of residential structures being self-built. Apart from a few trading stores and agricultural activities, there is little sign of any other economic activity in this area.

Communal agricultural land. These areas make up the balance of the former Transkei part of the Municipality (outside the Cala Commonage boundary and rural settlement areas).

Commercial farms make up the rural component of the former RSA part of the Municipality (outside the Elliott Commonage boundary)

Urban settlements are comprised of the towns of Elliott and Cala. In comparison to their surrounding hinterland, these towns have a higher level of social and infrastructure services and hence fulfil the role of the main service centres to the surrounding hinterland.

KEY ISSUES

- Dispersed Settlement Pattern: Pockets of developed urban centres surrounded by scattered undeveloped rural villages, which implies great costs to fulfill in the basic human right of access to basic infrastructure and services.
- Settlement of the resident population in can be classified in terms of 3 distinct categories each with unique requirements, Urban, Rural and Agricultural.
- Need to systematically address the fragmented nature of development to promote the integration of urban and rural areas over time (phased development approach which optimises on existing capacity and resources to generate the most spin-off effects from investment).
- Need for development and implementation of a detailed spatial planning and a land use management system to control

development in urban centres and strategic areas that are under pressure to develop.

- A strategic approach is required, which enables geographic areas to be prioritised for different levels of investment to ensure ongoing sustainable development which will have the highest spin-off effects for continued economic growth in the Sakhisizwe Area.
- Limited economic activity outside of urban centers.
- Need to identify and build on the agricultural, tourism and forestry potential of the area and target investment to other LED related initiatives and programmes taking place outside of the urban centres that have potential for growth and to generate economic spin-off.

4. DEMOGRAPHIC PROFILE

This section aims to provide insight into the current profile of the population resident in the Study Area. This research is based on the 2001 National Census data.

Population Distribution and Density

The population of the Sakhisizwe Municipality is estimated to be around 54 034. There is an almost even split in population between the rural and urban areas. The average population density of the urban areas is approximately 2.99 people per hectare compared to that of 0.12 in the rural areas.

Estimated Population Growth

Over this five-year period of 1996 to 2001 the population has increased by 3956 people, which represents a 7.9% growth in population at a growth rate of 1.53% per annum.

Table 1: Population figures for the Sakhisizwe Municipality

Census	Total Population
1996	50 073
2001	54 029

Calculating accurate population growth projections in the area is difficult as there are a number of changing variables that have to be taken into account.

These variables include:

- The affect of HIV/Aids on the population,
- Urbanisation,
- Changing local economy,
- Dynamic migration patterns,
- Changes in farming techniques and practices.

PIMSS Data projections, suggest that, for the ten years (from 2001 to 2010) the estimated population growth rate for Sakhisizwe Municipality is 1.02% per annum.

Mark data taking into account information available regarding the impact of HIV/Aids gives differing growth scenarios. The following growth scenarios were applied in projecting population figures:

High Population Growth - 0.83% per annum between 2001 and 2005 followed by a rapid decrease in population between 2006 and 2025.

Low Population Growth - 0.72% per annum between 2001 and 2005 followed by a slower decrease in population between 2006 and 2025.

For the purpose of this projection, the high growth scenario is used. The data reveals that by the year 2010, the population size of the Municipality will be between 54 609 to 61 940

Age and Gender Structure

The structure of the population in the Sakhisizwe Municipality reflects that of mandeveloping countries, where the majority of the population is in the youthful age categories. 52.96% of the municipal population is 19 years or younger, with 39.59% of the population below the age of 15 (Refer to Table 2 below). This high percentage of youth in the population make-up will result in an increased demand for age appropriate facilities such as creche, schools, sporting fields etc. Provision must also be made, in terms of educational training facilities and resources, for the increasing number of youth that will be joining the workforce.

Table 2: Age and Gender Structure for Sakhisizwe Municipality

Age	Population Category		Male	Female	Total
	Male	Female			
0-4	2 868	5.31%	2 831	5.24%	10.55%
5-9	3 738	6.92%	3 754	6.95%	13.87%
10-14	280	7.92%	3 924	7.26%	15.18%
15-19	3 589	6.64%	3 634	6.73%	13.37%
20-24	2172	.02%	2115	3.91%	7.93%
25-29	1416	2.62%	1746	3.23%	5.85%
30-34	1058	1.96%	1440	.67%	.62%
35-39	1068	1.98%	1495	2.77%	.74%
40-44	1043	1.93%	1472	2.72%	.65%
5-49	994	39.3%	1243	7.30%	.14%
50-54	790	1.46%	958	1.77%	3.24%
55-59	538	1.00%	736	1.36%	2.36%
60-64	616	1.14%	995	1.84%	2.98%
65-69	52	0.84%	765	1.42%	2.25%
70-74	367	0.68%	641	1.19%	1.87%
75+	91	0.91%	801	1.48%	2.39%
Total	25480	47.16%	28549	100.00%	100.00%

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It is important to note however, that although there is a high percentage of youth in the population make-up, the 0-9 years age cohort is smaller (24.41 %) than that of the 10-19 year cohort (28.55%) (refer to Table 2 above). The natural population growth rate is therefore not expected to rise. This decline in the number of youth under the age of nine can be attributed to the fact that, either the municipal area is moving to the next stage of the demographic transition (a decrease in birth rate) or to the fact that HIV/Aids is having a pronounced impact on the life expectancy of infants. It is most likely a combination of both factors.

Another point illustrated in Table 2 is the gender disparity, with regard to population size. For the Municipal district, just more than half the population is female (52.84%). This age disparity increases in the older age groups, where 62.4% of the population, older than 60 years, is female. It is therefore important that future development takes into account the needs of women.

The demographic data of Sakhisizwe Municipality indicates that the population is predominantly African (Table 3), of which more than half (56%) of the population is children.

What this means, is that in effect, the economic earners of the population are small in comparison to the elderly and young children, which they have to support. As a result most of Council's efforts and programmes have to be focussed at supplementing the gap between what the bread earners can provide and what is actually acquired by the community in order to survive.

A typical population pyramid of Sakhisizwe would reflect that of a Third World country with a large base indicative of a developing economy with a high fertility rate. The most productive age group (15 - 45 years) accounts for a mere 38%, given the fact that the Eastern Cape serves as a labour reservoir for other wealthier provinces, with men leaving behind women and children whilst seeking employment elsewhere.

Table 3: Race and Age Groups

RACE (%)		AGE GROUPS (%)								
WARD	POP.	AFRICAN	COLOURED	INDIAN	WHITE	OTHER	CHILDREN	YOUTH	MIDDLE AGED	ELDERLY
1	7429	92.4	0.3	0.5	6.0	0.7	52.6	20.9	20.0	4.8
2	8021	99.7	0.1	0.0	0.0	0.1	61.7	13.8	17.2	6.6
3	7548	90.5	3.2	0.3	5.6	0.2	49.4	21.5	21.4	5.2
4	8682	99.1	0.0	0.0	0.5	0.2	60.5	14.0	16.4	8.1
5	8546	99.4	0.0	0.0	0.0	0.5	56.7	16.0	18.7	7.6
6	9847	99.0	0.4	0.1	0.0	0.3	50.5	24.2	20.1	5.1
7	9500	99.6	0.3	0.0	0.0	0.1	51.2	22.0	20.6	6.2
TOTAL	5007									
	3									

Source: Demarcation Board: Municipal Profile for Sakhisizwe Municipality. August 2001

LOCAL ECONOMIC DEVELOPMENT

1. ECONOMIC EMPLOYMENT

The employment status is analysed using Census 2001 and the data is derived from a base population of those who responded and who form part of the potential labour force (defined as persons aged 15-65 years).

The term 'unemployment' in the 2001 census, refers to those people that are actively seeking employment. It does not include those individuals who have given up looking for work. Therefore the official census unemployment figure is regarded as being lower than the actual number of people with no work.

The average unemployment rate in the Sakhisizwe Municipal area is 24%. This is in line with National unemployment rate but lower than the Provincial unemployment rate of 35%. The highest employment levels are found in the commercial farming area of Sakhisizwe, where 52% of its potential active work force is employed. It is important to note, that although the urban area of Cala has the second highest employment rate (28%).

It also has the highest unemployment rate in the Municipality (34%). Only 13% of Cala's population however, is not actively engaged in seeking employment. There are very low levels of employment in the rural 'tribal' areas. Less than 7% of the population is employed in the following regions; Ehlatini, Xalanga, Egolombeni, Engcobo and Cala Part 2. These very low levels of employment can partly be attributed to the fact that these areas do not have a strong economic base and most persons are involved in subsistence-related activities with little surplus being produced for economic profit.

2. LEVEL OF DEPENDENCY

The Dependency Ratio refers to the number of age dependent people (below the age of 15 and older than 65 years) dependent on a potential income earner in a household. In the Sakhisizwe Municipality District 46% of the population are dependents resulting in a dependency ratio of 1:0.86. This is in line with the District Municipality ratio of 1:0.853.

The urban area's i.e. Masibambane, Elliot and Cala, have the lowest dependency ratios in the Municipality. This is because the potentially economically active population is attached to these areas in search of work. The commercial farming area of Sakhisizwe also has one of the lowest dependency ratios (0.73); this is due to the fact that the majority of the population in the area works as farm labours. All of the 'tribal' rural areas have high dependency ratio, of greater than 0.99. Many of the potentially economically active work forces have left these areas in search of employment in urban centre, leaving behind a disproportionately high number of elderly and young.

The Urban Settlement of Cala is the most populated region in the Municipality, with a population of 11 479. Together, the urban settlements of Elliot and Cala account for 41.53% of the population. The area with the highest population density is Masibambane, an urban settlement of the outskirts of Elliot. It has a very high population density of 94.34 people per hectare. The fact that the township has no commonage, which is included in the calculation of density, could further contribute to the high population density.

Possible factors attributing to the level of poverty in these areas are: -

- Remote areas with poor accessibility. This is attributed to the very poor condition of roads to these areas and the characteristically hilly terrain
- Poor accessibility renders these areas very costly to develop.

It is, however, noted that these areas are defined as "worst off" in terms of a limited set of criteria that is based on employment and income statistics. It can therefore be argued that a proportion of the urban communities that are regarded as poor can be considered as worst off based on the fact that they have limited access to means to sustain themselves (livestock ownership and access to cultivated lands).

3. ECONOMIC DEPENDENCY LEVEL

Reference has been made to the dependency ratio (number of people dependent on a potential income earner in a household). It is however, more useful, to look at the economic dependency ratio rather than just the age dependency ratio. This is due to the fact that the high levels of unemployment inflate the dependency ratio. If the unemployed were classified as dependents then the economic dependency ratio for the Municipality would be 1:8.084 (there are 8 people dependent on each income earner).

Table 4 illustrates the extremely high economic dependency ratios in the Municipality especially in the 'communal' rural areas. For example, in the Cala sub-place area; there are 42 people dependent on each income earner. This highlights the importance of social grants in these areas, as the majority of the population is reliant on these for survival.

Table 4. Economically Dependent

	Age dependent looking for work	Unemployed and not actively Employed	Economically Independent	Economic dependency Ratio
Sakhisizwe	1 790	1 164	1 279	2.31
Cala Part 1	4 981	4 652	1 846	5.22
Elliot	4 635	4 696	1 634	5.71
Masibambane	1 713	2 002	408	9.11
Sidindi	96	71	15	11.13
Xalanga	5 771	5 349	426	26.10
Ehlatini	1 975	1 858	138	27.78
Egolombeni	3 057	2 609	167	33.93
Engcobo	763	626	33	42.09
Cala Part 2	141	136	3	92.33
Total	24 922	23 164	5 948	8.08

4. INCOME LEVELS

The poor socio-economic conditions due to high levels of economic dependency are further exacerbated by low levels of income. Of those individuals that do earn an income, 68% earn less than R800 per month.

The data revealed that 90% of the Potentially Economically Active Population in the Sakhisizwe Municipality lives below the poverty line (earning less than R800 per month), with 69% receiving no monthly income at all. A mere 1 % earn greater than R6401 per a month.

Table 5 below compares the monthly income per household of the main places within the Sakhisizwe Municipality. Monthly income per household has been divided into two broad categories; those earning less than R1600 per month (poverty line) and those earning greater than R1600 per month. None of the areas in the Municipal District offer good earning potential, with only 17.4% of households greater than R1600 per month.

Table 5: Broad Monthly Household Income Profile

	Household Income		
	<R1600 per month%	>R1600permonth	
Cala Part 1	2 097	70.6874	29.4
Sidindi	24	72.79	27.3
Elliot	2097	77.3615	22.7
Sakhisizwe	928	84.5171	15.6
Masibambane	809	88.9101	11.1
Ehlatini	769	88.996	11.1
Xalanga	2 294	91.2221	8.8
Egolombeni	188	91.5110	8.5
Cala Part 2		49 94.2	5.8
Engcobo	251	95.412	4.6
Total	10 505	82.62 212	17.4

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5. KEY ECONOMIC SECTORS

The greatest employer in the Municipality is the Community and Social services sector, which employs 31 % of the workforce. This is followed by Private Households and Agricultural Sectors, employing 21% and 17% of the workforce respectively.

6. KEY ISSUES

The average unemployment rate in the Sakhisizwe Municipal area is 24% which is lower than the Provincial unemployment rate of 35%. The highest employment levels are found in the commercial farming area of Sakhisizwe (rural component of the former RSA), where 52% of its potential active work forces is employed.

Less than 7% of the population of Ehlatini, Xalanga, Egolombeni, Engcobo and Cala Part 2 are employed. This can partly be attributed to the fact that these areas do not have a strong economic base and that most persons are involved in subsistence related activities. 46% of the population is age dependant, meaning outside of the economically active age group.

The urban communities that are regarded as poor, can be considered as worst off based on the fact that they have limited access to means to sustain themselves (livestock ownership and access to grazing and cultivated lands).

7. EDUCATION AND LITERACY

The 2001 census data revealed that 20% of the Municipal population has not attended schools. Of those that have, 8% have completed their Matric.

For the purpose of this study, the literacy rate indicates the percentage of people over 13 years of age who have completed Grade 7. The Literacy Rate for Sakhisizwe Municipality is 53.7%. This is below both the literacy rate for the Eastern Cape Province, which is 58%, and the National literacy rate of 68%.

8. CONCLUSION

49% of the population is residing within the urban settlement component of the Municipality and 43% is residing within the low density rural settlement component. Density of settlement (varying from Urban average 3 people per hectare Rural average 0.12 people per hectare) has significant implications for cost of service delivery and achievable level of service.

Depending on the projection applied, current population will vary between 56 000 and 57 500. Mark Data projections suggest a declining overall population, mainly due to migration and the impact of HIV Aids. Increased mortality will have a significant impact on the demand for social and welfare services.

53% of the population is under the age of 20. Gender distribution is fairly equal,

with male/female ratio 47/53 percent. The Literacy Rate for Sakhisizwe Municipality is 53.7%, which is below both the literacy rate for the Eastern Cape Province, which is 58%, and the National literacy rate of 68%. Improved access to education (both school and adult education programmes needs to be prioritised).

The economic dependency ratio for the Municipality is approximately 1:8, with extremely high economic dependency ratios in the 'communal' rural areas. 90% of the Potentially Economically Active Population in the Sakhisizwe Municipality lives below the poverty line (earning less than R800 per month).

In view of the above it is proposed that poverty alleviation programmes be considered in the wards defined as "worst off" areas, as a priority. Furthermore it is proposed (as per the Spatial Development Plan) that a strategic link be considered in the future to provide greater accessibility to this poverty stricken sub region and greater linkage to its neighbouring areas.

The nature of poverty in areas in Sakhisizwe needs to be understood at the community level to ensure appropriate development and prioritisation of funding.

The greatest employer in the Municipality is the Community and Social services sector, (31%), followed by Private Households and Agricultural Sectors.

**SERVICE
DELIVERY &
INFRASTRUCTURE**

1. SOCIAL INFRASTRUCTURE

Health and Welfare

The following table shows the health infrastructure currently in place in the Sakhisizwe Municipality:

Table 6: Health Infrastructure for Sakhisizwe Municipality

Clinics	Mobiles	Hospitals
		Cala
Elliot main Clinic	1 District Mobile (CHDM)	Elliot
Beestekraal	Elliot mobile (Gubenxa & Mhlwazi) 2	
Tsengiwe	Cala Mobile (2 mobile vehicles) with 37 stopping station)	
Upper Lafuta		
Ncedolwethu		
Sifondile		
Askeaton		
Tembeihle		
Nyalasa		
Sakhisizwe LSA with 24 villages covered by serviced clinics		

AREA COVERED BY MOBILE VEHICLES

1. Sweetline – Sigangeni
2. Qiba – Zikhonkwane
3. Ndyavu – Ndum-Ndum
4. Mnxe X 2
5. Mbenge, Mmangeni, Ngxingo
6. Roma, Siphafeni – New Rest
7. Lower Cala x2
8. Macangceni, Chibini – Xonya
9. Upper Mnxe – Rareni
10. Cala Pass & Taleni – Langanci & Centre
11. Mtingwevu x2
12. Upper Indwana – Gubenxa
13. Pindela, Botha Rarms-Tiwane Pelandaba
14. Mhlwazi – Pre-schools
15. Qiti – Lahlangubo
16. Ncalweni – Pre schools

Sakhisizwe has a ratio of one clinic per 6 752 people. According to national norms of one clinic per 10 000 people², Sakhisizwe has more clinics than recommended. However, the rural distribution of the population and the spread of health facilities throughout the area to meet the needs of these communities could justify this situation.

It should, however, be noted that whilst the above health facilities might well exist throughout the Sakhisizwe Municipality, it needs to be borne in mind that the infrastructure serving the facilities (water, sanitation, electricity etc.) is very often well below optimum. According to the findings published in the Eastern Cape Department of Health's Strategic Position Statement³ 27.5% of clinics in the Eastern Cape do not have water-borne toilets, 39% do not have access to safe water and 18% do not have electricity

The high levels of poverty in the Municipality place pressure on the current health facilities. There is a strong correlation between poverty and disease such as TB, malnutrition, pneumonia, diarrhea, gastrointestinal etc. It is also important to note that HIV/Aids will put more pressure and demand on health and social services. The National Antenatal HIV Survey 4 reported that; in 1999, 450 000 people in the Eastern Cape Province were infected with HIV. It when on to state that it projects that 160 000 people would have died of AIDS in the province by the year 2009. This will place even further pressure on the present medical facilities.

Housing

The majority (53%) of housing units in the Municipality are formal structures. The greatest housing backlog exists in Cala, where 837 units are informal structures. Housing of the poor is an area of concern. Virtually every town, settlement or village is faced with a shortage in low-cost housing. The following are the gaps that still need to be bridged in terms of housing provision:

Table 6: Housing

Ward 1:	1 500 houses	Ward 4:	1 725 houses
Ward 2:	2000 houses	Ward 5:	3000 houses
Ward 3:	1 000 houses	Ward 6:	2 050 houses
Ward 7:	1 000 houses		

The total housing backlog is therefore estimated at 8 250. This information will be updated from the Housing sector plan.

KEY ISSUES

As with civil infrastructure, provision of social services within low-density residential areas situated over a vast part of the municipality is costly. As a result, access to these services is generally poor within the rural component of the Municipality.

