

SENQU

MUNICIPALITY

ANNUAL REPORT

07/08



SENQU
MUNICIPALITY

VISION STATEMENT

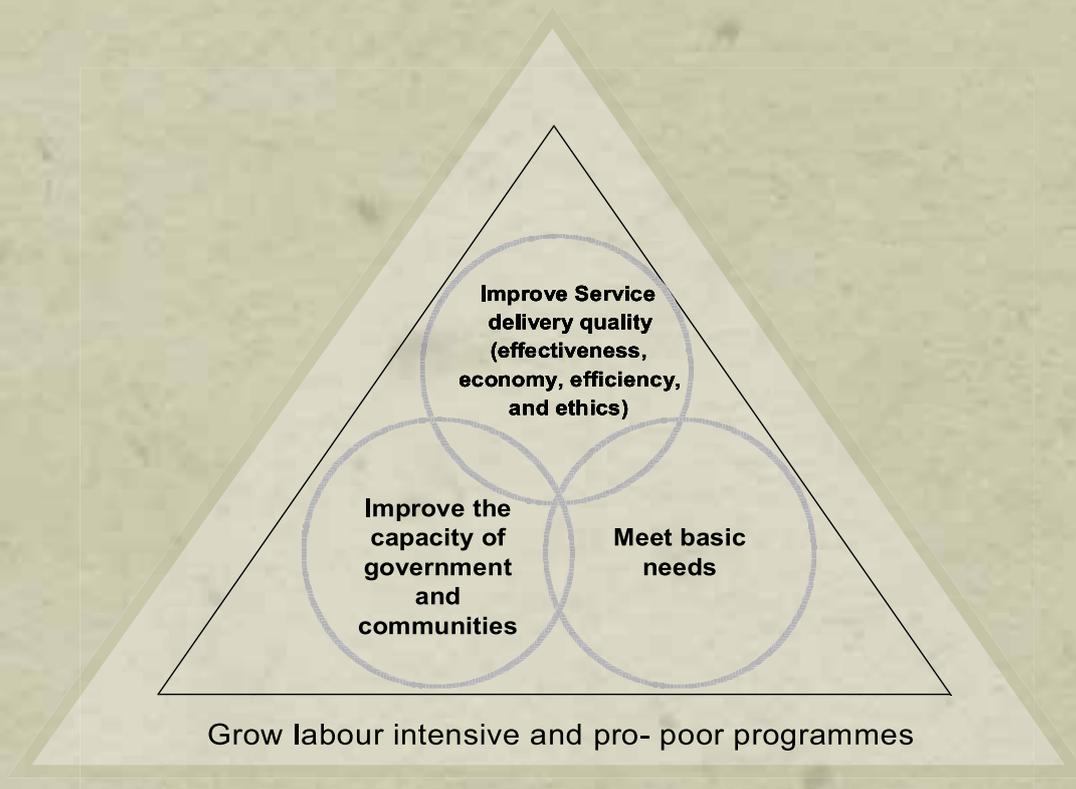
“To be an efficient and democratic institution, able to provide quality and affordable services and promote sustainable development and growth of her citizenry through integrated planning and optimal use of resources, thus creating a better life for all.”

MISSION STATEMENT

“Senqu Municipality will strive to create a conducive environment for active citizenry in governance, provide efficient and affordable quality services and stimulate economic growth through effective planning and democratic practices.”

BROAD DEVELOPMENT GOALS

Meeting basic service delivery and access to free basic services
Institutional Development and Transformation
Economic Development and Transformation and Growth
Municipal Financial Viability and Management
Good Governance

