

# Baviaans Municipality

Integrated Development Plan 2007 - 2012

2008 Review

FINAL



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## ACRONYMS

CDM	Cacadu District Municipality
GARP	Global Association of Risk Professionals
GDS	Growth and Development Summit
GGP	Gross Geographic Product
HIV	Human Immunodeficiency Virus
HDI	Human Development Index
IDP	Integrated Development Plan
KPI	Key Performance Indicators
LED	Local Economic Development
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MLL	Minimum Living Level
RSS	Rapid Services Survey 2006
NSDP	National Spatial Development Perspective
SDF	Spatial development Framework
SMME	Small, Medium & Micro Enterprises
SPU	Special Programmes Unit
SWOT	Strengths, Weaknesses, Opportunities & Threats
WSDP	Water Services Development Plan

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# 1. THE IDP PROCESS

## 1.1. INTRODUCTION

This document represents the draft of the review of the Baviaans Municipality Integrated Development Plan (IDP) 2007 – 2012. Although it does not replace the aforementioned IDP, it provides an update on municipal progress in relation to its objectives, projects and programmes, operational strategies, development priorities and performance indicators.

As required by the relevant sections of the Local Government: Municipal Systems Act, 2000 (Act 33 of 2000) and the Municipal Finance Management Act No 56 of 2003, the first draft of the Makana Municipality Integrated Development Plan 2007 – 2012 (2008 Review) is tabled for approval.

This document comprise of the following sections

- The IDP Process
- Analysis
- Development Strategies
- Projects
- Integration

## 1.2. PURPOSE OF INTEGRATED DEVELOPMENT PLANNING

Integrated development planning is a process through which the municipality prepares a strategic development plan which extends over a five-year period. Integrated development planning as an instrument lies at the centre of the new system of developmental local government in South Africa (see table 1 below) and represents the driving force for making municipalities more strategic, inclusive, responsive, and performance driven in character. The IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, investment, development, management and implementation in the medium-term decision-making.

**Table 1: The characteristics and outcomes of developmental Local Government**

Characteristics	Outcomes
Maximising social development and economic growth	Provision of household infrastructure
Integrating and coordinating development	Creation of liveable, integrated cities, towns and rural areas
Democratising development, empowering and redistributing resources	Local economic development
Leading and learning	Community empowerment and redistribution

*White Paper on Local Government, March 1998*

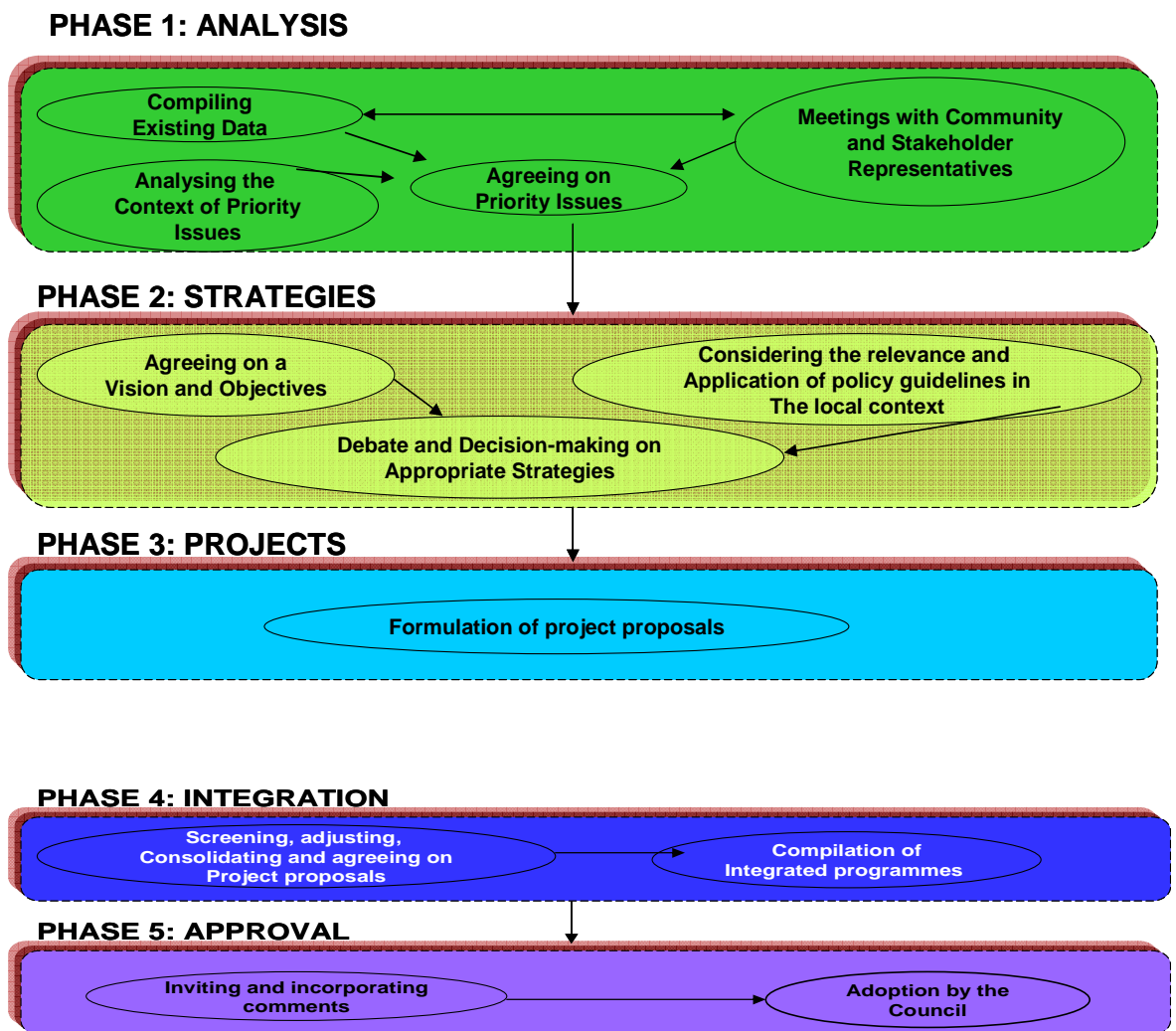
The Municipal Systems Act (Act 32, 2000) defines the IDP as a “single inclusive and strategic plan” that:

- a) links, integrates and co-ordinates a municipality’s sector specific plans;
- b) aligns the resources and capacity of the municipality to the overall development objectives of the municipality;
- c) forms the policy framework on which annual budgets rest;
- d) informs and is informed by similar development plans at national and provincial developments plans.

### 1.3. METHODOLOGY

The IDP methodology recommended by the Department of Provincial and Local Government involves four phases. Each phase requires numerous actions or activities as illustrated in the figure 1 below.

Figure 1: The IDP Process



First Draft IDP Review

The purpose and outputs of each of the phases in figure 1, is detailed in table 2, below.

**Table 2: The purpose and outputs required for the phases of the IDP Process**

PHASE	PURPOSE	OUTPUT
<b>Phase 1: Analysis</b>	To ensure that decisions will be based on: <ul style="list-style-type: none"> <li>■ people's priority needs and problems</li> <li>■ knowledge on available and accessible resources</li> <li>■ proper information</li> </ul>	<ul style="list-style-type: none"> <li>■ Assessment of the existing level of development</li> <li>■ Priority issues/problem statements</li> <li>■ Understanding nature/dynamics/causes of these issues</li> <li>■ Knowledge on available resources and potentials</li> </ul>
<b>Phase 2: Strategies</b>	To ensure broad inter-sectoral debate and means of tackling priority issues under consideration of: <ul style="list-style-type: none"> <li>■ policy guidelines and principles</li> <li>■ available resources</li> <li>■ interlinkages</li> <li>■ an agreed vision</li> </ul>	<ul style="list-style-type: none"> <li>■ Vision (for the municipality)</li> <li>■ Objectives (for each priority issue)</li> <li>■ Strategic options and choice of strategy (for each issue)</li> <li>■ Tentative financial framework for projects</li> <li>■ Identification of projects</li> </ul>
<b>Phase 3: Projects</b>	To ensure a smooth planning/delivery link by providing an opportunity for a detailed and concrete planning process through the involvement of sector specialist and establishing project task teams	<ul style="list-style-type: none"> <li>■ Indicators (quantities &amp; qualities) for objectives</li> <li>■ Major activities, timing</li> <li>■ Responsible agencies/actors</li> <li>■ Costs and budgets estimates and sources of finance</li> </ul>
<b>Phase 4: Integration</b>	To ensure that the results of project planning will be checked for their compliance with vision, objectives, strategies and resources and that they will be harmonized	<ul style="list-style-type: none"> <li>■ revised project proposals (for priority projects/other projects)</li> <li>■ 5-year financial plan (all sources of finance)</li> <li>■ 5-year capital investment programme (all sources of finance)</li> <li>■ 5-year municipal action plan (municipal management)</li> <li>■ Integrated SDF</li> <li>■ Integrated programmes for LED, environmental issues, poverty alleviation, gender equity and HIV/AIDS</li> <li>■ Consolidated monitoring/performance management system</li> </ul>

PHASE	PURPOSE	OUTPUT
		<ul style="list-style-type: none"> <li>■ Reference to sector plans</li> <li>■ Disaster Management Plan</li> </ul>
<b>Phase 5: Approval</b>	To ensure, before being adopted by the Municipal Council, all relevant stakeholders and interested parties, including other spheres of government have been given a chance to comment on the draft plan, thus giving the approved plan a sound legitimacy, support and relevance.	An amended and adopted IDP document that has the support of the municipal administration, residents, district council and relevant agencies

## 1.4. IDP REVIEW PROCESS

Section 34 of the Municipal Systems Act deals with a review and amendment of the IDP:

*“Annual review and amendment of Integrated Development Plan.*

*The Municipal Council:*

- a) *Must review its Integrated Development Plan*
  - i. *annually in accordance with an assessment of its performance measures in terms of Section 41 and*
  - ii. *to the extent that changing circumstances so demand and*
  
- b) *May amend its Integrated Development Plan in accordance with the prescribed process”*

The review and amendment process must also adhere to the requirements for public participation set out in the MSA.

The review process, assessment and amendment of the IDP is informed by *inter alia* the following:

- The comments received from various role-players in the IDP process including comments from the MEC;
- The Process Plans and District Framework;
- Areas requiring additional attention in terms of legislative requirements;
- Areas identified through self-assessment;
- Impact of new information, policies and legislative changes;
- Drafting of final programmes from amended, newly added projects;
- Integration of plans and programmes;
- Projects Implementation progress; and
- Performance management assessment.
- Institution Risk Assessments
- Auditor General’s Reports

After the approval of an IDP at Council, implementation of the IDP commences. At the same time the review process starts as new information could have become available that would influence the implementation of the IDP over the next 5 years.

The IDP review process is illustrated in figure 2. During the IDP Review Process an extensive participative process was followed which included all internal and external stakeholders. The review process started with a workshop where councilors and officials met to discuss the progress with each project listed in the 2007-2012 IDP. Thereafter a IDP Rep Forum meeting is held in Willowmore. Transport was provided by the Municipality to ensure that Representative from Steytlerville and Baviaanskloof attend this meeting.

**Figure 2: The IDP Process**

A week after the IDP Rep Forum meeting an IDP Scorecard Evaluation Municipality. At a steering committee meeting feedback was provided on the results of the IDP scorecard and decisions of the IDP Rep Forum meeting in terms of new projects that were identified and changes to existing projects.

Another IDP Rep Forum meeting was convened to provide feedback on new projects identified and changes to existing projects.

On 28 February the amended project register was approved at a council meeting.

**12 October 2007**  
**IDP Steering Committee meeting**

**10 December 2007**  
**IDP Repforum meeting**

**16 & 17 January 2008**  
**IDP Workshop**

**29 January 2008**  
**IDP Rep Forum meeting**

### **1.5. ROLES AND RESPONSIBILITIES**

The Process Plan determined the roles and responsibilities of all the stakeholders in the IDP Review Process. These roles and responsibilities are set out in Table 3.

**5 February 2008**  
**IDP Scorecard meeting**

**6 February 2008**  
**IDP Steering Committee meeting**

### **1.6. REVIEW AND COMMUNITY PARTICIPATION**

**See Annexure H**

**14 February 2008**  
**IDP Rep Forum meeting**

**28 February 2008**  
**Council meeting to approve amended project register**

**Table 3: Roles and Responsibilities**

Role Players	Responsibilities
The Municipal Council (Baviaans Municipality) is the ultimate decision-making body	<p><b><u>THE MUNICIPAL COUNCIL</u></b></p> <ul style="list-style-type: none"> <li>■ Consider and adopt the Process Plan/District Framework, adopt and approve the IDP.</li> <li>■ Delegate responsibility for overall management, co-ordination and monitoring of the process and drafting of the IDP reviewal to the Municipal Manager.</li> <li>■ Adopt the newly reviewal IDP</li> </ul>
Councillors are the primary link between municipal government and the residents.	<p><b><u>COUNCILLORS</u></b></p> <ul style="list-style-type: none"> <li>■ Link the planning process to their constituencies and wards;</li> <li>■ Be responsible for organising public consultation and participation;</li> <li>■ Ensure the annual business plans and the municipal budget are linked to and based on the IDP.</li> </ul>
Officials have to manage and co-ordinate the IDP formulation process	<ul style="list-style-type: none"> <li>■ Adopting the District Framework Plan</li> <li>■ Preparation of the Process Plan;</li> <li>■ Undertaking of the overall management and co-ordination of the planning process;</li> <li>■ Ensuring that all relevant actors are appropriately involved;</li> <li>■ Nomination of persons in charge of different roles;</li> <li>■ The day-to-day management of the process;</li> <li>■ Ensuring that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies sector planning requirements;</li> <li>■ Adjusting the IDP in accordance with the MEC for Local Government's proposals.</li> </ul>
Heads of departments and officials	<ul style="list-style-type: none"> <li>■ Ensures that the IDP and the budget process are aligned;</li> <li>■ Ensure the production of a schedule that serves as a framework for the formulation of the Budget and the IDP;</li> <li>■ Ensure that the IDP is linked to the Financial Plan;</li> <li>■ Prepare implementation and progress reports and present such to the IDP Steering Committee, as well as the IDP Representative Forum.</li> <li>■ Prepare submissions and proposals about Areas of Formulation; Areas of Amendment; the incorporation of new information; and changing circumstances (whether statutory or otherwise).</li> <li>■ Provide technical/sector expertise</li> <li>■ Prepare sector plans</li> <li>■ Ensure that the IDP meets legal and professional standards</li> <li>■ Prepare draft progress reports and proposals</li> </ul>

Role Players	Responsibilities
Steering Committee	<p>The role of the Steering Committee at Local Municipality level is to facilitate the reviewal process and provide support and guidance to the IDP official. This is a team of councillors and a technical working team of heads of departments and senior officials who support the IDP official and ensure a smooth planning process. The terms of reference of the IDP Steering Committee are as follows:</p> <ul style="list-style-type: none"> <li>■ Support the IDP official in preparing for the IDP formulation and throughout its process;</li> <li>■ Provide terms of reference for specific planning activities;</li> <li>■ Commission research studies;</li> <li>■ Consider and comment on inputs from any sub-committees, study teams, consultants, provincial sector departments or service providers;</li> <li>■ Make content recommendations;</li> <li>■ Process, summarise and document outputs; and</li> <li>■ Prepare, facilitate and document meetings.</li> </ul>
IDP Representative Forum	<ul style="list-style-type: none"> <li>■ Represent the interests of the community.</li> <li>■ Provide an organisational mechanism for discussion, negotiation and decision-making between the stakeholders, including municipal government.</li> <li>■ Ensure communication between all stakeholder representatives.</li> <li>■ Monitor the performance of the planning and implementation process.</li> <li>■ Give feedback to constituencies.</li> <li>■ Also serves as a forum to educate stakeholders about Developmental Local Government.</li> </ul>

The Baviaans Municipality Process Plan stipulates that the following people are involved in the alignment process:

- Between LMs and the CDM
  - District council's IDP officer and IDP Steering Committee
  - Local council's IDP officer and IDP Steering Committee
  - District IDP staff.
  - Directors and Heads of department at both LM and DM
  - Provincial IDP Support Team
- Between local government and other spheres/corporate service providers
  - Municipal Manager
  - Directors and Heads of department.
  - Local IDP official
  - District IDP official
  - Provincial IDP Co-ordination units
  - Provincial/national senior sector department officials
  - Senior officials of relevant service providers (Eskom, Water Boards, Telkom, etc.).

