



# SENQU MUNICIPALITY

annual report 2008 / 2009









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# 01



INTRODUCTION AND OVERVIEW  
Mayor's Foreword  
Municipal Manager's Report  
Executive Summary





## MAYOR'S FOREWORD

To the community of senqu municipality, 2010 is upon us and for our municipality we find ourselves "fighting fit" and certainly in a position of great strength as we move forward to the challenges that will abound.

After a largely successful year it therefore gives me great pride and pleasure to present you with the annual report for the 2008/2009 year under review.

The 2008/2009 financial year has been enormously beneficial for senqu municipality, both from a political and administrative standpoint. The fact that we have achieved such a strong base within both of these areas allows us to move forward with confidence and in the knowledge that we are well equipped to handle the new challenges that will undoubtedly present themselves.

In many ways it seems that the success and the excitement of the national elections have paved the way for the successes within 2009/2010.

On the political front and in terms of governance issues it is noted that within the last financial year, we were faced with the untimely death of our fellow councillor, speaker, comrade, colleague, and friend, cllr. D. Mqungquthu. By-elections were subsequently held and during november 2008 councillor s. Tindleni was appointed. We wish him every success during his term of office.

Senqu municipality remains committed to the dplg's 5 year strategic agenda for local government, aimed specifically to improve the performance of south african municipalities. Overall this has determined the strategic Performance priorities of the integrated development plan (idp) and the focus areas include:

- 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 specifically management of risk.

In line with these strategic priorities it must be noted that the following areas have achieved considerable success:

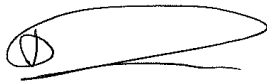
- As a financially viable and sustainable municipality, we are to be highly commended on the achievement of an unqualified audit report;
- Performance is being managed through various reporting structures and the implementation of the performance management system;
- Councillors are committed to their role, and meetings occur as required and in a manner that allows decisions to be taken that will transform the institution and fast track service delivery;
- Strong emphasis has been placed on the training and development of staff and councillors alike;
- The strategic and development standing committee was established to replace the housing and estates steering committee;
- Communities are receiving higher levels of service delivery;
- Infrastructure development has occurred in a number of wards; and
- Public participation and outreach programmes have been successfully conducted.

Challenges remain and are reflected on briefly as follows:

- The translation of performance management to the lower levels;
- The translation of council resolutions to ward committees;
- Service delivery and budget implementation (sdbip) reporting;
- Communication gaps at all levels;
- Resource limitations;
- Special programme unit projects and general commitment thereto; and
- Infrastructure challenges.

We continue to move forward under the anc's election manifestos and we will continue to do everything within our power to make the "local government work better".

I look forward to the 2010/2011 year ahead and all the challenges that will come with this. As senqu municipality we remain politically and administratively strong and this will enable us to achieve our goals and to make senqu a better place for the community at large. May we continue to grow from strength to strength as we move forward?

  
.....

Z I Dumzela  
MAYOR



## MUNICIPAL MANAGER'S REPORT

*"A customer is the most important visitor on our premises, he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so".*  
Gandhi

This past year (2008/2009) has again provided me with enormous challenges and opportunities to ensure that Senqu Municipality provides the community with effective and efficient services, notwithstanding the many constraints that we have, not the least of which relate to finance.

Over this past year we have focussed our efforts on ensuring that we develop and implement the appropriate strategies, revitalisation plans, sectoral plans and key policies necessary to enable Senqu Municipality to uplift the existing infrastructure and resources and to ensure effective service delivery to the outlying (rural) areas. The challenges we faced were quite formidable, but as this Annual Report will indicate, we rose to these challenges tirelessly.

From a governance and reporting perspective it must be noted that this Annual Report is required to be presented in terms of s127(2) of the Municipal Finance Management Act, Act no. 56 of 2003 and is to be formally approved by Council on 31 March 2010 (having obtained input from the communities. It must be noted that during mid-December 2009, officials from the Department of Local Government and Traditional Affairs in Bhisho, approached Senqu Municipality and conducted a presentation around a proposed new format for the Annual Report. It must be noted that any change to the reporting format has not been legislated, and every effort has been made to ensure that the reporting format used in this report was in compliance with the prescriptions of the MFMA (Act no. 56 of 2003). It would appear that the proposed format would have included mainly financial and statistical information (which would assist with National reporting) and although not legislated, we have modified our report to include some of the information requested by these representatives.