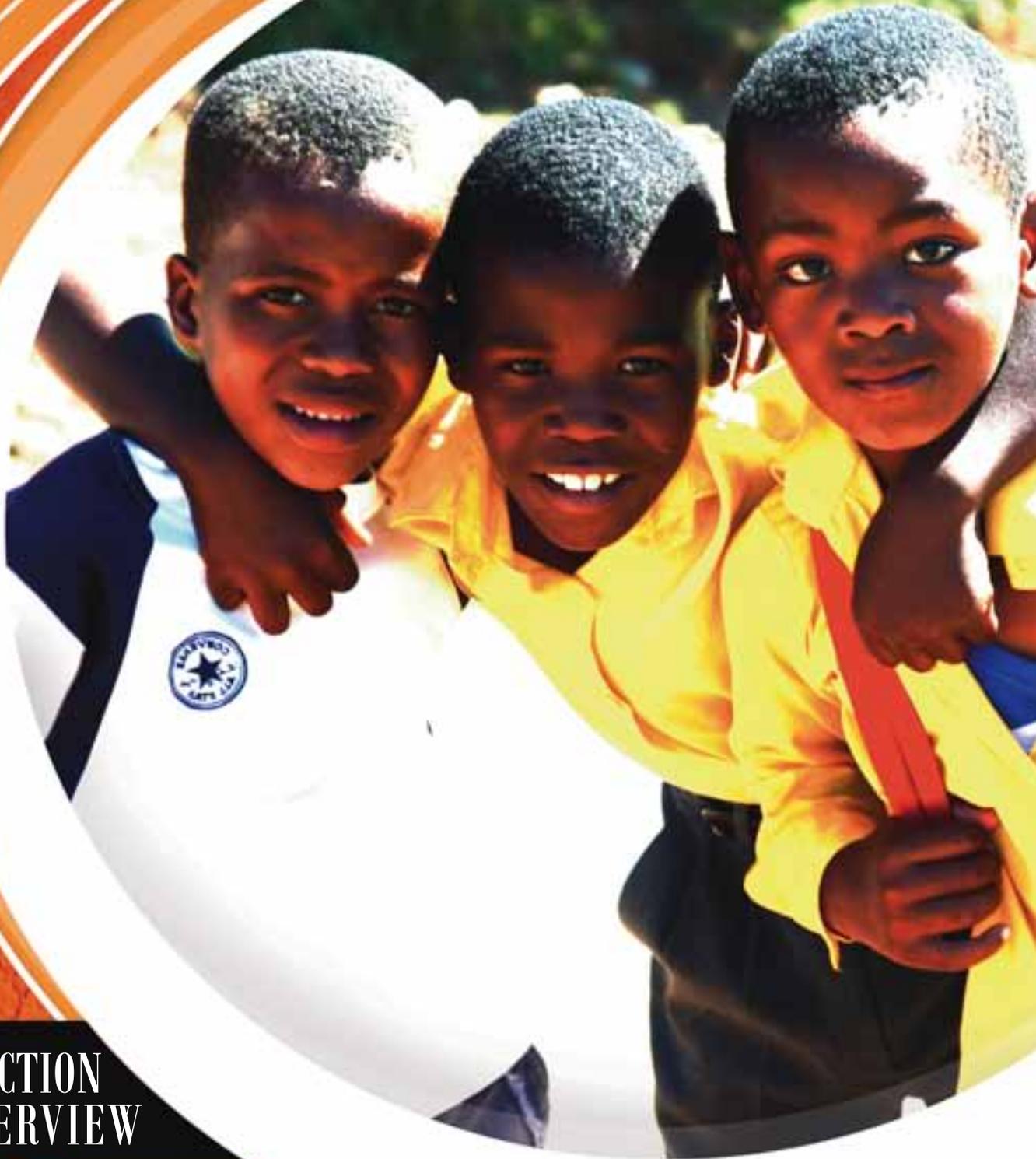




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01



**INTRODUCTION
AND OVERVIEW**

MAYOR'S FOREWORD

It gives me great pleasure to be able to present to you Senqu Municipality's Annual Report for the period 2007-2008.

Senqu Municipality has made every effort during this period to focus its priority areas on DPLG's 5-year strategic agenda for Local Government, aimed specifically to improve the performance of South Africa's Municipalities.

The three (3) key priorities (which have been highlighted within this strategic agenda) are reflected on below within the context of the Municipality's functioning and has informed the institutional performance priorities as drawn from the reviewed Integrated Development Plan:

- Improved and enhanced Municipal governance, performance and accountability;
- Addressing the structure and governance arrangements of the Municipality in order to ensure a strengthened and well governed infrastructure and
- Ensuring refinement, strength, regulatory and fiscal policy and application internally in order to ensure greater fiscal management and management of risk.

Accordingly, and as will be seen from the report that follows, targets in line with these objectives have been set and in most cases well achieved.

These targets have included a number of successes, such as:

- Improving Basic Service Delivery and Infrastructure Investment with targets all indicating achievement during 2009;
- Institutionalising Performance Management (already successfully implemented at a s57 Management level);
- Revisiting the organizational structure and filling of vacant posts so as to ensure that the infrastructure meets the needs of the organisation.
- Improvement of Local Economic Development
- Improvement of Financial Viability and Financial Management; and the
- Strengthening of good governance, community participation and ward committee systems.

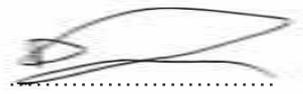
As per the ANC's Election Manifestos, emphasis has been placed on making "Local Government work better" and this has effectively meant growing and developing Senqu Municipality to reach a stage where it has achieved and obtained all the required and necessary resources to meet the stated objectives and need for growth.

It remains our intention to grow and develop Senqu Municipality so that it becomes strong enough to withstand the local and regional economic impacts and to enable it to adjust to the infrastructure and operational needs, in order that the community needs as identified within the IDP are addressed. As indicated within this report, whilst many of these ideals have been met, challenges continue to develop and grow and it becomes our ongoing mandate to continuously evolve and to develop so as to ensure that we are able to meet our mandates.



Having achieved so much thus far, these achievements were also marred by the sad and untimely death of our fellow Councillor, Speaker, comrade, colleague and friend, Cllr D Mqungquthu. We greatly mourn his sad passing and the loss not only to his family but to Senqu Municipality. His presence will be sorely missed.

May we grow from strength to strength on our never-ending journey of discovery and achievement as we begin to round the corner towards 2010.

A handwritten signature in black ink, appearing to read 'Z I Dumzela', written over a dotted line.

Z I Dumzela
MAYOR

MUNICIPAL MANAGER'S REPORT

This past financial year has once again proved to be a time of challenge, opportunity and considerable success in many areas. In all instances, we must be ever mindful of the critical role that is played by the political leaders, management and staff of Senqu Municipality to eliminate poverty and inequities and to provide a preferred place in which to live, develop and grow.

In order to achieve this, a strong administrative arm is required and it is critical that efficient and effective administrative support is present as a core support mechanism (especially to leadership and management).



As far as this is concerned, we have certainly delivered on a number of initiatives that may be seen to have contributed greatly towards stabilizing and strengthening our administration. More specifically, these include the following completed activities and projects :

- Infrastructure development by: extending the municipal offices (plans complete and approved and funding is to be secured);
- Review of the organogram which has resulted in a structure which has the ability to accommodate improved service delivery and which has enabled the appointment of key strategic personnel while providing for succession planning and career path planning. These changes are critical in ensuring that efforts are made to attract and retain staff and to reduce/combat the skills shortage currently experienced.
- The File Management System has been reviewed in order to improve its effectiveness;
- Disciplinary action and activity regarding suspended senior staff has been concluded and disciplinary action and performance problems are being addressed promptly and correctly;
- Equity and other Statutory Reports are being submitted timeously;
- The Workplace Skills Development Plan has both been developed and implemented as required;
- Performance Management is well advanced among s57 staff and evaluations are ratified by the Remuneration Committees and Consultant.
- Performance Agreements are directly linked to the IDP and SDBIP's.
- Vacancies are required to be tightly controlled and filled effectively and correctly
- Departmental Structure Reviews remain an ongoing process to ensure career pathing and further development of staff and
- A Human Resources Turnaround Strategy has been developed and is being implemented.