The management of alignment is arranged as follows in the process plan

- The IDP officer together with the steering committee should ensure alignment of local issues.
- The Provincial Department of Local Government plays a crucial role as co-coordinator to ensure alignment above district level and between districts within a province.

Where there is adequate capacity, the District IDP unit supports the management of the alignment process.

## 2. ANALYSIS

### 2.1. INTRODUCTION

The IDP was reviewed in terms of the following information:

- Central Statistical Services 2000
- RSS, Household Survey, 2006
- Cacadu District Municipality IDP 2007 -2012

This section is presented according to the following sections:

- Analysis of Current Reality
  - Economic Analysis
  - Spatial Analysis
  - Environmental Analysis
  - Socio-Economic Analysis
  - Infrastructure Service Level Analysis
  - Institutional Analysis
- Development Priorities

### 2.2. ANALYSIS OF CURRENT REALITY

According to the IDP Methodology, apart from determining the development issues in a municipality the current reality should also include the following analyses economic, spatial, environmental, socio-economic, infrastructure service level and institutional analysis.

During the review process of the Baviaans Municipality IDP which commenced in January 2008 numerous meetings were held with internal and external stakeholders to reconsider the development priorities that were identified during the 2007-2012 IDP process. No amendments were made to the existing development priorities.

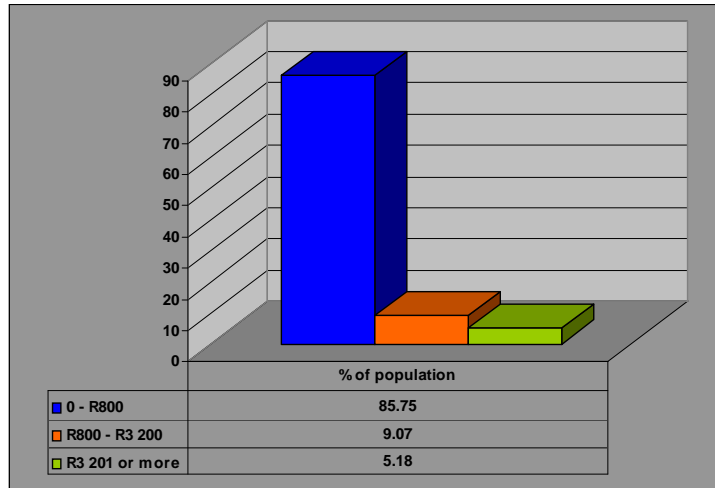
More current data from the RSS Household Survey and the Cacadu District Municipality IDP 2007 – 2012 became available and is thus included in the analyses referred to above.

#### 2.2.1. Economic Analysis

##### a) *Personal Income*

Figure 1 reflects the personal income of the individuals in Baviaans according to a percentage of the population.

**FIGURE 3: Monthly income as % of population**



CSS, 2001

Findings Figure 3

- The 2001 Census indicated that 85.78% of the people in Baviaans earn less than R800 per month
- According to the Cacadu 2007-2012 IDP, Makana and Baviaans municipalities have the highest dependency ratios in the district; there are four times (4) more unemployed/not economically active, young and old than employed. (See figure 4, Cacadu District Municipality IDP 2007 - 2012)
- This situation also impacts negatively on the population's dependency on social grants (Table 11)
- These figures will have a negative impact on the area's growth and development potential, as there is little money in circulation

**FIGURE 4: Employment/Unemployment Dependency**

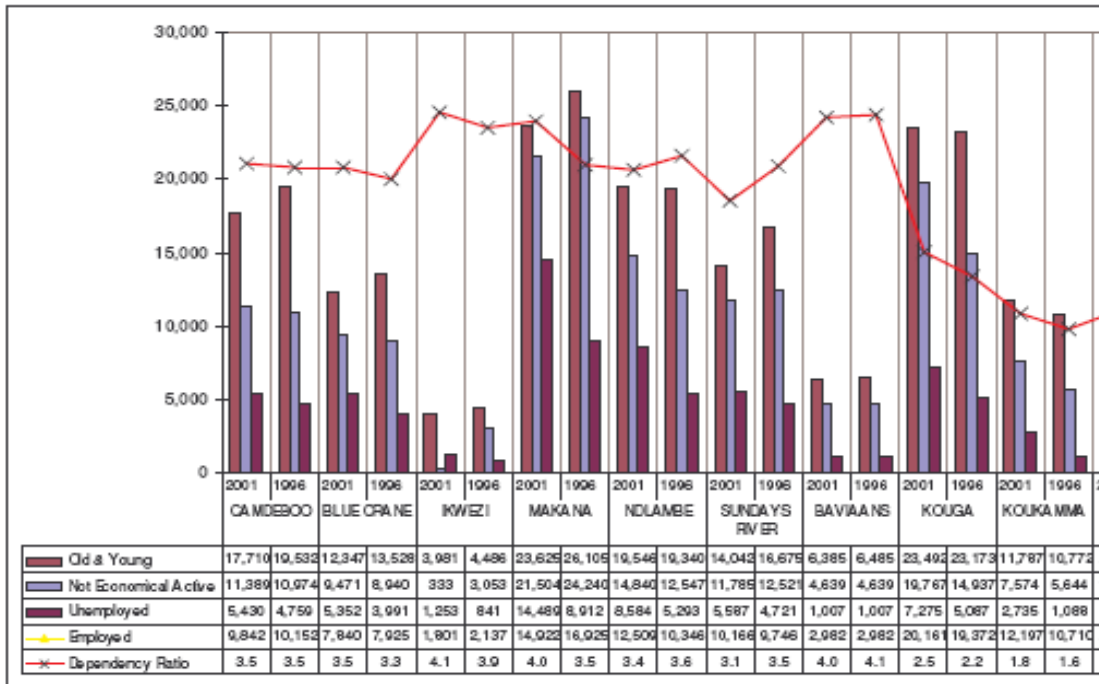
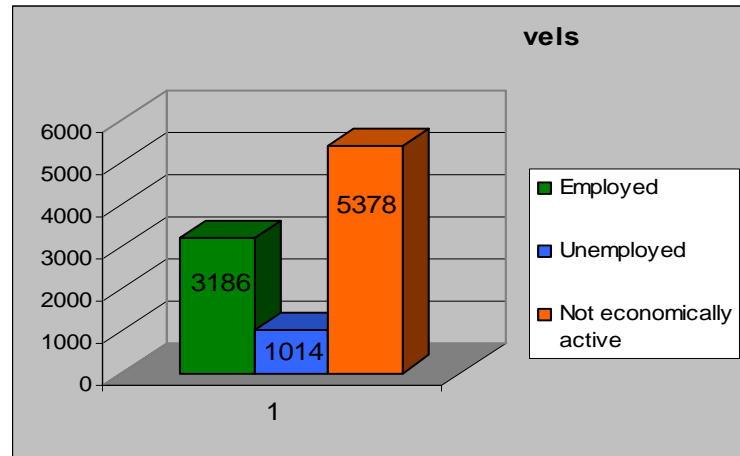


Figure 4 illustrates the dependency of unemployed, old & young and not economically active people (this include learners, students or children not studying, house managers, pensioners & retired personnel) on employed people per Local Municipality. The right axis indicates the ratio, the bigger the ratio the more the undesirable outcome. This can be interpreted as follows: if there is the same number of employed people and a same number of unemployed/ not economically active and old & young the ratio would be 1.

**b) Employment/Unemployment**

The no of people employed, unemployed and not economically active in the Municipality is reflected in figure 3.

**FIGURE 5: Employment/Unemployment**



CSS, 2001

Findings: Figure 5

- Only 19% (3,186) of the people in the area are employed.
- 56,15% is not economically active
- This puts a lot of pressure on the municipality in terms of providing services, such as water, streets, and electricity, because only 19% of the population can contribute to the municipality's revenue base.
- When the population growth rates (as discussed in point 2.2.4 ( a ) ) and the employment figures of the area are considered the municipality faces a huge challenge with regard to maintaining, sustaining and developing its area.
- In terms of the unemployment severity ranking (Table 4) listed in the Cacadu District Municipality IDP 2007-2012, the Municipality ranks 7<sup>th</sup> in the District.

**Table 4: Unemployment severity ranking for municipalities in the CDM Area**

1	Makana
2	Ikwezi
3	Blue Crane Route
4	Ndlambe
5	Camdeboo
6	Sundays River Valley
7	Baviaans
8	Kouga
9	Kou Kamma
10	DMA

## 2.2.2. Spatial Analysis

The Baviaans Municipality covers an area of 7727.01 square kilometres with two urban nodes, namely Willowmore and Steytlerville. Willowmore serves as the administrative hub of the area where the local municipality offices, the district offices of national government departments and provincial government departments are situated. The area is scarcely populated (0 – 100 people per km<sup>2</sup>).

The Local Municipality is situated between 23 and 25 degree of longitude and 33 and 34 degree of southern latitude and is at 1 000 to 1 500 meters above sea-level.

The well-known Baviaanskloof Nature Reserve is situated to the south. 90% of the mega reserve falls within the Baviaans municipality area. Agriculture, tourism and service industries form the basis of the area's economy. Because of the world heritage site, the future economic development of this area are based on the development of tourism.

The area consists of two urban nodes, various smaller settlements, a well-developed transportation network, farmlands and conservation areas.

The Baviaans Spatial Development Framework will be implemented by means of a land use management package. The Spatial Development Framework states that the current land use management mechanisms in the Baviaans are unable to address the needs of the residents. The following shortcomings have been identified:

- The lack of adequately trained staff
- Ineffective zoning records, specifically for the former Western District Council Area
- The public does not have easy access to information
- The zoning regulations are outdate and cannot address the developmental needs of the residents
- Different zoning schemes apply in different areas
- No strategic plan and local plans to promote and guide development
- Current land use trends e.g. Densification are not addressed holistically

Strategies and guidelines to achieve spatial objectives were identified and where appropriate, guidelines are provided to facilitate land use management.

The following strategies and guidelines were developed:

- The Nodal Hierarchy
- Urbanisation
- Peri-Urban Development
- Human Settlements
- Non-Residential Users
- Tourism and Recreation Policy
- Transport Policy
- Water Resources and Catchment Areas Policy
- Environment, Conservation and Forestry Policy
- Agriculture Policy

### 2.2.3. Environmental Analysis

The Baviaans Local Municipality Area forms part of the Eastern Subtropical Thicket Eco System. The largest portion of the area (western part) consists of what is called a 'Step Corridor' and is not a threatened eco system, whilst the northern part consists of the Karoo.

A 'Step Corridor' is described as a system of natural pathways of plants and animals, which if safeguarded, will ensure not only their current existence, but also their future survival and the provision of associated ecosystem services to society.

#### **(a) Topography**

The municipal area is characterised by central plains and lowlands bordered by low parallel hills and mountains to the north and south thereof. The Baviaanskloof and Karga Rivers drain the region. The Baviaanskloof Nature Reserve is in the southern mountainous portion of the area. The area covered by the Reserve forms part of the Cape Floral Kingdom which is a World Heritage Site. The Reserve is managed by the Eastern Cape Parks Board

#### **(b) Climate**

The region is located in the transitional climate zone between summer and winter rainfall areas. This zone is prone to fairly harsh climate conditions whilst average rainfall varies from one sub region to the other.

#### **(c) Vegetation**

Vegetation types are typical of those found in the Karoo region, such as Central Lower Nama Karoo, Grassy Fynbos, Succulent Thicket and Mountain Fynbos.

#### **(d) Development Constraints**

According to the draft spatial development framework the following constraints, on a regional level, can be identified as having an effect on overall development patterns:

- Harsh climatic conditions
- Low rainfall
- Fragile vegetation types that are susceptible to erosion and overgrazing
- Mountain areas and steep slopes
- Dessertification

#### 2.2.4. Socio-Economic Analysis

The socio-economic analysis provides information to guide the formulation of objectives and strategies for all communities, especially for those that are marginalised or disadvantaged.

This section is discussed under the following headings:

- Demographic Information
- Level of Education
- People Living in Poverty
- Human Development Index
- Dependency on social grants
- Health
- Crime
- Housing
- Household Access to Basic Services

##### a) *Demographic Information*

According to the Draft Spatial Development Framework an average growth rate for the Baviaans Municipality was calculated as follows:

- Short term (2004 – 2010) at 0.751
- Medium Term (2010 – 2015) at 0.35
- Long Term (2015 – 2020) at 0.25

The impact of HIV and Aids, the mortality rate and factors such as people leaving the area because of the lack of opportunities, such as employment were considered in determining the growth rates. The annual number of deaths distributed proportionally amongst the nodal points is reflected in table 5.

**Table 5: The annual number of deaths proportionally distributed**

Area	% of population of Baviaans
Steytlerville	23.72
Willowmore	41.61
Rural Area	34.67

(Source: Draft Spatial Development Framework)

The affect of these growth rates on the population growth is reflected in table 6. The current population will grow from 16067 people to 16 805 people in the short term an increase of 738 people. In the medium term the population will grow with 296 people from 16805 to 17101, and in the long term with 215 people from 17101 to 17316.

This means that the medium and long term population growth rate is negative, which points to the area loosing people that could have contributed to the growth of the area. If this tendency for population growth in the area continues the revenue base of the municipality will be affected negatively.

When the municipality is not able to stimulate development through, e.g. the provision of infrastructure as a result of lack of funds the more and more people will leave the area.

The need for programmes and projects that promote growth in the area is thus essential for the future survival of the area. Therefore the following NSDF assumptions and principles are of particular importance to the Baviaans Local Municipality:

- Location is critical to the poor in order to exploit opportunities for growth.
- In areas with low development potential government spending should focus on providing social transfers, human resource development and labour market intelligence.

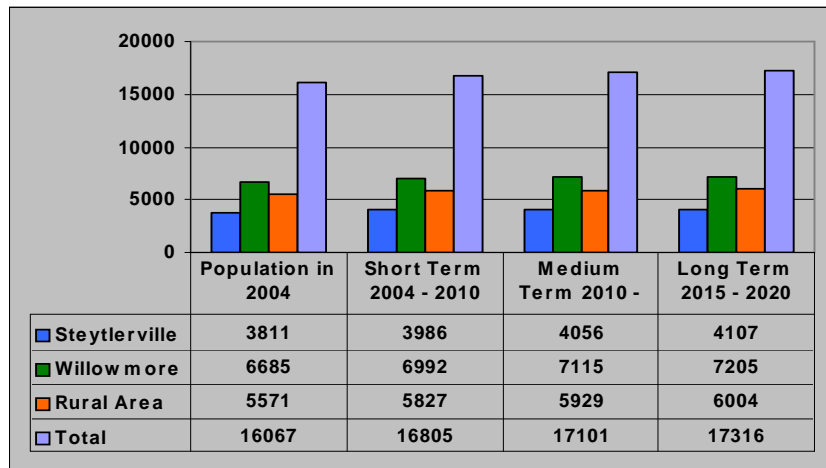
**Table 6: Growth Rates for short, medium and long term**

Year	2004	2010	2015	2020
	Current population in 2004	Short term 2004 – 2010 (Growth rate = 0.751)	Medium Term 2010 – 2015 (Growth rate = 0.2)	Long Term 2015 – 2020 (Growth rate = 0.2)
Population per area				
Steytlerville	3811	3986	4056	4107
Willowmore	6685	6992	7115	7205
Rural area	5571	5827	5929	6004
Total Population	16067	16805	17101	17316

Figure 6 reflects the impact of the growth rates on the number of households in the area and Figure 7 illustrates the growth in the number of households for each term. The decline in the total no of households for the medium term amounts to 40.21% and for the long term an additional 29%.

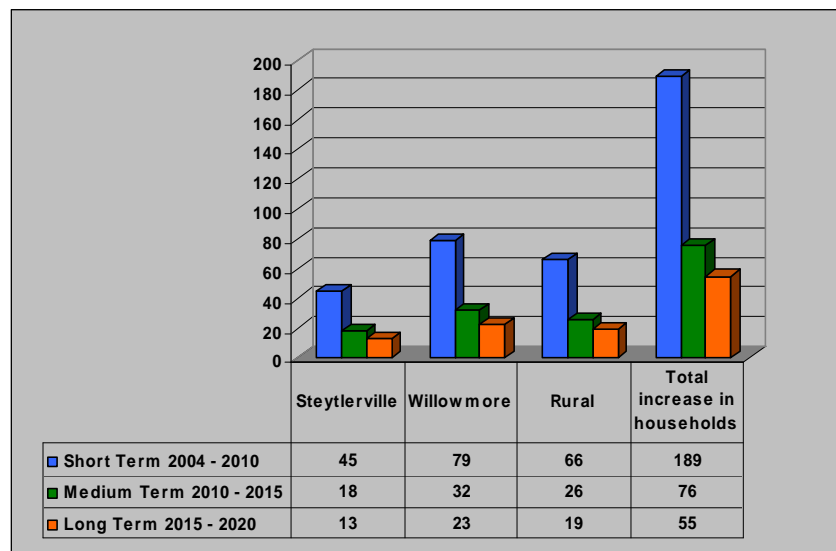
Apart from seriously considering the stimulation of growth in the area to provide more opportunities for the people living in the area to prevent people from leaving the area, the number of annual deaths will result in the need for more land to provide for the demand in cemeteries.