Our challenges continue to shape our structure and focus, and more specifically we have been required to address the following issues:

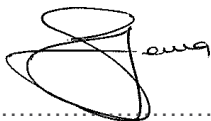
- Our functional structure was required to be addressed in order to meet specific operational challenges and needs. Accordingly the majority of changes were made in the Municipal Managers Office – so as to ensure that strategic objectives could be met overall. As detailed within this report the creation of the Strategic Planning and Development Section within the Municipal Managers office has been a fundamentally successful decision in order to ensure that focus areas relating to the IDP, SDBIP's, Performance Management, LED, Tourism, Business Development, Agriculture Development, and Special Projects achieve the strategic objectives as required. Weaknesses that are currently experienced with the implementation of LED and the review of the Spatial Development Framework have reached critical proportions.
- A strong drive has been made to improve both internal and external communication, which if not addressed, could seriously impede our operational functioning and levels of service delivery.
- Councillor training and staff development initiatives have been undertaken in order to ensure that performance and resources are optimized. Notwithstanding these efforts, capacitation remains a real challenge, which is aggravated by the need to engage in Scarce Skills Policies and address talent management.

- Public participation and more importantly the engagement of the community and external agencies is critical in ensuring that democracy is deepened and that there is a strong customer and residence focus. As indicated, Communication Strategies have been implemented in order to address traditional challenges.
- The greatest challenge perhaps is the ability to ensure sustainable development and growth within this context. On the financial front, our unqualified Audit Report has certainly shown our financial sustainability and within all other spheres marked successes have been achieved.
- The further roll-out of the Performance Management System to lower levels within the organisation will be the catalyst to result in improved performance and performance reporting at every level (SDBIP, IDP, Monthly and Quarterly reporting and Performance Management itself).
- Policies and procedures are required to be understood by all and applied correctly.
- In particular, the Supply Chain Policy implementation is required to be correctly understood and applied by all relevant staff.
- The need for improved internal controls and management of risk remain top priorities in order to ensure ongoing financial and operational viability.

It is fair to say and validated within the Annual Report that Senqu Municipality officials and politicians have worked tirelessly to ensure that organisational objectives are met in the most cost effective manner. I wish to place on record my sincere thanks and appreciation to the Honourable Mayor, Mr. Z I Dumzela for his ongoing support, guidance and commitment, together with his Executive Committee.

To my staff and Department Heads I wish to thank you for another year of valued effort, work, and accomplishments that have enabled us to “fly our municipal banner” very high and to hold up our heads with great pride. Your efforts and achievements have not gone unnoticed.

May we achieve even greater things during 2010/2011 and by doing so we will ensure that Senqu Municipality continues to be regarded as a leading Municipality.



.....  
M M Yawa  
MUNICIPAL MANAGER



## 1.3 EXECUTIVE SUMMARY

The Executive Summary is provided in order to ensure that a clear and common understanding is achieved regarding the overall goals, priorities and direction of Senqu Municipality. Detail is provided regarding the organization's direction and focus and this is examined further by discussion regarding the manner in which these aspects will impact positively on the community at large.

The financial health of this organization will be discussed together with a narrative on administrative issues and considerations, which have had impact on the overall operations within this Municipality.