Notwithstanding these successes, a number of challenges remain and these are outlined further as follows:

- The development and application of a more successful joint venture and participation strategy between Ukhahlamba District Municipality and Senqu Municipality in order to ensure greater participation and involvement;
- The finalisation of the related projects of : TASK Job Evaluation Results and the implementation of the Wage/Salary Curves.
- Turnover of staff and loss of skills;
- Addressing the skills shortages in critical and technical areas by means such as: Conditions of

Service, Performance Management, contract posts and the like. An extensive benchmarking and alignment exercise is still required to be completed for all contract staff;

- Extending PMS to lower levels as part of a phased-in approach and inclusive of rewards and incentives (Finance & Technical);
- On the financial front, the appointment of the PMS Audit Committee, the introduction of an Electronic PMS System linked to SDBIP's and the introduction of more effective monitoring and evaluation systems to ensure the implementation and reporting on financial systems and projects;
- As per the Audit Report, in order to ensure full compliance the mid-year performance report must be included with the Annual Report; similarly, all performance documentation in terms of system/policy/ performance reporting is to be provided to the Auditor General in respect of assessment of Managers (Performance Management); and
- Ensuring ongoing co-ordination and integration within the administration for better services.

Again, I must acknowledge the many men and women at both a political and organization level who continue to serve with the loyalty, commitment and integrity, which enables this organization to achieve and manage challenges as they present. I am ever thankful for your support and look forward to the challenges and opportunities of the 2008/2009 financial year.



M M Yawa
MUNICIPAL MANAGER

EXECUTIVE SUMMARY

It is the intention of the Executive Summary to provide you with a statement and account of the overall goals, priorities and direction of this Municipality. In this manner, a clear understanding will be obtained regarding the organizations direction and focus and the manner in which it is intended that this will impact positively on the community. An account of the financial health of this Municipality will also be provided together with a narrative on administrative issues and considerations, which have impact on the overall operations within this Municipality.

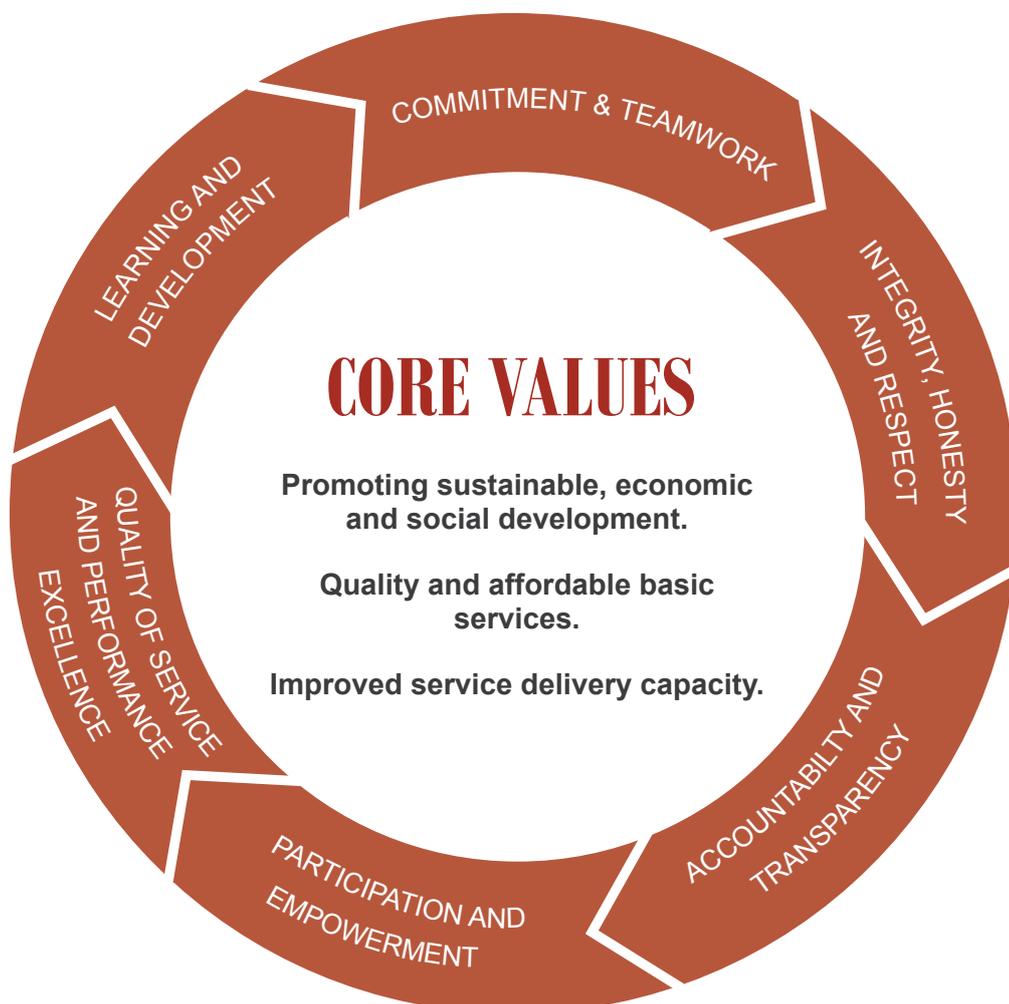
OVERALL GOALS AND PRIORITIES

As per the overall mission and vision (as reflected on page 2 of this document), it is the overall goal and objective to provide quality and affordable services to all in a manner that allows sustainable development and a better life for the broader community within this area.