As with engineering infrastructure, the municipality faces a daunting task to provide social infrastructure to both nodes. Not all areas are fortunate to have facilities such as infrastructure, clinics, sports fields, etc. Although the municipality has repeatedly committed itself to the provision of these facilities, the constant lack of funds will almost certainly result in some areas having to wait longer than others for these facilities. Due to budget constraints it is difficult to maintain facilities. Proper security is also a problem due to vandalism taking place.

CIVIL INFRASTRUCTURE

The following research is based on the Data from the 2001 National Population Census. It aims to provide a brief overview of the current status quo of infrastructure in the study area.

Electricity

Electricity is distributed by Eskom to Sakhisizwe Municipality. 58.5% of households in the Sakhisizwe Municipality have access to Electricity, with the majority of those households being situated in the urban areas. Most of the households in Sakhisizwe rely on paraffin and candles for lighting and heat. Due to the flammable nature of these two lighting sources many injuries, deaths and damage to property occur due to incorrect handling. The lack of an efficient electricity supply also has an impact on the environment due to harvesting of unrenowable wood sources. Electricity supplies to certain areas also require upgrading, as the present current is too weak to cater for all of the demands placed upon it. Negotiations with Eskom are problematic as they do not want to commit themselves to projects in our area.

Table 7: Energy sources

Service	% of Households	
	2001	2007
Municipality electricity	16.7	40.9
Gas	1.9	1
Paraffin	30.4	23
Wood	46.5	32.8
Coal	0.3	0.7
Animal dung	3.2	1.2
Solar	0.2	0.2
Other	0.8	0.2

(Source: StatsSA 2007 Community Sample Survey)

Water

Only 7% of households have access to water inside their dwellings. Even in the urban centers of Cala and Elliot, only a small percentage of households have piped water inside their homes. The majority of households have piped water inside their yards (32%). 23% of households in the municipality still utilize natural sources such as rivers, dams, and streams etc. for their water supply.

It is in these areas that there is concern, as the water supply may be contaminated and therefore lead to the spread of diseases such as cholera. One of the requirements of the RDP service level for water supply is that a standpipe must be a maximum walking distance of 200m from a persons dwelling. Taking this point into account, 46% of households in the Sakhisizwe Municipality do not meet this requirement. However a recent 2007 Community Sample survey has indicated an increase in households with access to water and sanitation as shown below

Table 8: Water and Sanitation Usage

Water Usage	% of H/holds		Sanitation	% of H/holds	
	2001	2007		2001	2007
Dwelling	5.9	21.4	Flush	18.2	14.2
On-site	26.9	23.5	Flush connected to septic tank	1.4	3.4
Public tap	34.1	35.6	Pit latrine with ventilation	13.0	35.9
Borehole	2.6	1.9	Dry toilet facility	-	6.6
Spring	11.2	3.2	Pit latrine without ventilation	28.7	0.2
Dam/pool	1.0	1.1	None	30.9	16.9
Water vendor	0.3		Bucket latrine	1.8	-
Rainwater tank	0.8	0.8			
Other	2.2	0.3			
River/stream	15.2	12.3			

(Source: StatsSA 2007 Community Sample Survey)

CHDM is the Water Services Authority. From the above table it becomes apparent that a large percentage of the population are still relying on untreated water sources which raises the risk of waterborne diseases spreading such as cholera. The municipality also suffers from lack of adequate water purification and sanitation ponds in the urban areas to deal with the influx of urban dwellers. The present systems are outdated and in need of repair, expansion and upgrading.

Sanitation

The urban area of Masibambane is well serviced with sanitation facilities, with 99% of its households utilizing flush or chemical toilets. This is not the case in the other urban areas of Elliot and Cala, where 946 and 559 households respectively do not have any form of sanitation facilities. This lack of sanitation facilities can lead to the spread of disease and other health related problems.

Roads and storm water drainage

Many of the roads in the area are badly maintained gravel roads, which tend to become very muddy during rain or snowfalls. As a result many become impassable except for four-wheel drive vehicles that are owned by a relative small minority. Lack of maintenance on the roads worsens the situation as storm water drainage canals become blocked and contribute to the erosion of the roads. Low-level bridges in the area also tend to become flooded due to pipes not being regularly scoured with the result that unnecessary flooding occurs and creates more damage to the bridge and surrounding road. Many roads were also built with little thought paid to storm water drainage

Cemeteries

The Chris Hani District Municipality undertook an assessment of all existing cemeteries within the Sakhisizwe Municipal area. Each cemetery was evaluated in terms of its suitability. Criteria that were applied during this assessment include slope, proximity to drainage features or boreholes and soil conditions. Based on this, existing cemeteries were classified in terms of the following categories:

- Appears to be suitable, but need to confirm that certain aspects are not problematic. - Suitability doubtful.

Additional information gathered includes areas without cemeteries, availability and condition of infrastructure including access roads, water supply and sanitation.

Solid Waste Disposal

The majority (51 %) of households utilize their own refuse dump for solid waste disposal. Local authorities service Masibambane, Elliot and parts of Cala. Currently the state of these solid waste sites is in bad state as they do not meet the required standard.

Telecommunication

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U

In terms of service provision, 24% of households in the Sakhisizwe Municipality have access to landline or cellular phone in their home. The majority (31 %) of households make use public phones. 24% of households in the Municipality still do not have any access to a telephone. Access is worst in the areas of Alana, Ehlatini, Sakhisizwe and Engcobo. 24% of households in the Municipality do not have any access to a telephone.

Current development and planning initiatives in Sakhisizwe

i) Spatial Planning and Settlement Upgrade

Sakhisizwe Spatial Development Framework was formulated by the service providers (Set-Plan) on behalf of the municipality February 2006. The Council approved it is now implemented.

The municipality is planning on reviewing the existing SDF by filling the gaps that will also include the rural development. *Refer to the Sector Plan for future development*

The Municipality is currently undertaking a Spatial Planning and Settlement Upgrade project in a number of rural settlements. The main focus of the project includes:

- The formalisation of existing rural settlements as regularised spatial entities with clear land use allocations.
- The creation of a framework, reflecting future development requirements. To facilitate better land use management.
- To create a basis for the implementation of a clear system of land allocation, land sales or transfers and land use control, so as to ensure equitable outcomes for all residents.
- To provide the spatial basis for the clarification of land use rights and, hence, the legal basis for the formalisation and/or upgrade of land tenure rights for residents.
- Finally, by setting in place an accepted and locally-driven plan, the basis is set for ongoing community interaction with the relevant authorities over spatial and land use management issues.

Recommendations for the Spatial Development of the settlements included in this Spatial Planning and Settlement Upgrade Project are included in Section D - Spatial Development Framework.

ii) Land Reform & Settlement Plan

The Land Reform and Settlement Plan, prepared during 2005 by the Chris Hani District Municipality included a number of proposals for the Sakhisizwe Municipal area. The following proposals were made:

- Formalization and Densification around the Cala Urban Area.
- Development Support Zone (Ward 6) - focusing on re-establishment of productive agriculture. Formalisation I Densification Zone (Ward 4).

- Special Projects - Potential LRAD and Conflict Resolution within south-eastern part of Ward 2. Settlement Zone (urban) around Elliot Urban Area.

WAY FORWARD

PROPOSED NODES IN SAKHISIZWE

Settlement Nodes

The criteria used by the Provincial Spatial Development Plan to define nodal points were:

Current capacity - availability of existing infrastructure and facilities (higher order facilities such as health facilities, police stations, administrative offices, sport / recreation and community facilities).

Accessibility- access via higher order roads, positioning at intersections of National, Trunk, Main and District Road networks.

Using the above criteria, the following is proposed in Sakhisizwe:

Urban Centres - Level 2 Nodes:

Cala and Elliott are categorized as Level 2 settlements in terms of the hierarchy of settlement classification.

Level 1 Nodes: Other settlements in Sakhisizwe

These are predominantly low-density rural settlements.

In terms of these, Lower Lufuta is proposed for targeted capacity building as a rural node. Future positioning of sports facilities, community halls/multi purpose facilities, educational facilities, health and administrative offices need to be considered for this area.

STRATEGIC LINEAR DEVELOPMENT ZONES CORRIDORS

An efficient and accessible transportation network is vital for successful spatial development. This includes major transport networks and the railway line passing through the area, which can be regarded as routes of opportunity.

- Railway line
- Tarring of Cala
Reserve road to Indwe
- Cala to Ncora
Areas requiring improved access
- Bridge crossing between Lower Lufutha and Voyizana Link road
Voyizana/Emjikelweni and Ndum-Ndum Link road between Cala
- Cala roma to Sifonondile

THE URBAN EDGE

In order to promote more compact settlements, the Spatial Development Framework proposes an Urban Edge for main towns and settlements. For Elliott, the Urban Edge basically adopts the boundary of the town's commonage. The same principle can be applied to Cala. However, Cala Reserve could possibly be considered for inclusion as part of the Level 2 Node as the area functionally fulfils the role of a residential extension of the Town. It is proposed that the areas within the urban edge be targeted for upgrading levels of infrastructure over a period of time. This will in turn support higher densities of residential development and development of industrial and commercial areas.

Settlement areas outside the Urban Edge are defined as rural, which implies lower density with basic infrastructure and social facilities. It is however important to ensure that, although these areas are generally sparsely settled at low densities, the principles of limiting residential sprawl, consolidation and densification of settlements be applied when future growth and expansion of these areas are considered.

OPEN SPACE CONSERVATION SYSTEM

Environmentally sensitive areas are defined as those areas where activities and developments have high potential for negative impact on the environment. In these areas development proposals should carefully consider the potential impact it could have. It is proposed that within the urban / built environment, these areas be retained and incorporated within an open space system. Outside the urban / built environment these areas should ideally be incorporated into a conservation system or network.

The broad assessment of the municipal area highlights the following areas:

Steep Areas

Drainage Features and surrounds.

Groundwater abstraction points and surrounds (especially when considering development of cemeteries, waste disposal sites and sanitation systems).

Degraded vegetation

Existing Nature Reserves / Conservancies

STRATEGIC DEVELOPMENT AREAS

Areas of key development potential (strategic development areas) are considered more feasible for development and are more likely to generate spin-off effects from investment. This supports the phased approach to development, targeting areas of greatest potential first.

Urban areas

Elliott and Cala - areas with higher levels of social and civil infrastructure, centrally located to the surrounding hinterland and opportunity for establishment of industrial / processing infrastructure.

Priorities areas for Land Reform

Rural settlements included in the Spatial Planning and Settlement Upgrade Project. Proposals for priority areas targeted for land reform - contained in the Land Reform and Settlement Plan, prepared by the Chris Hani District Municipality.

Priority Areas - Needs Based

Areas of greatest need are defined as those areas with the lowest per capita income levels and the worst-off settlement areas i.t.o. the poverty index. These areas require priority basic needs intervention and strategic proposals to improve the level of well-being of communities in these areas (poverty alleviation programs and basic infrastructure investment).

Priority Areas - Opportunity Based

Sectors of economic opportunity evident in Sakhisizwe include the following: Agriculture and rural development

- High potential agricultural land

- Forest

- Commercial plantations

- Wattle eradication with possible opportunity for formalisation of wattle into formal plantations.

Tourism Development Areas

- Cultural Tourism

- Eco Tourism - Southern Drakensberg

SETTLEMENT AREAS

Urban Settlement Areas

Information contained in this section was extracted from the Cala Structure Plan Report, compiled by Wanklin & Associates in November 1997 and the Elliott Structure Plan Document, compiled in 1997 by Wanklin & Associates.

Cala Town

The structure of the town reflects a well-balanced structure with the Business area being situated centrally to the surrounding residential neighbourhoods. The town is bordered by the following:

Tsomo River and steep slopes to the West.

Zikhonkwane Stream (a tributary of the Tsomo River) to the North Steep slopes situated to the East.

These natural elements limit the potential for future expansion of the town in these directions.

Residential development has during the past years received high priority, with both formalisation and upgrade projects and new residential extension projects taking place.

Specific Development Proposals

Densification of larger residential erven in the Western part of the existing town.

Residential formalisation and upgrade in existing lower income residential extensions with an informal character.

New residential extension to the South of the town.

Proposed extension of the Urban Edge to include the Manzimdaka and Cala Reserve and settlement extending along the Lady Frere Road.

Elliott Town

The town consists of a main CBD area which is surrounded by lower density residential erven (within the eastern extent of the town's commonage). Residential extensions with limited business activity are separated from each other and the CBD by marshy drainage areas, preventing physical integration of the various components of the town.

Opportunities include:

Serviced industrial land with access to rail infrastructure.

A large commonage area, extending in a north-westerly direction.

Specific Development Proposals

Incorporating drainage areas into an open space system for the town.

Residential extension in a north-westerly direction.

Proposed road linkages for improved access between parts of the town

Rural Settlement Areas

Information contained in this section was extracted from the Xalanga District Spatial Planning and Settlement Upgrade Program Report. For more background information regarding

the settlement areas and planning process refer to the above-mentioned Report.

Based on the priorities listed by the majority of the rural communities, it is clear that there is a need for the provision and upgrade of infrastructure and social facilities in these settlements. It is however not anticipated that the current role of the majority of these settlements as a rural residential / agricultural settlement will change in the short to medium term.

Lower Lufuta

Direction of future growth and expansion

Although it is not anticipated that the area will experience extensive growth and expansion in the short to medium term, there will however be a need for additional sites for residential and social facilities.

Due to the steepness of the terrain to the south and north of the settlement, it is recommended that growth in these directions should be limited. It is proposed that infill planning takes place where vacant parcels of land exist.

Future expansion should be directed in the direction of Mbodlana. The area consists of level land.

Parts of this area appear to be subject to sheet erosion and more detailed geo-technical investigation will be required to confirm development suitability of parts of this area.

The area between Lower Lufuta and Mbodlana already accommodates a secondary school and shearing shed that serves both villages. It is also proposed that higher order facilities such as a community centre be positioned in this area to make it accessible to the villages.

Future residential development

Through rationalization of the existing developed area a number additional infill sites have been demarcated. Additional residential sites are proposed in areas D and E.

Future development of Social Facilities and Infrastructure

Proposals - Infrastructure

- For every 1500 population establishment there must be a primary – secondary school made
- Upgrade of road from A to B to serve as

access to the south western part of the settlement and as an alternative access to Upper Lufuta

- For the entire municipality there is a need to intensify on agricultural activities
- Pedestrian footbridge across the river (C) to improve pedestrian linkages.
- Road access to upper lying areas (F).
- Identification of a new cemetery site.
- The Municipality is currently in the process of planning water reticulation and sanitation to the entire settlement.

Proposals - Social Facilities

- Site for a Junior Primary School (G).
- Site for a Junior Primary School (G).
- Site for a Community Centre (H).

Additional residential sites to serve in the future need for expansion.

Spatial Structure and Integration

The existing road infrastructure within the settlement is poorly defined with parts of the settlement not being accessible by road. A number of sites within the settlement do not have direct access to a road.

The proposed road network includes a 16 m access road linking the various parts of the settlement and linking Lower Lufuta with Upper Lufuta to the west, Langanci to the east and Mbodlana and the Cala - Xhora road to the north and east.

The proposed internal road network consists of 12m, 10m and 8m roads. A number of cul de sacs are proposed where access was not achievable by normal road linkages.

As described above, the existing spatial structure of the settlement consists is characterised by low density, scattered residential and agricultural sites. The spatial proposals are aimed at incorporating portions of unused land into existing sites and providing additional infill sites where adequate portions of vacant/unused land exist.

MBODLANE

Direction of future growth and expansion

Although it is not anticipated that the area will experience extensive growth and expansion in the short to medium term, there will be a need for additional sites for residential and social facilities.

Due to the steepness of the terrain to the west, the positioning of the Tsono River to the north and the area to the east consisting of arable allotments, opportunities for future expansion in these directions are limited. In order to promote effective utilisation of land and establishment of a more compact settlement, it is proposed that infill planning takes place first, where vacant parcels of land exist.

Future expansion should be directed in the direction of Lower Lufuta on areas made up of more level land. Parts of this area appear to be subject to sheet erosion. More detailed geo-technical investigation will be required to confirm development suitability of parts of this area.

The area between Lower Lufuta and Mbodlana already accommodates a secondary school and shearing shed that serves both villages. It is also proposed that higher order facilities such as a community centre be positioned in this area to make it accessible to the surrounding villages.

Tourism Development

The municipality has proposed developments which will be of tourism attraction:

Thompson Dam in Elliot, Air Strip in Elliot, Cala Library Monument and Cultural Village.

The 1st phase which include Thompson dam and Cala Library Monument is underway as we have been funded by DEAT

PROPOSED CULTURAL VILLAGE Plan in Cala has been designed and is to be submitted to MIG for funding

Future residential development

Through rationalization of the existing developed area a number of additional infill sites have been demarcated. It is proposed that additional residential sites be accommodated in area south of Mbodlana and west of the access road.

Future development of Social Facilities and Infrastructure

Proposals - Infrastructure

- Upgrade of internal roads to ensure access to all sites within the settlement.
- Provision of additional and maintenance of existing stormwater drainage channels.
- Most of our access roads have been registered and approved from MIG funding and the implementation is 09/10 and 10/11 to 11/12, 12/13 to 13/14 MTEF.

- Identify and establish a new cemetery in Elliot and Cala.
- The Municipality is currently in the planning stage of provision of water reticulation and sanitation to the settlement.

Proposals - Social Facilities

- New school site and relocation of the school from its existing position to the new site (C).
- Site for a Community Centre (site H - as reflected in the Spatial proposals for Lower Lufuta)
- Additional residential sites (both infill and demarcation of new sites) to serve in the future need for expansion.

Spatial Structure and Integration

The existing road infrastructure within the settlement is poorly defined with parts of the settlement furthest from the access road not being accessible by road. Due to the drainage courses passing through the settlement poor linkages exist between parts of the settlement.

The proposed road network includes a 16 m access road linking the various parts of the settlement and linking the settlement with Lower Lufuta to the south. This road passes through the settlement in a northerly direction, linking the settlement with the nearby villages of Tsengiwe and Manzana. The proposed internal road network consists of 12m, 10m and 8m roads. Cul de sacs are proposed where access was not achievable by normal road linkages.

As described above, the existing spatial structure of the settlement is characterised by low-density residential and agricultural sites. The spatial development proposals are aimed at incorporating portions of unused land into existing sites and providing additional infill sites where adequate portions of vacant/unused land exist.

Sifonondile - Roma

The residential properties in this settlement are mostly well established. There is no immediate demand for expansion of the settlement and the function of the settlement, being rural residential, is unlikely to change in the foreseeable future.

Spatial development proposals are limited to the following:

- Identifying the main internal roads. The proposed internal road network consists of 12m, 10m and 8m roads.
- In the event of the need arising for additional sites to be demarcated, it is recommended that this be directed towards the area immediately east of the

settlement.

- The feasibility and positioning of a possible bridge crossing to the north need to be investigated.
- Municipality is currently in the planning phase of providing water reticulation and sanitation to the settlement.

Sifonondile - DelvilleTrust

The residential properties in this settlement are mostly well established with the more recently developed properties being situated in the south. There is no immediate demand for expansion of the settlement and the function of the settlement as rural residential is unlikely to change in the foreseeable future.

Spatial development proposals are limited to the following:

- Identifying the access road and main internal roads. The proposed internal road network consists of 12m, 10m and 8m roads
- Demarcating the extent of the school site. Accommodating the burial area on a site.
- In order to improve the spatial structure / functioning of the settlement, it is recommended that future development / expansion be directed towards the area in-between the two parts of the settlement.
- Municipality is currently in the planning stage of providing water reticulation and sanitation to the settlement.