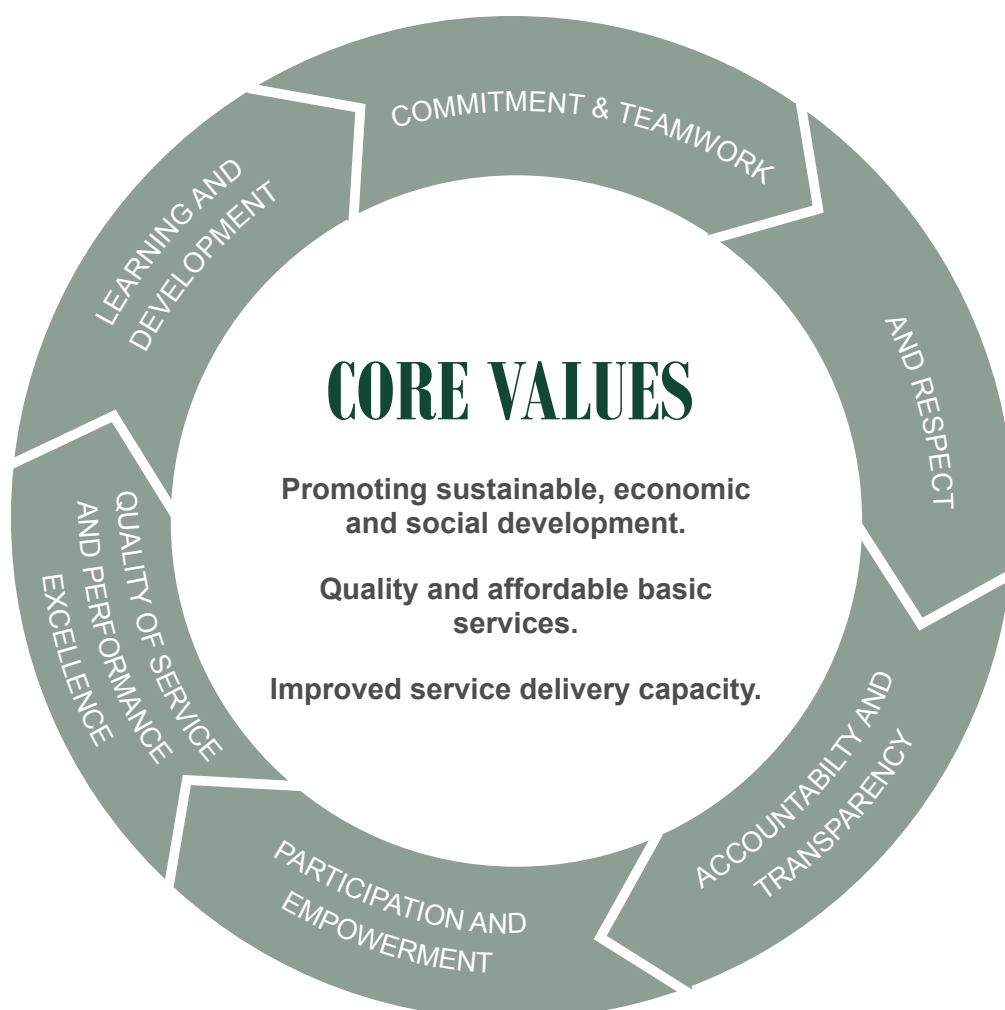
### OVERALL GOALS AND PRIORITIES

In keeping with the vision and mission of Senqu Municipality the underlying goal and objective is to provide quality and affordable services to all members of the community, in a manner that facilitates sustainable development and a better life for the broader community within this area.

Practically, three (3) overall goals exist 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 have been included under Chapter 4 of this report.

We are very proud to report that Senqu Municipality was one of the few municipalities within the Eastern Cape that received an unqualified audit opinion. While small areas for improvement have been identified by the Auditor General's Report, these will be addressed with no foreseen difficulties or delay.

Senqu Municipality continues to remain a financially viable institution.