**FIGURE 6: Number of households in Baviaans**



*BaviaansDraftSDF*

**FIGURE 7: Increase in number of households**



*Baviaans Draft*

*SDF*

Table 7 reflects the number of people as listed according to the Cacadu District Municipality (CDM), Local Municipality Survey in 2005 and the Central Statistical Services. According to the CDM IDP, Baviaans Municipality has the smallest population in South Africa

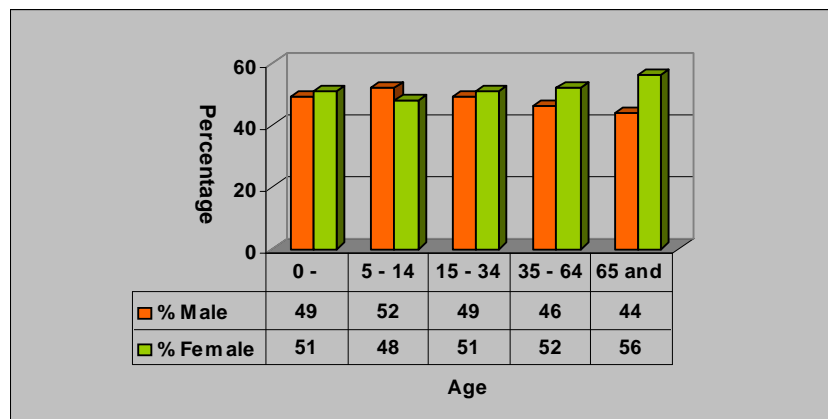
**Table 7: Comparison of population figures between the Census 2001 and the Cacadu Survey**

Local Municipality	Major Settlements/Towns	Population	Households	Population	Households
		LM Survey 2005	LM Survey 2005	Census 2001	Census 2001
Baviaans	Willowmore, Steytlerville	16,522	4,080	15,335	3,904

*Cacadu District Municipality, IDP, 2007 - 2012*

Figure 8 reflects the age distribution, according to gender in the Municipality

**FIGURE 8: Age distribution per gender**



CSS, 2001

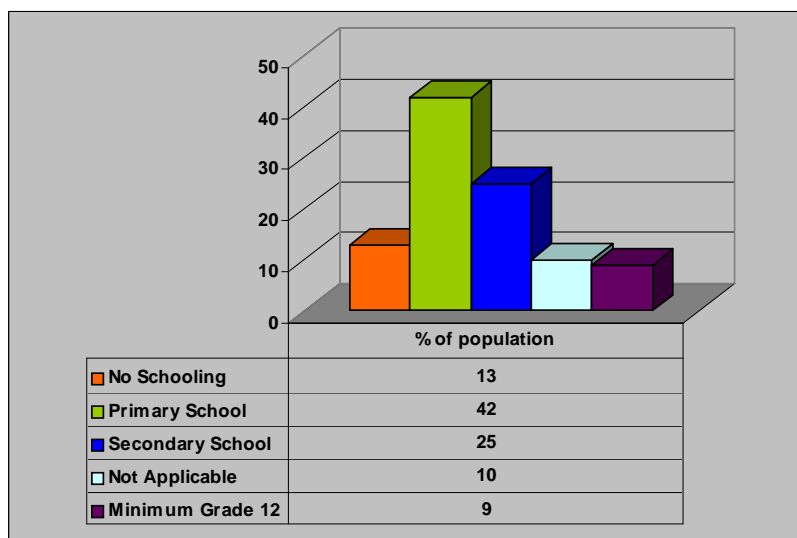
Findings: Figure 8

- The gender distribution of the population across the various age groups is fairly equal.
- Most of the men (52%) are in the age group 5-14 years and most of the women (56%) in the age group 65 and older.
- Consequently most men are still to enter the employment market, which present a challenge as figure 5 illustrated that most of the people in the Municipality is not economically active

**b) Level of Education**

The level of education is reflected in figure 9.

**FIGURE 9: Level of education**



CSS, 2001

Findings: Figure 9

- Only 25% of the population has some secondary education.
- It is thus essential to initiate programmes to motivate parents and children to obtain the highest possible level of schooling.
- Causes for the low level of education should also be investigated and be addressed.
- According to the residents in the area transport to schools, especially farm schools are one of the causes affecting school attendance in the area.

**Table 8: Schools and number of children**

Steytlerville		Willowmore	
Primary Schools	No of children	Primary Schools	No of children
Daleview Primary	528	Cambria	45
Tom Kasibe	125	Baviaanskloof U.C.C	198
Beaula Primary	19	Fullerton	31
Drie Keulen Primary	19	Elmor	1 183
		Willowmore	121
Total	691	Total	1 533
Steytlerville		Willowmore	
Secondary Schools	No of Children	Secondary Schools	No of Children
Carel du Toit	280	Willowmore	661

Table 8 reflects the number of schools in the municipality. There is no educational facility in the area that provides vocational or technical training. Considering the unemployment rate and level of income in the area, technical or vocational training could assist in reducing the unemployment rate and increase the monthly income of people in the area. Local people could be employed in infrastructure and tourism projects when they are equipped with the necessary skills.

**c) Human development index (HDI)**

The HDI is a measure of development which includes life expectancy, literacy and income. It thus provides a composite index of development presenting these three dimensions in one indicator. Overall the HDI is on average higher for the local municipal areas of Cacadu than the provincial averages.

Table 9 lists the Human Development Index according to the 2006 RSS

**Table 9: Baviaans Human Development Index**

	1996	2005
Eastern Cape	0.49	0.53
Cacadu DC	0.53	0.57
Baviaans	0.51	0.55

**Findings: Table 9**

- The Baviaans HDI is lower than that for Cacadu and higher than that for the Eastern Cape
- The HDI did increase from 1996 (0.51) to 2005 (0.55)

**d) Persons living in poverty**

The number of people in poverty is an indicator of household members who reside in households whose total income falls below a particular level. The level used here is based on Global Insight data which use the Bureau for Market Research (BMR) Minimum Living Level (MLL) which ranges from R893 for a single person household to R3314 for an eight person household. Based on this measure the levels of poverty (an economic measure of household income) in Cacadu have actually increased significantly from 1996 – 2005. Yet the proportion of people in poverty across the district is lower than the provincial average.

The number of persons living in poverty in relation to those from the CDM and the Province is reflected in table 10.

**Table 10: Persons living in poverty in Baviaans**

	1996	2005
Eastern Cape	54.3%	64.7%
Cacadu DC		
Baviaans		

RSS

Less people live in poverty in Baviaans than the CDM and the Province.

**e) Social grant dependency**

As reflected in table 11 the levels of household members who access social grants in Cacadu is on a par with the provincial average and higher than this in Baviaans (78%). Table 12 lists the type of grant and the number of beneficiaries.

Most people receive child support grants

**Table 11: Social grant dependency**

Whether household member is receiving social grant		
	Yes %	No %
Eastern Cape	64.4	35.6
Cacadu DC	55.5	44.5
Baviaans Local Municipality	77.9	22.1

RSS

**Table 12: Type of grant and number of beneficiaries**

Old Age	Disability	Foster Care	Child Support	Other	Total Grants	No of Beneficiaries	2001 Census Population	2001 Households	H/holds (pab)
434	767	47	1,123	22	2,393	2,174	15,335	3,904	3,93

CDM IDP 2007 - 2012

**f) Health**

According to statistics provided by the hospital and clinics in the area 13% (2006) of the patients tested for HIV and Aids, tested positive of these 24% is men and 8% women. After an HIV and Aids drive to motivate people to come for testing more people were tested. The biggest problems are that:

- Men in the area are still very reluctant to undergo testing
- Too few children are being tested
- No ARV treatment is available in the area.

The Steytlerville Advice Office undertook a study in 2006 and found that there are 85 child headed households in the area of which 33 are in Steytlerville. This pose a serious threat to the communities where most of the households are already struggling to survive as most of the people in the area are either unemployed or earn a salary less than R800 per month. The community cannot afford to support these households and other measures will have to be investigated to assist the child headed households

#### **g) Crime**

Table 13 lists the reported criminal activities in the Municipal area. According to the CDM IDP 2007 2012, p 21: *“Great care should be exercised when interpreting the patterns of growth in reported crimes between 2001/02 and 2005/06. The 2001 Census allows one to use official population statistics to calculate ratios of crimes per 100 000 population, which may be compared to the provincial and national ratios for that year. The 2005/06 population statistics, however, are based on an assumption of 1.5 percent annual growth rate across all the municipalities. Although this may be a feasible estimate of population growth in the district as a whole, there is evidence of a wide range of annual growth rates in the local municipal areas. Thus the population of some of the Karoo municipalities might have growth slower than the estimated average, while a municipality such as Kouga is reported to be growing considerably faster than the average”.*

**Theft related crimes** account for fully one half of all reported crimes (51.6 percent if stock theft is included). , the proportion is considerably lower than average (just under 40 percent) in Bavianaans. , Burglary of residential premises is the most common crime in this category (theft) throughout the district (16.3 percent of all reported crimes) and in all of the local municipalities. The ratio of burglary at residential premises is twice as high in the Cacadu district as the Eastern Cape and national ratios.

As stock farming is one of the major primary production sectors in the district, it is interesting to note that the incidence of **stock theft** is significantly higher than the district average (3.5 percent of all reported crimes) across the central small stock farming region of the district. Although the overall incidence of stock theft is low compared to other crimes, and has declined in line with the provincial and national averages between 2001/02 and 2005/06, the ration of stock theft per 100 000 population is still considerably higher in the Cacadu district (395.9 incidences per 100 000 population) compared to the Eastern Cape (110.6:100 000 population) and the national averages (61.3:100 000). Such a pattern may be expected in a small stock farming area where poverty levels are relatively high.

Although the ratio of stock theft per 100 000 population in the Cacadu district has declined by one third between 2001/02 and 2005/06, the ratio is nevertheless twice as high as the provincial ratio and four times higher than the national ratio.

**Violent crimes** account for one third of all reported crimes in the district.

The pattern is roughly similar in the local municipalities Assault (common assault and assault with the intent to inflict grievous bodily harm) is the most common reported violent crime, accounting for over one quarter (28.4 percent) of reported crimes during 2005/07. Although there has been a decline in the ratio of assaults per 100 000 population (-3.3 percent for serious assault and -22.4 percent for common assault), the declines are lower than the provincial (-9.4 percent and -23.8 percent respectively) and national (-14 percent and -13.1 percent respectively) averages and the incidence of assault in the Cacadu district remains almost twice as high as the Eastern Cape and national ratios. The ratios per 100 000 of population of the other violent crimes, i.e. murder, rape and attempted murder, are generally higher in the Cacadu district (particularly for rape) than the provincial and national ratios. In the District, rape, murder and attempted murder accounts for just under five percent (4.4 percent) of all reported crimes. Baviaans (5.9 percent) recorded somewhat higher proportions of these three violent crimes. It must be noted that the incidence of murders in the Cacadu district has increased by 14.5 percent between 2001/02 and 2005/06, while the Eastern Cape recorded a much lower rise during this period (4.9 percent increase), and the national incidence of murders as a proportion of all reported crimes declined by 13.5 percent over this period.

Among the **other crimes**, malicious damage to property remains common throughout the district. The incidence of drug-related crimes is twice the district average in Baviaans municipalities. The incidences of these crimes, however, seldom exceed five percent of all reported crimes.

**Table 13: Breakdown of reported criminal activities**

<b>Criminal activities</b>	
THEFT RELATED (excl stock theft)	12.0%
All theft not mentioned elsewhere	13.0%
Burglary and residential premises	1.6%
Theft out of or from motor vehicles	0.5%
Common robbery	0.8%
Robbery with aggravating circumstances	0.5%
Theft of motor vehicle and motorcycle	0.1%
Commercial crime	0.4%
Bank robbery (subcategory of aggravated robbery)	0.0%
Burglary at business premises	2.5%
	31.4%
STOCK THEFT	7.6%
VIOLENT CRIMES	17.1%
Assault with the intent to inflict grievous bodily harm	15.2%
Common assault	2.7%
Rape	1.6%
Murder	1.6%
Attempted murder	0.9%
Culpable homicide	0.8%
Indecent assault	0.0%
Public violence	39.9%

Criminal activities	
OTHER CRIMES	
Malicious damage to property	9.8%
Crimen injuria	3.3%
Drug related crime	4.3%
Driving under the influence of alcohol or drugs	1.7%
Arson	0.5%
Neglect and ill-treatment of children	1.2%
Illegal possession of firearms and ammunition	0.0%
Abduction	0.3%
Car hijacking (subcategory of aggravated robbery)	0.0%
Kidnapping	0.0%
Truck hijacking (subcategory of aggravated robbery)	0.0%
	21.1%
TOTAL REPORTED CRIMES	100%

CDM IDP 2007 – 2012

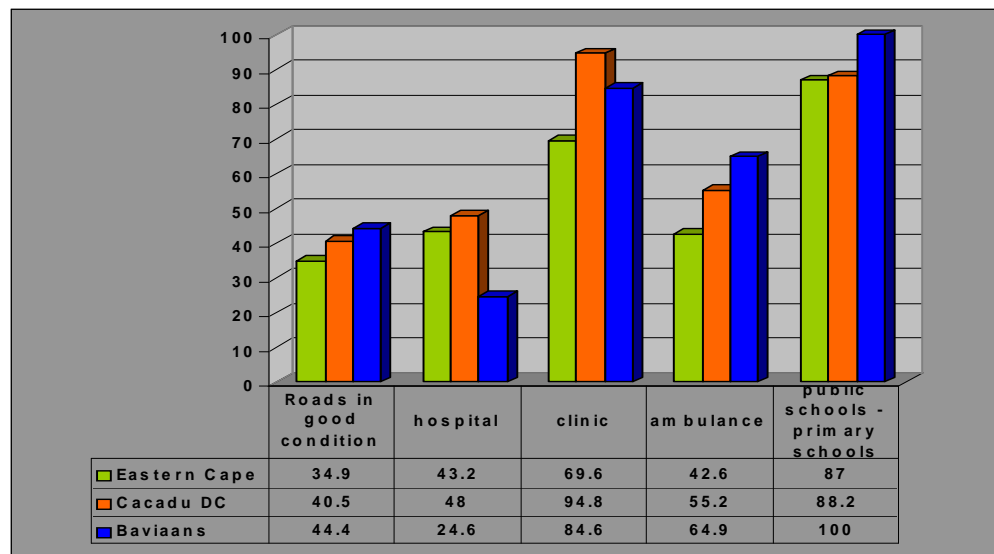
	Census 2001	RSS 2006
	%	%
Eastern Cape	10.9	5.3
Cacadu DC	12.1	12.4
Baviaans	1.9	1.1

CCS 2001 and RSS 2006

#### h) Household access to basic services

Figure 10 illustrates the household access to basic services in Baviaans

FIGURE 10: Household access to basic services



RSS  
2006

## Findings: Figure 10

- Households' access to roads in a good condition in Baviaans are better (44.4%) than those of households in Cacadu (40.5%) and the Eastern Cape (34.9%)
- Households in Baviaans are considerably worse off in terms of access to a hospital (24.6%) than households in Cacadu (48%) and the Eastern Cape (43.2%)
- Similarly households in Baviaans are worse off in terms off access to a clinic (84.6%) than households in Cacadu (94.8%), but better off than households in the Eastern Cape (69.6%)
- In Baviaans households have better access to ambulances (64.9%) and public schools (100%) than households in Cacadu and the Eastern Cape.
- In conclusion it seems as if households access to clinics and hospitals are problematic.