Ultimately, this translates more practically into three (3) overall goals for Senqu Municipality, which are in turn underpinned by a number of core values. These goals are reflected in the diagram that follows as the core of Senqu Municipality and surrounding these and part of day to day functioning are the core values.

CORE VALUES

These core values are required to translate into lived values and are required to resonate in all aspects of service delivery and goal attainment. By giving effect to these values, service delivery must improve and this will lead to improved and more effective quality and affordability of services, while creating opportunities for the promotion of sustainable economic and social development. In this manner the community will benefit at every level, hence achieving the vision and mission of the organisation.



KEY PERFORMANCE AREAS

As per the Integrated Development Plan (IDP), the following Key Performance Areas have been identified as the area of focus for the year under review and will focus on the effective handling of underdevelopment and poverty:

- Good governance and effective administration
- Sustainable infrastructure development
- Sustainable Basic Services
- Economic Development
- Environmental Management
- Social Development
- Financial Viability
- Empowerment of Youth, Women and the Disabled
- Safety and Security

These key performance areas will be addressed within various aspects of the reports which follow.

FINANCIAL HEALTH

The report of the Auditor-General and Audit Response has been included under Chapter 4 of this report.

Notwithstanding the submission of the required financial statements and reporting, certain qualifications were received from the Auditor-General's Report and as per the Audit Response, every effort is being made to ensure that these issues are correctly addressed.

Notwithstanding these issues, Senqu Municipality remains financially viable.

ADMINISTRATIVE CONSIDERATIONS

An efficient and effective administration is critical to ensuring a successful political leadership and is ultimately responsible for assisting in the elimination of poverty and inequalities.

Over the period under review Senqu Municipality has had particular success in stabilising its administration and of particular note have been:

- The review of the organogram and appointment of key personnel;
- The development and implementation of the Workplace Skills Development Plan;
- Departmental structural review and
- The implementation of Performance Management at designated levels.

Notwithstanding, challenges remain and it is imperative that the organisation remains focused and committed towards addressing these challenges and fulfilling ongoing legislative commitments.

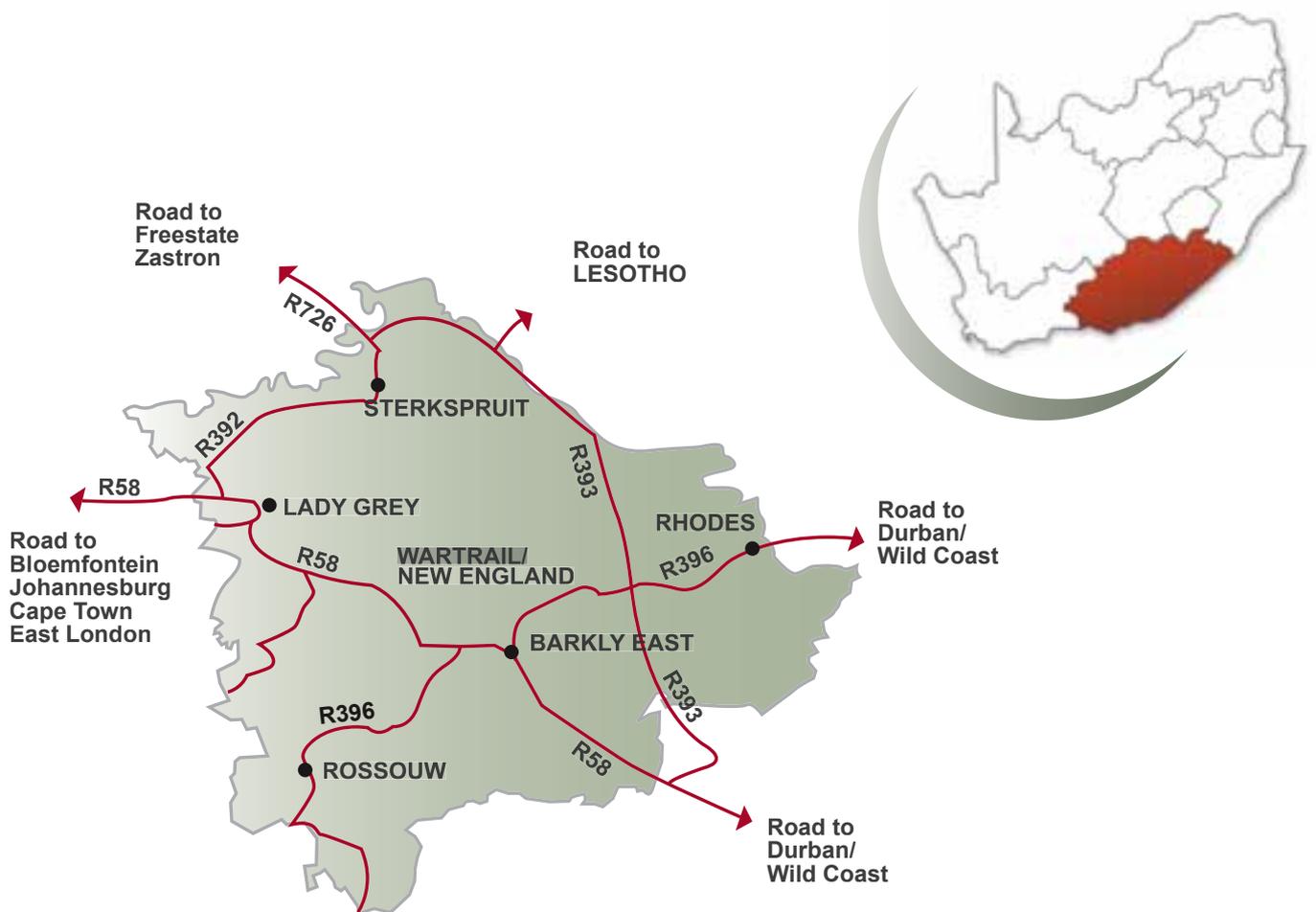
GEOGRAPHICAL CONTEXT

Senqu Municipality was established during December 2000, as a result of the amalgamation of the following Local Authorities and towns :

Lady Grey (including Transwilger and Kwezi Naledi);

- Barkly East (including Nkululeko, Fairview and Lulama Hlanjwa);
- Sterkspruit;
- Rhodes (including Zakhile); and
- Rossouw
- Portion of Wodehouse (Dordrecht) and Indwe

Senqu Area also covers commercial farms and villages of the former magisterial districts of Barkly East, Rhodes, Herschel, Lady Grey and Sterkspruit and portions of Wodehouse (Dordrecht) and Indwe.



