

E: INTEGRATION PHASE

PHASE 4: INTEGRATION

OVERVIEW OF SECTOR PLANS

NB: Please note that the plans below are a summary of Sector Plans of which details documents are in a separate annexure.

| 14 | ADOPTION DATE | DATE LAST REVIEWED |
|---|---------------|--------------------------------------|
| SPATIAL RATIOANLE | | |
| 1. Spatial Development Framework | 2009 | Not yet reviewed |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | |
| 2. Energy Master Plan | 2007 | 2014 October |
| 3. Integrated Waste Management Plan | 2003 | 2011 |
| 4. Integrated Transport Plan | 2004 | In a reviewing process |
| 5. Housing Chapter Plan | 2009 Jan | Not yet(Must be reviewed every 5yrs) |
| 6. Environment Management Plan | 2003/2004 | 2014/15 |
| 7. Disaster Risk Management Plan | 28 Feb 2012 | Not yet reviewed |
| 8. HIV/AIDS Plan | 2003/2004 | 2010 |
| LOCAL ECONOMIC DEVELOPMENT | | |
| 9. Local Economic Development Strategy | 2004 | 2012 June |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | |
| 10. Public Participation strategy | 2000 | 2011 |
| 11. Communication Strategy | 26 Nov 2002 | 2013 |
| 12. Anti-Corruption Strategy | 2010 | Not yet reviewed |
| FINANCIAL VIABILITY AND MANAGEMENT | | |
| 13. Revenue Enhancement Strategy | 2009 | 2012 |
| 14. Five Year Financial Plan | 2014 | 2015 |
| 15. Capital Investment Framework | 2014 | 2015 |
| MUNICIPAL TRANSFORMATIOBN AND ORGANIZATIONAL DEVELOPMENT | | |
| 16. Municipal Institutional Plan | 2012 | 2014 |
| 17. Work Place Skill Plan | 1998 | 2014 April 30 |
| 18. Employment Equity Plan | 2000 | 2014 |
| 19. Personnel Provisioning Policy | | 2013 |
| 20. Integrated Performance monitoring and Evaluation Framework | 2002/2003 | Not yet reviewed |

1. SPATIAL DEVELOPMENT FRAMEWORK

1. GENERAL BACKGROUND

A Spatial development Framework is a key component to the successful completion and implementation of an Integrated Development Plan (IDP). The purpose of a Spatial Development Framework (SDF) is to provide guidance in respect of decision-making and action towards the establishment of an appropriate land use management system.

The formulation of the SDF gives effect to further compliance with the Municipal Systems Act 2002 and the Municipal Performance Management Regulations. The Land Use Bill also stipulates that each municipality shall formulate and implement a Spatial Development Framework. The abbreviated Framework presented below represents a very concise extract of the Greater Tzaneen Spatial Development Framework.

2. SPATIAL OBJECTIVES AND STRATEGIES

2.1 OBJECTIVES

The Greater Municipality will pursue the following objectives to achieve the desired form of the municipality.

- Objective 1: The sustainable utilization of all land within the municipal area to its fullest potential and benefit.
- Objective 2: The restriction of wastage of land through urban sprawl, degradation of the natural environment and/ or sterilization of resources
- Objective 3: The concentration of development to derive social and economic benefits for the community.
- Objective 4: The Utilization of existing development and infrastructure capacity.
- Objective 5: The promotion of good internal and external accessibility through the optimal use of existing resources
- Objective 6: The support of economic growth through the judicious exploitation of natural and artificial resources
- Objective 7: The promotion of orderly development through timeous preparation and planning.
- Objective 8: The manipulation of development to achieve a hierarchal settlement development pattern.
- Objective 9: The promotion of land restitution and reform to achieve equitable access to land and security of tenure.