### 2.2.5. Infrastructure Service Level Analysis

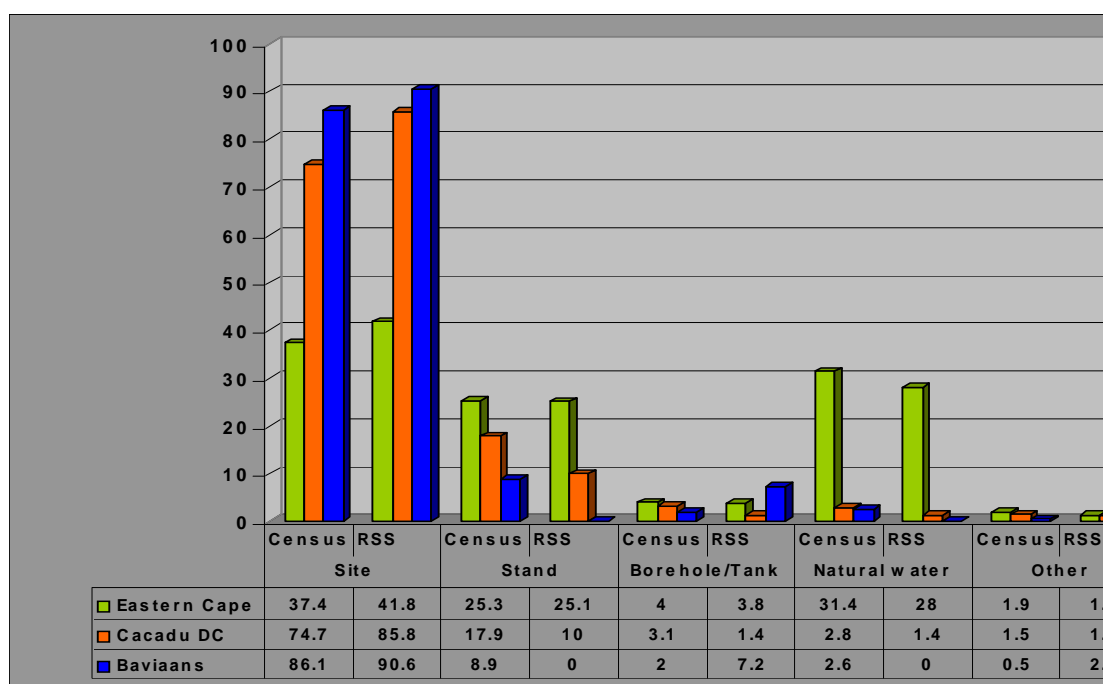
This section provides an overview of the level of infrastructure service in the municipality, as well as the backlogs in respect to infrastructure services. Infrastructure service delivery is discussed under the following headings:

- Water Provision
- Sanitation
- Electricity
- Roads

#### a) *Water Provision*

According to figure 11 most of the households in Baviaans have water on site (90.6%), compared to 85.8% in Cacadu and 41.8% in the Eastern Cape. More households in the Baviaans make use of a borehole/tank (7.2%) and other sources of water (2.1%) than in Cacadu and the Eastern Cape. No households make use of natural water or a dam as a water source.

**FIGURE 11: Household water source**



**b) Sanitation**

The type of sanitation used by households and the sanitation backlogs are listed in table 15 and table 16, respectively.

**Table 15: Sanitation**

	Flush toilet (connected to sewerage system)		Flush toilet (with septic tank)		Chemical toilet		Pit latrine with ventilation (VIP)		Pit latrine without ventilation		Bucket latrine		None	
	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Eastern Cape	30.9	31.1	2.2	1.3	2.0	0.6	5.6	7.2	23.1	33.9	5.6	4.0	30.6	21.8
Cacadu DC	40.3	67.8	11.1	3.5	0.8	0.0	5.3	0.1	16.2	4.9	14.3	14.5	12.0	9.3
Baviaans	30.3	34.8	21.7	14.5	0.4	0.0	5.8	0.0	11.4	0.0	19.0	47.5	11.3	3.2

Findings: Table 15

- Considerable fewer households have flush toilets (34.8%) than in Cacadu (67.8%), on the other hand more households in Baviaans have flush toilets with septic tanks (14.5%), compared to Cacadu (3.5%) and the Eastern Cape (1.3%).
- No households in Baviaans have chemical toilets or pit latrines with ventilation.
- Compared to Cacadu (14.5%) and the Eastern Cape (4.0%), many more households have a bucket latrine system in Baviaans (47.5%)

**Table 16: Estimated water and sanitation backlogs**

Estimated Water and Sanitation Backlogs for Cacadu					
LM name	Category	Water Development Cost Inclusive of Bulk development and reticulation		Sanitation Development Cost	
		R	%	R	%
	Total	R 37,186,204	17	R 67,633,517	15.4
Baviaans	Urban	R 26,069,778		R 31,203,103	
	Total	R 26,069,778	12	R 31,203,103	7.1

RSS

**c) Electricity**

As reflected in Table 17, most households in Baviaans (73.1%) use electricity as energy source. This compares favourably to statistics of households using electricity as energy source in Cacadu (82.6%) and the Eastern Cape (67.1%)

**Table 17: Energy source in Baviaans**

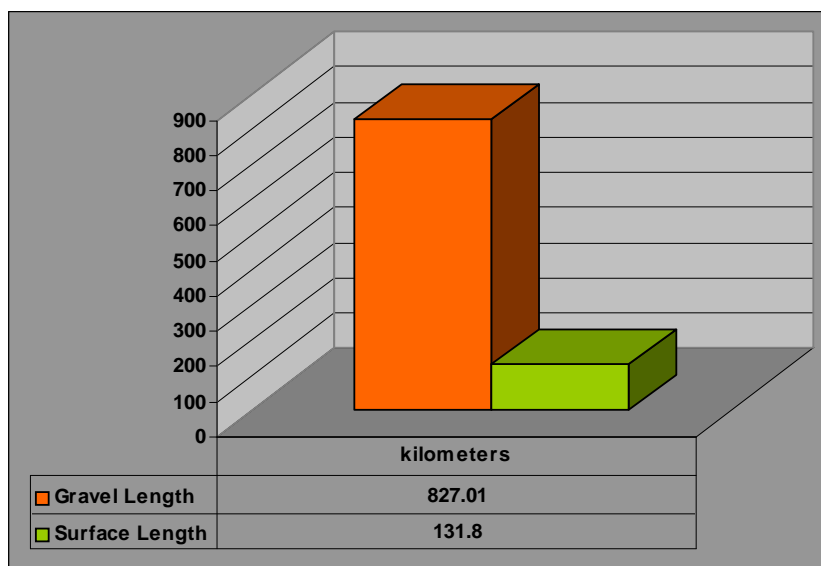
	Electricity		Gas		Paraffin		Candles		Solar and other	
	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006
	%	%	%	%	%	%	%	%	%	%
Eastern Cape	49.7	67.1	0.3	0.4	23.3	14.0	25.9	18.3	0.8	0.2
Cacadu DC	71.9	82.6	0.4	0.5	19.3	11.7	7.7	5.2	0.6	0.1
Baviaans	69.3	73.1	0.4	0.0	16.8	21.7	12.2	5.3	1.4	0.0

RSS

**d) Roads**

Figure 12 illustrates the length of roads that are surfaced and that are gravel. The distance of gravel roads are almost 8 times more than that of surfaced roads.

**FIGURE 12: Gravel and surfaced roads**



CDM IDP

## 2.2.6. Institutional Analysis

The Institutional Analysis provides a framework of capacities and constraints for the development of objectives and strategies. The powers and functions of the municipality (table 18) and its organogram in Annexure A is reflected in this section.

**Table 18: Powers and Functions**

<b>POWERS AND FUNCTIONS</b>	<b>BAVIAANS</b>
Air pollution	Yes
Building regulations	Yes
Child care facilities	Yes
Electricity reticulation	Yes
Fire fighting	No
Local tourism	Yes
Municipal airports	Yes
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Pontoons and ferries	Yes
Storm water	Yes
Trading regulations	Yes
Water (potable)	Yes
Sanitation	Yes
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisance	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	No
Pounds	Yes

POWERS AND FUNCTIONS	BAVIAANS
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

## 2.3. DEVELOPMENT PRIORITIES

The development priorities were not amended during the IDP review process and are reflected in tabular format.

### **Development Priority 1: Building the Institution and Employee Capacity**

The Accelerated and Shared Growth Initiative for South Africa (ASGISA) that is driven on a national level has identified six factors that constrain growth in South Africa. One of these is the shortage of skills which is especially relevant across all aspects of local government.

It is also apparent from the analysis of the facts and figures that the municipality is faced with serious challenges. A strong institution with the necessary capacity is vital to address these challenges successfully.

Considering the above the municipality identified building the institution and employee capacity as its first priority. The following objectives were identified for this priority:

<b>DEVELOPMENT PRIORITY 1: BUILDING THE INSTITUTION AND EMPLOYEE CAPACITY</b>	
<b>Objective 1</b>	A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service
<b>Objective 2</b>	Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in services delivered

### **Development Priority 2: Enhance Community Services**

Based on the limited resources and capacity in the area a strategic choice was made and that is to invest in the people in the area. In order to combat the unemployment rate, low income levels and decline in the population growth economic development and the provision of physical structures is important but without developing the people in the area these challenges could never be addressed successfully.

The NSDF confirms the principle of investing in people in stipulating that “in areas with low development potential government spending should focus on providing social transfers, human resource development and labour market intelligence”.

The municipality thus accepted its second development priority as the enhancement of community services. The development priority with its relevant objectives is reflected below.

<b>DEVELOPMENT PRIORITY 2: ENHANCE COMMUNITY SERVICES</b>	
<b>Objective 1</b>	Proud citizens that contribute to the development of their town/s
<b>Objective 2</b>	The Youth of Baviaans are actively integrated into and contribute to community development.
<b>Objective 3</b>	Improve community access to a comprehensive health care service
<b>Objective 4</b>	SAP fulfil their mandated role and responsibility in the community
<b>Objective 5</b>	Communities have easier access to social services

### **Development Priority 3: Economic Development**

The negative impact of the unemployment rate and the low level of monthly income on all spheres of the communities in the area can only be reversed by stimulating the economic growth in the area. The third development priority identified by the municipality is economic development. The priority with its relevant objectives is listed below.

<b>DEVELOPMENT PRIORITY 3 ECONOMIC DEVELOPMENT</b>	
<b>Objective 1</b>	SMME's are provided with mandated municipal support that facilitates their growth and success.
<b>Objective 2</b>	A pleasurable tourist experience.
<b>Objective 3</b>	Investigate the financial viability and sustainability of all resources and facilities of already existent agricultural projects & their contribution to LED

### **Development Priority 4: Provision of Basic Infrastructure**

Infrastructure development and maintenance is vital to the existence and development of a municipality. Infrastructure also facilitates economic growth in an area.

In addition municipalities are constitutionally mandated to provide in the basic needs of communities. The fourth development priority with its relevant objectives is reflected below.

<b>DEVELOPMENT PRIORITY 4: PROVISION OF BASIC INFRASTRUCTURE</b>	
<b>Objective 1</b>	Supply sustainable basic infrastructure to all inhabitants of Baviaans: Water
<b>Objective 2</b>	Supply sustainable basic infrastructure to all inhabitants of Baviaans: Sanitation
<b>Objective 3</b>	Supply sustainable basic infrastructure to all inhabitants of Baviaans: Refuse Removal & Management of Dumping Sites
<b>Objective 4</b>	Supply sustainable basic infrastructure to all inhabitants of Baviaans: Housing
<b>Objective 5</b>	Supply sustainable basic infrastructure to all inhabitants of Baviaans: Electricity
<b>Objective 6</b>	Supply sustainable basic infrastructure to all inhabitants of Baviaans: Streets and Storm Water Drainage
<b>Objective 7</b>	Supply sustainable basic infrastructure to all inhabitants of Baviaans: Municipal Buildings
<b>Objective 8</b>	Supply sustainable basic infrastructure to all inhabitants of Baviaans: Town and Regional Planning

### 3. STRATEGIES AND OBJECTIVES

#### 3.1. INTRODUCTION

The vision as well as the strategies and objectives were not amended and are reflected as they appear in the Baviaans IDP 2007 – 2012

#### VISION

“The Baviaans Municipality strives towards the establishment of a progressive community within a safe environment where basic service delivery is guaranteed and wherein decision making is based on maximum participation from the community.”

#### 3.2. OBJECTIVES, STRATEGIES AND INTERVENTIONS

The objectives and strategies for each development priority are presented in tabular form below.

Development Priority Building the Institution	
<b>Objective 1:</b> A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	
Strategies:	Interventions
Improve Financial Sustainability	
Increase collection of revenue base	<ul style="list-style-type: none"> <li>■ Masakane</li> <li>■ Encourage the customer to pay for service</li> <li>■ Efficient indigent policy</li> <li>■ Accurate and correct billing system and timeous reception by customer</li> </ul>
Increase revenue base	<ul style="list-style-type: none"> <li>■ Increase Property Rates charges.</li> <li>■ Service changes must reflect cost</li> <li>■ Valuation of property inclusive of all agricultural land</li> </ul>
Reduce unnecessary expenditure Consider alternatives, savings options	<ul style="list-style-type: none"> <li>■ Practical accounting system</li> <li>■ Oversight on expenditure</li> <li>■ Keeping to budgeted amounts</li> <li>■ Monthly report to Council</li> </ul>
Improve financial systems and procedures	<ul style="list-style-type: none"> <li>■ Upgrading of accounting system</li> <li>■ Formulate a register and contracts for municipal land and buildings users</li> </ul>
Review and strengthen internal systems and procedures	<ul style="list-style-type: none"> <li>■ Councillors to take resolutions and Management to formulate action plans for implementation.</li> <li>■ Simplify By-Laws into one page documents. Education and road shows must be organised</li> <li>■ Assess availability and content of existing policies in council. Identify gaps in policy and adjust / amend / add etc...</li> <li>■ Effective Indigent Policy.</li> </ul> <p>Review and improve existing records management. Filing &amp; archive system.</p>
Strengthen the municipal resources	<ul style="list-style-type: none"> <li>■ . Purchasing of additional vehicles or graders</li> </ul>
Strengthen the municipal accountability	<ul style="list-style-type: none"> <li>■ Yearly report on time</li> </ul>
Improve and strengthen existing planning system	<ul style="list-style-type: none"> <li>■ Finalise Spatial Development Framework</li> <li>■ Associating policies: Housing, Agriculture Transport, Tourism and Conservation.</li> </ul>

<b>Objective 2:</b> Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in services delivered.	
An effective, customized organizational structure	<ul style="list-style-type: none"> <li>■ Review of existing organizational structure and drafting of “new” ideal structure</li> </ul>
Create incentives for staff... to improve performance / productivity	<ul style="list-style-type: none"> <li>■ Formulate a policy for “Bonus Contracts” for section 57 employees</li> </ul>
Improve customer care (relations) and service Steytlerville: office space for councillor/s and waiting room for customers Willowmore: privacy issue vs. availability to customer.	<ul style="list-style-type: none"> <li>■ Reorganize office space ....with a customer orientation in mind and more effective administration.</li> </ul>
<b>Development Priority</b>	
<b>[Community Services]</b>	
<b>Objective 13:</b> <b>Proud citizens that contribute to the development of their town/s</b> (Directly linked to objective 3)	
<b>Strategies:</b>	<b>Interventions</b>
Promote Education not only academic but also practical work related learning that would make them economic active “technical” “trade”	<ul style="list-style-type: none"> <li>■ Upgrading of library (building and books) (linked to objective 3)</li> </ul>
Need to raise the level of skill competence of the community.	<ul style="list-style-type: none"> <li>■ Assess aptitude of children in community.</li> <li>■ Results to determine:</li> <li>■ Establishment of Trade School /</li> <li>■ Adjustment in school curriculum.</li> <li>■ Consider feasibility of adult – basic education</li> <li>■ Expansion of Umsobomvu Youth Advisory Centre Point to Steytlerville &amp; Baviaanskloof</li> <li>■ Implement a ‘Life Skill’ programme</li> <li>■ Special focus: Financial Management Within the household</li> <li>■ Investigate transport of children to schools, especially farm schools linked to obj 3)</li> <li>■ Investigate Library service so that Library service and make a more meaningful contribution to community development.</li> </ul>
Remove “poverty mentality”	
<ul style="list-style-type: none"> <li>• Instil a sense of pride and ownership and dignity.</li> <li>• Utilize local skill in community to assist in projects.</li> </ul>	<ul style="list-style-type: none"> <li>■ Joint community projects</li> <li>■ Renovation of the community hall in Steytlerville</li> <li>■ Renovation/Improvement to municipal building</li> </ul>
Build community spirit	<ul style="list-style-type: none"> <li>■ Purchase and Installation of Christmas Lights</li> </ul>
Remove sense of “helplessness”	<ul style="list-style-type: none"> <li>■ Formulation and implementation of Programme against alcohol abuse</li> </ul>
More informed community	<ul style="list-style-type: none"> <li>■ Establish municipal newsletter</li> <li>■ Establishment of Area Committees</li> </ul>