As the largest Municipality in the Ukhahlamba District Municipality, Senqu Municipality covers an area of 6772km². A unique feature of this Municipality is the fact that it sits on the border between the Eastern Cape Province and Lesotho. It has beautiful mountains and beautiful rivers to lay claim to, and with many game-fishing opportunities the potential for tourism within the area is an opportunity that requires nurturing.

Elundini and Sakhisizwe Municipalities are in the south of Senqu Municipality and in the west is Maletswai Municipality. To the north is the border between the Eastern Cape Province and the Free State Province.

The R58 and R392 are the key transport routes through this Municipality and these then link onto the N6 at Aliwal North.

DEMOGRAPHIC

Population Figures

Senqu Local Municipality has a population of approximately 135 141 people residing in 34 044 households (census 2001). The population has grown relatively fast from 1996 (18 836) to 2001 (135 141) at 84.2%, at an average of 16.8% per annum. This population accounts for 39.59% of the total population residing in the Ukhahlamba District. (Refer to Table 1)

Table 1 : Total population and households figures (2001 census)

NAME	POPULATION	POPULATION AS % OF DISTRICT	POPULATION AS % OF PROVINCE	NO. OF HOUSEHOLDS	HOUSEHOLDS AS % OF DISTRICT	HOUSEHOLD AS % OF PROVINCE
Senqu Municipality	135 141	39.59%	2.10%	34 044	40.20%	2.20%

Population Projections

Based on the modelling done by the Department of Health (District Health Information System) and using the statistical models provided by StatsSA, the projected population of Senqu Municipality is as follows:

Table 2 : Population Projections

AREA	PROJECTED POPULATION	
	2006	2009
Senqu Municipality	134,924	133,086

While these figures are disputed (even by the Department of Health) who have the best interaction with community-based statistics and who have identified a severe undercounting especially of children), these are taken as to represent Senqu and the Ukhahlamba district area.

It is critical to note that based on current modelling, it is expected that the population will be decreasing in the area due to the affects of out migration, as well as due to the impact of HIV/Aids.

Rural vs. Urban Population

According to the 2001 Census, 49.6% of households are rural in nature; this includes rural villages and farm households. This dynamic is shifting with the phenomenon of urban in-migration occurring in Senqu Municipality. This is especially evident in the Sterkspruit area, where population has increased from 6181 in 1996 to approximately 110 223 in 2001. This figure will further increase due to the number of houses being built in the area.

NAME	NO. OF RURAL HOUSEHOLDS	% OF TOTAL HOUSEHOLDS	RURAL HOUSEHOLDS AS % OF PROVINCE	NO. OF URBAN HOUSEHOLDS	% OF TOTAL HOUSEHOLDS	URBAN HOUSEHOLDS AS % OF PROVINCE	TOTAL NO. OF HOUSEHOLDS
Senqu Municipality	28 920	49.58%	3.03%	4811	18.24%	0.73%	33731

Age and Gender

Approximately 53.13% of the municipal population falls in the 15-65 age categories, which can be seen as the economically active sector of the population, with 41% of the population below the age of 15. This suggests continuing population growth in the area with a need for education facilities and a focus on education and skills training.

The table below details the gender split, with 46.85% of the population being male and 53.15% female (Census 2001).

2001		2001	
FEMALE	MALE	FEMALE	MALE
71 834	63 310	10 140	8 696

This may be ascribed to migrant and commuter labour which has resulted in many households having a woman as the head of the household and the chief breadwinner living away from the home. This will also impact on the type of development that may occur, especially with regards to manual labour-type employment.

Employment and Income

EMPLOYMENT

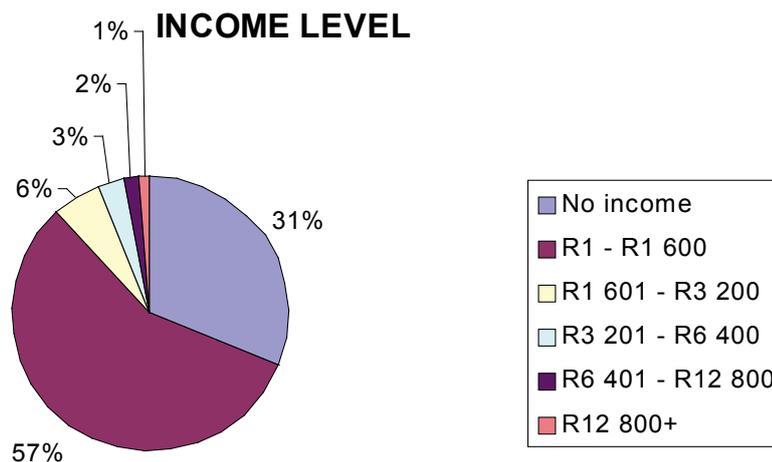
Senqu Municipality's three (3) key economic sectors are Agriculture, Services and Tourism sectors, with the latter, Tourism, having the potential to grow.

According to Census 2001, the average unemployment rate of Senqu Municipality is 32%. This figure only includes those individuals that are actively seeking employment. A total 85% of total workforce in Senqu is inactive. It is therefore imperative that there are strategies to stimulate Local Economic Development.