2.2 STRATEGIES

The achievement of the Spatial Objectives of the GTM revolves around

- Support of natural/inherent potential
- Anticipation of growth and timeouts action, and
- Manipulation and intervention.

ives are presented below:

tial of all land limit development to best usage through policy and /or

- Strategy B: Adopt applicable minimum standard as policy
- Strategy C: Enforce and/or support enforcement of legislation regulating environmental and resource conservation
- Strategy D: Manipulate placement of social and economic facilities and opportunities both directly and indirectly at places with inherent development potential.
- Strategy E: Determine surplus infrastructural capacity areas and plan to optimize utilization.
- Strategy F: Place development at and in proximity to existing arterial routes.
- Strategy G: Support economic growth opportunities by creating the spatial and infrastructural framework for economic and commercial.
- Strategy H: Anticipate growth and plan ahead, both spatially and physically.
- Strategy I: Concentrate municipal development in the identified development potential areas.
- Strategy J: Institute a formalization program to systematically formalize settlements to effect tenure.
- Strategy K: Support Judicious land reform initiatives.

Alignment of National, Provincial, District & Local Spatial Development Frameworks

| Local SDP | District | Provincial | National |
|---|---|---|---|
| Economic sector tourism and agriculture as a key sector by the local SDF | Tourism and agriculture are also supported by the district through programs such as Tea estate | Tourism and agriculture is identified as a key growth sector in provincial perspective policy document | National Economic policy place Limpopo as tourist and agriculture destination. Tourism and agriculture |
| Identified conservation area supported by the provincial perspective | The District SDF noted similar conservation areas to that of Tzaneen SDF | The provincial perspective is in support of both District and Local SDF | The national legislation on environmental matters serves as guide |
| Nodal Areas identified in the local SDF are to be intensified through high identified and infrastructure provisioning | District SDF enforce same nodal policies and plans through provision of bulk infrastructure and public transport provisioning | Capital investment in housing provision and infrastructure subsidy programs within the Nodal area as identified by the local and District SDF | Capital investment in infrastructure development, construction of dams and upgrading of energy provision infrastructure |
| Rural development | District Capital Investment aligned to | | Presidential project in rural upliftment and poverty reduction |
| Land claim and restoration | | Provincial Enforcement through the process of land claims and farm rehabilitations schemes | Land restitution legislation |
| Land allocation to public facilities such as schools, clinics etc | District support by bulk infrastructure provision | Budget allocation for public amenities coordinated through IDP consultations | Budget allocations informed by provincial submission |
| Public transport facilities through IDP process | The District provide Public transport guided by the Local SDF and IDP including air transport | Upgrading program of most Provincial Roads | Key Transport legislation and government program on transport logistic and planning for Limpopo |

anning Legislation referred to as “**SPATIAL PLANNING AND
6 of 2013**”, on 5th August 2013 (from herewith referred to as

The objective of the legislation is:

“To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; to provide for the establishment, functions and operations of Municipal Planning Tribunals; to provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected therewith”.

Clearly from the objectives elaborated in the preceding paragraph, it is evident that the legislation seeks to address the historical imbalances in areas of *racial inequality, segregation and unsustainable settlement patterns*.

Although the Regulations of the very Act are not yet promulgated, it is imperative to start planning towards the objectives of the legislation as alluded into.

Therefore Greater Tzaneen Municipality in its endeavour to address the critical aspects of forward planning has in the current financial year of 2014/2015 embarked on a process to review its Spatial Development Framework of 2008, to comply with chapter 4 of **SPLUMA**. The review must be conducted in terms of **SPLUMA** Guidelines with amongst others, seek to address critical aspects of Land Development in Traditional Authorities areas of jurisdiction, formulation of uniform Land use management systems, provisions of Bulk Infrastructure, Nodal Development and the establishment of Tribunals, etc.

The Guidelines also provide for establishment of a Spatial Development Forum, which primary objective is to ensure comprehensive participation of all stakeholders in Land Development matters.

KPA 2: BASIC SERVICES DELIVERY AND INFRASTRUCTURE PLANNING

2. ENERGY MASTER PLAN

2.1 EXECUTIVE SUMMARY

Tzaneen as a Town is currently experiencing a hold on all development and requests for connection upgrades, a situation that was fully enforced in July 2007.

The tangible and phenomenal developer interest for growth and expansion in Tzaneen coupled with the unfortunate occurrence of our predecessors to insufficiently financially invest in the maintenance and distribution system has placed Tzaneen in a crisis situation. Unfortunately some developers have already taken their developments to other Municipalities where electrical capacity is available, a situation that cannot be allowed to continue.