Sifonondile - New Rest

The residential properties in this settlement are mostly well established with the more recently developed properties being situated in the west. There is no immediate demand for expansion of the settlement and the function of the settlement as rural residential is unlikely to change in the foreseeable future.

Spatial development proposals are limited to the following:

Identifying the main internal roads. The proposed internal road network consists of 12m, and 6m roads

Demarcating and area for future development. This includes the proposed extension of the road network, a sportsfield, site for community facility, residential sites and open space.

Municipality is currently in the planning phase of providing water reticulation and sanitation to the settlement.

Sifonondile - Qithi

The residential properties in this settlement are mostly well established. It appears as if new sites have been demarcated next to the access road on the eastern side of the settlement. It is highly unlikely that the function of this rural residential settlement will change in future.

Spatial development proposals are limited to the following:

- Identifying the access road and main internal roads.
- Demarcating a road linking the low-density sites situated in the north to the rest of the settlement.
- The proposed internal road network consists of 12m, 10m and 8m roads.

In order to improve the spatial structure / functioning of the settlement, it is recommended that future developmental expansion be directed towards the infill areas identified within the existing settlement and the area south of the access road. This will assist in promoting a more compact settlement.

Accommodating drainage features and steep terrain in open space areas.

The Municipality is currently in the planning stage of upgrading the water supply network and provision of sanitation in the settlement.

Manzimdaka

Based on the priorities listed by the community, it is clear that the current role of the settlement is still that of a rural residential / agricultural settlement. However, due to the proximity to Cala town it can be expected that the settlement will become more integrated with the urban component of the town, moving towards becoming a peri-urban residential settlement. The area is currently in need of the provision and upgrading of infrastructural services and social facilities.

Direction of future growth and expansion

It is not anticipated that the area will experience extensive growth in the short to medium term. Provision of additional sites for residential and social facilities can be achieved by densification in infill planning. Parts of the settlement in the northwestern sector appear to be subject to sheet erosion. It is recommended that expansion in this direction be limited.

A limited amount of land is available in the far northwestern part of the settlement. This land appears to be suitable for development and is not underlain by quitrent properties.

Due to the fact that the settlement is surrounded by quitrent allotments,

opportunities for future expansion are limited, unless the ownership issues are addressed (quitrent properties being made available for development).

Future development of Social Facilities and Infrastructure

Current Proposals - Infrastructure

Upgrading of internal roads to ensure access to all sites within the settlement.

Upgrading of main / distributor roads in the settlement. These are the roads linking the settlement areas to the west and east of the T038/025 and the road linking the eastern part of the settlement with the school situated to the south.

Provision of bridge or causeway crossings over the main drainage features in the settlement.

Provision and maintenance of existing stormwater drainage channels.

Identify a suitable site and establish an additional cemetery facility. Providing water reticulation and sanitation to the entire settlement.

Current Proposals - Social Facilities

Upgrade of sports facility to the east of the settlement.

The proximity of the settlement to Cala Town, where Hospital facilities are available, is likely to make it uneconomical to provide a dedicated health facility (clinic) in Manzimdaka. Instead a mobile clinic could service the area.

Provision of community halls to all wards is a need.

Spatial Structure and Integration

The existing road infrastructure within the settlement is poorly defined with parts of the settlement furthest from the access road not being accessible by road. Due to the drainage courses passing through the settlement and the settlement being dissected by arable allotments, poor linkages exist between parts of the settlement.

The settlement is spread out in linear form, over a wide area. The fact that the settlement consists of a great number of quitrent residential properties and the presence of quitrent arable allotments in and around the settlement, limits the potential for realignment or improvement of road linkages and addressing the spatial structure of the settlement.

Cala Reserve

Due to the proximity of the settlement to Cala Town and the easy access to the town via tar road, it is likely that the role of the settlement as a rural residential / agricultural settlement will change to that of a peri-urban residential settlement (neighbourhood). From the visible shortage of formal housing in the town area, it can also be expected that there will be increased pressure for expanding the residential settlement component of Cala Reserve.

Direction of future growth and expansion

Based on the above, it is anticipated that the settlement will experience pressure for expansion in the short to medium term. This can be achieved either by densification, or by extension. From discussions with representatives of the residents in the area it is clear that the latter will be the preferred option. The areas to the west, north and east consist of quitrent arable allotments, therefore limiting the opportunity for expansion in these directions. The area towards the south of the Cala - Lady Frere road (approximately 350 meter strip of land) appears to be the most suitable option. Urgent interactions with the committee are needed so to get community consensus on future proposed development in the area e.g. Housing, Small industries and Business Mall.

Future residential development

Apart from a few vacant areas, which have already been allocated to individual owners, limited space is available for residential extension on the northern side of the Cala - Lady Frere main road. It is therefore expected that future growth will be directed towards the south of the main road.

A detail geo-technical investigation will be required to confirm development suitability of this area.

Future development of Social Facilities and Infrastructure

Proposals - Infrastructure

Upgrade of internal roads to ensure access to all sites within the settlement.

Maintenance of existing stormwater drainage channels and provision of additional stormwater infrastructure where required.

Municipality is currently in the planning phase of providing water reticulation and sanitation to the settlement.

Proposals - Social Facilities

Extending the school site to incorporate the existing sportsfield (B).

Relocating an existing residential structure south of the school to a residential site provided to the west of the sportsfield.

Site for a Community Centre (site C).

Additional residential sites to serve in the future need for expansion (area A).

Spatial Structure and Integration

The road infrastructure within the settlement currently consists of a grid network. There is no clear hierarchy of roads, with some parts of the settlement being poorly serviced. There is an oversupply of roads in some parts of the settlement, making it uneconomical to upgrade all of the roads in future. To maintain the high levels of access some of the roads are accommodated as lanes.

The proposed road network includes a two 48km roads linking the settlement to the Cala - Lady Frere road to the south. The proposed internal road network consists of 10km, 8km and 6km roads. Cul de sacs and pan handles are proposed where access was not achievable by normal road linkages.

With the main access to the settlement being a district road, direct access from this road is not recommended and access points from the existing settlement are limited to 3 points.

Finally, with the anticipated future extension to the south of the main road, it is important to ensure that intersections are aligned and kept to a minimum.

TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

Sakhisizwe has 5 departments namely IPED, Municipal Managers', Technical and Community, Corporate Services and Finance. IPED is responsible for Housing, LED and IDP. The Housing Unit has 2 clerks and 1 seconded Housing Consumer Practitioner (Intern). The LED position is vacant. This Section 57 post is vacant and is in the process of being renewed. The LED Officer post is vacant. Also we have got a young professional deployed by DBSA as Town Planner

The Technical Services has been appointed Section 57 although. This is a DBSA person as is the other person who assists with town planning also act as technical expert. This Department is responsible for road infrastructure, building inspection and plans, land use management, water and sanitation monitoring and building of houses. This department also incorporates Community services that do libraries, traffic control, parks, electricity and essential services such as refuse collection. It consists of 15 refuse collectors, 2 traffic officers and 1 traffic Superintendent.

Corporate Services consists of 1 section 57 post and being filled, 1 committee clerk and 1 administrative clerk and HR Officer is vacant. It oversees all of council's activities such as meetings and standing committees. PMS, HR and Skills development is undertaken in this department as well. The posts of HR Officer and Skills development Officer are vacant.

The Finance Department is headed by a DBSA person and now the CFO as section 57 has been employed. It consists of 2 creditor clerks, 2 revenue officers, 1 debtor clerk and 2 young professionals from DBSA, Internal Auditor who is an intern and Intern from treasure department.

As the municipality in this current financial year we have got full component of section 57 managers except for the proposed community services. Limited skills exist amongst staff due to the location of the municipality which fails to attract young professionals. Many posts in the organogram are not filled due to financial constraints resulting in overburdened staff members. Lack of office space and poor ICT network decreases staff productivity. One of the largest concerns is the lack of a customer care service.

GOOD GOVERNANCE & PUBLIC PARTICIPATION

GOOD GOVERNANCE & PUBLIC PARTICIPATION

- Sakhisizwe has an IGR system although meetings are not held on a regular basis. Ward committees are in place but are not fully functional in all wards. Training has been held in all wards.

In June of 2009 all the Ward Committees will be reviewed so to check the proper representation of the committees.

Mayoral Imbizo's are held in between the community quarterly meetings convened by the Ward Councillors.

- CDW's do exist in all wards but are still not fully functional and this aspect is not yet fully incorporated in all municipal activities.
- The municipality utilises Vukani radio station and a Xhosa newspaper. Imbizos are held on regular basis in all wards.
- Sakhisizwe has a BID Adjudication committee 57 Managers and the Committee Clerk. The said committee seat to adjudicate all the BID members.

DEVELOPMENT PRIORITIES

Development priorities

Community and Stakeholder Issues

The Sakhisizwe IDP Steering committee and Representative Forum changed the formerly identified development priorities to the following:

- Priority 1: Roads and Storm water
- Priority 2: Water and Sanitation
- Priority 3: Financial Viability
- Priority 4: Good Governance and leadership development
- Priority 5: Capacity building
- Priority 6: Housing
- Priority 7: Electrification
- Priority 8: Local Economic Development
- Priority 9: Social and Recreational Facilities
- Priority 10: Health
- Priority 11: Safety and Security
- Priority 12: Education
- Priority 13: Land and Environmental Management
- Priority 14: Disaster Management
- Priority 15: Special Programmes –HIV/Aids, Youth Elderly, Women and people who are physically challenged

The Development Priorities in Context

- (1) ***Roads and Stormwater***
The lack of a proper road network was identified as having the single most negative impact on business growth and communication. An inadequate stormwater drainage system contributes to the bad condition of the available roads.
- (2) ***Water and Sanitation***
The large number of households without these basic facilities is a major cause of concern.
- (3) ***Housing***
A large housing backlog, as previously quantified, requires urgent attention. We are experiencing problems with the availability of land for housing development. Further the water and sanitation supply is inadequate and bulk services needs to be upgraded and renewed.
- (4) ***Electrification***
The provision of electricity to all households has been considered as an essential infrastructural requirement.
- (5) ***LED***

Unemployment and slow economic growth was identified as requiring intervention in order to alleviate poverty levels and combat associated social problems. To facilitate and monitor the provision agricultural activities and facilitate with DOA the support of emerging farmers.

(6) ***Social and Recreational Facilities***

A serious lack of adequate sports and social facilities was identified throughout the municipal area in particular the provision of service centres to complement existing municipal and health services were identified. The need to provide information centres to assist economic growth initiatives was also identified

(7) ***Health***

The availability of health facilities to all families, as well as adequate maintenance and administration thereof, has been identified as an urgent need. The need to plan and administer all emergency services in order to reach all inhabitants of the area was identified

(8) ***Safety and Security***

Improved safety and security measures, such as the improvement of associated infrastructure, the creation of community police forums and improved communication measures are also required.

(9) ***Education***

A dire need for additional educational facilities has been identified as well as a need for proper maintenance of existing educational infrastructure.

(10) ***Land Environmental Management***

To create a safe and healthy environment by ensuring that land, natural resources and atmosphere are not contaminated.

(11) ***Disaster Management***

The need to upgrade the existing fire fighting and disaster management programs and procedures was also identified.

(12) ***Special Programmes –HIV/Aids, Youth, Elderly People, Women, and Disabled***

The prevalence of HIV/Aids and its associated problems is cause for concern and requires action. It is imperative to involve the youth, elderly, people with disabilities and women of the area in all developmental and planning matters. The empowerment of these groups with regard to the planning and financial responsibilities of the Council is also regarded as vital to the future of the region.

OBJECTIVES AND STRATEGIES

PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY
1	ROADS AND STORM WATER	<ul style="list-style-type: none"> • Access Roads • proclaimed Roads • Internal Roads 	<ul style="list-style-type: none"> • To provide sustainable functional internal, access and proclaimed road network by 2011 	<ul style="list-style-type: none"> • To coordinate and facilitate with relevant stakeholders (CHDM, Dep. of Roads and Transport • To develop a feasibility study and maintenance plan • To access funding from possible avenues 	2006 – 2014	<ul style="list-style-type: none"> • Dept Roads & Transport • CHDM
2	WATER AND SANITATION	<ul style="list-style-type: none"> • Water 	<ul style="list-style-type: none"> • To ensure that all Sakhisizwe communities have access to clean water by 2014 	<ul style="list-style-type: none"> • Facilitate and coordinate with Water Service Authority in prioritization and funding of the projects. • Revise water and sanitation sector plan 	2006 -2014	<ul style="list-style-type: none"> • CHDM • Technical Services Dept
		<ul style="list-style-type: none"> • Sanitation 	<ul style="list-style-type: none"> • To ensure that all communities have access to appropriate and adequate sanitation by 2014 	<ul style="list-style-type: none"> • To liaise with CHDM in prioritization and funding of the projects 	2006 – 2014	<ul style="list-style-type: none"> • CHDM • Technical Services Dept
3	HOUSING		<ul style="list-style-type: none"> • To ensure that all Sakhisizwe communities have access to adequate housing by 2014 	<ul style="list-style-type: none"> • To develop housing sector plan • Identify different stakeholder • To develop feasibility study and implementation plan • To promote public private partnership. • To identify funding possibilities (DLHTA, DPLG, DBSA and private business) 	2006 – 2014	<ul style="list-style-type: none"> • DHLGTA • IPED
PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY
4	ELECTRIFICATION	<ul style="list-style-type: none"> • Electrification • Free Basic Electricity 	<ul style="list-style-type: none"> • To ensure that all public amenities and communities 	<ul style="list-style-type: none"> • To liaise with DME and Eskom • To investigate other 	2006 - 2011 2006 - 2014	<ul style="list-style-type: none"> • DME • Eskom

		<ul style="list-style-type: none"> • Streetlighting • Maintenance – Elliot 	<p>have access to electricity by 2011</p> <ul style="list-style-type: none"> • To provide free basic electricity to the indigent by 2014 	<p>funding possibilities</p> <ul style="list-style-type: none"> • To identify indigent in the area of jurisdiction • To investigate and align budgeting with the total number of indigent. 		<ul style="list-style-type: none"> • DPLG
5	LOCAL ECONOMIC DEVELOPMENT		<ul style="list-style-type: none"> • Ensure that the LED strategy plan is developed by 2009/10 financial year 	<ul style="list-style-type: none"> • To integrate all other plans such as SMME, IDP, Tourism sector plan and Agricultural development plan • To identify different role players in LED 	2009 - 2010	<ul style="list-style-type: none"> • IPED
		<ul style="list-style-type: none"> • Tourism • Arts and Crafts 	<ul style="list-style-type: none"> • To ensure that Tourism Sector plan is in place by 2009 	<ul style="list-style-type: none"> • To identify relevant stakeholders • To strengthen tourism organizations • Develop tourism sector plan 	2009 – 2010	<ul style="list-style-type: none"> • IPED • DEAT
		<ul style="list-style-type: none"> • SMME 	<ul style="list-style-type: none"> • To create an economic vibrant environment that is conducive to promote SMME's development to half unemployment by 2014 	<ul style="list-style-type: none"> • To ensure that SMME development strategy is developed by 2010 • To develop a skills development plan for SMMEs' • To promote public private partnership • To coordinate different 	2009 -2010	<ul style="list-style-type: none"> • IPED

				<p>programmes from all spheres of government to promote EPWP</p> <ul style="list-style-type: none"> To capacitate and invest in local entrepreneurs/contractors. 		
PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY
		<ul style="list-style-type: none"> Dipping tanks 	<ul style="list-style-type: none"> To coordinate and facilitate provision of dipping tanks 	<ul style="list-style-type: none"> To liaise with DOA in provision of infrastructure To liaise with CHDM in provision of water 	2009– 2010	<ul style="list-style-type: none"> DOA
		<ul style="list-style-type: none"> Shearing sheds 	<ul style="list-style-type: none"> To ensure the production of good and health livestock by 2009 	<ul style="list-style-type: none"> To liaise with DOA in provision of infrastructure 	2009 – 2012	<ul style="list-style-type: none"> DOA
		<ul style="list-style-type: none"> Plantations/ Forestry and woodlots 	<ul style="list-style-type: none"> To investigate the economic possibilities for our communities 	<ul style="list-style-type: none"> To liaise with Private and Public Stakeholders (Singizi) 	ONGOING	<ul style="list-style-type: none"> DOA IPED PPP
		<ul style="list-style-type: none"> Homestead Production/ Community Gardens Tractors and other equipment 	<ul style="list-style-type: none"> To alleviate poverty and promote massive food production 	<ul style="list-style-type: none"> Liaise with DOA and Social Development re funding and equipment Establish and sustain community gardens 	ONGOING	<ul style="list-style-type: none"> DOA IPED SOCIAL DEV DOH
		<ul style="list-style-type: none"> Fencing 	<ul style="list-style-type: none"> Containment of stray animals Secure community gardens 	<ul style="list-style-type: none"> Liaise with DOA and Dept of Roads and Public Transport To establish the commonage/pound Fence all arable land 	ONGOING	<ul style="list-style-type: none"> DOA Technical Services Dept
PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY
		<ul style="list-style-type: none"> Spatial Development 		<ul style="list-style-type: none"> Consolidation 		<ul style="list-style-type: none">

				<p>/densification of settlements systematically link services and services supply networks to optimise efficiency.</p> <ul style="list-style-type: none"> • Prioritise maintenance and upgrade of strategic routes • Equip essential and emergency services with vehicles suited to overcome road constraints • Assist with social grant registration. Effective co-ordination of service authority activities between NGO's, provincial and local government agencies • Identify and prioritise areas of greatest need • Systematically link services and services supply networks to optimise efficiency 		
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PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY
6	SOCIAL & RECREATIONAL FACILITIES	<ul style="list-style-type: none"> • Community Halls • Multi Purpose Community Centers • Libraries • Sport Fields 	<ul style="list-style-type: none"> • Ensure establishment of sufficient social and recreation facilities for our communities by 2014 	<ul style="list-style-type: none"> • To liaise with DSRAC re funding • Building of community halls • Grading of sportfields 	2006 – 2014	<ul style="list-style-type: none"> • DSRAC • IPED • Technical Services Dept
7	HEALTH	<ul style="list-style-type: none"> • Primary Health Care • Health Facilities • Ambulances 	<ul style="list-style-type: none"> • To provide comprehensive integrated health services through PHC by 2009 	<ul style="list-style-type: none"> • To identify and investigate access to health facilities according to provincial / national guidelines to determine the need • Facilitate functional integration of health services • To strengthen different health structures i.e. 	2006 -2009	<ul style="list-style-type: none"> • DOH • CHDM • SM