### 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

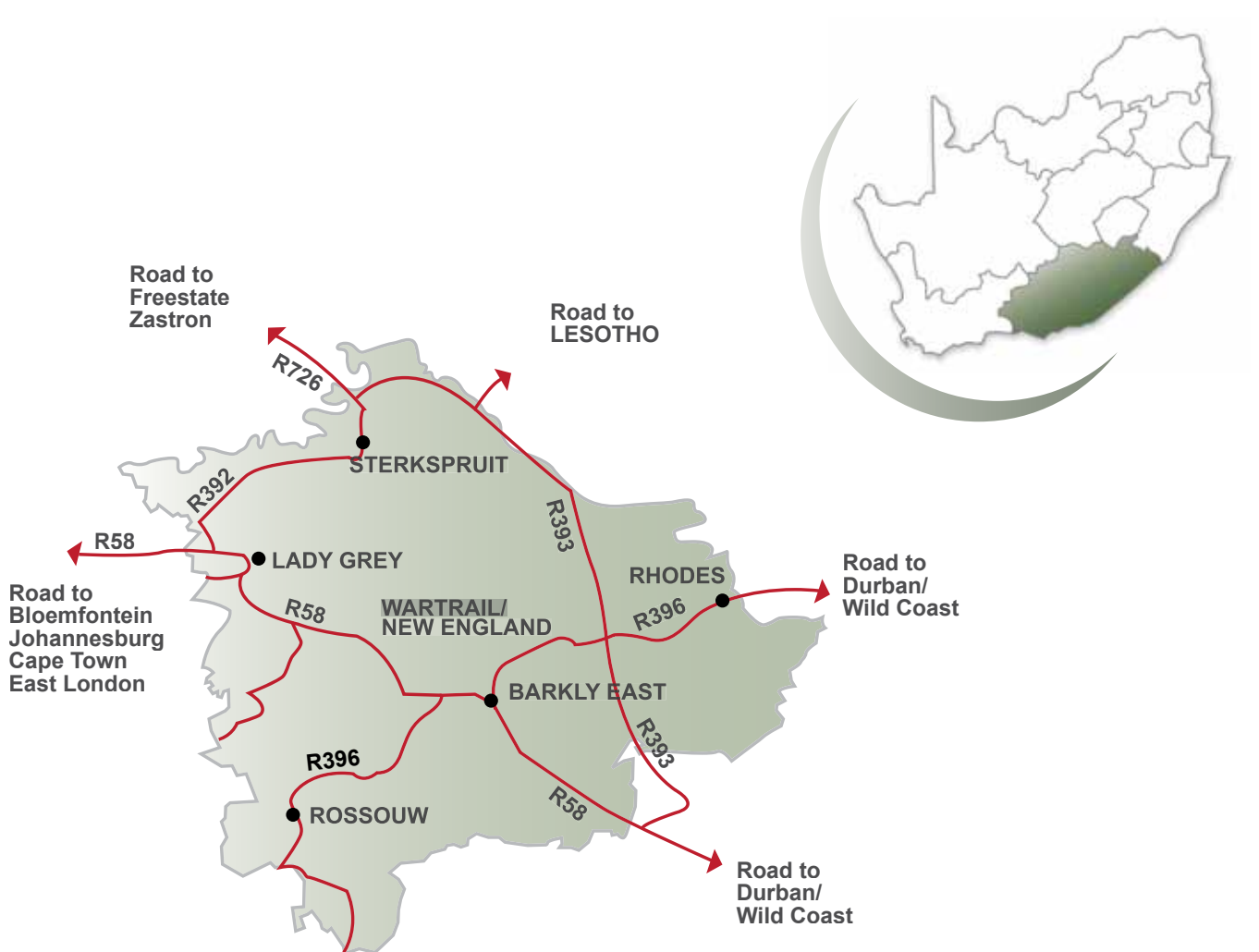


## 1.4 GEOGRAPHICAL CONTEXT

During December 2000, Senqu Municipality was established after 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.



Senqu Municipality is the largest Municipality in the Ukhahlamba District Municipality, and spans an area of 6772km<sup>2</sup>. A unique feature of this Municipality is the fact that it borders 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 to 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 quickly from 1996 (18 836) to 2001 (135 141) at 84.2%. This represents 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

NAME	POPULATION	POPULATION AS % OF DIS- TRICT	POPULATION AS % OF PROVINCE	NO. OF HOUSE- HOLDS	HOUSEHOLDS AS % OF DIS- TRICT	HOUSEHOLD AS % OF PROVINCE
Senqu Mu- nicipality	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 and have been disputed by the Department of Health (who have the best interaction with communitybased statistics and who have identified a severe undercounting especially of children), these are taken as representative of 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.

Senqu Municipality Rural vs Urban Population Statistics

NO. OF RURAL HOUSEHOLDS	% OF TOTAL HOUSEHOLDS	RURAL HOUSEHOLDS AS % OF PROVINCE	NO. OF URBAN HOUSEHOLDS	% OF TOTAL HOUSE- HOLDS	URBAN HOUSEHOLDS AS % OF PROVINCE	TOTAL NO. OF HOUSE-HOLDS
28 920	49.58%	3.03%	4811	18.24%	0.73%	34 044

### Age and Gender

Approximately 53.13% of the municipal population fall in the 15-65 age category, which can be regarded as the economically active sector of the population, with 41% of the population below the age of 15. This suggests continued 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).