This report details the more pertinent and urgent issues to be addressed in order for Tzaneen to not only maintain its current good status as preferred development area, but to also ensure that the Greater Tzaneen Municipality is able to cope with a high project growth. It should be noted that details and costs mentioned in the report may vary slightly once planning and implementation phases are initiated.

As food of thought and for the sake of adding some perspective, it needs to be noted that the Tzaneen electrical distribution system is not only one of the most expensive (2500 square kilometers) in the

compares to that of Polokwane. The maximum demand metered for
ber 2009 was 108 MVA, whilst Polokwane registered just over 115
d. Comparing the electrical budget of the two electrical departments
will indicate the severe and unrealistic financial challenges faced by the Greater Tzaneen Municipality
and will clarify how the Electrical Department found itself in this crisis

Serious financial intervention into the electrical infrastructure is required to ensure that the Tzaneen area
retains its position as preferred and prime development area

The funding allocated will not only resolve the crisis facing Tzaneen community and Electrical
Department, it will also place us in an ideal position to meet the future demands of the Developers
whom are flocking to Tzaneen because of the beauty of the area, the friendliest of our people, the
strength of our Municipality and the drive and drive of its officials to excel.

The current replacement value (Determined by a recent ring fencing exercise by outside Consultant) of
the Electrical Department and related equipment is around R1,4 billion, and even at the minimum
NERSA or EDI reinvestment benchmarks it is obvious that the upliftment of the Electrical Infrastructure
is well beyond the financial capability of the Council with external intervention being the only way
forward

It needs to be noted that as far as personnel capacity, drive, commitment and passion is concerned, the
GTM has overflowing dedication despite the Electrical Department being seriously understaffed (Also
contained in the Consultants report)

There is an estimated total 40 MVA of developments on hold in and around the Tzaneen CBD alone!!
Once supplied, this would conservatively result in an additional R2 million per month additional income
from electricity.

Funding to unlock the full potential of the area and its people is essential to the success story is
Tzaneen!

3. INTEGRATED WASTE MANAGEMENT FRAMEWOPRK

STRATEGIC OBJECTIVES

1. WASTE MINIMIZATION

- Recycling
- Composing
- Re-use

2. COLLECTION AND TRANSPORTATION

- Kerbside collection
- Recycle at resource
- Public off-loading facilities
- Waste by rail
- Litter picking
- Hazardous waste

3. DISPOSAL AND TREATMENT

- Permitted treatment facilities
- Permitted disposal sites
- Registered transfer station/ public off-loading facilities



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- Key focus areas/ role players
- MIS [info system]

NB: All the plans and strategies were summarized above and the attached as annexure.

4. INTEGRATED TRANSPORT PLAN

LEGISLATION/ POLICY PRESCRIPTION

1. THE NATIONAL LAND TRANSPORT TRANSITION ACT 22 OF 2000

- Contains the statutory requirements relating to various planning elements.
- The requirements of this Act relates to various aspects of transport planning viz.
 - Strategic objectives to be achieved through planning
 - Contents of any particular plan
 - Planning process or procedures
 - Publication of plans
 - Integration of planning
 - Public participation
 - Responsibility for planning

2. WHITE PAPER ON NATIONAL TRASPORT POLICY

- The *Land Passenger* section of the White Paper on National Transport Policy consists of two main parts namely:
 - A description of the strategic objectives of government for land transport
 - The development and description of land transport policy

3. MOVING SOUTH AFRICA ATION AGENDA

- Followed on the 1996 White Paper on National Transport Policy with the focus shifting more to the customer and to the concept of differentiated with a diverse range of needs viz:
 - The need for sustainability
 - Level of action
 - Steps to realize the integrated vision
 - Strategic principles to guide implementation

The White Paper together with the Moving South Africa Action Agenda is the cornerstones of the National Land Transport Transition Act 22 of 2000

4. PRIVATE/PUBLIC PARTICIPATION

The Transport Forum was established within the Greater Tzaneen Municipality to ensure a stage for public participation. Attendance of such Forum meetings is not yet fully participated but progress is made to draw community awareness.