Development Priority Community Services: Youth Development	
<b>Objective 14:</b> The Youth of Baviaans are actively integrated into and contribute to community development. (NB! Directly linked to objective 2) separated youth from adult	
Strategies:	Interventions
Provision of recreational facilities	<ul style="list-style-type: none"> <li>■ Establish play parks for children</li> <li>■ Upgrading of sport grounds</li> <li>■ Build a swimming pool in Willowmore</li> <li>■ Sport facilities for Baviaans</li> </ul>
Exposure to extra curricula activities	<ul style="list-style-type: none"> <li>■ Start Drama, Arts and Culture Classes</li> <li>■ Investigate possible incorporation into school curriculum</li> </ul>
Promote self development	<ul style="list-style-type: none"> <li>■ Implement "Free to grow programme"</li> <li>■ Centre for youth development</li> </ul>
Remove sense of helplessness	<ul style="list-style-type: none"> <li>■</li> </ul>
Instil a sense of community pride and dignity	<ul style="list-style-type: none"> <li>■ Identify joint youth / community upliftment projects</li> <li>■ Investigate the implementation of Gr R at all Primary Schools.</li> </ul>
Promote Education  (not only academic but also "technical" "trade")	<ul style="list-style-type: none"> <li>■ Upgrading of library (building and books) (linked to objective 2)</li> <li>■ Investigate transport of children to schools, especially farm schools linked to obj 2)</li> <li>■ Assess aptitude of children in community.</li> <li>■ Results to determine:</li> <li>■ Establishment of Trade School /.</li> <li>■ Adjustment in school curriculum.</li> </ul>
Security and Safety of Youth	<ul style="list-style-type: none"> <li>■ Investigate the problem of homeless children.</li> </ul>

Development Priority Community Services: Health Services	
<b>Objective 15:</b> Improve community access to a comprehensive health care service.	
Strategies:	Interventions
Investigate private public partnerships	Ensure availability of an ambulance by engaging Province, CDM and private operators
Lobby with district and province	<ul style="list-style-type: none"> <li>■ Ensure availability of a doctor at all clinics and hospitals</li> <li>■ Improve the transport route of mobile clinics</li> <li>■ Investigate options of transportation to clinic and hospital. Assess the situation.</li> </ul>
Promote home-based care	<ul style="list-style-type: none"> <li>■ Establishment of home-based care centres.</li> <li>■ Establish "HIV and Aids" care centre at Willowmore district hospital Hospice</li> </ul>
Improve customer care / service	<ul style="list-style-type: none"> <li>■ Provision of waiting room at clinics</li> <li>■ Establish a satellite clinic in Baviaanskloof area</li> </ul>

<p>Attract more health services to the area (dentist, x-rays, minor surgical procedures, etc... Or Optimise District Hospital ... and Make transport available for all areas in Baviaans to get to District Hospital Improve / Optimise existing health services available in the area. Better mortuary services</p>	<ul style="list-style-type: none"> <li>■ Spoornet Train [Phelophepha health Train]</li> <li>■ Investigate range of health services. Dentist, Doctor, X-rays etc...</li> <li>■ Purchase of additional patient transport vehicle.</li> <li>■ Assess the delivery of service of the provincial hospital at Willowmore.</li> <li>■ Support programmes / projects identified by Willowmore Provincial Aided Hospital.</li> <li>■ Expansion of current mortuary facilities at Willowmore Hospital</li> </ul>
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**Development Priority Community Services: Safety and Security**

<b>Objective 16:</b>	
<b>SAP fulfil their mandated role and responsibility in the community</b>	
<b>Strategies:</b>	<b>Interventions</b>
Bilateral discussions with SAPS	■ Ensure separate jail cells for youth.
Build health relationships	■ SAP to ensure that their staff in Baviaans LM can speak Afrikaans.
Forge partnerships to combat crime  Better handling of raped women	<ul style="list-style-type: none"> <li>■ Set up community policing forums / structures to combat crime. [neighbourhood watch]</li> <li>■ Specifically look at crime related to alcohol abuse</li> <li>■ Facilities for raped women</li> <li>■ T/ship fencing-off road reserve and municipal commonages</li> <li>■ Ensure Security consciousness within community of Baviaans</li> <li>■ Investigate the problems of homeless children</li> </ul>

**Development Priority Community Services: Access to Government Departments**

<b>Objective 6:</b>	
Communities have easier access to social services.	
<b>Strategies:</b>	<b>Interventions</b>
Investigate other options to accessible service  Better communication	<ul style="list-style-type: none"> <li>■ Establishment of a "Thusong Centre" MPCC</li> <li>■ Project: Bring Departments to where the people live.</li> <li>■ Bring Home Affairs to the towns... to bring all resources with them</li> <li>■ Municipality make facility available.</li> <li>■ Same with Social Development Department</li> <li>■ Same with Education Department</li> <li>■ Departments to speak the language of the customer.</li> </ul>
Reduce distance between service and the community	■ Avail office space and facilities to visiting govt depts. In Willowmore & Steytleville

**Development Priority Community Services: Better communication to Community**

<b>Objective 6:</b>	
Community participation.	
<b>Strategies:</b>	<b>Interventions</b>
Community participation structures to help identify community needs	■ 10 x Area Committees established
Baviaans Municipal news letter	■ Communication to communit

Development Priority Economic Development	
Objective 3: SMME's are provided with mandated municipal support that facilitates their growth and success.	
Strategies:	Interventions
Empowerment of the SMME	<ul style="list-style-type: none"> <li>■ Provision of training programmes on:               <ul style="list-style-type: none"> <li>■ Book-keeping</li> <li>■ Financial management</li> <li>■ Marketing of product and service</li> </ul> </li> </ul>
Promote the services and or products of the SMME. Facilitate SMME website access and utilization. Assist with marketing, exposure of the SMME's product / service.	<ul style="list-style-type: none"> <li>■ Place photos of SMME product and or service and contact details on web site.</li> <li>■ Provide training on How to access and utilize website for marketing.</li> <li>■ Linked to Tourism strategy, project above</li> </ul>
The provision of municipal business sites, premises for business. Assist with marketing, exposure of the SMME's product / service.	<ul style="list-style-type: none"> <li>■ Establish business stalls, bee hives, and suitable venues to sell SMME products.</li> <li>■ Provide and source a suitable venue for mohair and wool products; brick making projects.</li> </ul>
Legalise, legitimise Spaza shops	<ul style="list-style-type: none"> <li>■ Create a data base of all Spaza shops, and business owners within the municipal area.</li> <li>■ Assist SMME with the registration of their businesses</li> </ul>
Formalize local hawkers to promote organized trade	<ul style="list-style-type: none"> <li>■ Enforce local bylaws applicable to "hawkers"</li> <li>■ Obtain a council resolution / decision on designated hawking areas</li> </ul>
Promote opportunity for local job creation	<ul style="list-style-type: none"> <li>■ Assist with the registration of local contractors as accredited service providers, with the relevant Govt. institution.</li> </ul>
Promote local economic development	<ul style="list-style-type: none"> <li>■ Formulation of a local economic development plan. (LED PLAN outlining objectives, strategies and related projects</li> <li>■ Development of LED in Baviaans.</li> </ul>

Development Priority Economic Development: Tourism Development	
Objective 4: A pleasurable tourist experience	
Strategies:	Interventions
Promote local tourism	<ul style="list-style-type: none"> <li>■ Formulation of an integrated tourism development plan... that accommodates the entire area of Baviaans, e.g. not only focus on west of the Baviaanskloof but to also consider the east.</li> <li>■ Completion of the "Family Flag" project already underway in Steytlerville</li> <li>■ Attraction of tourism to Steytlerville and Willowmore</li> </ul>
PDI involvement in product ownership of Tourism products	<ul style="list-style-type: none"> <li>■ Sibanye House to be developed into a African restaurant offering traditional dishes</li> <li>■ Facilitate training of tour guides and guesthouse personnel through Department of Labour</li> <li>■ Facilitate joint ventures with PDI's in Tourism opportunities</li> </ul>

Promote local “tourist” products, services available. Facilitate website access and utilization.	<ul style="list-style-type: none"> <li>■ (Linked to strategy and projects of Economic Development objective)</li> <li>■ Place photos of Tourist product and or service and contact details on web site.</li> <li>■ Provide training on How to access and utilize website for marketing.</li> <li>■ Create a municipal database of tourism operators in Baviaans</li> <li>■ Investigate standards of existing tourism facilities</li> </ul>
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**Development Priority Economic Development: Agriculture**

Objective 5 Investigate the financial viability and sustainability of all resources and facilities of already existent agricultural projects & their contribution to LED	
<b>Strategies:</b>	<b>Interventions</b>
Ensure the implementation of sustainable projects	<ul style="list-style-type: none"> <li>■ Assess / evaluate all existing “LED” ‘Agriculture projects.</li> <li>■ Based on results determine where to resuscitate or abort projects.</li> <li>■ Consider Aeroponics, piggeries, poultry farms, nurseries, greenhouse projects.</li> </ul>
Law enforcement	<ul style="list-style-type: none"> <li>■ Enforcement / application of the relevant by-laws.</li> </ul>
Conserve soil  Accessing of funding for the soil committee to implement soil conservation projects	<ul style="list-style-type: none"> <li>■ Establishment of a Soil Committee as legitimate structure according to the Soil Act.</li> <li>■ Fencing of emerging farmers land</li> <li>■ Identification of conservation “projects”</li> <li>■ Formulation of “project proposals”</li> <li>■ Investigate projects that contribute to the conservation of indigenous plants.</li> </ul>
Increase number of beneficiaries of the Agricultural Projects	<ul style="list-style-type: none"> <li>■ Everyone wishing to participate must be given a chance</li> <li>■ Individual small farmers must have access to Commonages and pay for their animals utilizing commonage grazing</li> </ul>
Avail land for emerging farmers	<ul style="list-style-type: none"> <li>■ Investigate the need for land</li> </ul>
Households to grow their own fruit	<ul style="list-style-type: none"> <li>■ Trees for each household</li> </ul>

**Development Priority Economic Development: Transport**

Objective 6 To provide the Baviaans community with a road infrastructure and transport system which enhance accessibility	
<b>Strategies:</b>	<b>Interventions</b>
Establish a well represented body to meet regularly with the Dept of Roads and Transport	<ul style="list-style-type: none"> <li>■ Nominated relevant roll players</li> </ul>
High standards of road Infrastructure towns as well as rural roads	<ul style="list-style-type: none"> <li>■ Maintenance budget for town roads</li> <li>■ Prioritise roads (the need for upgrading)</li> <li>■ Lobby funds: Dept of Transport</li> </ul>
Contribute to more roadworthy vehicles	<ul style="list-style-type: none"> <li>■ Investigate the existing facilities in Willowmore</li> </ul>
Access to transport for the people of Baviaans	<ul style="list-style-type: none"> <li>■ Investigate the need for transport</li> <li>■ Investigate the existing public transport</li> </ul>

Development Priority Infrastructure Development	
Objective 7: Supply sustainable basic infrastructure to all inhabitants of Baviaans: Water	
Strategies:	Interventions
Sustainable water supply	<ul style="list-style-type: none"> <li>■ Investigate new source for Steytlerville [Erasmuskloof] feasibility and assessment R20 million</li> <li>■ Bore another Borehole in Zaaymanshoek R1.3 Million</li> <li>■ Investigate an alternative to water purchasing in Fullarton &amp; Steytlerville</li> <li>■ Supply water despite Escom power failures</li> </ul>
Efficient accounting system for water usage	<ul style="list-style-type: none"> <li>■ Monthly statistics of consumption for monitoring R150 000</li> <li>■ Faulty meter replacement remove R1.4 million</li> <li>■ the installation of water meters in Baviaanskloof &amp; Fullarton (unpack PP and investigation ) (looking at employing local labour for installation) R132 000</li> </ul>
Budget for operation and maintenance of water reticulation network	<ul style="list-style-type: none"> <li>■ Finalise Water Services Development Plan</li> <li>■ Allocate funding from own revenue for operation and maintenance costs</li> <li>■ Conclude legal contracts with users tapping on the municipal lines</li> </ul>
Objective 8 ■ Supply sustainable basic infrastructure to all inhabitants of Baviaans: Sanitation	
Provide sanitation of an acceptable standard to all communities	<ul style="list-style-type: none"> <li>■ Investigate the demand for sanitation in the municipality area</li> <li>■ Plan and implement sanitation projects according to the demand analysis</li> </ul>

Objective 9 Supply sustainable basic infrastructure to all inhabitants of Baviaans: Refuse Removal & Management of Dumping Sites	
Strategies	Interventions
Legal compliance of all dumping sites	<ul style="list-style-type: none"> <li>○ Legalise dumping site in Steytlerville or look for alternative site</li> <li>○ Investigate dumping in Fullarton and Baviaanskloof</li> <li>○ Better management of dumping sites in Willowmore &amp; Steytlerville.</li> <li>○ Controls over the sites very important is the fencing</li> <li>○ Appoint a person to supervise dumping sites</li> <li>○ Make municipal vehicle available for hiring to remove garden/building or other waste that is not normally carried in black bags</li> <li>○ Enforce By-Laws and educate community on implications of dumping randomly</li> </ul>
Improve refuse removal plans	<ul style="list-style-type: none"> <li>■ Adopt a comprehensive plan for refuse removal through community participation</li> <li>■ Purchase vehicles for refuse removal in both Willowmore &amp; Steytlerville</li> <li>■ Fill all vacancies existing in refuse removal and explore the idea of increasing personnel</li> </ul>

Objective 9 Supply sustainable basic infrastructure to all inhabitants of Baviaans: Housing	
Strategies	Interventions
Eradicate all squatters and informal settlements in Baviaans	<ul style="list-style-type: none"> <li>■ Investigate and determine the housing need in the entire Baviaans Municipal area with special focus on “Down Location” and “Steytlerville Squatters”</li> <li>■ Renovate old stone houses</li> </ul>
Provide housing for needy people in Baviaanskloof and Fullarton	<ul style="list-style-type: none"> <li>■ Investigate feasibility of housing projects in Fullarton and Baviaanskloof</li> <li>■ Apply for housing projects from Province</li> </ul>
Provision of housing for middle and high income earners	<ul style="list-style-type: none"> <li>■ Town Planning for housing projects for higher income earners</li> <li>■ Survey and peg new erven for future expansion of towns in Steytlerville especially</li> <li>■ Private sector housing development – Steytlerville and Willowmore</li> </ul>
Enhance quality and standards of RDP housing	<ul style="list-style-type: none"> <li>■ Encourage local contractors to register with CIDB</li> <li>■ Monitor all projects for compliance with Nat &amp; Prov. Standards</li> <li>■ Ensure that legal/rightful owners are allocated houses in RDP housing projects</li> </ul>

Objective 10: Supply sustainable basic infrastructure to all inhabitants of Baviaans: Electricity	
Strategies	Interventions
Avoid power failure from the Municipality supply network	<ul style="list-style-type: none"> <li>■ Upgrade old network infrastructure in Steytlerville and Willowmore</li> <li>■ Refurbish where needed</li> <li>■ Operation and Maintenance plan to be crafted and implemented with budgetary provisions</li> <li>■ Upgrade old power station Willowmore</li> </ul>
Eradicate or minimize electricity loss that is not accounted for.	<ul style="list-style-type: none"> <li>■ Apply the credit control and By-Law provisions for people stealing electricity</li> <li>■ Educate people around the efficient usage of electricity</li> </ul>
Electricity supply to all inhabitants of Baviaans by 2012	<ul style="list-style-type: none"> <li>■ Ensure street lighting in all areas and townships R900 000</li> <li>■ Apply for electrification of Fullarton Houses and school</li> <li>■ Ensure that all housing projects are electrified</li> </ul>

Objective 11: Supply sustainable basic infrastructure to all inhabitants of Baviaans: Streets and Storm Water Drainage	
Strategies	Interventions
Improve conditions of internal streets and roads in Willowmore and Steytlerville	<ul style="list-style-type: none"> <li>■ Steytlerville: Tarring of strategic roads</li> <li>■ Storm water drainage on all roads</li> <li>■ Road marks and signage</li> <li>■ Willowmore: Storm water drainage on gravel roads</li> <li>■ Open furrows on gravel roads</li> <li>■ Erect speed humps and V-drains</li> <li>■ Must also have an Operation and Maintenance plan and budget</li> <li>■ Prioritising of streets for upgrading</li> </ul>

Objective 12: Supply sustainable basic infrastructure to all inhabitants of Baviaans: Municipal Buildings	
<b>Strategies</b>	<b>Interventions</b>
Encourage efficient usage of municipal halls, buildings by community for revenue	<ul style="list-style-type: none"> <li>■ Operation and Maintenance necessary with budget</li> <li>■ Signing of contracts with current lessees of municipal buildings</li> <li>■ Evict non payers on municipal buildings</li> <li>■ Usage must be approved by the Municipal Manager or Council</li> </ul>

## 4. PROJECTS

### 4.1. INTRODUCTION

Considering the outputs of the projects phase it is clear that a link should be established between projects and performance management (indicators) in this phase. It is for this reason that this section will entail the following:

- A project register as amended during the IDP review process.
- Completed projects and new projects will be indicated on the project register
- A Service Delivery and Budget Implementation Plan (SDBIP) which translates the development priorities, objectives and strategies, as listed in Chapter 2 and 3, into interventions in the form of projects with key performance indicators (KPIs) to facilitate performance management in the municipality
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### 4.2. PROJECT REGISTER

The project register from the Baviaans Municipality IDP 2007-2012 was presented to internal and external stakeholder for consideration and amendments during the IDP review process. At these meetings a few projects were added to the 2007 – 2012 project register and feedback on progress with projects were provided. The amended project register is reflected in table 19. New projects are indicated in orange.