				<p>clinic committee and hospital committee.</p> <ul style="list-style-type: none"> To facilitate and coordinate with Health, NGO's and other stakeholders in upgrading and construction of health facilities Develop & Implement PMS Compilation of a budget plan 2006/07 Compile Service Delivery and Budget Implementation Plan Ensure discipline in department 		
PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY
8	SAFETY & SECURITY	<ul style="list-style-type: none"> Rape Domestic/ Child abuse Drug abuse Housebreaking/theft Murder 	<ul style="list-style-type: none"> Promote, implement and maintain Safety and Security in all communities of Sakhisizwe 	<ul style="list-style-type: none"> Establish CPF in all Wards in conjunction with local SAPS Promote crime prevention campaigns Maintain/improve current streetlights Initiate streetlight projects 	ONGOING	<ul style="list-style-type: none"> DEPT OF SAFETY AND SECURITY
9	EDUCATION	<ul style="list-style-type: none"> Education Facilities 	<ul style="list-style-type: none"> Facilitate problem of quality education 	<ul style="list-style-type: none"> Identify needs of required infrastructure in partnership with DOE and DPW Promote participation of communications in all education matters 	ONGOING	<ul style="list-style-type: none"> DOE
PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY
10	LAND ENVIRONMENTAL MANAGEMENT	<ul style="list-style-type: none"> Pollution Water Quality Health and Hygiene Foodstuffs and Cosmetics 	<ul style="list-style-type: none"> To create a safe & healthy environment by ensuring that land, natural 	<ul style="list-style-type: none"> Implement National Environmental Management Act (NEMA) Implement National 	ONGOING	<ul style="list-style-type: none"> DEAT CHDM SM

		<ul style="list-style-type: none"> Sanitation Waste Management Business and Hawkers Licenses Pauper Burials and Exhumations 	resources and atmosphere are not contaminated	<p>Water Act</p> <ul style="list-style-type: none"> Establishment of Catchments Management Agencies Compilation of Environmental Waste Management Plan by 2007 Maintain and improve Waste Management Establish greening projects Sensitize communities on environmental matters Establishment of Business/Hawkers Forum 		
11	DISASTER MANAGEMENT	<ul style="list-style-type: none"> Natural Disasters 	<ul style="list-style-type: none"> To ensure the implementation of functional and efficient structures and mechanisms that will deal with disasters effectively by 2007 	<ul style="list-style-type: none"> Establish ward disaster management committees Working closely with local leaders in terms of identifying suitable land that will not be exposed to possible disaster incidents Promote & train volunteers Implement community awareness campaigns Revise Disaster Management Plan Implement voluntary fire fighting units 	ONGOING	<ul style="list-style-type: none"> CHDM DHLGTA Technical Services Dept
PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY
12	SPECIAL PROGRAMS	<ul style="list-style-type: none"> Youth Elderly Women Disabled HIV/Aids 	<ul style="list-style-type: none"> To promote and monitor the effective and efficient functioning of the SPU. 	<ul style="list-style-type: none"> Establish the SPU and locate it in the office of the MM. Improve partnership, accessibility with the relevant stakeholders. Drafting of annual 	Ongoing	<ul style="list-style-type: none"> Premiers Office Sector Departments

				<ul style="list-style-type: none"> programs with relevant stakeholders Investigate possible funding areas 		<ul style="list-style-type: none"> SPU
13	INSTITUTIONAL – MUNICIPAL MANAGER	<ul style="list-style-type: none"> To provide leadership, ensure sound financial management and governance linked with coordination of all departments within the institution Municipal leadership and Governance SPU Communication/Tra nsparenc e IDP Finance Essential Services Government Legislation/ Policies and Programs Deepening of Democracy PMS LED Development of Councillors 	<ul style="list-style-type: none"> To be a democratic, transparent municipality that provides affordable and sustainable services that meets the expectations of the community Provide a climate to attract investment in order to enhance local economic development, job creation, improvement of the quality of life and safety and security for all SM residents. To participate in Provincial and National Development Programs 	<ul style="list-style-type: none"> Encourage public participation Develop sufficient HR capacity Develop Infrastructure Economic empowerment and skills development Identify economic potential and develop business opportunities Cooperate with Provincial and National Government initiatives Develop & Implement PMS Compilation of a budget plan 2006/07 Compile Service Delivery and Budget Implementation Plan Ensure discipline in department 		
PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSI-BILITY
13	INSTITUTIONAL - CORPORATE SERVICES	<ul style="list-style-type: none"> Human Resource Management Human Resource Development Labour Relation 	<ul style="list-style-type: none"> To ensure appropriate utilization of HR for effective and efficient service delivery To improve HR skills for BEST Practise 	<ul style="list-style-type: none"> Develop and implement HR Policies and Bylaws Promote Skills Development Provide sound Admin & Council support Implement organizational development Facilitate legal services 		

		<ul style="list-style-type: none"> Management Governance IT Transport HR Planning Legal Services 	<ul style="list-style-type: none"> To ensure peace in the workplace To promote, compliance and good governance To establish effective and efficient IT system in the organization Operation, Maintenance and Control of Municipal Fleet for effective and efficient service delivery To ensure that the municipality has employed the best people To protect municipality from litigation 	<ul style="list-style-type: none"> Develop IT strategy Establish Ward Committees/CDW's Develop & Implement PMS Compilation of a budget plan 2006/07 Compile Service Delivery and Budget Implementation Plan Ensure discipline in department Recruitment 		
PRIORITY NO	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY
	INSTITUTIONAL – FINANCE MANAGEMENT	<ul style="list-style-type: none"> Revenue Management – Debtors/Motor Registration Expenditure Management 	<ul style="list-style-type: none"> To secure sound and sustainable financial management Provide efficient and effective 	<ul style="list-style-type: none"> Implementation of internal financial controls & procedures Development of revenue collection strategy Develop & update 		

		<p>– Payroll</p> <ul style="list-style-type: none"> • Budget • Community Participation – Budget • Financial Policies 	<p>finance support to all departments</p> <ul style="list-style-type: none"> • To develop multi year budget • Develop and update financial policies/strategies and bylaws in line with legislation 	<p>financial policies & bylaws in line with legislation</p> <ul style="list-style-type: none"> • Preparation, implementation & control of multi year budget • Compilation of a budget plan 2006/07 • Link IDP & Budget • Promote community participation in budget programs • To comply with all financial legislation and policies • Develop & Implement PMS • Assist in compilation of Service Delivery and Budget Implementation Plan • Promote Skills Development • Ensure discipline in department 		
	<p>INSTITUTIONAL -</p>	<ul style="list-style-type: none"> • Solid 	<ul style="list-style-type: none"> • To promote 	<ul style="list-style-type: none"> • Educate 		

	ENVIRONMENTAL HEALTH	<p>Waste Management</p> <ul style="list-style-type: none"> • Water Quality Management • Business Licenses • Food Control • Pauper Burials & Exhumations • Health surveillance of premises • Environmental pollution control • Chemical Safety • Surveillance & prevention of communicable diseases 	<p>a healthy and safe environment that is free detrimental hazards for all communities</p> <ul style="list-style-type: none"> • Prevent & control pollution and degradation 	<p>communities about environmental legislation</p> <ul style="list-style-type: none"> • Prevent & control pollution and degradation • Develop an Environmental Health Management Plan • Implement Integrated Waste Management Plan • Control all small scale mining activities • Control water quality • Develop & Implement PMS • Compilation of a budget plan 2006/07 • Compile Service Delivery and Budget Implementation Plan • Ensure discipline in department 		
PRIORITY	PRIORITY	PRIORITY AREA	OBJECTIVES	STRATEGIES	TARGET DATES	RESPONSIBILITY

NO						
	INSTITUTIONAL - IPED	<ul style="list-style-type: none"> • IDP • Community Participation – IDP • LED • Tourism • Housing • IGR • Traffic Services • PMS 	<ul style="list-style-type: none"> • To develop an IDP that facilitates economic growth, alleviate poverty and addresses basic needs, through an inclusive, stakeholder driven process • Involvement of communities in all council driven processes • To investigate the strength of tourism in our area • To provide housing to all low income households within our area by 2014 • To involve Sector Depts in all council programs • Coordinate the functioning and governance of the Traffic Dept • To monitor and evaluate performance appraisal for individual staff and organization 	<ul style="list-style-type: none"> • Compile IDP document • LED strategy plan • Tourism strategy plan • Facilitate housing project • Develop housing sector plan • Strengthening Intergovernmental forum • Develop & Implement PMS • Compilation of a budget plan 2009/10 • Compile Service Delivery and Budget Implementation Plan • Ensure discipline in department 		
	INSTITUTIONAL – TECHNICAL	<ul style="list-style-type: none"> • Water • Sanitation 	<ul style="list-style-type: none"> • To provide effective, 	<ul style="list-style-type: none"> • Set targets for the department and monitor 		

	SERVICES	<ul style="list-style-type: none"> • Roads & Stormwater control • Electricity • Solid Waste Management • Town Planning and Building Control • Commonage & Pound Management • Parks & Recreation Maintenance • Transportation • Stores Control • Procurement 	<p>efficient, cost effective and reliable services with the limited resources we have</p> <ul style="list-style-type: none"> • Ensure compliance with relevant legislations and regulations • To build capacity through skills development • To develop a committed and selfless workforce that would dedicate itself in its respective duties • To develop a workforce that will compliment each other in different required skills • Ensure control over all stock - received and issued • To ensure proper tendering procedures are followed 	<p>it</p> <ul style="list-style-type: none"> • To do a Skills Audit • Implement Integrated Waste Management Plan • Facilitate Water and Sanitation Services Development Plan • Implement Spatial Development Plan • Implement Roads Management Plan • Implement Electricity Master Plan • Approval of business plans, zoning applications and land use • Control stray animals • Establishment of pound in Cala • Effective day to day running of the pound • Implement store control systems • Develop & Implement PMS • Compilation of a budget plan 2009/10 • Compile Service Delivery and Budget Implementation Plan • Ensure discipline in department • Maintain/improve current streetlights • Initiate streetlight projects • Comply with supply chain management policy 		
	INSTITUTIONAL – MUNICIPAL POLICE AND TRAFFIC	<ul style="list-style-type: none"> • Law Enforcement & Community Policing 	<ul style="list-style-type: none"> • Establish and promote municipal police 	<ul style="list-style-type: none"> • Employ Law Enforcement Officers • Promulgate Bylaws 		

		<ul style="list-style-type: none"> • Traffic Control • Community Safety • Licensing & Registration • Drivers & Learners Testing • Examining of Vehicle Roadworthiness • Maintenance of Road Traffic Signs & Road Traffic Marking • Control of Stray Animals & Pound 	<ul style="list-style-type: none"> • services • Improve traffic services • Enforce road policing services • Enforce municipal bylaws and regulations • To ensure implementation of effective and efficient processes for examinations of vehicles and licenses according to legislation • To maintain all traffic signs to ensure safe flow of traffic and proper law enforcement 	<ul style="list-style-type: none"> • Provide infrastructure • Promote road and safety campaigns • Capacity building • Issuing of licenses and roadworthy certificates • Conduction of road-worthy and licensing tests, roadblocks • Coordinate and follow up of traffic fines • Develop & Implement PMS • Compilation of a budget plan 2009/010 • Compile Service Delivery and Budget Implementation Plan • Ensure discipline in department • Attending Court Cases & Hearings • Rendering First Aid in emergency situation 		
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PROJECTS

PROJECTS

In this chapter the various projects required to implement all previously identified strategies are listed.

ITEM	LOCALITY	2008-9	2009-10	2010-11	FUNDER	CONSULTANT	TIMEFRAME	STATUS
LAND & BUILDINGS			0					
Office accommodation & Council Chamber	Ward 5	0	0	0	PUBLIC WORKS		2009 – 2010	Planning
Rehabilitation of Town Hall & Municipal Manager's House	SM	2 00 000		0	SM		2008 – 2009	In progress
Home Affairs Offices	Ward 5		0				2008- 2009	Planning
Building of Traffic Offices	Ward 2	0	0	2 000 000	DRT		2010 – 2011	Planning
Traffic Offices Upgrading	Ward 2	0	0	0	DRT		2008 - 2008	Out stading
1 stop Centre in Arthur Tsengiwe	Ward 5	1 000 000	0	0			2009 – 2010	In progress
Elliot Library Renovation			2 74 000		DSRAC		2009 - 2010	complete
Cultural Village					DEAET/SM			Planning
Heritage Museum					NHRC/SM			Planning
Cala Ext 13-15 roads ad storm water		500,000	2,000,000	2,000,000	CHDM /MIG		2008/2009	In progress
Tsengiwe 3 km re-gravelling		1,000,000			DORT		2008 - 2009	In progress
ITEM	LOCALITY	2008-9	2009-10	2010-11	FUNDER	CONSULTANT	TIMEFRAME	STATUS

Lower Cala & Lapesini Access Road	Ward 4	0	0	0	MIG		2009 - 2010	Planning
Masibambane Internal Roads	Ward 1	0	0	0	MIG		2009 - 2010	Planning
Upper Mnxe/Rhaleni Access Road	Ward 4	0	0	0	MIG		2010 - 2011	Planning
Sepafeni Access Road	Ward 4	0	0	0	MIG		2009- 2010	Planning
Tyelibokhwe Access Road	Ward 6	0	0	0	MIG		2008 - 2009	Planning
Elliot Town & Old Township Roads & Stormwater	Ward 2	8000000	0	0	MIG		2009 – 2010	Planning
Masibambae & Old Location roads upgrading			5,036,000		MIG		2009-2010	Planning
Bashee & Mthatha Road upgrade		4,415,000			MIG		2008 – 2009	Planning
Cala Road Town Roads Surfacing				15m	DORT		2010 -2011	Planning
Lower Langanci 13 km re-gravelling		3,500,000			DORT		2009 -2010	Implementation
Mgwalana-Dike 15 km re-gravelling		4,200,000			DORT		2008 – 2009	implementation
Tyelibokwe – Nyalasa 15 km re-graveling		4,200,000			DORT		2008 – 2009	
Qiba- Cala Pass					DORT			Planning
Cofimvaba –		11,500,000			DORT		2008 -2009	Planning

Askeaton 54 km re-gravelling								
Xonya Road					DORT			Planning
ITEM	LOCALITY	2008-9	2009-10	2010-11	FUNDER	CONSULTANT	TIMEFRAME	STATUS
Macangceni					MIG			Planning
Cala Reserve – Sifonondile	Ward 4	0	0	0	DORT		2009 - 2010	Implementation
Phola Park	Ward 1						2009 - 2010	Planning
Street Names	Ward 1	0	0	200000				Planning
Bridge Link Between Phola Park And Masibambane	Ward 1	1000000	0	0	MIG		2011 - 2013	Planning
Maxhongo's Hoek Access Road	Ward 2		0	0	MIG		2008 – 2009	Implementation
Maxhongo's Bridge	Ward 2						2008 – 2009	Planning
Farms Access Roads	Ward 1	0						Planning
Manzimdaka To Clinic Access Road	Ward 5	1100000	0	0	DORT		2009 – 2010	Planning
New Rest Access Road	Ward 4		0	0			2008 – 2009	Planning
Upper Lufuta/Rollwest/St Phillips Access Road	Ward 6	0	32000000	0	MIG		2009 – 2010	Planning
Elliot Town/Cala Urban	Ward 1	0	0	20000000	DBSA		2011 – 2012	Planning
Ndum-Ndum Access Road	Ward 6	0	0	800000	MIG		2010 – 2011	Planning
Lower Tsengiwe Access Road	Ward 5	0	0	1400000	MIG		2010 – 2011	Planning

Ncalukeni Access Road	Ward 6	0	0	1400000	MIG		2009 – 2010	Planning
Naming Of Streets, Streetlights, Tarring Of Hospital Road	Ward 5							
ITEM	LOCALITY	2008-9	2009-10	2010-11	FUNDER	CONSULTANT	TIMEFRAME	STATUS
Cala Reserve Access Road	Ward 5	0	0	500000	MIG	MBSA	2010 – 2011	Planning
Mbenge Access Road	Ward 6	0	0	1000000	MIG	MBSA	2010 – 2011	Planning
Mjikelweni Access Road	Ward 6	0	0	1000000	MIG	MBSA	2010 – 2011	Planning
Makhwetshubeni Access Road	Ward 6	0	0	1000000	MIG	MBSA	2010 – 2011	Planning
Tiwane Access Road	Ward 5	0	0	2000000	MIG	MBSA	2010 – 2011	Planning
Sibanye Access Road	Ward 6	0	0	0	MIG	MBSA	2010 – 2011	Planning
Gubenxa/Cengcu Access Road	Ward 2	0	0	0	MIG	MBSA	2010 – 2011	Planning
Gubenxa 17 km re-gravelling		5,500,000				DORT		
WATER & SANITATION								
Taleni Sanitation		500,000	944,000	1,000,000		CHDM MIG		
Tsengiwe & Mnxu Water Supply	Ward 4	0	0				2007 – 2008	Planning
Resort Around Reservoir	Ward 5						2011- 2012	Planning
Water	Ward 7					CHDM		Planning
Tiwane Water	Ward 4	0	0	0			2008- 2009	Implementation

Supply								
CALA Reservoir	Ward 6		5million			CHDM	2010 - 2011	Planning
Rhaleni - Mahlungulu Water Supply	Ward 4 & 6	0	0	0			2008 - 2009	Planning
Emazizini Water Supply	Ward 6	0	0	0			2008 - 2009	Planning
ITEM	LOCALITY	2008-9	2009-10	2010-11	FUNDER	CONSULTANT	TIMEFRAME	STATUS
Lapesini Water Supply	Ward 5	0	0	0			2008 - 2009	Planning
Water	Ward 1	0	0	0	MIG	NOT YET APPOINTED	2008 - 2009	Planning
Ndyavu Water Supply	Ward 6	0	0	0			2008 - 2009	Planning
Gubenxa - Cengcu , Maxongo's Hoek & Ekuphumleni Water Supply	Ward 2	0	0	0	MIG	NOT YET APPOINTED	2007 - 2008	Implementation
Water Supply	Ward 3	0	0	0	MIG		2008 - 2009	Ongoing
Increase Cala Bulk Water Storage	Ward 5	0	0	0			2010 - 2011	Planning
Refurbishment Of Water Schemes	Ward 2,4 & 6	0	0	0				Implementation
Elliot Water Treatment Works		484,819	2,500,000	1,500,000	CDM MIG		2008 - 2009	In progress
Upgrading Of Elliot Sewerage Ponds	Ward 2	0	0	0			2009 – 2010	Planning
Provision Of Toilets In Rural Areas	Ward 3 & 4	0	0	0	DWAF		2009 -2010	Planning
Gubenxa -	Ward 2/	0	0	0			2010 - 2011	Planning

Cengcu, Maxongo's Hoek & Ekuphumleni Sanitation	Taleni							
Sanitation	Ward 1	0	0	0	MIG		2008 – 2009	Planning
Sanitation (Farms)	Ward 1	0	0	4000000			2010 – 2011	
ITEM	LOCALITY	2008-9	2009-10	2010-11	FUNDER	CONSULTANT	TIMEFRAME	STATUS
Manzimdaka Phase 2 Sanitation	Ward 2	0	0	0			2009 -2010	Planning
Cala Sewerage Phase 2 & 3	Ward 6	0	0	0			2008 – 2009	Planning
Cala Reserve V.I.P. Toilets	Ward 5	0	0	0			2009- 2010	Planning
Honey Sucker					CHDM			Planning
ELECTRICITY								
Upgrading Of Electricity In Elliot, Arlington & Hillview	Ward 2	0	0	0	MIG/DME	BALLENDEN & ROBB	2009 -2010	Planning
Electrification Of R.D.P. Houses In Elliot	Ward 1	0	0	0			2009 -2010	Planning
Upgrading of Elliot Bulk Supply lines 66/22 CV		3,000,000					2008 -2009	
HOUSING								
1000 houses in Elliot					DHLGT			Planning
Rural Housing								
85 Disaster Houses 5,6,2,1,7,4		3,000,000			DHLGT			