GENDER SPLIT			
GENDER 2001		GENDER 2006	
FEMALE	MALE	FEMALE	MALE
10140	8696	71 834	63 310

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

## Employment and Income

### EMPLOYMENT

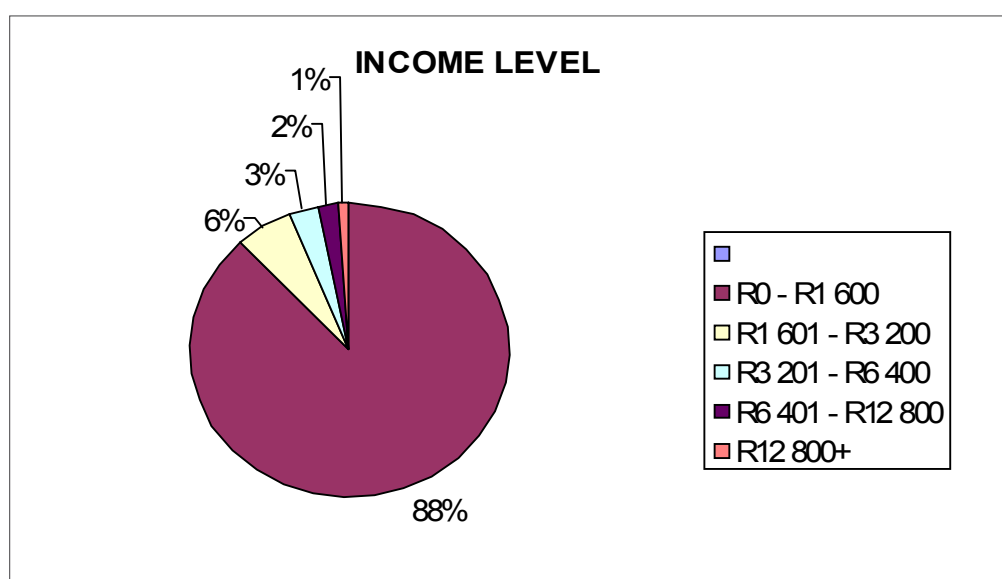
Senqu Municipality's three (3) key economic sectors are Agriculture, Services, and the Tourism sectors, with the latter (Tourism), having the potential to grow.

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 Senqu's total workforce is inactive. It is therefore imperative that there are strategies in place to stimulate Local Economic Development.

About 8.28% (about 11 189) of the population is formally employed; about 10.15% (about 13 913) is actively seeking employment, and approximately 38.3% (about 52 500) of the households earn nothing (i.e. are unable to report a constant source of income). Approximately 88% of households earn less than R1 600 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 600 per month. This has implications with regard to affordability of services and the sustainability of these services. Many people are dependent on social grants.