### 4.3. SDBIP

The SDBIP Operating & Capital Budget attached as Annexure C.

**Table 19 Amended Project Register**

Development Priority		Objectives			
<b>Building the Institution and Employee Capacity</b>		1. A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service			
		2. Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in services delivered			
IDP Prior No	Project Description	Costing 08/09	Status	Source of Finance	Responsible
1	Review of existing organizational structure & drafting of a new ideal structure	R100 000	Funded (Carried over from 06/07)	PDHLGTA	MM/CSM
2	Accurate and correct billing system	R250 000	Funded (Carried over From 06/07)	PDHLGTA	CFO
3	<i>Execution of council resolutions</i>	<i>R90 000</i>	<i>Funded</i>	<i>BM</i>	<i>MM/CSM</i>
4	Compilation of GAMAP/GRAP complaint Asset Register	See no 2	Funded (Carried over from 06/07)	PDHLGTA	MM/CFO
5	Valuation of property including agricultural land	R5 m	Funded		CFO
6	Formulate a register & contracts for municipal land and building users	R 0	Own Revenue	BM	MM/CSM
7	Action plans to implement by-laws. Simplify by-laws - Public awareness Campaign - Roadshow with BM community ex. Security Awareness, save water,	R40 000 08/09	Funded	BM	CS
8	Policies of Council. Identify gaps/ amend/Add	R 0	Own Revenue	BM	All Managers
9	Performance Management System	R0	Prov Gov & DBSA	Cacadu	CS
9(a)	Annual report according to legislation for Baviaans Municipality - Un-qualified audit opinion - Oversight report	R50 000	Funded	DPLG	CSM

Building the Institution and Employee Capacity					
IDP Prior No	Project Description	Costing 08/09	Status	Source of Finance	Responsible
10	Re-organize office space with customer orientation in mind & More effective administration	R120 000	Funded (Carried over from 06/07)	BM	CFO/TSM
10(a)	Investigate improvement of archive & Filing system of Baviana Municipality	R10 000	NA	BM	CSM
11	Internal Skills Development Program (Staff)	R60 000	Funded	BM	CSM
12	Finalize Special Development Spatial Plan <ul style="list-style-type: none"> <li>- Town Planning – new erven S/Ville</li> <li>- Future expansion</li> </ul>	R50 000	Funded (Carried over from 06/07)	PHLGTA	TSM

Development Priority		Objectives			
<b>Enhance Community Services</b>		<ol style="list-style-type: none"> <li>1. Proud citizens that contribute to the development of their town/s</li> <li>2. The Youth of Baviaans are actively integrated into and contribute to community development.</li> <li>3. Improve community access to a comprehensive health care service</li> <li>4. SAP fulfil their mandated role and responsibility in the community</li> <li>5. Communities have easier access to social services.</li> </ol>			
General					
IDP Priority No	Project Description	Costing 08/09	Status	Source of Finance	Responsible
13	Investigate possibility to give learners (Gr 7 – 12) the opportunity to develop hand skills	R0	Own Revenue Dept Education	Dept of Education	CS
14	Upgrading of Library (building & books)	R0	Funded (Carried over from 06/07)	CDM/PDSRAC	CSM
14 (a)	Training of Library Staff and Investigate development of Library as a fully fledged service centre – WM & SV	R0	Funded (Carried over from 06/07)	BM	CSM
15	Expansion of Umsombomvu Youth Advisory Centre to Steytlerville & Baviaanskloof and Implement a Youth Desk	R380 000	Funded	BM Usombomvu	CS
15(a)	Investigate old abattoir to be upgraded for the use of the Youth - Willowmore	R0	Unfunded	Soc Dev	CS
16	Launch an extensive training program (i) Implement Life Skill Prg special focus Fin Man (ii) Municipal Journalism (iii) Visionary Leadership (iv) Training CDW's	R70 000	Funded	CMTP/DEAT  DPLG	CS
16(a)	Address training needs for Community	R200 000	Funded	BM	CS
16(b)	Investigate implementation of Grade R at W'More Prim School	R0	NA	NA	CS

Enhance Community Services					
General					
IDP Priority No	Project Description	Costing	Status	Source of Finance	Responsible
17	Purchase and installation of Christmas Lights – Steytleville	R36 312 07/08 R90 000- 08/09	Funded	Donation from businesses + BM budget	TSM
18	Investigate establishment of Thusong Centre (MPCC) in S'Ville old clinic. Inter department relationship	R30 000	Carried over 07/08 Funded	BM	CSM/CS
18(a)	Ensure staff of all Public Dept to speak language of the customer	R0	NA	NA	CS
18(b)	Upgrade & establish play parks in communities in Baviaans Municipality	R150 000	Funded	BM	CS
18(c)	Community participation structures – Area Committees				
Women and Youth					
19	Initiate and support existing Sport Codes	R23 500 07/08 R40 000 08/09	Funded	BM	CS
19(a)	Investigate house for foster children	R0	NA	Dept Social Development	CS
20	Women focused empowerment projects	R100 000 08/09	Funded	BM	CS
Health Services					
21	Ensure effective clinics & hospitals through intersectoral planning	R0	NA	NA	CS
21(a)	Build a clinic in Baviaanskloof With provision of a prof sister	R300 000	Funded	Cacadu	Cacadu
22	Ensure availability of ambulance & patient transport for Baviaanskloof through intersectoral planning	R0	NA	NA	CS
23	Ensure availability of community service doctor through Intersectoral planning	R0	NA	NA	CS

Enhance Community Services					
Health Services					
IDP Priority No	Project Description	Costing	Status	Source of Finance	Responsible
23(a)	Investigate additional mortuary for W'More	R0	NA	Dept Health	CS
24	Ensure effective Aids Council, HIV/Aids Plan as well as Program for HIV/AIDS	R60 000	Funded	BM	CS
24(a)	Investigate project to establish two crises centre for raped women at SAPS & Hospital	R0	NA	NA	CS
25	Investigate ARV Treatment Centre at W'More hospital	R0	NA	Dept Health	CS
Safety and Security					
26	SAPS to ensure that their staff	R0	NA	NA	CS

	in BM can speak the language of the customer				
27	Facilitate and strengthen community policing forums & sector policing	R0	NA	NA	CS
28	Facilitate investigation root causes of substance abuse leading to crime	REF NO 7	Funded Own revenue	Dept of Social Develop	CS
28(a)	Investigate reasons for relapse in moral of whole community	REF NO 7	Funded Own revenue	All Dept	CS
29	Township fencing off road reserve and municipal commonages	R250 000	Funded	Dept Transport	TSM
30	Facilitate security consciousness roadshow & workshops with community of Baviaans Mun	REF NO 7	Funded Own revenue	BM	CS

Development Priority		Objectives			
<b>Economic Development</b>		<ol style="list-style-type: none"> <li>1. SMME's are provided with mandated municipal support that facilitates their growth and success.</li> <li>2. A pleasurable tourist experience</li> <li>3. Investigate the financial viability and sustainability of all resources and facilities of already existent agricultural projects &amp; their contribution to LED</li> </ol>			
General					
IDP Priority No	Project Description	Costing	Status	Source of Finance	Responsible
31	Create a database of all Spaza Shops & business owners in Baviaans Municipality Willowmore/Steitlerville	R0	NA Willowmore Completed	BM	CFO
32	Assist SMME with registration of their businesses and registration of local contractors as accredited service providers	R0	NA	DEAT/BM	CFO/CS
33	Designate hawking areas and promulgate	R0	Unfunded Designation completed	BM/CDM	TSM
34	Encourage local contractor to register with CIDB	R0	Funded Own revenue	BM/CDM	TSM
35	Formulation of LED Master Plan	R0	Unfunded	BM/CDM	CS
35(a)	Investigate the establishment of a brick/paper work project in stead of Leatherworks Project in Sville – LED Project	R750 000	Funded	BM	CSM/CS
35(b)	Thina Sinako – Development of LED in Ikwezi and Baviaans Municipality – Strategic Plan 12 month timeframe	R560 000	Funded	Thina Sinako - Cacadu	Steering Committee Ikwezi and Baviaans Municipalities

Economic Development					
Tourism Development					
IDP Priority No	Project Description	Costing	Status	Source of Finance	Responsible
36	Formulation of an integrated tourism development plan and <b>Action plan for Implementing of a tourism sector plan</b>	R200 000	Funded (Carried over 06/07)	DBSA/BM	Tourism
36(a)	<b>Marketing Baviaans: Upgrading of Baviaans Tourism Office - Steytlerville</b>				
37	Municipal tourism to become part of district tourism	R0	NA	NA	Tourism
37(b)	<b>Upgrading of Baviaans Tourism Office in Steytlerville</b>	R30 000	Funded	Toursim	Tourism/TSM
38	Investigate Bakersdam for possible West Gate to Baviaans Mega Reserve	R0	Funded Own revenue	BM	Tourism
39	<b>Investigate erection of Tourism indication signs</b>	R0	NA	NA	Tourism
40	Investigate training needs for tour guides and guesthouse personnel – PDI's	R0	NA	BM	Tourism
41	Investigate Tourism Development Projects for Steytlerville, W'More & BKloof <ul style="list-style-type: none"> <li>- Flag Project</li> <li>- Sibanye House</li> <li>- Community Kiosk</li> </ul>	R45 000	Funded	Cacadu	Tourism
41(a)	<b>Erection of structures at entrances of towns as well as succulent gardens at entrances and open spaces</b>	R50 000	Funded	Atollo Hold	Tourism
42	Provide training to registered SMME's on business skills and usage of internet for marketig	R10 000	Funded Own revenue	BM YAC Point Dept of Labour	Tourism
43	Create a municipal database for tourism operators in Baviaans Municipality	R0	NA	BM	Tourism
44	Avail tourism marketing facilities (office & website) for registered PDI's	R0	NA	BM	Tourism

Agriculture					
IDP Priority No	Project Description	Costing	Status	Source of Finance	Responsible
45	Access/evaluate all existing Agric Projects: Based on results consider resuscitate or abort projects	R0	Funded Own revenue	Dept of Agric	CS
46	Establish of a Soil Committee according to The Soil Conservation Act	R0	Funded	Dept of Agric	CS
46(a)	Investigate sub-tropical project in Baviaanskloof	R0	NA	NA	CS
47	Creation of Land & Agri Forum to address all agricultural needs & opportunities BM	R0	NA	BM	CS
48	Willowmore Small Farmers New Piggery/Fencing Structure	R120 000	Funded	Dept of Agric	CS
49	Maseti Casp Project Fencing	R750 000			CS
49(a)	Sewefontein Fencing in Baviaanskloof	R120 000	Funded	Dept Agric	CS
49(b)	Trees for Food Programme Planting of trees in Willowmore & Steytlerville	R0	Funded	Dept Forestry	CS
49(c)	Rezoning the land for nursery project in Willowmore and providing of municipal services	R0	NA	DEPT Social Develop	Social D
49(d)	Investigate poultry- and other abattoir for Cacadu region	R0	NA	Cacadu	CS
49(e)	Sakkies Kleinboere Borehole Development	R120 000	Funded	Dept Agric	CS

Development Priority		Objective			
<p style="text-align: center;"><b>Provision of Basic Infrastructure</b></p>		1.	Supply sustainable basic infrastructure to all inhabitants of Bavianaans: Water		
		2.	Supply sustainable basic infrastructure to all inhabitants of Bavianaans: Roads		
		3.	Supply sustainable basic infrastructure to all inhabitants of Bavianaans: Refuse Removal & Management of Dumping Sites		
		4.	Supply sustainable basic infrastructure to all inhabitants of Bavianaans: Housing		
		5.	Supply sustainable basic infrastructure to all inhabitants of Bavianaans: Electricity		
		6.	Supply sustainable basic infrastructure to all inhabitants of Bavianaans: Streets and Storm Water Drainage		
		7.	Supply sustainable basic infrastructure to all inhabitants of Bavianaans: Municipal Buildings		
Water					
IDP Priority No	Project Description	Costing	Status	Source of Finance	Responsible
50	Investigate the installation of water flow meters for indigent households to prevent unaffordable water usage	R0	Funded Own Revenue	BM	TSM
51	Investigate the installation of area water flow meters for both S/Ville & W'More	R0	Funded Own Revenue	BM/CDM	TSM
52	Finalize Water Services Review Development Plan	R100 000	Funded Old plan completed	CDM	TSM
53	Investigate a project for the education of community on how to save water – Working for Water Project.	R0	Funded	BM	CS
53(a)	Investigate the acquisition of additional generator – B2, Steytlerville	R260 000	Funded	BM	TSM

<b>Provision of Basic Infrastructure</b>					
<b>Steytlerville Water</b>					
54	Augmentation of Surface Water from Erasmuskloof	R20 048 245	Funded	MIG	TSM
55	Building of a 1\ML Reservoir & Booster Pump	R2 900 000	Funded	MIG	TSM
56	Investigation of upgrading of Internal Water Reticulation of S'Ville (Old Dorpsarea)	R0	Done on risk by Uhambiso	Uhambiso	TSM
57	Maintenance program for Telemetry Systems S'Ville & W'More	R70 000	Funded	BM	TSM/CFO
<b>Willowmore Water</b>					
<b>IDP Priority No</b>	<b>Project Description</b>	<b>Costing</b>	<b>Status</b>	<b>Source of Finance</b>	<b>Responsible</b>
58	Drill 3 x 300m deep boreholes – Wanhoop	R1200 000	Funded	MIG	TSM
59	Upgrading of water network at Wanhoop	R1.5m	Funded	MIG	TSM
60	Investigate the provision of permanent water supply to Hillview Sport field  Construction & installation	R0  R1.2m	Done on risk by Uhambiso	Uhambiso	TSM
61	Investigate the acquisition of additional generator and electric pump for Wanhoop	RO			
62	Investigate the utilisation of backwash water and upgrading of waterworks – Wanhoop	R0	Done on risk by Uhambiso	Uhambiso	TSM
63	Investigate water supply for new housing development - Willowmore	R0	Done on risk by Uhambiso	Uhambiso	TSM
<b>Zaaimanshoek Water</b>					
64	Upgrading of water provision new borehole And internal reticulation – Zaaimanshoek	R1 300 000	Funded	CDM CMIP Drought Relief	TSM
<b>Fullarton Water</b>					
65	Investigate water supply in Fullarton	R0	Done on risk by Uhambiso	Uhambiso	TSM