Rental Housing					SM			Planning
ITEM	LOCALITY	2008-9	2009-10	2010-11	FUNDER		TIMEFRAME	STATUS
5 000 houses in Cala & Elliot		71,000,000			Dept Housing		2010-2011	Planning
Rectification of houses					NHBRC		2008 -2009	In progress
Ekuthuleni Housing Project & Internal Infrastructure (500)	Ward 1	0	0	0			2010 – 20011	Planning
Old Township Housing (Construction & Upgrading)	Ward 2				DHLGT			Planning
New Township Housing (500)	Ward 2	0	0	17500000	DHLGTA		2010 – 2011	Planning
Maxhongo's Hoek Housing & Infrastructure	Ward 2	0	0	0			2012 – 2007	Planning
Rural Housing	Ward 2,3,4 5 & 6	0	0	0	DHLGTA		2012 – 2013	Planning
Cala EXT 13,14, 15 Roads & Storm Water	Ward 5	0	0	9 000 000	CHDM		2008 – 2009	Completed
Takalani (electrification of 850 Houses)	Ward 1	0	0	0	DME		2009- 2010	Planning
Elliot Water Treatment Works	Ward 1			3 000 000	CHDM		2008 -2011	Planning
STREET LIGHTS								
LOCAL ECONOMIC DEVELOPMENT								

Four Nguni Bulls per ward	SM	1 000 000			CHDM		2008 - 2009	Planning
Fencing of camps in Urban areas		1,000,000			DOGLA/SM			Planning
ITEM	LOCALITY	2008-9	2009-10	2010-11	FUNDER		TIMEFRAME	STATUS
Taxi ranks					CHDM			
Railway Line					DORT			
HIV ?Aids					SPU SM/DOH			
SAKHISIZWE GREENING		7,000,000			DEAT	Ikamva	2009 - 2010	Implementation
Shearing Sheds - Cala Pass, Tsengiwe, Manzimdaka, Tiwane	SM	0	0	0			2009- 2012	Planning
Lower Lufuta Youth Project Community Garden	WARD 6	0	0	0			2008 - 2009	Planning
Expansion Of Monument Site	WARD 5	0	0	0	DSRAC	NOT YET APPOINTED	2008 - 2009	Planning
Development Centre	WARD 1		1000000					Planning
Development Foster Care & Isibindi Project - Ndondo Square	WARD 5	0	0	0	SOCDEV			Planning
Siyakhula Youth Project	WARD 6	0	0	0			2008 - 2009	Complete
Tsengiwe Fencing - Lahlangubo Dipping Tanks	WARD 4	0	0	0	DoA			
Led Strategy	Sakhisizwe	3 000 000	0	0	Thina		2009 - 2010	Planning

					Sinako			
Wattle Projects	WARD 6	0	0	0			2008 - 2009	Planning
Hbc Centre	WARD 1	0					FDEW	Planning
Revitalisation At Lower Cala Peach Project	WARD 4						2009 – 2010	Planning
Business Centre	WARD 1						2010 - 2011	Planning
Waste Management	SM	0	0	0			2010 – 2011	Planning
Taxi Rank & Bus Rank	WARD 5	0	0	0	CHDM		2009 – 2009	Planning
Business Hives	WARD 3 & 6	0	0	0			2008 – 2009	Planning
Shelters Taxi Rank	WARD	0	0	0	CHDM		2009 – 2010	Planning
Dipping Tanks	WARD 1 - 7	0	0	0			2009 – 2010	Planning
Fencing Of Arable Land Upper Mnxe, Tsengiwe, Sifonondile	SM	0	0	0			2008 – 2009	Planning
Tsengiwe Shed	WARD 4							
Soil Preservation	WARD 3	500000			DOA	NOT YET APPOINTED	2009 – 2010	Planning
Provision of Cemeteries	SM	0	0	0			2009 – 2010	Planning
Fencing of Solid Waste	WARD 1 & 5	0	0	0			2008 – 2009	Planning
Fencing of Farms	WARD 1				DOA	NOT YET APPOINTED		Planning
Fencing of Commonage	WARD 5				DoA		2008 – 2009	Planning
Establishment Of Quarries	SM	0	0	0			2009 -2010	Planning
Regravelling of 13	SM	6m			DORT		2009 – 2010	Implementation

km Lower Langanci								
SCHOOLS								
Phola Park (0 - Grade 12)	WARD 1	5000000			DOE	NOT YET APPOINTED	2010 -2011	Planning
Upgrading Of School (Tsomo Valley)	WARD 1	1000000			DOE	NOT YET APPOINTED		Planning
Construction Of High School Sifonondile	WARD 4	0	0	0	DOE	NOT YET APPOINTED	2009 – 2010	Planning
Fet College	WARD 1	0			DOE	NOT YET APPOINTED		Planning
Construction of High School	WARD 2	0	2000000		DOE		2009 – 2010	Planning
Computer/II School	WARD 2	0	5000000		DOE		2009 – 2010	Planning
Sports Centre	WARD 1	1500000			DSRAC			
Cultural Village	WARD 5						2009 – 2010	Planning
Cala Reserve Community Hall	WARD 4	0	0	0				
Hillview Community Hall	WARD 2	0	0	0			2009 -2010	Planning
Old Township Community Hall	WARD 2	0	0	0			2009- 2010	Planning
Old Age Home	WARD 2	1000000					2009 – 2010	Planning
Community Hall	WARD 6	0	0	0			2009 – 2010	Planning
Orphanage Home	WARD 1	1000000			SOCIAL DEV.			Planning
Lower Lufuta Community Hall	WARD 2	0	0	0			2009 – 2010	Planning
Sports & Social Facilities	WARD 3						2009 - 2010	Planning

Cala Pass Community Hall	WARD 3	R1, 8M			MIG		2009 -2010	Implementation
SPORTSFIELD								
Sportfield Equipment And Maintenance	WARD 1 & 5	0	0	0			2011 - 2012	Planning
Golf Course	WARD 5						2012 - 2013	Planning
CLINICS								
Beestekraal - Ekuphumleni	WARD 2	0	0	0			2009 - 2010	Implementation
Phola Park Health Care Centre (Clinic)	WARD 1							Planning
Hospital Training Centre	WARD 2				DOH		2010 - 2011	Planning
Mhlwazi Clinic	WARD 4	0	0	0			2008 - 2009	In progress
Manzimdaka Clinic	WARD 5	0	0	0	DOH		2010 - 2011	Planning
Health (Clinic)	WARD 3	1000000	0	0	DOH		2009 - 2010	Planning
Qolombeni Traditional Hall	Ward 4				SM		2008 - 2009	Planning
Zikhonkwane Clinic	WARD 3	0	0	0			2010 – 2011	Planning
Mnxe Clinic	Ward	5 500 000			DOH		2009 - 2010	Planning
PLANT & EQUIPMENT								
Plant machinery					DBSA/SM			Planning
WATER CART	SM	8 000 000	0	0				Planning
TIPPER TRUCK	SM	0	0	0				Planning
FOOT ROLLER	SM	0	0	0				Planning
BOMAG	SM	0	0	0				Planning
WACKER	SM	0	0	0				Planning

PLATE COMPACTOR	SM	0	0	0				Planning
SAW CUTTER	SM	0	0	0				Planning
BITUMEN SPRAY	SM	0	0	0				Planning
DISASTER MANAGEMENT ICT	SM	220,000	0	0	DEPT Housing		2009 - 2010	Planning
MUNICIPAL SUPPORT PROGRAMMES								
General Valuation Of Properties	SM	550,000	0	0	DLG & TA		2008 – 2009	Planning
Indigent Register & Exit strategy on FBS		150,000			DBSA/SM		2008 -2009	In progress
Policies		R100 000			DLG &TA		2009 - 2010	In progress
ICT	SM	100,000			DBSA/SM		2008 -2009	In progress
ITEM	LOCALITY	2008-9	2009-10	2010-11	FUNDER		TIMEFRAME	STATUS
Policies		100,000			DLG &TA		2008 -2009	In progress
Good governance		100,000			DLG &TA		2008 -2009	IN Progress
Cross cutting	SM							
Interim Valuation	SM	972,000	0	0	DLG &TA		2008 - 2009	Planning
Institutional Capacity & Database Free Basic Services	SM	0	0	0	PC		2008 - 2009	IN PROGRESS
Systems Security Enhancements	SM	0	0	0	PC		2009 -2010	Planning
Finance Policy Implementation	SM	0	0	0	PC		2009 – 2010	Planning
Support & Maintenance	SM	0	0	0	PC		2008 - 2009	Planning

Contracts								
Compilation Of Annual Financial Statements	SM	92,000	0	0	DLG &TA		2008 – 2009	
Grap Compliant Asset Register	SM	0	0	0	MSIG		2008 – 2009	Planning
Grap/Gamap Compliant Annual Financial Statements	SM	200000	0	0	MSIG		2008 – 2009	
Conversion Of Turbomunex System To Sebata Fms	SM	0	0	0	DPLG		2008 – 2009	Planning
Thompson Dam	SM	10 000 000			DEAT		2009- 2010	Planning
Honey sucker	SM	750 000 00			CHDM		2009 -2010	Planning
Upgrading of taxi Ranks	SM				CHDM		2008 – 2009	Planning
Batandwa Ndondo Museum	SM				NHRC		20009 -2010	Planning
Formulation & Development Of Uniform By-Laws	SM	100,000	0	0	DLG &TA		2008-2009	In progress
Spatial Development Framework reviewal	SM	0	0	0	CHDM		2009 -2010	Planning
Cadastral Survey	SM	412,500	0	0	DLG&TA		2008-2009	
Lay out plans		340,000						
Review , Update & Refinement Of Sdf	SM	0	0	0	PC		2008 – 2009	Started
Special Programmes Unit	SM	200 000			SECTOR DEPTS		2008 – 2009	
IDP Review	SM	200 000	0	0	CHDM		2009 - 2010	Started

LIST OF IDP PROJECTS

PROJECTS	AREA	YEAR	FUNDER	AMOUNT	STATUS
Maxongo's Hoek	Ward 2	2009/2010	MIG	R2.5m	Implementation Stage
Masibambane	Ward 2	2009/2010	MIG	R2m	Implementation Stage
Lower Cala-Lapesini	Ward 4	2009/2010	MIG	R3m	Implementation Stage
Bhashe Re-surfacing	Ward 5	2008/2009	MIG	R4.4m	Implementation Stage
Upper Lufutha	Ward 6	2011/2012	MIG	R6m	Planning Stage
Makhwetshubeni Access Road	Ward 6	2010/2011	MIG	R2.882m	Planning Stage
Mjikelweni Access Road	Ward 6	2010/2011	MIG	R1.728-903m	Planning Stage
Polar park Access Road	Ward 1	2011/2012	MIG	R1.026-000m	Planning
Ekuthuleni Access Road	Ward 1	2012/2013	MIG	R1026-000m	Planning
Bhobho Access Road	Ward 3	2010/2011	MIG	R739-455m	Planning
Ncalukeni Access	Ward 6	2012/2013	MIG	R1.765-94711m	Planning

Road					
PROJECTS	AREA	YEAR	FUNDER	AMOUNT	STATUS
Gubenxa Access Roads	Ward 1	2008/2009	Transport		Implementation stage
Mgwalane Access Road	Ward 3	2008/2009	Transport		Implementation stage
Tsomo Valley	Ward 2	2008/2009	Transport		Implementation stage
Langanci Access Road	Ward 6 &7	2008/2009	Transport		Implementation stage
Tsengiwe Road	Ward 5	2008/2009	Transport		Implementation stage
Sifonondile Road	Ward 4	2008/2009	Transport		Implementation stage
Tyelibhokhwe	Ward 6	2008/2009	Transport		Implementation stage
Cala Pass comm. Hall	Ward 3	2008/2009	MIG	R1.8m	Tender Stage
Cala Reserve Comm. Hall	Ward 4	2008/2009	MIG	R1.8m	Tender Stage
Cala Comm. Hall	Ward 5-7	2010/2011	MIG	N/A Yet	Planning
Elliot	Ward 1-2	2011/2012	MIG	N/A Yet	Planning
Road Signage	Ward 5 , 1&2	2008/2009	Sakhisizwe Municipality	R100 000	Implementation
2 Refuse Trucks	Elliot Unit & Cala Unit	2010/2011	SM	R1.5m	Planning
Tractors for ploughing the fields	Elliot Unit & Cala Unit	2009/2010	SM	R3M	PLANNING

Shearing Sheds dipping tanks	Ward 7	2008/2009	CHDM	R250 000	Implementation Stage
Shearing Sheds dipping Tanks	Ward 3	2008/2009	CHDM	R250 000	Implementation Stage
Cala Abattoir completion	Ward 5	2009/2010	CHDM	R1m	Planning
Sakhisizwe Greening	Ward 5 & Ward 2	2009/2010	DEAT	R7m	Implementation Stage
Cultural Village	Ward 5	2010/2011	MIG	±R2m	Planning
Sport Field	Ward 5	2010/2011	MIG	±R2m	Planning
Golf Course	Ward 5	2011/2012	MIG	±R1m	Panning
Old Age Home	Ward 2	2010/2011	Social Development		Planning
Rehabilitation of Signage	Ward 1,2,3,4 & 5	2010/2011	MIG	R4m	Planning
Orphanage Home	Ward 1	2010/2011	Social Development	R1m	Planning
Cala High School	Ward 5	2008/2009	Dept of Education	R6m	Implementation
Thembelihle Clinic	Ward 5	2008/2009	Dept. of Health	R6m	Implementation
Beeste Kraal Clinic	Ward 3	2008/2009	Dept. of Health	R6m	Implementation
Cala Reserve Primary	Ward 4	2008/2009	Dept. of Education		Implementation

School					
Plant Machinery	Sakhisizwe Municipality	2008/2009	Sakhisizwe Municipality	R8m	Implementation
Heritage sites	Ward 1,7,4 &5	2010/2011	DSRAC , CHDM SAHC & SM	±R10m	Planning
General Valuation	WARD 1-7	2008/2009	DPLG	R2,5m	Implementation
45 Disaster houses	Ward 1-7	2008/2009	Department of Housing	±R3M	Planning
Electrification of Cala Extension.	Ward 4 & 3	2009/2010	Eskom	R18m	Planning
Electrification of Takalani	Ward 1	2009/2010	DME	R6m	Planning
Electrification of High Mast	Ward 1 & 2	2010/2011	MIG	R2m	Planning
Solid Waste Sites –Elliot	Ward 1 & 2	2010/2011	MIG	R1.7M	Planning
Solid Waste Site –Cala	Ward 4 & 3	2011/2012	MIG	N/A Yet	Planning
Dipping Tanks	WARD 1-7	2009/2010	CHDM & SM	R1,5M	Planning
Handling facilities	Ward 1 & 2	2008/2009	CHDM	R300-000	Implementation
Renovation of Elliot Library	Ward 2	2008/2009	DSRAC	R250-000	Implementation
IDP	WARD 1-7	2008/2009	DPLG	R200-00	Implementation
LED Strategy	Ward 1-7		SM & DBSA	R750-000	Planning
Charcoal	Ward 3	2008/2009	CHDM	R2M	Planning

Taxi Rank	Ward 5	2009/2010	MIG	R1M	Planning
Hawker Stalls	Ward 1-5	2009/2010	MIG	R2M	Planning
Elliot Air strip	Ward 2	2010/2011	SM & Private partner	R3m	Planning
LAPESI REMOVAL	Ward 3 - 7	2010/2011	DEDEA	R2M	Planning

**DEPARTMENT OF SOCIAL DEVELOPMENT
SAKHISIZWE AREA OFFICE
COMMUNITY DEVELOPMENT
STATUS REPORT
January 2009**

**PROGRAMME 3
COMMUNITY DEVELOPMENT
STATUS REPORT JANUARY 2009**

PROJECT NAME	LOCATION	ACTIVITY	ACTUAL PERFORMANCE AGAINST TARGET	FINANCIAL MANAGEMENT				
		DELIVERY INDICATOR	STATUS QUO	Target	Budget	Actual	Expenditure	Challenges
Sakhisizwe Women Co-op	Cala Town	The project had 2 activities for sewing and poultry.	The project is no longer operational due to conflict. The Dept. confiscated the resource and has since kept the sewing machines and poultry facilities.	25 members	R 500 000. 00	R500 000.00	R500 000.00	Lack of sustainability.
Nonkqubela Women Co-	Roma A/A	The project is a food	The project is fully	25 members	R 500 000. 00	R 500 000. 00	R246 102.53	Close monitoring

op		and poultry project.	operational. Already harvested. Still to purchase poultry equipment.					
Bambanani Women Co-op	Lower Lufuta	The project is a food producing project.	The project is no longer operational. This project was of those projects that were funded with small funding and as a result the funds were exhausted.	25 members	R 250 000. 00	NO FILE	No information	Lack of sustainability.
Yizani Sakhe Women Co-op	Elliot	The project is a sewing and brick making project	The project is fully operational.	25 members	R 500 000. 00	R 500 000. 00	R 476 802. 26	Non cooperation of other members leads to conflict and stagnation.
Makukhanye Women Co-op	Upper Mnxe	The project is a poultry and food security project..	The project is fully operational.	25 members	R 500 000. 00	R 500 000. 00	R421 543.09	The poultry structure needs to be re-built due to poor quality.
Ithunga	Manzimd	The project	The project is	25 members	R 500	R 250	R 000. 00	The project

Poultry	aka (Cala)	is a poultry project.	fully operational and has been running smoothly even before the injection of funds.		000. 00	000. 00		has just been funded. An expenditure plan needs to be developed.
Umanyano Lwethu Food Security	Upper Lufuta	The project is a food security project.	The project is fully operational	25 members	R 750 000. 00	R 750 000. 00	R 748 951. 68	Funds are exhausted. Sustainability remains a challenge.
Siyazama Food Security	Elliot	The project is a food and poultry producing project.	The project is not fully operational because the Province has exhausted 1st tranche and is waiting second tranche. The funds that were injected were utilized on the establishment of infrastructure.	25 members	R 750 000. 00	R 375 000. 00	R 352 395.84	Non payment of second tranche is delaying the implementation
Ikhwezi Food Security	Cala Town	The project is a food security project.	The project is fully operational.	25 members	R 750 000. 00	R 750 000. 00	R492 488.20	Installation of the electricity remains a challenge.