to be fully participative and maintained so as to serve as a platform for all transport stakeholders to participate in transport related issue, to unite the transport industry, monitor transport needs and monitor the implementation of measure to meet these needs by means of:

- Being part of the planning and operational process
- Being part of the process for making policy and drafting legislation
- Ensuring peace and stability in the area by means of conflict resolution
- Improving transport in general
- Providing economic assistance
- Ensuring safe road condition by enforcing adherence to traffic rules and regulation

5.2 Objectives

5.2.1 To improve transport infrastructure, facilities and services within Greater Tzaneen Municipality within a 5 year period.

5.2.2 To democratize decision . making progress through consultation and public participation e.g. Transport Forum.

5.2.3 To control and divert transportation of hazardous chemicals within Greater Tzaneen Municipality residential areas and CBD

5.2.4 To alleviate poverty through the application of local economic development (LED)

5. HOUSING CHAPTER PLAN

ANALYSIS

Background

The Greater Tzaneen Municipality (GTM) is situated within the central-eastern of the Limpopo Province and is one of five local municipalities located within the Mopani District Municipality (MDM) area. It borders the Greater Letaba Local Municipality to the North, the Ba-Phalaborwa Local Municipality to the East, the Maruleng Local Municipality to the South East, and the Capricon District Municipality as LMs of Lepele-Nkumpi, Polokwane and Molemole to the South, West and north west respectively (see Figure 1)

The Greater Tzaneen Municipality comprise a land area of approximately 3 240km and extend from Haenertsburg in the West, to Rubbervale in the East; and from South of Modjadjiskloof in the north, to Trichardsdal in the South. The municipal boundary forms an irregular T-shape which presents a number of development challenges in respect of services provision and distance to markets.

HOUSING STRATEGY: LAND IDENTIFIED AND PROJECTS UNDERWAY

The section below reflects on the various areas earmarked for housing project within the Greater Tzaneen municipal area to help accommodate the estimated housing of 40 045 units as reflected in Table 2.

CONCLUDING REMARKS

Apart from some prevalent institutional problems, the Greater Tzaneen Local Municipality does have a clear and well-directed vision as to how it will meet the existing and projected future housing demand in its area of jurisdiction in a sustainable manner. However, the spatial locations of the current and proposed housing projects

the dispersed spatial structure of the LM. Residential development primary focus areas identified by the SDF, and in areas currently

Furthermore, since the allocation of land is mainly done by traditional authorities, there is an absence of a clear hierarchy of settlements regarding Rural Housing with differentiated levels of services. Consequently, the Department of Housing has a critical role to play in helping the Municipality to establish a sustainable and functional settlement hierarchy within the LM, by proving / supporting housing developments / projects identified by the IDP which falls within areas identified for housing by the SDF of the municipality.

Table 75 : Tzaneen Housing Strategy Summary

| Housing Programme functional | Bonded Housing (Inclusionary) | BNG Housing | Discount Benefit Scheme | Social Housing | Community Residential Units | Hostels Upgrading | Project Linked Subsidies (RDP) | Rural Subsidies | Peoples Housing process | Agri - Village |
|-------------------------------------|-------------------------------|-------------|-------------------------|----------------|-----------------------------|-------------------|--------------------------------|-----------------|-------------------------|----------------|
| Tzaneen Town | | | | | | | | | | |
| Portion 292/293/ RE6 Puselela 55 LT | | | | x | x | | | | | |
| Adam farm | | x | | | | | | | | |
| Various Areas | | | x | | | | | | | |
| Areas C,D,E(Figure 7) | x | | | | | | | | | |
| *Agri-Village | | | | | | | | | | |
| Southern Settlement Area | | | | | | | | | | |
| Tivumbeni College | | | | | | x | | | | |
| Bankuna High School | | | | | | x | | | | |
| Rural Township (see Table 6) | | X | | X | | | x | | | |
| Dan Township (X1 and 2) | | X | | x | | | x | | | |
| Rural Areas (Various Wards) | | | | | | | | X | x | |
| *Agri-Village | | | | | | | | | | X |
| Northern Settlement Area | | | | | | | | | | |
| Rural Township(see Table 7) | | x | | x | | | x | | | |
| Rural Areas(Various wards) | | | | | | | | X | x | |
| *Agri-village | | | | | | | | | | X |