Provision of Basic Infrastructure					
Refuse Removal					
66	Investigate pilot project for the outsourcing of refuse removal in Baviaans Municipality	R0	Funded	BM	TSMCS
67	Investigate dumping sites and refuse removal at Fullarton & Baviaanskloof	R0	Funded	Risk Uhambiso BM	TSM
68	Investigate better management of dumping sites in Willowmore & Steytlerville as well as better staff management for refuse removal	R0	Funded	BM Risk Uhambiso	TSM
Housing					
69	373 Housing project – Willowmore	R9 300 000	Funded	PDHLGTA	TSM
70	503 Housing project – Steytlerville	R12 00 000	Funded	PDHLGTA	TSM
71	Transfer of housing board houses to beneficiaries	R600 000	Funded	PDHLGTA	TSM
72	Upgrading of old stone houses in Steytlerville	R950 400	Funded	“	TSM
72(a)	Investigate renovation of old houses in S'Ville	R0	Funded	NA	TSM
73	Water proofing of 460 units - Willowmore	R658 000	Funded	PDHLGTA	TSM
74	Investigate unoccupied houses for possible re-allocation	R0	Funded	PDHLGTA	TSM
75	Investigate new housing scheme 50 houses for Down – W'More 73 Houses for farm beneficiaries in Steytlerville	R0	Done on risk by Uhambiso	Uhambiso	TSM
Housing					
76	Investigate housing settlements Baviaanskloof & Fullarton (spec ref Coleske Plaas)	R0	Funded	BM	TSM
77	Investigate transfer of Spornet Houses Willowmore, Fullarton & Baroe	R0	Funded Own revenue	BM	TSM
78	Private sector initiated housing development in Willowmore 130 units	Private Funding	Funded	Private	TSM
78(b)	Private Sector Golf Course in Steytlerville	R0	Funded	Private	TSM
Electricity					
79	Electrification of the 373 housing project and streetlights of area	R1 425 950	Funded	DME	TSM
80	Electrification of 120 housing units in Steytlerville	See 47 above	Funded	DME	TSM
81	Investigate electrification rest of 503 housing in S'Ville	R0	Done on risk by CNR	DME	TSM

Provision of Basic Infrastructure					
Electricity					
IDP Priority No	Project Description	Costing	Status	Source of Finance	Responsible
81(a)	Investigate area lightning 503 (A & B) in stead of street lights		KV3	MIG	TSM
82	Upgrading internal electrical system (Old Dorp – W'More) - Phase A	R2 140 000	Funded	DME	TSM
82(a)	Investigate upgrading of sub-station – Phase B - W'More	R1.9m	DME	DME	TSM
83	Investigate exhibition of diesel engines in Willowmore	RO	-	-	TSM
84	Replacement of old pre-paid electricity vending machine in Steytlerville	R25 000	Funded	BM	TSM
85	Provision of another prepaid electricity vendor point in W'More	R25 000	Funded	BM	CFO
86	Investigate electrification of Fullarton Primary School	R0	Done on risk	NER/DME	TSM
87	Investigate electrification of all farm schools – identify schools	R0	Done on risk by Kwezi V3	NER/DME	TSM
88	Investigate electricity supply to 30 households in Fullarton	R0	Done on risk by Kwezi V3	Kwezi V3/Escom	TSM
89	Investigate electricity supply to new housing development in W'MoreAftreeoord	R0	Done on risk by Kwezi V3	Kwezi V3/Escom	TSM
Street and Storm Water Drainage					
90	Investigate upgrading of gravel roads S'Ville & W'More with reference to the street priority list	R0	Funded	BM & Risk Uhambiso	TSM
90(a)	Investigate cost of paving of streets and sidewalks	R0	NA	NA	TSM

Provision of Basic Infrastructure					
Transport					
IDP Priority No	Project Description	Costing	Status	Source of Finance	Responsible
91	Investigate upgrading of Victoria Street in Steytlerville	R0	Funded	Dept Road & T	TSM
92	Investigate upgrading of R332(TR397) access road to world heritage site	R0	Funded	Dept Road & T	CS
92(a)	Investigate the upgrade of access road to Zaaimanshoek	R0	Funded	Dept Road & T	TSM/CS
92(b)	Busshelter at Fullarton turnoff	R5 000	Funded	BM	CS
93	Establishment of a Baviaans Transport Forum (Privatising rural roads and town roads)	R0	Funded	BM	TSM/CS
93(a)	Investigate the re-opening of the vehicle test centre	R0	Funded	BM	MM/TSM
93(b)	Investigate the re-opening of the test centre for learners licences	R0	Funded	BM	CS
93(c)	Investigate and register the existing transport facilities	R0	Funded	BM	CS
93(d)	Investigate the implementation of the Area Wide Outroll maintenance program for Baviaans	R0	Funded	BM	CS
94	Investigate storm water drainage for S'Ville, Hillview & Vaalblok	R0	Done on risk by Uhambiso	Uhambiso	TSM
95	Investigate street bumps and road signs	R60 000	Funded	BM	TSM
96	Investigate road around Willowmore Taxi Rank	R0	Funded	Dept R & T	TSM
96(a)	Investigate upgrading of road shoulders Knysna Street, W'More	R0	Funded	Dept R & T	TSM

Provision of Basic Infrastructure					
Municipal Buildings					
97	Investigate upgrade Willowmore Townhall	R1.2 m	Unfunded	BM	TSM
98	Investigate upgrading of Steytlerville Town hall	R0	Done on risk Uhambiso	BM	TSM
98(a)	Investigate upgrading of Municipal Offices in Steytlerville	R250 000	Funded	BM	TSM
98(b)	Upgrading of S'Ville & Vuyol town halls	R1 162 768	Funded	Vella/VKE	TSM
99	Provision of water and upgrading of sport grounds in S'Ville	R1 000 000	Funded	CDM	TSM
Sanitation					
100	Bucket eradication S'Ville and W'More units 450 – S'Ville 10 – W'More	R716 849	Funded	MIG	TSM
101	Extension of sewerage ponds in S'Ville	R6.7m	Funded	PDHLGTA	TSM
102	Investigate VIP toilet system in use in Fullarton & Zaaimanshoek for upgrading	R0	Done on risk by Uhambiso	Uhambiso	TSM
102(a)	Investigate possibility of toilets at churches in S'ville	R0	NA	BM	TSM
TV					
103	Develop Maintenance Program for Baviaans TV Satellite stations	R50 000	Funded	BM	TSM
Mining					
104	Legalising Mining Sites In BM	R10 000	Funded	BM	TSM

## UNFUNDED PROJECTS

<b>IDP Priority No</b>	<b>Project Description</b>	<b>Costing</b>	<b>Source of Finance</b>
1	Funded – 97(a)		
2	Upgrade of old electrical network in Steytlerville	R2.3 m	NER/DME
3	Upgrading of cement road between W'More & S'Ville <ul style="list-style-type: none"> <li>- shortest road Cape Town to PE</li> <li>- 2010 world cup (alternative road to PE)</li> </ul>	R130 m	Apply from Dept of Transport
4	Upgrading of W'More swimming pool	R400 000	Apply from DSRAC
5	Identification of conservation projects (Alien plant removal)	R-	Apply from DWAF/DEAT
6	Sunrise and sunset rail tours	R4 m	Apply from DEAT
7	Upgrading of Museum in BM	R150 000	Apply from DEAT
8	Funded 18(c)		
9	Provision of waiting rooms at clinics	R400 000	Apply from Dept Health
10	Training programme: Bookkeeping, financial management and service	R70 000	Apply from DEAT
11	Establish business stalls, beehives and suitable venues to sell SMME products	R200 000	Apply from DEAT
12	Conversion of septic tanks into water borne sewer system in both Willowmore and Steytlerville	R10 m	MIG
13	Now Funded 78		
14	Upgrading of the road 411 (Rietbron) <ul style="list-style-type: none"> <li>- development of uranium</li> <li>- road to PE</li> <li>-</li> </ul>	R144 m	Dept Roads & Trn
16(c)	Investigate possibility of crèche – WM		

## 5. INTEGRATION

### 5.1. INTRODUCTION

Chapter 5 provides an overview of the integrated programmes in the Baviaans Municipality. According to the Municipal Systems Act, this phase should result in an operational strategy which includes:

- Revised project proposals which serve as planning documents for project implementation
- Consolidated sector plans
- A 5-year financial plan which serves as a mid-term financial framework for managing municipal revenue collection and for expenditure planning
- A 5-year capital investment programme which includes public investments from all funding sources
- A 5-year action programme which provides a phased overview of projects and annual output targets as a basis for monitoring progress and for the formulation of annual business plans
- An Integrated Monitoring and Performance Management System which includes development as well as performance indicators
- An Integrated Spatial Development Framework
- An Integrated Poverty Reduction/Gender Equity Programme which demonstrates compliance of the IDP with policy guidelines related to poverty and gender issues
- An integrated Environmental Programme
- An Integrated Local Economic Development Programme
- An Integrated Institutional Programme – management reforms and organisational arrangements that the municipality plans to establish to ensure the effective implementation of the IDP

Given the capacity, financial and legislative requirements, the Baviaans Municipality is in the process of updating and preparing many of these sector plans. This is, however subject to the availability of financial and capacity assistance from district and provincial level. This chapter outlines the status quo of these sector programmes and plans as well as implementation strategies and is structured according to the following headings:

- Sector Plans
  - Water Services Development Plan and Integrated Transport Plan
  - Disaster Management Plan
  - Integrated Waste Management Plan
  - Integrated Environmental Programme
  -
- Managerial Plans
  - 5 Year Financial Plan
  - 5 Year Capital Investment Programme
  - 5 Year Action Programme
  - Integrated Monitoring and Performance Management System
  - Integrated Institutional Programme
  - Spatial Development Framework

- Cross Cutting Dimensions Plans
  - Integrated HIV/AIDS Programme
  - Integrated LED Programme
  - Integrated Poverty Reduction and Gender Equity Programme

## **5.2. SECTOR PLANS**

### **5.2.1. Water Services Development Plan and Integrated Transport Plan**

A Water Services Development Plan was prepared by the Baviaans Local Municipality and the detailed plan is available from the Municipal Manager at the Municipality . Annexure E

### **5.2.2. Disaster Management Plan**

A Disaster Management Plan was prepared by the Baviaans Local Municipality and the detailed plan is available from the Municipal Manager at the Municipality

The discussion below is an executive summary of this plan.

The capacity and resources in the Municipality to deal with a potential disaster or a disaster in progress are very limited.

The following problems were identified:

- Lack of staff training in respect of disaster management
- Lack of manpower, vehicles, equipment and protective clothing and equipment
- No identified control room at either Willowmore or Steytlerville
- No co-ordination or effective communication between the relevant role players and stakeholders
- Some contingency plans and emergency procedures are in place (Ambulance Services and Willowmore Hospital), but it needs to be updated and made available to the control room.
- Lack of disaster management information maps and directory
- Ineffective storm water drainage systems in Willowmore and Steytlerville

In terms of the implementation of the plan it was concluded that because there are no facilities, manpower and training in the area, the municipality will rely heavily on the Cacadu District Municipality and outside assistance. Limited assistance is available from the SAPS and Medical and Ambulance Services. However, this has to be reviewed and the contingency plans will have to be updated. In addition there is an urgent need to improve communication between the Municipality and its urban communities and farming communities

### **5.2.3. Integrated Waste Management Plan**

No Waste Management Plan in terms of illegal dumping, dumping in open spaces and management of dumping sites exist for the area (Willowmore, Steytlerville, Fullarton, and Zaaimanshoek).

It is also not clear whether the dumping sites in Willowmore and Steytlerville are legal. Subsequently it is assumed that these dumping sites are illegal.

Fullarton (50 people) and Zaaimanshoek (250 people) are rural settlements that do not have any dumping sites not have any dumping sites.

SRK Consulting was appointed by the District Municipality to undertake a study on the dumping sites in the Baviaans Municipality.

### **5.2.4. Integrated Environmental Programme**

The Integrated Environmental Programme is still in the process of being drafted

## **5.3. MANAGERIAL PLANS**

### **5.3.1. 5 Year Financial Plan**

The BCRM has capacity and capability to perform the MFMA and GAMAP/GRAP financial requirements. The Finance Department is managed by Manager: Finance and the municipal organogram shows that 31 staff should be employed by the Department.

Figure 5.1 illustrates the organogram (and vacancies) within the Finance Department: At present 2 senior posts, those of the procurement officer and expense accountant are vacant, although the salary clerk is acting expense accountant. Both of these positions will be filled by July 2007. The 3 other vacant posts in the department have already been advertised. The BCRM does not yet have an operational Budget and Treasury office in place, however such an office is in the process of being established and should be operational by 1 July 2007.

With regards to financial management procedures and systems, BCRM does have fully integrated billing systems, but does not have a revenue management system at present. This has been identified as a need in future. Similarly, no full debt recovery plan exists at present, but there are plans in place to develop such a plan.

The BCRM has provided full responses to the Auditor General with regards to exceptions that were raised during the audit. The BCRM must now develop an implementation strategy to address each of the comments over the medium term.

The capital budget of the BCRM has been aligned with the IDP. The following objectives, strategies and projects have been formulated under the development priority of Financial Management in order to address the weaknesses of the financial management systems of BCRM, which are further discussed in Chapter 4.

Table 21 reflect the objectives and strategies that were identified to address the financial issues in the municipality (Chapter 3)

**Table 21: Objectives and strategies to address financial issues**

Strategies:	Interventions
Improve Financial Sustainability	
Increase revenue base	<ul style="list-style-type: none"> <li>■ Masakane</li> <li>■ Encourage the customer to pay for service</li> <li>■ Increase Property Rates charges.</li> </ul>
Increase collection of revenue	<ul style="list-style-type: none"> <li>■ Accurate and correct billing system and timeous reception by customer</li> </ul>
Reduce unnecessary expenditure Consider alternatives, savings options	<ul style="list-style-type: none"> <li>■ Valuation of property inclusive of all agricultural land</li> </ul>
Improve financial systems and procedures	<ul style="list-style-type: none"> <li>■ Upgrading of accounting system</li> <li>■ Formulate a register and contracts for municipal land and buildings users</li> </ul>
Review and strengthen internal systems and procedures	<ul style="list-style-type: none"> <li>■ Councillors to take resolutions and Management to formulate action plans for implementation of By-Laws. Simplify By-Laws into one page documents. Education and road shows must be organised</li> <li>■ Assess availability and content of existing policies in council. Identify gaps in policy and adjust / amend / add etc...</li> <li>■ Effective Indigent Policy.</li> <li>■ Review and improve existing records management</li> </ul>

**The Municipality's 5-Year Capital Budget is attached as ANNEXURE B(ii)**

### **5.3.2. 5 Year Capital Investment Programme**

This overview should include the following information:

- Total investment costs
- Potential sources of funding
- Responsible agency for implementation
- Phase annual expenditure (cost-based milestones)
- Annual municipal operation/maintenance costs resulting from the investment

**The 5 Year Capital Investment Programme is attached as ANNEXURE D**

### 5.3.3. 5 Year Action Programme

The 5 Year Action Programme is discussed in the previous Chapter as table 20

### 5.3.4. Integrated Monitoring and Performance System

Performance Management in Local Government begins essentially with the need to ensure the realisation of the IDP and the continued improvement in the standards of performance through the following:

- • Increased accountability and transparency.
- • Provision of a platform for learning and development.
- • Facilitation of decision making through the clarification of goals and priorities.
- • Provision of early warning signals highlighting underperformance.
- • Continual assessment of the performance of the Municipality so as to assess areas requiring improvement.
- • Creation of a culture of performance of the Municipality amongst all officials.

The function of performance management and its use by officials thereof is regulated by the following legislation:

- • The Municipal Systems Act (32/2000).
- • The Municipal Planning and Performance Management Regulations (2001).
- • The Municipal Finance Management Act (56/2003).
- • The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006).

See Annexure I attached – Performance Management

Legislation states that key performance indicators and targets must be formulated and delegated to posts within the municipality. These indicators pin-point areas of focus for each financial year as developed through the process of public participation. Essentially they are derived both from the projects listed in chapter 4 and also from needs identified in the Institutional plan. In addition to the indicators developed through the IDP process, the Municipal Planning and Performance Management Regulations also stipulate a set of national KPIs which must also be included where applicable.

Once approved, the IDP is married with the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The utilisation of the SDBIP is how institutional performance management is monitored. The SDBIP is then transformed into a personalised performance management system for each and every official through the delegation of activities included in the SDBIP, and as agreed in individual performance plans. As every activity of Baviaans is attached to an official who is responsible for its conclusion, one can see that institutional performance is inseparable from Individual performance.

Through a system of quarterly reviews, performance of each individual is monitored to ensure that progress remains in line with what was originally planned in the IDP. The final result is fed back to the community via the annual report.

The Baviaans Local Municipality has accepted and approved an Integrated Monitoring and Performance System. The detailed document is available from the Municipal Manager at the Municipality. An executive summary of the system follows below.