Siyakhanyisa Food Security	Askeaton (Cala)	The project is a food security project.	The project is fully operational.	25 members	R 750 000. 00	R 750 000. 00	R 410 028. 60	None
Masibambisane Food Security	Cala Reserve (Cala)	The project is a food security project..	The project is fully operational but waiting for 2nd trenche. The irrigation system has been installed.	25 members	R 750 000. 00	R 375 000. 00	R 342 870. 23	Lack of commitment from the project members.
Khula Nathi Maxongo	Maxongo's Hoek (Elliot)	The project is a food security project.	The project is fully operational but waiting for 2nd trenche.	25 members	R 750 000. 00	R 375 000. 00	R 347 823. 93	Hiring of tractor is a challenge due to scarcity of the service.
Siyakhula Youth Project	Cala Town	The project is a car wash project.	The project is fully operational.	15 members	R 500 000. 00	R 500 000. 00	R 382 707. 88	There is poor management in this project. Project members seem not to be business minded and serious intervention have to be made

New Projects to be funded

Name of Projects	Project Objective	Location	Funding period	Budget	Status	Outstanding documents
Vukuzenzele	Food Security	Elliot Old Location	2009/10	750 0000	Business Plan complete	None
Khulani	Food Security	Langanci	2009/10	750 000	Business Plan complete	Supporting document from other stakeholders
Bambanani	Food Security	Upper Lufuta	2009/10	750 000	Business plan complete	Supporting documents from Stakeholders
Sinethemba	Women Coop	Manzi Mdaka	2009/10	500 000	Business PI an complete	
Lilita	Women Coop	Zikhonkwana	2009/10	500 000	Business Plan complete	None
Masithembane	Food security	Seplan	2009/10	750 000	Business plan complete	None
Tsomo valley	Food Security	Tsomo valley form, Elliot	2009/10	750 000	Business plan complete	None
Malolwa	Food Security	Sifonondile	2009/10	750 000	Business plan complete	None
Sikhona	Youth Development	Elliot Old Location	2009/10	500 000	Business plan incomplete	Letters of support

Overall Challenges

- **There are no accurate time-frames for funding from the Province. to operate according to the Business Plan as there is in**
- **The country's inflation dynamics and prices increase fast.**
- **No transparency on the income generated by the projects.**
- **Transport is one of the challenges which retard accurate planning and monitoring.**
- **Unavailability of information in the files (poor filing system).**
- **Insufficient resources e.g. fax, telephones, computers.**
- **Community development budget administered at the provincial office.**
- **Induction and capacity building of the new employees.**

Remedy.

- **Developed a monitoring and evaluation tool.**
- **Establish effective filing system.**
- **Make duplicates of the business plans for all funded projects, as they are available at the Area Office.**

NEW PROJECTS TO BE FUNDED

PROGRAMME: 2

Name of Projects	Project Objective	Location	Funding period	Budget	Status	Responsible person	Number of beneficiaries targeted	Type of project
1. Cala Ex-offender	Reintegration of ex-offenders into the community through Income generation programme	Cala Town	2009/10	200.000	Business Plan completed and submitted for funding	Ms Madikizela	10 ex-offenders	Crime of prevention
2. Yibanathi diversion programme	Preventative programme for young people in trouble with the law and those who are at risk	Elliot	2009/10	70.000	Business Plan complete & submitted	Ms Madikizela	20 young people	Crime of prevention
3. Ingxingwa skills development	Capacity building programme for youth out of skills and having behavioral problems	Cala town	2009/10	290.000	Business plan complete & submitted	Ms Madikizela	10 young people out of school	Crime of prevention
4. Khuseleka Mntwana developmenta l foster care programme	Preservation and development of families with children in trouble with the law	Elliot	2009/10	300.000	Business Plan completed & submitted	Ms Madikizela	5 C&YCW 5 professional foster parents	Crime of prevention
5. Domestic violence unit	Provide care and support to victims/survivors	Cala town	2009/10	60.000	Business Plan completed and submitted	Ms Jacobs	8 people	VEP

	of domestic violence through counseling and education							
6. Elliot victim support centre	Provide care and support to victims/survivors of domestic violence through counseling and education	Elliot Police station	2009/10	60.000	Business plan completed & submitted	Ms Jacobs	8 people	VEP
7. Nonkqubela income generation	Women empowerment focusing on income generation programme	Cala Town	2009/10	150.000	Business plan complete	Ms Jacobs	10 people	VEP
8. Sophilasonke HCBC	Provide care and support to HIV & AIDS infected and affected children and families Provide essential material to Orphan and vulnerable children	Cala Town	2009/10	556.097	Business plan completed and submitted	Ms Mngqi	34 caregivers 130 OVC's	HIV& AIDS
9. Masiphile HCBC	Provide care and support to HIV & AIDS infected and affected children and families	Cala Town	2009/10	556.097	Business plan completed and submitted	Ms Mngqi	34 caregivers 130 OVC's	HIV& AIDS

	Provide essential material to Orpahn and vulnerable children							
10. Siyakhana HCBC	Provide care and support to HIV & AIDS infected and affected children and families Provide essential material to Orphan and vulnerable children	Cala Town	2009/10	556.097	Business plan completed and submitted	Ms Mngqi	34 caregivers 130 OVC's	HIV& AIDS
11. Isibindi	To provide care support to abandoned, abused and neglected children through educational, life skills, counseling and recreational programmes	Cala Town	2009/10	432.000	Business plan completed and submitted	Ms Londa	8 C&YCW 15 OVC's 50 Families	Child protection services (CPS)
12. Sibanye service centre	To provide care and support to elderly people through Home community based care programmes	Cala Reserve	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
13. Lumanyano	To provide care and support to	Elliot	2009/2010	112.000	Business plan completed and	Mrs Maneli	60 older persons	Older persons

service centre	elderly people Intergenerational project				submitted			
14. Mzomhle service centre	To provide care and support to elderly people Through income generation programmes	Zikhonkwane	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
15. Masifundisane service centre	To provide care and support to elderly people Through income generation programmes intergenerational programmes	Cala Town	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
16. Noncedo Service centre	To provide care and support to elderly people Through income generation programmes & intergenerational programmes	Mbenge	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
17. Teenagers against drug abuse(TADA)	To raise awareness on substance abuse among young people in and out of schools	Cala Town	2009/2010	54.800	Business plans submitted	Ms Mqalo	6 TADA coordinators	Substance abuse

NEW PROJECTS TO BE FUNDED

PROGRAMME: 2

Name of Projects	Project Objective	Location	Funding period	Budget	Status	Responsible person	Number of beneficiaries targeted	Type of project
1. Cala Ex-offender	Reintegration of ex-offenders into the community through Income generation programme	Cala Town	2009/10	200.000	Business Plan completed and submitted for funding	Ms Madikizela	10 ex-offenders	Crime of prevention
2. Yibanathi diversion programme	Preventative programme for young people in trouble with the law and those who are at risk	Elliot	2009/10	70.000	Business Plan complete & submitted	Ms Madikizela	20 young people	Crime of prevention
3. Ingxingwa skills development	Capacity building programme for youth out of skills and having behavioral problems	Cala town	2009/10	290.000	Business plan complete & submitted	Ms Madikizela	10 young people out of school	Crime of prevention
4. Khuseleka Mntwana developmenta l foster care programme	Preservation and development of families with children in trouble with the law	Elliot	2009/10	300.000	Business Plan completed & submitted	Ms Madikizela	5 C&YCW 5 professional foster parents	Crime of prevention
5. Domestic violence unit	Provide care and support to victims/survivors	Cala town	2009/10	60.000	Business Plan completed and submitted	Ms Jacobs	8 people	VEP

	of domestic violence through counseling and education							
6. Elliot victim support centre	Provide care and support to victims/survivors of domestic violence through counseling and education	Elliot Police station	2009/10	60.000	Business plan completed & submitted	Ms Jacobs	8 people	VEP
7. Nonkqubela income generation	Women empowerment focusing on income generation programme	Cala Town	2009/10	150.000	Business plan complete	Ms Jacobs	10 people	VEP
8. Sophilasonke HCBC	Provide care and support to HIV & AIDS infected and affected children and families Provide essential material to Orphan and vulnerable children	Cala Town	2009/10	556.097	Business plan completed and submitted	Ms Mngqi	34 caregivers 130 OVC's	HIV& AIDS
9. Masiphile HCBC	Provide care and support to HIV & AIDS infected and affected children and families	Cala Town	2009/10	556.097	Business plan completed and submitted	Ms Mngqi	34 caregivers 130 OVC's	HIV& AIDS

	Provide essential material to Orpahn and vulnerable children							
10. Siyakhana HCBC	Provide care and support to HIV & AIDS infected and affected children and families Provide essential material to Orphan and vulnerable children	Cala Town	2009/10	556.097	Business plan completed and submitted	Ms Mngqi	34 caregivers 130 OVC's	HIV& AIDS
11. Isibindi	To provide care support to abandoned, abused and neglected children through educational, life skills, counseling and recreational programmes	Cala Town	2009/10	432.000	Business plan completed and submitted	Ms Londa	8 C&YCW 15 OVC's 50 Families	Child protection services (CPS)
12. Sibanye service centre	To provide care and support to elderly people through Home community based care programmes	Cala Reserve	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
13. Lumanyano	To provide care and support to	Elliot	2009/2010	112.000	Business plan completed and	Mrs Maneli	60 older persons	Older persons

service centre	elderly people Intergenerational project				submitted			
14. Mzomhle service centre	To provide care and support to elderly people Through income generation programmes	Zikhonkwane	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
15. Masifundisane service centre	To provide care and support to elderly people Through income generation programmes intergenerational programmes	Cala Town	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
16. Noncedo Service centre	To provide care and support to elderly people Through income generation programmes & intergenerational programmes	Mbenge	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
17. Teenagers against drug abuse(TADA)	To raise awareness on substance abuse among young people in and out of schools	Cala Town	2009/2010	54.800	Business plans submitted	Ms Mqalo	6 TADA coordinators	Substance abuse

NEW PROJECTS TO BE FUNDED

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4. Khuseleka Mntwana developmenta l foster care programme	Preservation and development of families with children in trouble with the law	Elliot	2009/10	300.000	Business Plan completed & submitted	Ms Madikizela	5 C&YCW 5 professional foster parents	Crime of prevention
5. Domestic	Provide care and	Cala	2009/10	60.000	Business Plan	Ms	8 people	VEP

violence unit	support to victims/survivors of domestic violence through counseling and education	town		0	completed and submitted	Jacobs		
6. Elliot victim support centre	Provide care and support to victims/survivors of domestic violence through counseling and education	Elliot Police station	2009/10	60.00	Business plan completed & submitted	Ms Jacobs	8 people	VEP
7. Nonkqubela income generation	Women empowerment focusing on income generation programme	Cala Town	2009/10	150.00	Business plan complete	Ms Jacobs	10 people	VEP
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	children and families Provide essential material to Orphan and vulnerable children							
10. Siyakhana HCBC	Provide care and support to HIV & AIDS infected and affected children and families Provide essential material to Orphan and vulnerable children	Cala Town	2009/10	556.097	Business plan completed and submitted	Ms Mngqi	34 caregivers 130 OVC's	HIV& AIDS
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13. Lumanyano service centre	To provide care and support to elderly people Intergenerational project	Elliot	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
14. Mzomhle service centre	To provide care and support to elderly people Through income generation programmes	Zikhonkwane	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
15. Masifundisane service centre	To provide care and support to elderly people Through income generation programmes intergenerational programmes	Cala Town	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
16. Noncedo Service centre	To provide care and support to elderly people Through income generation programmes & intergenerational programmes	Mbenge	2009/2010	112.000	Business plan completed and submitted	Mrs Maneli	60 older persons	Older persons
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LEGEND

PC = PROJECT CONSOLIDATE
FMG = FINANCIAL MANAGEMENT GRANT
MSIG = MUNICIPAL SYSTEMS IMPROVEMENT GRANT
DPLG = DEPARTMENT OF PROVINCIAL LOCAL GOVERNMENT
SM = SAKHISIZWE MUNICIPALITY
DWAFF = DEPARTMENT OF WATER AFFAIRS & FORESTRY
SDF = SPATIAL DEVELOPMENT FRAMEWORK
CHDM = CHRIS HANI DISTRICT MUNICIPALIT

SECTOR DEPARTMENT PROJECTS

Department of Social Development

Objective	Strategy	Targets	Project Name	Location	Ward No	Allocation			Funder	Main actions	Responsible person
						2008-09	2009-10	2010-11			
Child Care and Protection Services	Training on early childhood development	25	Nobuhle Preschool	Stokwe's Basin	7	67500	67500	67500	Social Development	Early child development	Ms Xungu
		34	Masithembe Preschool	Upper Tsengiwe	4	80784	80784	80784	Social Development	Early child development	Ms Xungu
		25	Nolitha Preschool	Tsengiwe A/A	4	59400	59400	59400	Social Development	Early child development	Ms Xungu
		27	Nomthandazo Preschool	Ndondo Square	5	76032	76032	76032	Social Development	Early child development	Ms Xungu
		27	Ikhayaletu Preschool	Ndondo square	5	64152	64152	64152	Soc. Dev.	Early child development	Ms Xungu
		27	Nonceba Preschool	Ethembeni Loc.	7	64152	64152	64152	Soc.Dev.	Early child development	Ms Xungu
		27	Little Star Preschool	Takalani Loc.	2	64152	64152	64152	Soc.Dev.	Early child development	Ms Xungu
		25	Roma Preschool	Roma A/A	4	59400	59400	59400	Soc.Dev.	Early child development	Ms Xungu
		27	Siyavuya Preschool	Mgwalana		64152	64152	64152	Soc.Dev.	Early child development	Ms Xungu

		27	Nkqubela Preschool	Bumbana Loc./Aske aton	7	64152	64152	64152	Soc. Dev.	Early child developme nt	Ms Xungu
		25	Ikhwezi	Sfonondile	4	59400	59400	59400	Soc. Dev	Early child developme nt	Ms Xungu
		25	Good Hope Preschool	California	5	59400	59400	59400	Soc.De v.	Early child developme nt	Ms Xungu
		60	Nomzamo Preschool	Vusukhan yo Building	1	5892	5892	58920	Soc.De v	Early child developme nt	Ms Xungu
		35	Qolombeni Preschool	Manzimahl e	7	46200	46200	46200	Soc.De v	Early child developme nt	Ms Xungu
		36	Masivuke Preschool	Askeaton A/A	7	65520	65520	65520	Soc.De v	Early child developme nt	Ms Xungu
		27	Masakhe Preschool	Elliot/Polar Park	2	64152	64152	64152	Soc.De v	Early child developme nt	Ms Xungu
		25	Siyavuya Preschool	Manzimda ka		59400	59400	59400	Soc.De v	Early child developme nt	Ms Xungu
Objectiv e	Strategy	Tar gets	Project Name	Location	War d No	Allocation			Funder	Main actions	Responsi ble person
						2008- 09	2009- 10	2010- 11			
		27	Mlondoloz i Preschool	Cala Pass	3	64152	64152	64152	Soc.De v	Early child developme nt	Ms Xungu
		25	Sizakhele Preschool	Askeaton /Cala	7	59400	59400	59400	Soc.De v	Early child developme nt	Ms Xungu

		27	Malukhanye Preschool	Zikhon kwane A/A	3	64152	64152	64152	Soc.De v	Early child developme nt	Ms Xungu
Crime Social Crime Preventio n		15	Ingxingwa Skills Development Project	Cala Town	5	23300 0	-	-	Soc.De v	Crime prevention	Ms Madikizel a
Victim Empower ment Program			Domestic Violence Unit	Cala Town	5	18466 3	-	-	Soc Dev	Domestic Violence	Ms Jacobs
		5	Yibanathi Development al Foster	Elliot Old Loc.	2	65000	-	-	Soc.De v	Crime prevention	Ms Madikizel a
HIV/AIDS		34	SiyahlumanH CBC	Sifonondil e	4	55609 7	-	-	Soc.De v	Care and Support to orphans and vulnerable child due to HIV/Aids	Ms Mngqi
Eradicati on poverty and promote income generatin g program for sustainab	To promote socio- economic development and integration.	15	Ithunga poultry project	Manzimda ka	5	500,00 0	-	-	Soc.De v	Youth developme nt, sustainable live hood (co- operatives. Institutiona rable building and food	Ms Nini
		15	Nceduluntu Confectionar y & Bakery	Cala Town	5	-	500 000	-	Soc Dev		Ms Nini
		15	Lilitha brick- making	Zikhonkw ane	5	-	500 000	-	Soc.De v		Ms Nini
		25	Masisebenze food	Gubenza- Elliot	3	-	500 000	-	Soc.De v		Ms Nini

le developm ent.		25	Security							security support program.	
			Stokwe's basin food security	Ndwana	7	-	750 000	-	Soc. Dev		Ms Nini
Objective	Strategy	Targets	Project Name	Location	Ward No	Allocation			Funder	Main actions	Responsible person
						2008-09	2009-10	2010-11			
Eradication poverty and promote income generating program for sustainable development.	To promote socio-economic development and integration.	15	Tsomo valley poultry project	Tsomo valley	2	-	500 000	-	Soc. Dev	Youth development, sustainable live hood (co-operatives. Institutional building and food security support program	Ms Nini
		15	Ikhwezi food security	Cala Town	5	500 000	-	-	Soc. Dev		Ms Nini
		15	Nonkqubela women coop	Roma	4	500 000	-	-	Soc. Dev		Ms Nini
		25	Siyakhanyisa food security	Askeaton	7	750 000	-	-	Soc. Dev		Ms Nini

		25	Khulanathi Maxongo food security	Maxongo's Hoek	2	750 000	-	-	Soc Dev		Ms Nini
		25	Siyazama food security	Polar park-Elliot	2	750 000	-	-	Soc Dev		Ms Nini
		25	Masibambisane food security	Cala Reserve	4	750 000	-	-	Soc Dev		Ms Nini
		15	Makukhanye women coop	Upper Mnxe	4	500 000	-	-	Soc.Dev v		Ms Nini
		15	Yizanisakhe women coop	Elliot	1	500 000	-	-	Soc.Dev v		Ms Nini

Input from the department of agriculture is attached

AS ANNEXURE A

SECTOR PLANS

5.1 **5-YEAR ACTION PLAN**

The projects and strategies tables should be read together in order to formulate this plan.

5.2 **INTEGRATED MONITORING AND PERFORMANCE MANAGEMENT SYSTEM**

5.2.1 **Introduction : Performance Management System**

The Performance Management System of all local authorities is guided by the Local Government: Municipal Systems Act and the Local Government: Municipal Planning and Performance Management Regulations.

Chapter 3 of the regulations outlines the nature of performance management system, adoption of performance management system, setting of key performance indicators, general key performance indicators, review of key performance indicators, setting of performance targets and monitoring, measurement and review of performance.

The requirements of performance managements are stipulated in Section 4.1 of the Municipal Planning and Performance Management Regulations. These include:

- A list of key performance indicators for each of its development priorities and objectives
- Set measurable performance targets with regard to each of those development priorities and objectives
- General key performance indicators as prescribed by the Minister.

5.2.2 **Purpose of the Integrated Monitoring, Performance Management and Institutional Programme**

- To ensure accountability on the basis of a simple, effective and affordable monitoring performance management system as a tool for the Municipal Manager and as a control tool for Council.
- To ensure that a consistent and integrated set of measures for institutional transformation and integrated implementation occurs in the municipality, thereby contributing to a close planning implementation link.

General Key Performance Indicators

The General Key Performance Indicators as outlined in the Local Government: Municipal Planning and Performance Management Regulations for the Municipality are:

The percentage of households with access to basic level of water, sanitation, electricity and sold waste removal	80% (5 years)
The percentage of households earning less than R1,100.00 per month with access to free basic services	80% (5 years)
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial	15% (annual)

year in terms of the municipality's integrated development plan	
The number of jobs created through municipality's local economic development initiatives including capital projects	2% of economically active population
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved Employment Equity Plan	TBD
The percentage of municipality's budget actually spent on implementing its workplace skills plan	TBD
Financial viability	TBD

5.2.3 Performance Indicators (Including Targets)

The Performance Indicators set during the strategies and projects phases are indicated in the table. Performance indicators and targets are linked to priorities and objectives.