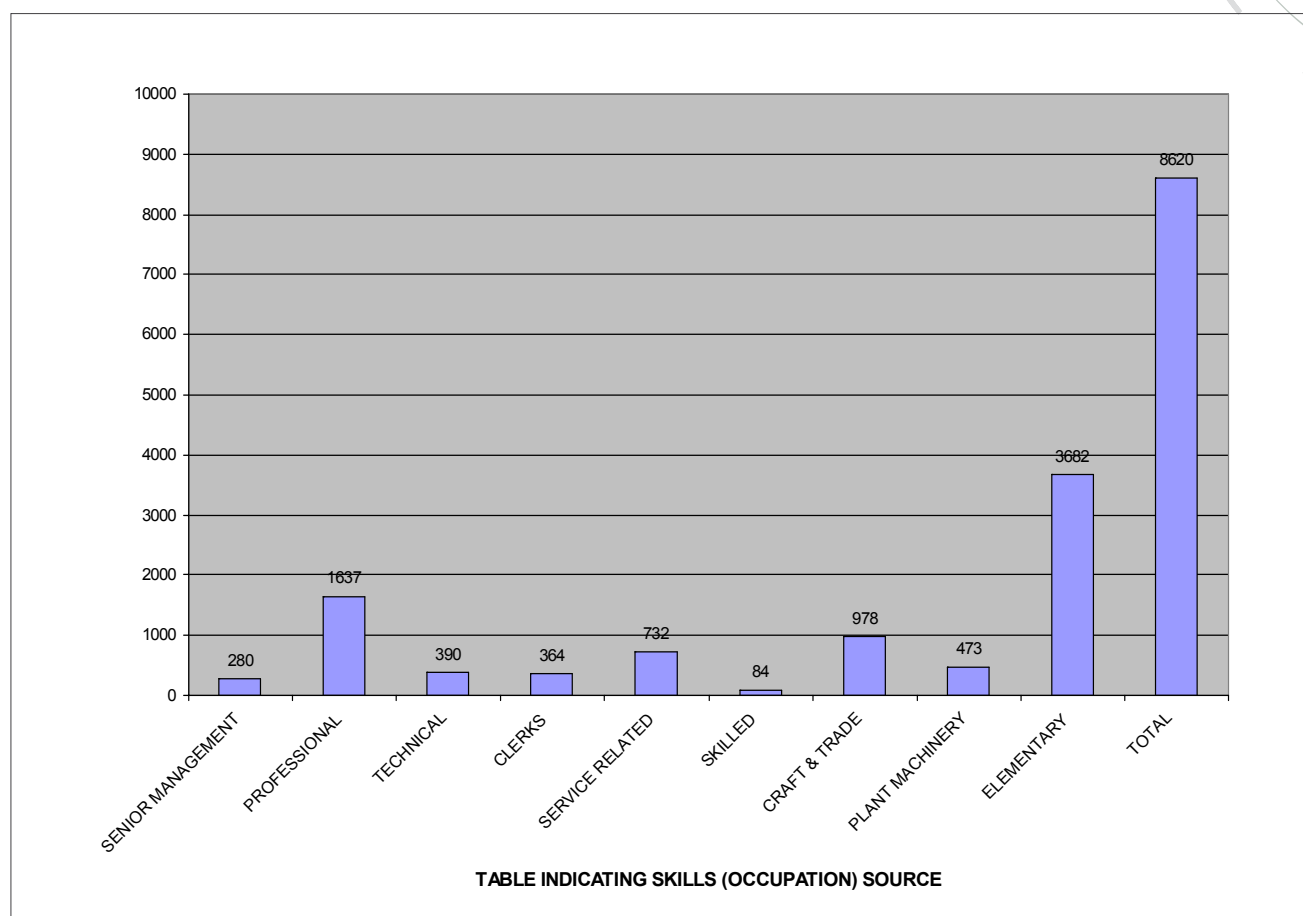


## Employment Sectors

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's workforce is made up of elementary or unskilled workers, and this represents the largest percentage in the District. Senqu Municipality has low levels of senior management and technical staff, and these are reflected as 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.



## Employment

It is estimated that :

- 13% of population formally employed
- 18% actively seeking employment
- 17% households have no steady income
- 88% of remaining households earn less than R1 600 per month

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



## 1.5 GOVERNANCE AND ADMINISTRATION STRUCTURE

### 1.5(A). POLITICAL STRUCTURE

As per the 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



<b>CHAIRPERSON:</b>	Mayor, Cllr Z I Dumzela Cllr C C Mbulawa Cllr P August Cllr G N Mbonyana Cllr M M Mafilika Cllr N Kuse
<b>SPEAKER:</b>	Cllr D Mqungquthu (deceased) Cllr S Tindleni then appointed 28 November 2008
<b>CHIEF WHIP:</b>	Cllr M M Mafilika

#### Ward Committees

##### WARD COMMITTEES' ESTABLISHMENT AND FUNCTIONALITY

The term of office of the Ward Committees elected in 2007 in terms of the Local Government: Municipal Structures Act, Section 72 – 78 came to an end during July / August 2009. This then necessitated the need for the establishment of the new Ward Committees in terms of the abovementioned Act.

During October/November 2009 new Ward Committees (with 10 members per ward) were then elected. When new Ward Committees are elected the Municipality arranges for the appropriate training in order that Councillors may be capacitated regarding their roles and responsibilities in respect of the execution of their duties.