The Baviaans Municipality believes that its Performance Management System is a vehicle to promote mutually re-enforcing activities which:

- Promotes accountability;
- Ensures certainty and predictability
- Corrects lack of performance; and
- Rewards excellent performance

This policy document guides the development of a Performance Management System for the Baviaans Municipality. It also forms the basis of aligning the IDP with the operational business plans, performance areas and performance indicators of the various departments of the Baviaans Municipality.

The framework sets the principles guiding performance management as well as providing guidelines for the following:

- initialising the performance management system
- relationship between the idp and the performance management system
- implementation of the performance management system
- developing a monitoring and reporting framework...
- levels of performance management
- managing performance
- evaluation and improvement of the performance management system
- the employee performance management system

### **5.3.5. Integrated Institutional Programme**

The Baviaans Local Municipality is in the process of reviewing its organizational structure so that its legal obligations derived from the South African Constitution and the Municipal Structures Act in terms of powers and functions are realized. The work flowing from the IDP projections must also be taken into consideration when working out such organogram. Most importantly is the re-alignment of the responsibilities of the politicians with the organizational departments.

The Department of Housing, Local Government and Traditional Affairs allocated an amount of R 100 000 – 00 for undertaking this project. The Municipality has appointed Ronnie Ortlieb and Associates to do this exercise. These consultants are beginning their engagement on Monday 26 March 2007 and it is projected that they complete this exercise by the 6<sup>th</sup> of April 2007.

The Local Labour Forum and the Municipal Council would have to adopt and approve whatever proposed changes before these can be entered into the IDP documentation.

The strategies and objectives identified to address institutional issues (Chapter 3) are listed in table 22.

**Table 22: Strategies and Objectives to address Institutional Issues**

<b>Objective 1:</b>	
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	
<b>Strategies:</b>	<b>Interventions</b>
Improve Financial Sustainability	
Increase revenue base	<ul style="list-style-type: none"> <li>■ Masakane</li> <li>■ Encourage the customer to pay for service</li> <li>■ Increase Property Rates charges.</li> </ul>
Increase collection of revenue	<ul style="list-style-type: none"> <li>■ Accurate and correct billing system and timeous reception by customer</li> </ul>
Reduce unnecessary expenditure Consider alternatives, savings options	<ul style="list-style-type: none"> <li>■ Valuation of property inclusive of all agricultural land</li> </ul>
Improve financial systems and procedures	<ul style="list-style-type: none"> <li>■ Upgrading of accounting system</li> <li>■ Formulate a register and contracts for municipal land and buildings users</li> </ul>
Review and strengthen internal systems and procedures	<ul style="list-style-type: none"> <li>■ Councillors to take resolutions and Management to formulate action plans for implementation of By-Laws. Simplify By-Laws into one page documents. Education and road shows must be organised</li> <li>■ Assess availability and content of existing policies in council. Identify gaps in policy and adjust / amend / add etc...</li> <li>■ Effective Indigent Policy.</li> <li>■ Review and improve existing records management</li> </ul>
Strengthen the municipal resources	<ul style="list-style-type: none"> <li>■ . Purchasing of additional vehicles or graders</li> </ul>
Improve and strengthen existing planning system	<ul style="list-style-type: none"> <li>■ Finalise Spatial Development Framework</li> </ul>
<b>Objective 2:</b>	
Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in services delivered.	
An effective, customized organizational structure	<ul style="list-style-type: none"> <li>■ Review of existing organizational structure and drafting of "new" ideal structure</li> </ul>
Create incentives for staff... to improve performance / productivity	<ul style="list-style-type: none"> <li>■ Formulate a policy for "Bonus Contracts" for section 57 employees</li> </ul>
Improve customer care (relations) and service	<ul style="list-style-type: none"> <li>■ Reorganize office space ....with a customer orientation in mind and more effective administration.</li> </ul>
Steytlerville: office space for councillor/s and waiting room for customers Willowmore: privacy issue vs. availability to customer.	

### **5.3.6. Spatial Development Framework**

The Baviaans Local Municipality has a final Spatial Development Framework which represents the spatial development goals of the area. In drafting the framework all relevant national legislation, the Province of the Eastern Cape: Spatial Development Plan and the Cacadu District Municipality Spatial Development Framework were considered. The spatial development framework for the Baviaans Local Municipality is available from the Municipal Manager. See Annexure G attached.

The Baviaans Spatial Development Framework will be implemented by means of a land use management package. The Spatial Development Framework states that the current land use management mechanisms in the Baviaans are unable to address the needs of the residents. The following shortcomings have been identified:

- The lack of adequately trained staff
- Ineffective zoning records, specifically for the former Western District Council Area
- The public does not have easy access to information
- The zoning regulations are outdate and cannot address the developmental needs of the residents
- Different zoning schemes apply in different areas
- No strategic plan and local plans to promote and guide development
- Current land use trends e.g. Densification are not addressed holistically

Strategies and guidelines to achieve spatial objectives were identified and where appropriate, guidelines are provided to facilitate land use management.

The following strategies and guidelines were developed:

- The Nodal Hierarchy
- Urbanisation
- Peri-Urban Development
- Human Settlements
- Non-Residential Users
- Tourism Policy
- Transport Policy
- Water Resources and Catchment Areas Policy
- Environment, Conservation and Forestry Policy
- Agriculture Policy
- Housing Policy
- Indigent Policy

The Framework also provides for a spatial development plan for the Baviaanskloof Mega Reserve. Willowmore and Steytlerville.

In considering projects for the area the guidelines as set out in the final spatial development framework were considered

## **5.4. CROSS CUTTING DIMENSION PLANS**

### **5.4.1. Integrated HIV and Aids Programme**

The HIV and Aids Programme is still in the process of being drafted.

The objectives, strategies and projects that were identified (Chapter 13) to address health issues are listed in table 23.

**Table 23: Health related objectives, strategies and projects**

<b>Objective 15:</b> Improve community access to a comprehensive health care service.	
<b>Strategies:</b>	<b>Interventions</b>
Investigate private public partnerships	Ensure availability of an ambulance by engaging Province, CDM and private operators
Lobby with district and province	<ul style="list-style-type: none"> <li>■ Ensure availability of a doctor at all clinics and hospitals</li> <li>■ Improve the transport route of mobile clinics</li> <li>■ Investigate options of transportation to clinic and hospital. Assess the situation.</li> </ul>
Promote home-based care	<ul style="list-style-type: none"> <li>■ Establishment of home-based care centres.</li> <li>■ Establish "HIV and Aids" care centre at Willowmore district hospital Hospice</li> </ul>
Improve customer care / service	<ul style="list-style-type: none"> <li>■ Provision of waiting room at clinics</li> <li>■ Establish a satellite clinic in Baviaanskloof area</li> </ul>
Attract more health services to the area (dentist, x-rays, minor surgical procedures, etc... Or Optimise District Hospital ... and Make transport available for all areas in Baviaans to get to District Hospital Improve / Optimise existing health services available in the area	<ul style="list-style-type: none"> <li>■ Spoornet Train [Phelophepha health Train]</li> <li>■ Investigate range of health services. Dentist, Doctor, X-rays etc...</li> <li>■ Purchase of additional patient transport vehicle.</li> <li>■ Assess the delivery of service of the provincial hospital at Willowmore.</li> <li>■ Support programmes / projects identified by Willowmore Provincial Aided Hospital</li> </ul>

## 5.4.2. Integrated LED Programme

The integrated LED Programme is still in the process of being drafted. A Tourism Action Plan was compiled in the interim and economic development is one of the development priorities

Ten strategic directions to yield the best tourism growth were identified as part of the tourism plans, and they are the following:

- Effectively marketing the area as a tourist destination
- Developing a strong Baviaans Brand Identity
- Building the capacity of the Baviaans Local Tourism Organisations
- Encouraging greater co-operation and joint effort in the area
- Refocusing on research efforts
- Increasing the level of tourism education and awareness in the area
- Increasing the level of SMME and HDI involvement in the tourism industry
- Improving access to the area
- Improving the level of safety and security in the area
- Develop cultural tourism, ecotourism and agritourism products in the area.
- Tourism Master Plan and Tourism Action Plan. Annexure F.

The objectives, strategies and projects that were identified to ensure Local Economic Development in the area, are listed in table 24.

**Table 24: Local Economic Development**

Development Priority Economic Development	
Objective 3: SMME's are provided with mandated municipal support that facilitates their growth and success.	
Strategies:	Interventions
Empowerment of the SMME	<ul style="list-style-type: none"> <li>■ Provision of training programmes on:</li> <li>■ Book-keeping</li> <li>■ Financial management</li> <li>■ Marketing of product and service</li> </ul>
Promote the services and or products of the SMME. Facilitate SMME website access and utilization. Assist with marketing, exposure of the SMME's product / service.	<ul style="list-style-type: none"> <li>■ Place photos of SMME product and or service and contact details on web site.</li> <li>■ Provide training on How to access and utilize website for marketing.</li> <li>■ Linked to Tourism strategy, project above</li> </ul>
The provision of municipal business sites, premises for business. Assist with marketing, exposure of the SMME's product / service.	<ul style="list-style-type: none"> <li>■ Establish business stalls, bee hives, and suitable venues to sell SMME products.</li> <li>■ Provide , source a suitable venue for mohair and wool products</li> </ul>
Legalise, legitimise Spaza shops	<ul style="list-style-type: none"> <li>■ Create a data base of all Spaza shops, and business owners within the municipal area.</li> <li>■ Assist SMME with the registration of their businesses</li> </ul>
Formalize local hawkers to promote organized trade	<ul style="list-style-type: none"> <li>■ Enforce local bylaws applicable to "hawkers"</li> <li>■ Obtain a council resolution / decision on designated hawking areas</li> </ul>
Promote opportunity for local job creation	<ul style="list-style-type: none"> <li>■ Assist with the registration of local contractors as accredited service providers, with the relevant Govt. institution.</li> </ul>

Promote local economic development	<ul style="list-style-type: none"> <li>■ Formulation of a local economic development plan. (LED PLAN outlining objectives, strategies and related projects)</li> </ul>
<b>Development Priority Economic Development: Tourism Development</b>	
Objective 4: A pleasurable tourist experience	
<b>Strategies:</b>	<b>Interventions</b>
Promote local tourism	<ul style="list-style-type: none"> <li>■ Formulation of an integrated tourism development plan... that accommodates the entire area of Baviaans, e.g. not only focus on west of the Baviaanskloof but to also consider the east.</li> <li>■ Completion of the “Family Flag” project already underway in Steytlerville</li> </ul>
PDI involvement in product ownership of Tourism products	<ul style="list-style-type: none"> <li>■ Sibanye House to be developed into a African restaurant offering traditional dishes</li> <li>■ Facilitate training of tour guides and guesthouse personnel through Department of Labour</li> <li>■ Facilitate joint ventures with PDI's in Tourism opportunities</li> </ul>
Promote local “tourist” products, services available. Facilitate website access and utilization.	<ul style="list-style-type: none"> <li>■ (Linked to strategy and projects of Economic Development objective)</li> <li>■ Place photos of Tourist product and or service and contact details on web site.</li> <li>■ Provide training on How to access and utilize website for marketing.</li> <li>■ Create a municipal database of tourism operators in Baviaans</li> <li>■ Investigate standards of existing tourism facilities</li> </ul>
<b>Development Priority Economic Development: Agriculture</b>	
Objective 5 Investigate the financial viability and sustainability of all resources and facilities of already existent agricultural projects & their contribution to LED	
<b>Strategies:</b>	<b>Interventions</b>
Ensure the implementation of sustainable projects	<ul style="list-style-type: none"> <li>■ Assess / evaluate all existing “LED” ‘Agriculture projects.</li> <li>■ Based on results determine where to resuscitate or abort projects.</li> <li>■ Consider Aeroponics, piggeries, poultry farms, nurseries, greenhouse projects.</li> </ul>
Law enforcement	<ul style="list-style-type: none"> <li>■ Enforcement / application of the relevant by-laws.</li> </ul>
Conserve soil	<ul style="list-style-type: none"> <li>■ Establishment of a Soil Committee as legitimate structure according to the Soil Act.</li> </ul>
Accessing of funding for the soil committee to implement soil conservation projects	<ul style="list-style-type: none"> <li>■ Identification of conservation “projects”</li> <li>■ Formulation of “project proposals”</li> </ul>
Increase number of beneficiaries of the Agricultural Projects	<ul style="list-style-type: none"> <li>■ Everyone wishing to participate must be given a chance</li> <li>■ Individual small farmers must have access to Commonages and pay for their animals utilizing commonage grazing</li> </ul>

### 5.4.3. Integrated Poverty Reduction and Gender Equity Programme

The Integrated Poverty Reduction and Gender Equity Programme is in the process of being drafted. However objectives, strategies and projects were identified to address this issue. These are listed in table 25.

**Table 25 Poverty Reduction and Gender Equity related objectives, strategies and projects**

<b>Objective 13: Proud citizens that contribute to the development of their town/s (Directly linked to objective 3)</b>	
<b>Strategies:</b>	<b>Projects / Interventions</b>
Promote Education not only academic but also practical work related learning that would make them economic active “technical” “trade”	<ul style="list-style-type: none"> <li>■ Upgrading of library (building and books) (linked to objective 3)</li> </ul>
Need to raise the level of skill / competence of the community.	<ul style="list-style-type: none"> <li>■ Assess aptitude of children in community.</li> <li>■ Results to determine:</li> <li>■ Establishment of Trade School /</li> <li>■ Adjustment in school curriculum.</li> <li>■ Consider feasibility of adult – basic education</li> <li>■ Expansion of Umsobomvu Youth Advisory Centre Point to Steytlerville &amp; Baviaanskloof</li> <li>■ Implement a ‘Life Skill’ programme</li> <li>■ Special focus: Financial Management Within the household</li> <li>■ Investigate transport of children to schools, especially farm schools linked to obj 3)</li> </ul>
Remove “poverty mentality”	<ul style="list-style-type: none"> <li>■</li> </ul>
<ul style="list-style-type: none"> <li>• Instil a sense of pride and ownership and dignity.</li> <li>• Utilize local skill in community to assist in projects.</li> </ul>	<ul style="list-style-type: none"> <li>■ Joint community projects</li> <li>■ Renovation of the community hall in Steytlerville</li> <li>■ Renovation/Improvement to municipal building</li> </ul>
Build community spirit	<ul style="list-style-type: none"> <li>■ Purchase and Installation of Christmas Lights</li> </ul>
Remove sense of “helplessness”	<ul style="list-style-type: none"> <li>■ Formulation and implementation of Programme against alcohol abuse</li> </ul>
Source funding and resources Utilize local skill for municipal journalism	<ul style="list-style-type: none"> <li>■ Resuscitate the local newspaper: Steytlerville</li> </ul>
To introduce manual labour for workers and to apply	<ul style="list-style-type: none"> <li>■ Application Dept of Roads &amp; Transport to be part of Sakisizwe programme</li> </ul> <p style="margin-left: 20px;">90 x workers for Steytlerville 90 x workers for Willowmore</p>

<b>Objective 14:</b> The Youth of Baviaans are actively integrated into and contribute to community development. (NB! Directly linked to objective 2) separated youth from adult	
<b>Strategies:</b>	<b>Projects / Interventions</b>
Provision of recreational facilities	<ul style="list-style-type: none"> <li>■ Establish play parks for children</li> <li>■ Upgrading of sport grounds</li> <li>■ Build a swimming pool in Willowmore</li> <li>■ Sport facilities for Baviaans</li> </ul>
Exposure to extra curricula activities	<ul style="list-style-type: none"> <li>■ Start Drama, Arts and Culture Classes</li> <li>■ Investigate possible incorporation into school curriculum</li> </ul>
Promote self development	<ul style="list-style-type: none"> <li>■ Implement "Free to grow programme"</li> </ul>
Remove sense of helplessness	<ul style="list-style-type: none"> <li>■</li> </ul>
Instil a sense of community pride and dignity	<ul style="list-style-type: none"> <li>■ Identify joint youth / community upliftment projects</li> </ul>
Promote Education  (not only academic but also "technical" "trade")	<ul style="list-style-type: none"> <li>■ Upgrading of library (building and books) (linked to objective 2)</li> <li>■ Investigate transport of children to schools, especially farm schools linked to obj 2)</li> <li>■ Assess aptitude of children in community.</li> <li>■ Results to determine:</li> <li>■ Establishment of Trade School /.</li> <li>■ Adjustment in school curriculum.</li> </ul>

The objectives, strategies and projects listed in table 23 will also address poverty in the Baviaans Municipality.