PRIORITY	OBJECTIVE	INDICATOR/TARGET
Infrastructure	Water To provide drinking water of an acceptable quality to the urban areas of Sakhisizwe	<ul style="list-style-type: none"> Phasing in of free basic services in all areas (i.e. 6 kl per household per month) by 2007 Upgrade water supply to 3000 households to water on-site by 2007 (excluding RDP funded housing subsidy projects)
Sanitation	Sanitation To provide sanitation services in the urban areas to RDP levels (VIP) as a minimum service	<ul style="list-style-type: none"> Upgrading service to 5000 households to at least VIP standard by 2007 (excluding RDP funded housing subsidy projects) Providing waterborne sewerage to all housing units that form part of RDP funded projects and in line with Housing Objectives
Infrastructure	Roads and Stormwater To maintain and upgrade existing infrastructure on an on-going basis	<ul style="list-style-type: none"> Tar surfaces and stormwater drainage systems to all areas in high income areas, bus routes and link roads by 2007

PRIORITY	OBJECTIVE	INDICATOR/TARGET
Housing	<p>Housing To facilitate the construction of housing units focussing on the existing informal and needy areas, to include:</p> <ul style="list-style-type: none"> • Minimum service standards as set in the IDP • An improved social environment 	<ul style="list-style-type: none"> • Construct 4000 housing units by 2007 in the areas as identified (Projects)
Land	<p>Land To facilitate:</p> <ul style="list-style-type: none"> • The availability of land for housing, small-scale farming, industrial development and non-residential land use • The effective management of land in the Sakhisizwe area 	<ul style="list-style-type: none"> • Make land available and facilitate the availability of land to meet the housing, farming and non-residential demand in line with IDP objectives and projects • Prepare detailed spatial plans and forward planning for the whole Sakhisizwe by 2006/7 • Implement an asset register and detailed land audit by 2003/4

Infrastructure	<p>Electricity To facilitate the reliable supply of electricity to all areas under municipal responsibility</p>	<ul style="list-style-type: none"> • Facilitate and lobby for funding from the NER to electrify 4000 households by 2007. To phase in street lighting in areas of greatest need as per identified projects and time frames
Economic Development	<p>Economic Development and Employment To increase employment and stimulate economic development</p>	<ul style="list-style-type: none"> • Increase employment among the economically active population by 2% per annum over the next 5 years
Economic Development	<p>Tourism To improve the tourism industry and increase number of tourists visiting the region</p>	<ul style="list-style-type: none"> • Stop-over of domestic and foreign tourism to the region from 5% to 20% by 2007
Economic	Environment	<ul style="list-style-type: none"> • Identification of core

Development	To conserve the environment and prevent and restore degradation where possible by: <ul style="list-style-type: none"> • Enforcement of legislation • Financial and capacity support within the limits of Council's institutional capacity 	conservation areas within the 2002/2003 financial year <ul style="list-style-type: none"> • Establishment of a task force within 6 months to address coastal erosion and preservation of the coast • Eradicate alien vegetation in open spaces and conservation areas by 2007
Health	Health To provide sufficient, accessible and effective health facilities and services on an on-going basis (commence immediately) before 2007	<ul style="list-style-type: none"> • Prepare a HIV/AIDS plan before 2004/5 • Obtain funding to improve existing health services in areas of need by 2005/6
Infrastructure	Refuse Removal To maintain existing levels of service to urban communities and ensure environmentally acceptable disposal methods	<ul style="list-style-type: none"> • Develop regional waste site and rehabilitate current sites by 2005/6
Education	Education To form partnerships with the relevant role-players in the field of education (Dept. of Education, teacher unions, funders)	<ul style="list-style-type: none"> • Prepare and submit a needs assessment of facilities within 12 months

Social Development	Social Development To create (with immediate effect) and on an on-going basis, a conducive environment that will equip and enable the communities to develop themselves with the assistance of Council	<ul style="list-style-type: none"> • Implement and fund projects as identified for 2002/3 implementation
Protection Services	Protection Services To prepare and implement a disaster management to strictly enforce municipal, provincial and national	<ul style="list-style-type: none"> • Prepare a disaster management plan by 2004 • Develop satellite fire stations by 2004/5

	legislation and policy where applicable and to support and facilitate partnerships with the SAPS, police forums and other stakeholders in order to minimise crime, improve traffic regulations and beach control	
Institutional	Institutional To provide professional and ethical Human Resource Management and training for all personnel	<ul style="list-style-type: none"> Implement and fund projects as identified for 2003/4 implementation

Council is in the process of installing a PMS system based on the PDLAM system. This process has been funded by MMP and is expected to be fully operational by mid 2004 in order to ensure successful monitoring and implementation of the IDP.

5.2.4. Institutional Analysis Overview

- Organogram

The Council's approved organogram is attached to the IDP document (Annexure D).

- Personnel Structure

The current personnel structure is reflected in the Amalgamation Plan (See Annexure E).

The following policies and programmes are currently in the process of being implemented:

- Recruitment and selection policy being finalised
- Procurement Policy
- Financial Policy
- Capital Investment Framework
- Administrative and Human Resource Policy
- Technical Services Policy
- Public Health Policy.

5.2.5 Strategic Guidelines: Institutional

Municipalities should develop delivery capacities for accessible, affordable basic needs-orientated, integrated, sustainable and efficient quality services on an accountable basis.

This can be achieved in two different ways:

- Initiating a managerial reform aiming at:
 - Objectives and result-orientated management
 - Effectiveness and efficiently orientated management
 - Services and client orientated management.
- These reform tools are based on:
 - Performance based contracts
 - Service orientated codes of conduct
 - Concentration of operational responsibility by giving more power and skills to the frontline workers
 - Consultative decision-making approaches within the administration.
- Selection of appropriate forms of service delivery under systematic consideration of options like corporatisation, public partnerships, public community partnerships, contracting out, lease and concessions, privatisation.
-

5.2.6 **Related Projects/Activities**

The Projects Register outlines the five-year implementation timeframe as well as responsible agencies within the municipality for each project and activity.

5.3 **SPATIAL DEVELOPMENT FRAMEWORK**

5.3.1 **Introduction**

The purpose of the Spatial Development Framework in the IDP is to provide localised spatial development principles, including guidelines for spatial restructuring and integration, as well as a spatial representation of objectives and strategies that have a spatial dimension.

This document serves to:

- (a) Explain all relevant policy guidelines;
- (b) Provide guidance with regard to the desired spatial form; and
- (c) Discuss and illustrate broad development policy and the application and implementation thereof at a local level,

5.3.4.4 **Tourism and Recreation**

(i) *Policy*

In order to promote a sustainable tourism and recreation sector in the region, policy should focus on the following aspects:

- ***Protecting the natural and cultural environment***
Whilst it is important to promote tourism and recreation as one of the fastest growing sectors of the economy, this sector is largely dependant on the natural assets of the region. This dependence will

grow as the interest in nature-based recreation and tourism (eco-tourism) grows and it is therefore imperative that tourism and recreation policies should encourage the sustainable use of this resource.

In addition to the above the evaluation of present recreational pressure, projections of potential recreation demand and an assessment of recreational carrying capacity based on physical, ecological and social constraints should be a routine procedure in the consideration of applications (both land use management and environmental impact assessment) for the extension or establishment of resorts and tourism developments.

- ***Developing Latent Tourism Potential***

The considerable tourism potential of the region should be developed in an effort to broaden the tourism and recreation base of the region. Plans to extend these facilities should be encouraged as they serve both the development of tourism opportunities as well as the protection of natural assets.

(ii) Description

The tourism and recreation sectors in the study area are largely based on the historical and natural amenities of the area. In line with national international trends, tourism is becoming an increasingly important component of the region's economy and is expected to strengthen in future.

Natural features of importance in the development nodes have been well documented. Care should however be taken to prevent recent rapid growth in the tourism sector from having a negative impact on the existing agriculture sector.

5.3.4.5 Transportation

(i) Policy

With regard to the study area's transportation network the Sakhisizwe Municipality should endeavour to upgrade existing road surfaces to appropriate standards in accordance with the growth of traffic volumes and in order to functionally link previously identified nodes.

(ii) Description

The transportation network in the study area plays an important role in establishing and sustaining the nodal points. It is also important that the maintenance of this network be done in accordance with the principles of settlement hierarchy. The main objective of the transportation policy is to provide a safe and efficient road network system, built to appropriate standards, so as to optimise the accessibility of services and facilities for local communities, improve transport efficiency for economic activities and allow tourist access to the region's assets.

The study area is served by an intricate network of transport infrastructure, comprising several transport modes of varying quality. It is considered of

the utmost importance that a thorough evaluation of this network is carried out to ensure the correct levels of investment throughout the planning period.

5.3.4.6 **Water Resources and Catchments Areas**

(i) Policy

The protection of the various important water sources and catchment areas that serve the Sakhisizwe Municipality area of jurisdiction is of prime importance as a significant number of people are dependant on this service.

The rehabilitation of minor systems that have been degraded through inappropriate development and land use activities should also be considered.

(ii) Description

The natural growth of existing development nodes as well as the development of the tourism and recreational sectors will increase pressure on the existing supply network. A detailed investigation into all aspects of water supply throughout the municipality's area of jurisdiction is urgently required (Water Services Development Plan).

5.3.4.7 **Environment, Conservation and Forestry**

(i) Policy

The following policies with respect to the conservation of the environment should be adhered to:

- Implementation of the Integrated Environmental Management Procedures as well as the Regulations promulgated in terms of the Environmental Conservation Act for development projects.
- Rehabilitation of areas that have been degraded through inappropriate land use practices.
- The preservation of representative habitats and ecologically significant ecosystems within a network of conservation areas.
- To make conservation accessible and meaningful to the entire population.
- Adherence and enforcement of the National Monuments Act with regard to all provisions made in the act – i.e. archaeological sites, middens, palaeontological sites, structures older than 60 years and national monuments.
- Protection of natural and planted forests is crucial for the economy and should be ensured through the adherence to the National Forests Act.
- The following environmentally sensitive areas should be protected from development:
 - State forests;
 - Areas within 30 metres from watercourses;
 - Along major river systems such as the Tsomo River, Upper Lufutha River, Emnxo River, Cala River and Mzwazwa River;
 - Game reserves and natural sanctuaries;

- Steep slopes greater than 1:6;
 - Historic heritage sites; and
 - Water catchment areas.
- Integrated Development plans need to clearly define and enforce areas where development will not be permitted.

(ii) Description

It is accepted that the natural environment provides the basis for the regional economy, especially the primary agricultural, recreation and tourism sectors. Thus, if planning is to promote the welfare of the community, it should in the first instance ensure that the integrity of the natural environment is not compromised.

5.3.4.8 Agriculture

(i) Policy

The following basic agricultural policies should be adhered to:

- Ensuring the sustainable utilisation of all agricultural resources and investments.
- Encouraging the eradication of alien vegetation.
- Discouraging grazing and/or ploughing of sensitive natural ecosystems.
- Implementation and enforcement of the Integrated Environmental Management Procedures and Regulations promulgated in terms of the Environmental Conservation Act.
- Implementation and enforcement of the Conservation of Agricultural Resources Act.
- Competing land uses in the areas of intensive agriculture.

(ii) Description

Agriculture remains the single most important land use element and economic growth generator to the largest portion of the study area's population. It should thus be supported by means of the provision of appropriate infrastructure.

The following important characteristics of this land use sector require attention and should be addressed in the Spatial Development Framework:

- (a) Situations where the intensive nature of the farming activities result in the destruction of the natural environment;
- (b) Situations where serious competition from other land use elements result in farming practises losing their profitability, such as game reserves or urban expansion; and
- (c) Situations where the non-availability of services and facilities, the lure of employment in urban areas and the provision of services result in people leaving the farms.

5.3.4.9 Major Land Development Projects

Figure 2 is a spatial representation of all aforementioned concepts and guidelines, including a proposed settlement hierarchy as well as illustrating the physical location of all major development projects.

The Council is in the process of securing funding in order to commence work on a spatial development framework

5.4 **LED & INTEGRATED POVERTY REDUCTION AND GENDER EQUITY PROGRAMME**

The purpose of this programme is to ensure a consistent set of measures to reduce poverty and to contribute to gender equity in the municipality. References to these projects as well as projects with elements of it included have been indicated on Table 10. All those projects that may contribute to the development of the local economy have been indicated on Table 10. These include economic development projects *per se* as well as projects from other priorities that may contribute to the economy or that may have LED elements in it.

5.4.1 Purpose of the Integrated Led & Poverty reduction Programme

- To emphasise a set of measures to promote viable local economic activities and employment generation;
- To consolidate and cross-reference LED-related projects as part of the IDP.
- To place emphasis on strategic guidelines relating to poverty reduction and gender.
- To reflect on projects and actions that are poverty and gender related.
- To set measures to reduce poverty and contribute to gender equity.

5.4.2 Strategic Guidelines

Local Economic Development is one of the cornerstones of Local Government and Poverty Reduction. The role of Local Government as a developmental body cannot be overemphasized. Various pieces of legislation and government policy highlight and outline the importance of Local Economic Development and Poverty Reduction. Policies and legislation guiding and outlining Local Economic Development are:

- White Paper on Local Government
- RDP
- Gear
- The Constitution
- Various guides and handbooks.

Local Economic Development is a locally driven process designed to identify, harness and utilise resources to stimulate the economy and create job opportunities.

LED is not one specific action or programme, rather the sum total of the individual contributions of a broad spectrum of the community. LED occurs when the Local Authority, Business, Labour, NGOs and most importantly individuals, strive to improve the economic status by combining skills, resources and ideas.

To this end the Department of Provincial and Local Government issues a charter on Local Economic Development for South Africa. For the purpose of the IDP it is important to highlight the 8 principles that guide South African municipalities engaging in Local Economic Development:

- Local people, through their democratically elected municipality, should establish a vision for local economic development. This should include promoting growth, reducing inequality, increasing participation and tackling poverty.
- The basic quality of life in our localities will be a key determinant of their successes. We should bet “on the basics” and work to ensure that all residents and businesses have access to good services and a clean and healthy environment.
- Everything that the Council does – if it is done well – could potentially contribute to economic development. Hence responsibility for economic development should not be confined to a special unit or programme responsible for investment promotion.
- Investment promotion is a vital component of local economic development. Our efforts to attract investment should be linked to clear social and economic goals, especially job creation and balanced development.
- A major opportunity for growth and development lies in meeting basic needs. Public works, housing, social and community services constitute an opportunity to bring people into the labour force. These should not be seen as inferior jobs.
- A more supportive civic culture will encourage an adventurous business climate. Civic institutions, cultural and social structures can help to build confidence and trust. In particular we should help small firms to network, share ideas and take risks.
- A divided city cannot be successful or competitive. It is in everybody’s interest to narrow the gaps that divide us geographically and economically.
- The economic potential within impoverished communities is considerable. With the right support and encouragement, including concerted education and training, the poorest in our community can achieve a great deal.

Legislation and policy documents relevant to poverty alleviation and gender equity are:

- Constitution, Section 26, 27 regarding basic needs and Section 9 regarding gender equality

- RDP (Reconstruction and Development Programme)
- White Paper on Local Government
- SALGA Handbook on “*Gender and Development*”.

Basic guidelines from the listed legislation and policy documents are:

- Poverty Alleviation
 - Crucial role of Local Government in meeting basic needs of the poor (access to basic services);
 - Creating opportunities for all to sustain themselves through productive activity;
 - Establishing a social security system and other safety nets to protect the poor and other disadvantaged groups;
 - Empowerment of the poor and encouraging the participation of marginalised groups.
- Gender Equity
 - Addressing existing gender inequalities as they affect access to jobs, land and housing, etc.
 - Focusing efforts and resources on improving the quality of life especially of those members and groups that are most often marginalised or excluded, such as women;
 - Exclusiveness by empowerment strategies that focus on women;
 - Understanding the diverse needs of women and addressing these needs in planning and delivery processes.

5.4.3 Related Projects/Activities

Poverty related and gender specific projects and activities identified during the projects phase are listed in the Projects Register.

5.4.4 Poverty Reduction and Gender Equity Strategy

The Sakhisizwe Municipality has to recognise the above guidelines and policies and initiate the establishment of their own unique policy in this regard. The following strategies should also be implemented:

- Adhere to the national Strategic guidelines with respect to poverty reduction and gender equity.
- Identify clear guidelines on gender equity with respect to municipal projects and programmes.
- Prepare and implement a LED strategy/plan.

This sector plan is been done by the District Municipality in conjunction with the local municipalities to ensure coordination and alignment of programmes and is expected to be completed by November 2003.

5.5 **INTEGRATED ENVIRONMENTAL PROGRAMME**

Environmental Policies and Strategies have been included in the Spatial Development Framework. In addition, all identified projects that may require an EIA have been indicated as such on Table 12.

5.5.1 **Purpose of the Integrated Environmental Programme**

- To contribute to a healthy environment;
- To ensure that environmental issues are adequately addressed; and
- To ensure that envisaged projects do not have a detrimental effect on the environment.

5.5.2 **Strategic Guidelines**

The following legislation/policies are applicable to environmental conservation:

- Principles of Chapter 1 of the National Environmental Management Act
- Local Agenda 21
- National Environmental Management Plans
- Provincial Environmental Implementation Plans
- Regulations promulgated in terms of the National Environmental Management Act (listed activities requiring environmental impact assessments).

Municipal strategies and projects have to comply with the principles of an ecologically sustainable development process, meaning that any utilisation of natural resources should not negatively affect the possibility of present and future generations to satisfy their needs. This related to the following aspects of the environment:

- Avoiding pollution and degradation of the environment;
- Avoiding waste, ensuring recycling and disposal in a responsible manner;
- Minimising and remedying negative impacts on the environment and on people's environmental rights;
- Considering the consequences of the exploitation of non-renewable natural resources;
- Avoiding jeopardising renewable resources and eco-systems;
- Paying specific attention to sensitive, vulnerable high dynamic or stressed eco-systems;
- Minimising lost of biological diversity;
- Avoiding disturbance to cultural heritage sites.

Attempts to consider such principles in development planning need to be aware of the limits of current knowledge about the consequences of decisions and actions.

5.5.3 Related Projects/Activities

The Projects Register should list the possible environmental impact of projects and activities. Projects requiring the EIA procedure in terms of NEMA should be identified. It is however emphasised that each project should be evaluated separately and it should be determined what the extent and requirements of the legislation are.

5.5.4 Environmental Strategy

The following strategies should be implemented by the Sakhisizwe Municipality:

- Implement the National guidelines relating to environmental management with specific reference to the National Environmental Management Act and the listed activities.
- Implement environmental related strategic planning projects as a matter of urgency (as identified during the projects phase).
- Implement the Spatial Development Framework guidelines relating to environmental management.
- Identify all projects that require EIA procedures timeously.

5.6 INTEGRATED INSTITUTIONAL PROGRAMME

5.6.1 Institutional Requirements of Identified Projects

Each identified project in the IDP has been assigned to a specific department of the municipality. The head of that specific department takes primary responsibility for the implementation of the projects assigned to his department. In many instances the project requires input from various departments, but it still remains the responsibility of the department that has been assigned with primary responsibility to ensure that the project is implemented. These responsibilities are depicted on Table 10.

Table 12 provides further guidance with respect to performance targets and outcomes to assist those with primary responsibility.

5.6.2 Organograms

At the analysis phase the institutional capacity of the municipality was highlighted as one of the problem areas in providing services to the many communities of the municipality. After considering the tasks facing the new municipality and given the financial limitations of the Council, new organograms for the municipality have been drafted and adopted.