The functioning of Ward Committee falls under the guidance of the Speaker, and Ward Committees (comprising

the respective Ward Councillor, who is also the Chair of the ward meeting), hold quarterly ward meetings where community members are briefed about the development in their ward and the developments within the municipality at large. The Municipality also allocates a budget for the functioning of Ward Committees.

Between the scheduled quarterly ward meetings, the Ward Councillors and the Ward Committees sit to discuss issues relating to and affecting their wards. Reports are then provided to the Speaker in order to enable the Speaker to access the functionality of the Ward Committees and intervene where necessary.

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 recognized forum, and submissions to Council are made via the respective Ward Councillor. In this manner a consultative community structure is created and maintained.

# Senqu Municipality Council 2006/2011

"Valuing our diversity and quality life for all"

## HEADS



**MAYOR**  
Z. I. Dumzela



**SPEAKER**  
S. S. Tindleni



**CHIEF WHIP**  
Councillor M. M. Mafiliika

Senqu Main Offices

19 Murray street

Lady Grey

9755

## EXECUTIVE COUNCIL MEMBERS



**EXCO - HEAD OF FINANCIAL SERVICES**  
Councillor N. Kube



**EXCO - HEAD OF CORPORATE & SUPPORT SERVICES**  
Councillor V. Mulaawa

Sterkspruit Offices

79 Main street

Sterkspruit

9762



**EXCO - HEAD OF COMMUNITY SERVICES**  
Councillor G. Mbonyana



**EXCO - HEAD OF TECHNICAL SERVICES**  
Councillor P. August

Barkly East Offices

1308 Cnr Molteno & de Villiers street

Barkly East

9786

## WARD COUNCILLORS



Cllr A. Verrand



Cllr G.N. Pheko



Cllr J.L. Lamele



Cllr F.L. Bodi



Cllr L.M. Ntshole-Tseke



Cllr M.G. Moshosi



Cllr M.G. Nkomo



Cllr M.J. Benge



Cllr N. Ramona



Cllr N. Ntshole



Cllr N.A. Mphahlele



Cllr N.C. Mole



Cllr S.S. Ndlovu



Cllr N.E. Mthethwa

## PR COUNCILLORS



Cllr J. Gertsebe



Cllr A. Sefhake



Cllr S. Sajo



Cllr G.N. Mphahlele



Cllr M. Maseko



Cllr F. Rie



\* Cllr A.M. Mateisi



Cllr R. Nkomo



Cllr M.N. Nkomo



Cllr N.G. Sene



Cllr K. Gwamkama



**SENQU**

MUNICIPALITY

\* Cllr A.M. Mateisi replaced by Cllr M. Senoamali (absent from photograph)



## 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 making better and more informed decisions through the provision and access to additional information.

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 then enables these councillors to gain additional insight into the challenges, functions, and processes faced by these sections, and this then ensures that council is able to make informed decisions within these areas.

The following standing committees have been established:

- Strategic Planning and Development
- Budget & Treasury Office
- Corporate and Support Services
- Community and Social Services
- Technical Services

Standing committees are chaired by the Executive committee members and include members from other political parties.

## **MEMBERS OF STANDING COMMITTEES :**

### **Strategic planning and development**

CHAIRPERSON: Cllr M M Mafilika  
COUNCILLORS: Cllr M Mpelwane  
Cllr L Tokwe  
Cllr N G Beje  
Cllr M Moeletsi  
Cllr A Sobhuza

### **Budget & Treasury Office**

CHAIRPERSON: Cllr C Kuse  
COUNCILLORS: Cllr M Stanley  
Cllr J Constable  
Cllr M Senoamali  
Cllr N Kwinana

### **Corporate & Support Services**

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

### **Community and Social Services**

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

### **Technical Services**

CHAIRPERSON: Cllr P August  
COUNCILLORS: Cllr G Parkies  
Cllr S Ndzongana  
Cllr G Mvunyiswa  
Cllr J Lamani  
Cllr N Mraji