About 8.28% (about 11 350) of the population is formally employed; about 10.15% (about 13 913) is actively seeking employment. About 38.3% (about 52 500) of the households earn nothing (i.e. unable to report a constant source of income). Approximately 88% of households earn less than R1 500 per month, which is below the Household Subsistence Level of the Province.

INCOME LEVEL

The data from the Census 2001 revealed that 88% of the households in Senqu Municipality earn below R1 500 per month. This has implication with regard to affordability of services and the sustainability of these services. Many people are dependent on social grants.



Employment Sectors

In general, skills levels are low throughout the district, with the majority of residents reliant on government/ community services for employment or primary economic activities such as Agriculture. These two (2) sectors employ 69% of the formal workforce.

Occupational Skills Levels

About 39% of Senqu Municipality workforce is made up of elementary or unskilled workers, the largest percentage in the district. Senqu Municipality has low levels of senior management and technical staff, 3% and 4% respectively. This corresponds with low levels of educational facilities in that area, and indicates a need for skills development and education programmes.

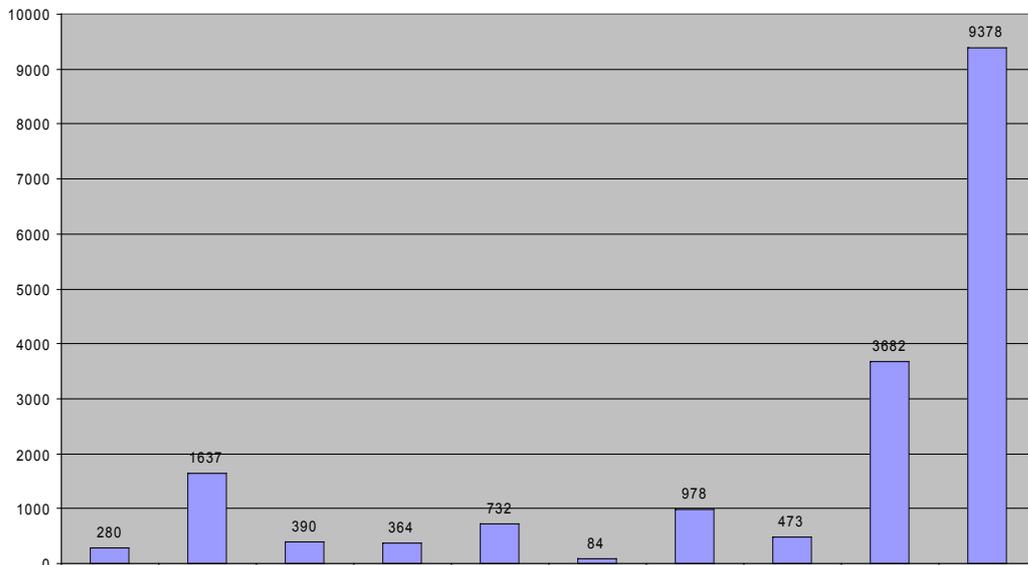


TABLE INDICATING SKILLS (OCCUPATION) SOURCE

Employment

It is estimated that :

- 13% of population formally employed
- 18% actively seeking employment
- 17% households have no steady income
- 83% of remaining households earn less than R1 600 per month

Note : This figure is below the Household Subsistence Level for the Province.

GOVERNANCE AND ADMINISTRATION STRUCTURE

A. POLITICAL STRUCTURE

As per Municipal Structures Act 1988, Senqu Municipality has a Collective Executive System.

As a democratically elected Category B Municipality, Senqu Municipality's Council is comprised of elected Ward Councillors and Proportional Representation Councillors. Senqu Municipality was established as a Collective Executive Type.

MAYOR



EXECUTIVE COMMITTEE (6 COUNCILLORS INCLUDING MAYOR)



EXECUTIVE COMMITTEE FROM LEFT TO RIGHT:
Cllr Vuyani Mbulawa, Cllr Phumla August, Mayor Cllr I Dumzela, Cllr Mbulelo Mafilika, Cllr Nomathemba Kuse
Absent Cllr GN Mbonyana

Executive Committee

CHAIRPERSON: Mayor, Cllr I Dumzela
Cllr C C Mbulawa
Cllr P August
Cllr G N Mbonyana
Cllr M M Mafilika
Cllr N Kuse

SPEAKER: Cllr D Mqungquthu (deceased)

CHIEF WHIP: Cllr Mafilika

Ward Committees

Sixteen (16) Ward Committees have been established, as a result of s72 – 78 of the Municipal Structures Act. Each Committee is chaired by its respective Ward Councillor.

Ward Committees exist in order to provide a legitimately recognised forum. Submissions to Council are made via

the respective Ward Councillor. In this manner, a consultative community structure is created and maintained.

Standing Committees

Standing Committees have been created in accordance with s79 and s80 of the Municipal Structures Act (Act 32 of 2000) and s160 of the Constitution.

Standing Committees have been created in order to assist the Mayor and Council in order to be better informed about issues requiring Council input and decision making. Through the establishment of Ward Committees, Standing Committee Councillors become more involved and knowledgeable about specific issues affecting the departments/sections that they represent within these Ward Committees. This process enables these Councillors to gain additional insight into the challenges, functions, and processes faced by these sections and ensure that Council is able to make informed decisions within these areas.

The following Standing Committees have been established:

- Housing & Estates
- Budget & Treasury Office
- Corporate and Support Services
- Community and Social Services
- Technical Services

Standing Committees are chaired by Mayoral Committee members and include members from political parties.