The organograms of the municipality are included herewith as Annexure C.

5.6.3 Transformation Strategies

The municipality's transformations strategies are still in the process of being prepared.

5.6.4 Continued Institutional Planning

As mentioned before with reference to performance management, the Council may approach DBSA to assist with the institutional planning of the municipality. From initial guidance provided by the MMP it appears as if the personnel structure and organograms require further discussion. This process will only commence once the IDP has been finalised.

5.7 INTEGRATED HIV/AIDS PROGRAMME

Several strategies of the Council include HIV/AIDS projects. These have been included and are indicated as such on Table 12.

5.7.1 Purpose of the Integrated HIV/Aids Program

- To ensure systematic and conclusive setup measures by a broad range of role-players to prevent the spread of HIV/AIDS and to deal with its consequences.

5.7.2 HIV/Aids Overview

Limited data on the occurrence of HIV/AIDS in the Sakhisizwe region is available. Various programmes and activities are currently being conducted in the region through the health and community development structures.

5.7.3 Strategic Guidelines

Various programmes and policies are in place to deal with the issue of HIV/AIDS on a national basis. However, local authorities are expected to prepare HIV/AIDS strategies and programmes for their areas of jurisdiction, co-ordinated on a district and provincial level.

The Department of Health and relevant legislation further plays an important role in addressing the issue of HIV/AIDS.

5.7.4 Related Projects/Activities

Projects related to HIV/AIDS as identified through the IDP Strategies and Projects Phases are indicated in the Projects Register.

5.7.5 HIV/Aids Strategy

Sakhisizwe Municipality has to:

- Implement an HIV/AIDS strategy.

- Partake in regional HIV/AIDS initiatives.
- Promote education and capacity building.

5.8 **DISASTER MANAGEMENT FRAMEWORK**

5.8.1 Introduction

(a) **Background**

The Municipal Systems Act states that the Integrated Development Plans of local authorities should contain Disaster Management Plans. These plans will be legal requirements in terms of the Disaster Management Act. Currently the proposed legislation is still in Bill format, which is due for enactment by parliament in March 2002.

The Disaster Management Bill contains the framework for the Disaster Management Plans and defines Disaster Management as follows:

“Disaster management means a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at:

- ***Preventing or reducing the risk of disasters;***
- ***Mitigating the severity of disasters;***
- ***Emergency preparedness;***
- ***A rapid and effective response to disasters; and***
- ***Post-disaster recovery and rehabilitation.”***

From the above it is clear that disaster management seeks to address both pre-disaster risk reduction as well as post-disaster recovery.

The Bill defines a disaster as follows:

“Disaster means a progressive or sudden, widespread or localised, natural or human-caused occurrence which -

- ***Causes or threatens to cause -***
 - ***death, injury or disease;***
 - ***damage to property, infrastructure or the environment; or***
 - ***disruption of the life of a community; and***
- ***is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using their own resources.”***

(b) **Components of the Municipal Disaster Management Plan**

Section 53 of the Disaster Management Bill provides that each municipality must:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area;

- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;
- Regularly review and update its plan.

A Disaster Management Plan for a municipal area must:

- Form an integral part of the municipality's Integrated Development Plan;
- Anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;
- Place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;
- Provide for appropriate prevention and mitigation strategies;
- Facilitate maximum emergency preparedness; and
- Contain contingency plans and emergency procedures in the event of a disaster, providing for:
 - The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
 - Prompt disaster response and relief;
 - The procurement of essential goods and services;
 - The establishment of strategic communication links;
 - The dissemination of information; and
 - Other matters that may be prescribed.
- A district municipality and the local municipalities must, within its area, prepare their disaster management plans after consulting each other.

(c) ***Implementation of Plan***

The implementation of the disaster management plan is the responsibility of the Municipal Manager. The plan in turn will indicate the responsibilities in the event of a disaster.

5.8.2 Purpose of the Plan

Taking into account the very intricate, multi-sectoral and multi-disciplinary nature of the disaster management process, as well as international benchmarks it will be very difficult to compile and finalise the plan within the time frame allocated to the Integrated Development Planning process. This, coupled to the fact that the Disaster Management Bill is only due for enactment after the date set for approval of the Integrated Development Plans has led to the idea of only establishing a framework for this purpose.

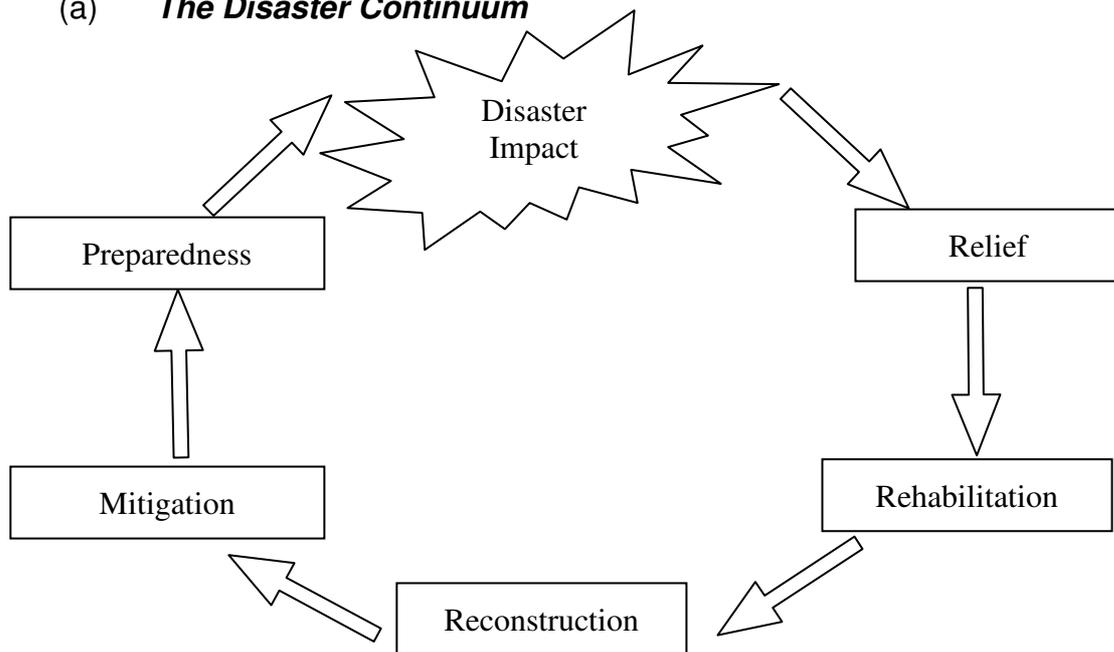
The purpose of the Disaster Management Framework for the Municipality is to:

- Set out the structure or institutional arrangements within the disaster management context;
- Define roles and responsibilities of key personnel;
- Show communication lines;
- Set out the strategy for administrative and financial arrangements;
- Define priority aims and objectives which the municipality intends to achieve over a specific period;

- Establish a framework that is integrated and consistent with the Chris Hani Disaster Management Framework;
- Outline the framework and procedures for the various facets of the Disaster Management Continuum;
- Facilitate the co-ordination of programmes and actions of the various departments and agencies involved in the above-mentioned continuum.

5.8.3 A Disaster Management Framework for Sakhisizwe

(a) *The Disaster Continuum*



(b) *Responsibility*

It is the responsibility of the Municipal Manager to ensure that the plan is completed, reviewed annually and implemented. Disaster management is however not the responsibility of any one department. Each department of the municipality will have to contribute to the preparation thereof and will have to adopt and implement its own plans. The Sakhisizwe Municipality has recognized this need and 5 persons are presently being trained for this purpose. Emphasis is laid on the strengthening of volunteer-driven basis to cope with disasters.

(c) *Aligning the Municipal DMP with those of other organs of state*

The municipality must ensure that the implementation of its DMP is co-ordinated and aligned with those of other organs of state. The following hierarchy of Disaster Management Plans should be observed:

**NATIONAL
DISASTER MANAGEMENT FRAMEWORK**



**PROVINCIAL
DISASTER MANAGEMENT PLAN**



**DISTRICT
DISASTER MANAGEMENT PLAN**



**MUNICIPAL
DISASTER MANAGEMENT PLAN**

The Municipal DMP will form an integral part of the Chris Hani District Municipal DMP. It is imperative therefore that the two local authorities consult with each other on the preparation of the plans.

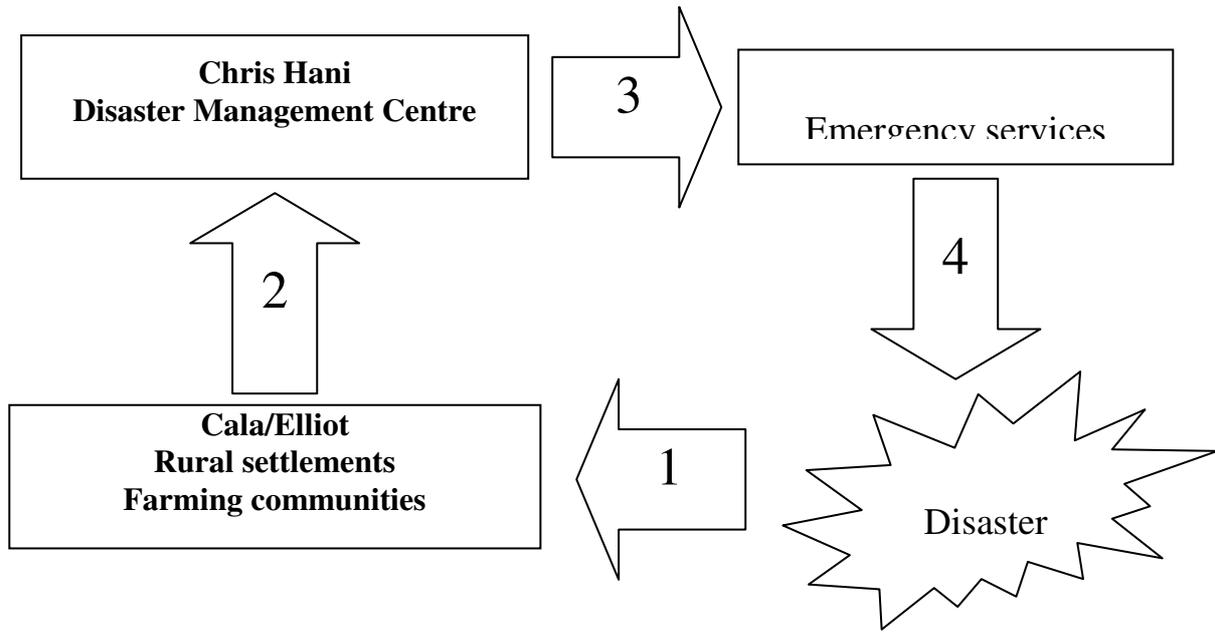
5.8.4 The Risk Profile of the Municipality

Hazards	Elements or communities most at risk	Critical DM Issues
Flash floods: <ul style="list-style-type: none"> • Tsomo River • Upper Lufutha River • Emnxe River • Cala River • Mzwazwa River 		Links with relevant departments and relief agencies Evaluation Early warning where possible
Tornados	Farms & farming communities Municipal Infrastructure	Difficult to access mountainous areas
Heavy snow falls	Farmers & outlying villages & herders	Difficult to access mountainous areas Lack of equipment to clear snow from roads Badly maintained access

Hazards	Elements or communities most at risk	Critical DM Issues
		roads that become extremely muddy and difficult to traverse Lack of four wheel drive vehicles Lack of air support

Veld Fires	Farmers & farm workers Infrastructure	Early warning where possible
Land & Mud Slides	Farming communities Infrastructure	
Urban Fires	Overly dense residential areas	
Road & Rail Accidents	Passengers	Delays
Earth Quakes	Municipal services Telecoms Communities Fires, electric shock	Communication breakdown
Tornado's	Municipal services Telecoms Communities Fires, electric shock	Early warning where possible
Building Failure	Community halls Churches	
Utility failure	Extended periods without water or sewage	Medical assistance
Epidemics	Cholera Dysentery	Refuse dump sites Sewage leakages

5.8.5 Disaster Management Co-Ordination



5.8.6 Responsibilities

Currently the primary responsibility for disaster management vests with the head of the **Community Services Department**. This however, is not ideal and in the near future a more appropriate place for disaster management will be found in the municipality organogram. It is anticipated that a fire protection department will be established and that this department will take primary responsibility for disaster management

5.8.7 Departmental Plans

(a) **Community Services**

- (i) Pre-disaster Preparedness
 - Education and awareness programme
 - Communication campaign
 - Incident management system
- (ii) Post-disaster mitigation and rehabilitation
 - Primary responsibility and co-ordination
 - Emergency accommodation & relief

(b) **Technical Services**

- (i) Pre-disaster Preparedness
 - Maintenance of services and infrastructure

- Emergency equipment
 - Screening all development applications
- (ii) Post-disaster mitigation and rehabilitation
- Emergency repairs & mitigation measures
 - Repair and rehabilitation of damaged infrastructure
- (c) **Corporate Support Services**
- (i) Pre-disaster Preparedness
- Legal position of Council
 - Administration
- (ii) Post-disaster mitigation and rehabilitation
- Administration
- (d) **Finance**
- (i) Pre-disaster Preparedness
- Secure funding
 - Insurance
- (ii) Post-disaster mitigation and rehabilitation
- Releasing emergency funds

5.8.8 Disaster Classifications and Declarations

When a disastrous event occurs or is threatening to occur the responsible municipal official should inform the relevant Satellite Disaster Management Centre which must determine whether the event should be regarded as a disaster in terms of the act, and if so, must immediately:

- Initiate efforts to assess the magnitude and severity or potential severity and magnitude of the disaster;
- Inform the National Centre and the relevant provincial disaster management centre of the disaster and its initial assessment of the magnitude and severity of the disaster;
- Alert disaster management role-players in the municipal area that may be of assistance in the circumstances; and
- Initiate the implementation of any contingency plans and emergency procedures that may be applicable in the circumstances.

5.8.9 Activating the Disaster Response Plan

The primary responsibility for disaster response vests with the district municipality and whilst their DMP and DMC have not been finalised it is difficult to provide any details in this regard.

The status quo as far as disaster response should be accepted until such time as any amendments are forthcoming. The Chris Hani District Disaster Management Centre activates the disaster response.

5.8.10 Requests for Assistance

Various agencies exist in and around the municipal area that could be requested for assistance. The circumstances under which such requests may or will be made should be negotiated with the individual agencies together with the input of the district Disaster Management Centre.

5.8.11 Recovery and Rehabilitation Operations

Recovery and rehabilitation operations become projects and programmes of the lead departments, depending on the nature of the disaster.

5.8.12 Related Projects Activities

Refer to the Projects Register.

5.8.13 Disaster Management Strategy

Sakhisizwe Municipality has to:

- Prepare a disaster management plan.
- Co-ordinate disaster management planning on a regional level.
- Put procedures in place to deal with disaster management as an interim measure.
- Build local capacity to cope with disasters.
- Strengthen volunteer-driven basis to cope with disasters.

5.9 INTEGRATED WASTE MANAGEMENT PLAN

5.9.1 Context

The preparation of Integrated Waste Management Plans is the immediate responsibility of each local municipality. The municipality should identify one sector officer in charge of Integrated Waste Management Planning and this officer should ensure that:

- Waste management issues arising from the IDP process are properly dealt with in line with the requirements of the Integrated Waste Management Plan.
- Those Integrated Waste Management Plan requirements that are not related to IDP issues are dealt with in a parallel planning process.

Background

Both urban centres in Sakhisizwe Municipality have newly established solid waste disposal sites, which were funded through the CMIP and MMP programmes respectively. However, these sites have been poorly operated and

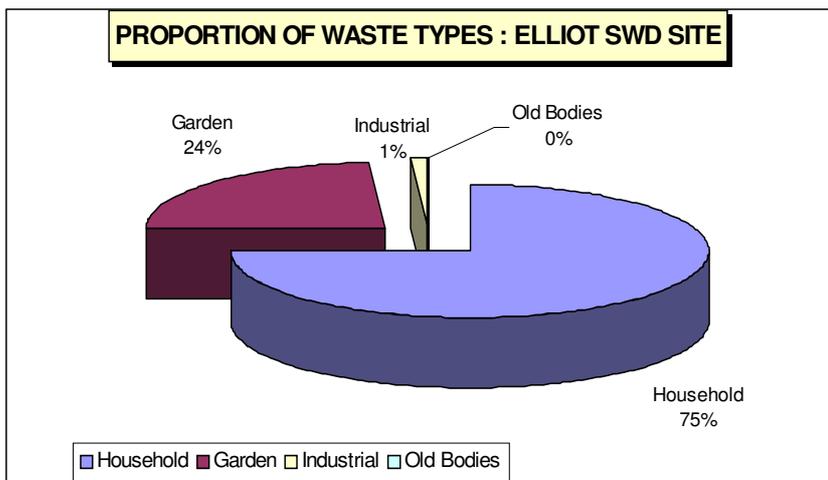
mismanaged mostly due to in lack of in-house capacity to operate a SWD site effectively. Improper control being exercised at the entrance and active dumping area lead to large scale scavenging, resulting in windblown littering. Due to poor design of the Elliot SWD site, large amounts on rainwater accumulate in the active dumping area making covering and compaction of waste difficult.

The Council enforces a standard by-law on Curb Collection of household refuse in all townships and the CBD areas and collection of garden refuse at a cost of R100 per load to private individuals. Several female labourers are employed to sweep the streets and collect windblown litter in the CBD. Council employs an Environmental Health Officer to enforce, e.g. Cleanliness of Premises By-law, 1975.

The amount of waste disposed at the SWD site is estimated 67 tons per month, the bulk of which is domestic / household refuse (75%), and garden refuse comprises 24% of waste. Industrial comprise a mere 1% of waste. This is depicted in the graph below.

In the absence of a local Waste Management Plan, the municipality's task is further inhibited by:

- ◆ Insufficient public refuse receptacles in the CBD area
- ◆ No recycling facilities
- ◆ Ignorant communities
- ◆ Defunct machinery and vehicles
- ◆ Lack of control over collection, i.e. Foreman
- ◆ No community initiatives aimed at waste minimisation



- ◆ Excessive indiscriminate dumping.

Source: Municipal Statistics: Elliot SWD Site – October 2000

5.9.2 Guidelines, Documents and Legislation

Reference is made to:

- Guidelines for the compilation of the Integration Waste Management Plans
- White Paper on Integrated Pollution and Waste Management for South Africa.

5.9.3 Minimum Requirements

The minimum requirements for Integrated Waste Management Plans, to be prepared by the Sakhisizwe Municipality, and as outlined in the IDP Guidelines, are:

- Background information on relevant policies and laws, demographics, weight quantities and characteristics, existing waste management practices, financing, stakeholders and need analysis;
- Strategic objectives for Integrated Waste Management within the municipal area;
- Instruments for implementing the Waste Management Plan (Economic instruments, partnerships, etc.);
- Implementation programme;
- Communication and Public Participation Programme.

5.9.4 Related Projects/Activities

Projects identified during the IDP process, relating to Waste Management, are indicated in the Projects Register.

5.10 **WATER SERVICES DEVELOPMENT PLAN**

This sector plan is complete and copies can be viewed at the Municipal Office.

FINANCIAL VIABILITY & MANAGEMENT

- **Sakhisizwe Municipality is financial stable**
- **2009/ 2010 budget is prepared and attached separately**