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

LIST OF COUNCILLORS	
WARD	COUNCILLOR
1	Ms N E Mbobo
2	Ms N Nombula
3	Ms N C Mraji
4	Ms N M Kwinana
5	Mr J Lamani
6	Mr S S Ndzongana
7	Ms N A Mkhontwana
8	Mr M G Moeletsi
9	Ms A Kwinana
10	Ms G N Parkies
11	Mr V V Mbulawa
12	Mr M P Bingwa
13	Ms L M Tokwe
14	Mr L Booï
15	Mr M G Ncise
16	Mr M Mafilika
Proportional	Mr Z I Dumzela
Proportional	Ms M C E Stanley
Proportional	Ms G Mvuyiswa
Proportional	Mr M W Mpelwane
Proportional	Mr J Constabel
Proportional	Ms I Elia
Proportional	Mr X M Ganamfana
Proportional	Ms G Mbonyana
Proportional	Ms P August
Proportional	Ms A H Sobhuza
Proportional	Ms N Kuse
Proportional	Ms B Juju
Proportional	Ms M N Ngendane
Proportional	Ms N G Beje
Proportional	Mr A Mateisi (replaced by Mr M Senoamali)
Proportional	Mr S S Tindleni



## 1.5 (B) ADMINISTRATIVE STRUCTURE

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



Mr M M Yawa  
Municipal Manager



Mr C Venter  
Chief Financial Officer



Mr R Crozier  
Technical Services  
Manager



Ms M Theron  
Corporate Services  
Manager



Ms N 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



CORPORATE SERVICES	FINANCIAL SERVICES	TECHNICAL SERVICES	COMMUNITY SERVICES
<ul style="list-style-type: none"> <li>• Administration</li> <li>• Procurement (Staff)</li> <li>• Human Resources</li> <li>• Skills Development</li> <li>• Council Support</li> <li>• Legal Support</li> <li>• Organisational Development and Performance</li> <li>• Occupational Health and Safety</li> <li>• EAP</li> <li>• Labour Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Income</li> <li>• Accounting &amp; Reporting</li> <li>• Expenditure</li> <li>• Budget</li> <li>• Management Programmes</li> <li>• Information Technology</li> <li>• Assets Management</li> <li>• Supply Chain Management</li> <li>• Credit Control &amp; Debt Collections</li> <li>• Annual Financial Statements</li> <li>• Implementation of MFMA</li> </ul>	<ul style="list-style-type: none"> <li>• Water &amp; Sanitation (service provider)</li> <li>• Roads</li> <li>• Electricity</li> <li>• Integrated Development Planning</li> <li>• Sanitation</li> <li>• Town Planning</li> <li>• Building Control</li> <li>• Spatial Development</li> <li>• Housing</li> <li>• Related IDP Projects Management &amp; Implementation</li> <li>• Project Management Unit (PMU)</li> </ul>	<ul style="list-style-type: none"> <li>• Social Development</li> <li>• Environmental Management Programme</li> <li>• Solid Waste &amp; Refuse Removal Management</li> <li>• Sportsfields</li> <li>• Pounds &amp; Common-ages</li> <li>• Libraries</li> <li>• Parks, Grass cutting</li> <li>• Amenities: Halls</li> <li>• Health Services &amp; HIV Aids</li> <li>• Related IDP project management &amp; implementation</li> </ul>

### 1.5 (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 – and then again in May 2006, thereafter it was reviewed annually.

As per the provisions of the Municipal Systems Act 32 of 2000 (s34) the Municipality was required to initiate the review of the IDP during October/ November 2008 and this was completed as per the budget process, as is required by the new Municipal Finance Management Act.

The key themes arising out of a number of EXCO strategic meetings and outreach programmes (held in places such as Gariep Dam, Aliwal North and Bloemfontein), and informing the development of the IDP Review was a focus on service delivery, with specific emphasis on the following focus areas:

PRIORITY ISSUES	RESPONSIBLE DEPARTMENT
Rural sanitation to all wards	Ukhahlamba District Municipality
Water to all wards	Ukhahlamba District Municipality
RDP Houses	Dept of Housing and Senqu Municipality
Upgrading of proclaimed roads	Dept of Roads and Transport
Upgrading of access roads	Senqu Municipality
TV Transmitters	Senqu Municipality
Network Poles	MTN and VODACOM
Fencing of cemeteries	Senqu Municipality
Upgrading of sports fields	Senqu Municipality
Land Care Programme	Dept of Agriculture

### 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.

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 developing environment over time.

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

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

## 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 (now Joe Gqabi) 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.

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

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 complementary 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 2009.