MEMBERS OF STANDING COMMITTEES :

Housing & Estates

CHAIRPERSON: Cllr Mafilika
COUNCILLORS: M Mpelwane
L Tokwe
J Lamane
A Sobhuza

Budget & Treasury Office

CHAIRPERSON: Cllr Kuse
COUNCILLORS: M Stanley
J Constable
A Mateisi
N Kwinana

Corporate & Support Services

CHAIRPERSON: Cllr V Mbulawa
COUNCILLORS: I Elia
L Booie
N Nombula
M Ncise

Community and Social Services

CHAIRPERSON: Cllr G Mbonyana
COUNCILLORS: A Kwinana
M Ngendane
M Bingwa
B Juju

Technical Services

CHAIRPERSON: Cllr August
COUNCILLORS: G Parkies
S Ndzongana
G Mvunyiswa
M Moeletsi

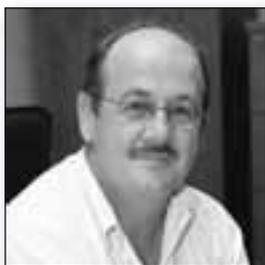
There are 32 Councillors in total. These are made up of 16 Ward Councillors and 16 Party Representatives.

B. ADMINISTRATIVE STRUCTURE

Four (4) departmental heads report to the Municipal Manager as follows:



Mr Yawa, Municipal Manager



Mr C Venter
Chief Financial
Officer



Mr R Crozier
Technical Services
Manager



Ms M Theron
Acting Corporate
Services Manager



Ms Gologolo
Community Services
Manager

Each department develops annual strategic service delivery and budget implementation plans, which are based on annual objectives to ensure that IDP objectives are met as required.

It is the task of this administrative team and its support staff to ensure that they provide the necessary administrative support and structure in order to ensure that the organisational strategic objectives are met.

Functional Structure

MUNICIPAL MANAGER

CHIEF FINANCIAL OFFICER

- Administration
- Procurement
- Human Resources
- Skills Development
- Council Support
- Legal Support
- Organisational Development and Performance
- Housing

TECHNICAL SERVICES MANAGER

- Income
- Accounting
- Expenditure
- Budget
- Management Programmes
- Information Technology

CORPORATE SERVICES MANAGER

- Water & Sanitation Services Provider
- Roads
- Electricity
- Integrated Development Planning
- Sanitation
- Town Planning
- Building Control
- Spatial Development

COMMUNITY SERVICES MANAGER

- Social Development
- Environmental Management Programme
- Tourism
- Business Development
- Agriculture Development
- HIV and Aids
- Solid Waste

C. THE INTEGRATED DEVELOPMENT PLAN IDP

In accordance with Section 34 of the Municipal Systems Act (Act No 32 of 2000), together with Chapter 2 of the Local Government: Municipal Planning and Performance Management Regulations, No R796/2001, Senqu Municipality completed its first IDP in 2002 – then and then again in May 2006, whereafter it was reviewed annually.

As per the provisions of the Municipal Systems Act 32 of 2000 (s34) the Municipality initiated the review of the IDP during October/November 2007 run in conjunction with the 2007/2008 budget process, as is required by the new Municipal Finance Management Act.

The key themes arising out of these strategic meetings and outreach programmes and informing the development of the IDP Review (2007/2008) were a focus on service delivery, including the way existing services are delivered and maintained, with emphasis on the following focus areas:

- Institutional Capacity
- Institutional Restructuring
- Water and Sanitation
- Addressing HIV/AIDS
- Stimulation of the economy with emphasis on agriculture
- Roads & Stormwater
- Electricity Provision and
- Housing Provision and Acquisition of Land.

Role of Integrated Development Planning in Municipal Activities

Service delivery and effective administrative and operational functioning within a municipality requires synergy and management between three essential tools, namely:

- a development plan;
- a budget; and
- a performance management system, which will ensure ongoing monitoring and management of processes, systems and operations.

These three tools are interrelated and no single one of these can operate effectively without the other.

Within the context of a municipality, the IDP represents the tool which drives the organization in terms the final delivery of a strategic plan and objectives. These plans and strategic objectives form the foundation of discussions to establish an appropriate budget which will facilitate the achievement of these strategic goals through adequate planning and provision of required resources. As enablers, the Performance Management System (PMS) and the Service Delivery Budget Implementation Plans (SDBIP), provide the focal source of management, implementation and monitoring --- thereby facilitating achievement and attainment of goals.

Use of these tools as critical enablers to this process will ensure that: the budget is implemented, performance of the municipality is monitored and that the strategic objectives of Council are met.

The IDP Process

Guidelines in the development of the IDP have been provided by the Dept of Provincial and Local Government and this process involves 5 distinct phases, namely: Analysis, Strategies, Project Formulation, Integration and Approval. These phases are illustrated in the diagram that follows.

While the guides generally represent this process as a systematic process of IDP preparation, day-to-day reality within the Senqu Municipal environment has required that many discussions occur amongst all stakeholders and this process is then defined over time (constantly shaping and reshaping) until consensus is reached. The

final approved IDP document is also modified over time in order to acknowledge various external and internal factors as they impact on and reshape strategic focus over time. The IDP ultimately reflects as a living document that is required to respond to changes in the development environment over time.

PHASE 1 ANALYSIS	Meeting with community and stakeholder representatives. Agreeing on priority issues.
PHASE 2 STRATEGIES	Agreeing on the vision. Debate and decision-making on appropriate objectives and strategies.
PHASE 3 PROJECTS	Formulation of project proposals
PHASE 4 INTEGRATION	Screening, adjusting, consolidating and agreeing on project proposals. Compilation of integrated programmes
PHASE 5 APPROVAL	Inviting and incorporating comments. Adoption by the council.

Figure 1.1: The Generic IDP Process

Preparation: IDP Planning

The planning and development of the IDP requires the development and interaction of the following structures – each with their specific role and responsibility within this process:

- IDP Manager
- IDP & Budget Steering Committee
- IDP & Budget Representative Forum
- IDP & Budget Technical Committee

IDP Manager

The Municipal Manager is required to perform the function of the IDP Manager at a strategic level and this is legislated in terms of Municipal Systems Act.¹ Their chief role and responsibility is to ensure the overall co-ordination and management of the IDP process and to submit the draft IDP Plan to the municipal council for adoption by Council.² While the Municipal Manager has the function as defined in the Act, the Chief Financial Officer and the IDP and Budget Officer have been delegated with the functional activities of preparing this document.

IDP & Budget Steering Committee

For the past 5 years, Senqu Municipality has formed part of the Ukhahlamba District Municipality IDP Steering Committee.

For the purposes of compilation of our IDP document, it was agreed that all Heads of Departments and the Executive Committee would serve on the IDP & Budget Steering Committee.

STRUCTURE	MEMBERS	TERMS OF REFERENCE
IDP & Budget Steering Committee	Chair: Mr. M.M. Yawa (IDP Manager/ Municipal Manager) Secretariat: Mr. S. Faku (IDP & Budget Officer) Composition: Section 57 Managers, all senior staff and departmental secretaries Executive Committee members	<ul style="list-style-type: none"> • Provide ToR for various planning activities • Commissions research studies • Considers and comments on: <ul style="list-style-type: none"> • inputs from sub-committee study teams and Service Providers • inputs from National & Provincial departments and support providers • Processes, summaries and documents inputs • Makes content recommendations • Prepares, facilitates and documents meeting

IDP & Budget Representative Forum

Senqu Municipality IDP & Representative Forum permits any organisations/institution/individual to become part of its IDP & Budget Representative Forum providing the following criteria are met: -

- Individuals have required expertise and experience;
- Organisations/institutions have local representation;
- Representatives of the Ukhahlamba District Municipality
- Ward Councillors;
- Provincial sector departments; and
- Parastatals

The Representative Forum serves as an ad hoc institutionalised body for public representation to ensure the following: –

- Representation of interests of constituencies;
- Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders;
- Communication between all the stakeholders' representatives; and
- Monitoring of the performance of the planning and implementation process.

The following sets out the structure and responsibilities of the Senqu Representative Forum: -

STRUCTURE	MEMBERS	TERMS OF REFERENCE
IDP & Budget Rep Forum	Chair: Mayor: Cllr Dumzela Secretariat: S. Faku Composition: <ul style="list-style-type: none"> • All councillors • HODs • Ward committees • CDWs • Stakeholder representatives of organized groups • Community representatives • Reps from Sector Departments • Advocates for unorganized groups 	<ul style="list-style-type: none"> • Represents interests of their constituencies in the IDP processes • Provide an organizational mechanism for discussion, negotiation and decision making between stakeholders including the municipal government. • Monitor performance of the planning and implementation processes • Participates in the process of setting up and monitoring KPIs in line with the Performance Management Manual.

Participation Strategy

All stakeholders were provided with an opportunity to participate in all the phases of the IDP process. To ensure effective participation the following structures were entrusted with the following tasks: -

- Municipal Manager: Co-ordinate participation by all structures;
- Council – To ensure the democratic involvement of people in governance;
- IDP & Budget Steering Committee – Serve as a resource to the representative forum by advising and integrating the forum inputs;
- IDP & Budget Representative Forum – Serve as a public forum for debates where various interest groups have the opportunity to influence Municipal planning decisions; and
- Ward Committee Meetings to obtain local needs and priorities.

Over time agreement was reached with the Ukhahlamba District Municipality to enhance public participation within the area of jurisdiction of Senqu Municipality. Within the District Mayors Forum (2006/2007), it was discussed and agreed that a joint public participation approach would be followed whereby the District would attend selected ward committee meetings in support of local initiatives and outreaches.

Despite this approach not achieving the degree of success originally planned, it did facilitate the flow of information between the local and district spheres, and the submission of development needs from Wards to the Municipality.

IDP Process

The following process was followed in the formulation of Senqu Municipality's IDP.

PHASE 1: ANALYSIS

The IDP process was initially designed to involve a simultaneous analysis of both local and district municipal issues and this was intended to enable Local Municipalities to formulate a "birds eye" perspective of the existing situation within the broader District perspective. For various reasons the District Municipality undertook the majority of this analysis and the analysis of the area. Nevertheless, localised priority needs as well as emerging issues faced by Senqu Municipality were discussed within the Representative Forum meetings.

PHASE 2: OBJECTIVES AND STRATEGIES

Objectives and strategies were discussed within the Representative Forum meetings as well as among the political leadership of the district and it was felt that there was no real change to the higher-level strategies for development of the district area or in our area. Issues such as forestry, community capacitating, involvement of sector departments, and broader agrarian developments were included in the higher-level strategies.

From a timing perspective, certain administrative and political processes overtook plans for workshops during this phase of the process, and this negatively affected the planning agenda. Participation in the District's Growth and Development Summit and Provincial IDP Engagement Week also took focus away, but this was complimentary to the IDP process and the outcomes of the Summit (in the form of the GDS Agreement) have been incorporated into the strategic framework of our IDP.

PHASE 3: PROJECTS

Having identified strategies, objectives and key performance indicators, project teams developed project outlines.

PHASE 4: INTEGRATION

The projects were analysed to assess their relationship to the strategic objectives, targets and strategies, sectoral programmes and alternative funding sources. Various broad programmes were devised to cluster projects and the integration documentation formulated for discussion with government departments, agencies, Parastatals and funders.

PHASE 5: APPROVAL

Following publication of the draft IDP for public comment, the Council will give consideration to the contents of the plan and the comments of the representative forum and general public. Council approved the reviewed IDP in April 2008.

Footnotes

- 1 Section 30 (b) of the Municipal Systems Act, Act No. 32 of 2000
- 2 Section 30 (a) – (c) of the Municipal Systems Act, Act No. 32 of 2000