*Site to be determined . maybe on Land Claims areas, or at Tzaneen, Letsitele and Haenertsburg

6. ENVIRONMENTAL MANAGEMENT PLAN

1. INTRODUCTION

Recent South African environmental legislative developments and environmental management practices have necessitated the updating and alignment of the existing Integrated Environmental Management Plan with current national environmental assessment and management requirements, and international trends.

2. POLICY AND LEGISLATIVE MANDATE

The mandate to provide services to communities in an equitable and sustainable manner has been conferred to the Municipality by the Constitution. In providing these services it has a role to regulate and be regulated in order

Complied with. The integrated Environmental Management Plan of legislation government policies.

- National Environmental Management Act (Act No 107 of 1998)
- National Environmental Management: Air Quality Management Act (Act no 107 of 1998)
- National Environment Management: Bio diversity Management Act (Act no 107 Of 1998)
- Environmental Conservation Act (Act 73 Of 1989)
- National Water Act (Act 73 Of 1989)
- Forest Act (Act 122 Of 1984)
- Atmospheric Pollution Prevention Act (Act no 45 of 19650)
- Health Act(Act 107 of 1977)
- Development Facilitation Act (Act 67 of 1995)
- Housing Act (Act 107 of 1987)
- Electricity Act (Act 41 of 1987)
- National Building Regulations and Building Standard Act (Act 103 Of 1977)
- Minerals Act (Act 50 of 1991)
- National Road Act (Act 54 of 1971)
- Environmental Management Policy- DEAT
- Integrated Pollution and Waste Management Policy- DEAT

3. ENVIRONMENTAL MANAGEMENT PROGRAMME

| Policy commitment | Objectives | Targets | Responsible Department |
|--|---|--|------------------------|
| 1. Ensuring that the Municipality's own activities and services comply with environmental legislation and other environmental requirements | <ul style="list-style-type: none"> ▪ To establish an Integrated Environmental Management system | <ul style="list-style-type: none"> ▪ Identifying environment aspects of new project and advice relevant dept ▪ Training on environmental management system for senior management and strategic middle management ▪ Conduct environmental Legal Compliance Audit by 30/06 of each year | CSM |
| 2. To become an environmentally sustainable community by creating a safe and healthy environment | <ul style="list-style-type: none"> ▪ To evaluate and monitor the achievement, promotion and protection of a sustainable environment. ▪ To contribute to healthy environment by ensuring those envisaged projects Have no negative impact on the natural environment. ▪ To co-ordinate harmonize the environmental policies, plans, programmes and decisions of all the Departments in order to promote consistency in the exercise of functions that may | <ul style="list-style-type: none"> ▪ Monitor and evaluate once a year compliance to relevant environmental legislation and regulations ▪ Environment inputs in all contracts and projects by 30/06 of each year ▪ Monitor the implementation of the following plans: <ul style="list-style-type: none"> - Integrated Waste Management Plan - Water sector plan - Infrastructural provision plan - Transport plan - Disaster management plan | CSM |

| | | | | |
|---|---|---|-----|--|
| | | | | |
| 3. Education and training on environment issues | <ul style="list-style-type: none"> ▪ To develop a public participation strategy on Sustainable water usage ▪ Handling of hazardous domestic waste Energy efficiency Nature conservation ▪ To educate and train employees whose work activities can have significant impact on the environment | <ul style="list-style-type: none"> ▪ Arrange and host the cleanest school competition by 30/06 of each year | CSM | |
| 4. Waste management | <ul style="list-style-type: none"> ▪ To minimize environment impact of public off loading facilities and rural waste minimization centers ▪ To ensure that the landfill site is operated and managed in compliance with the terms and conditions of the permit and relevant legislation ▪ To ensure that each waste type receives the correct method of disposal | <ul style="list-style-type: none"> ▪ Conduct an environmental compliance audit. ▪ Develop strategies for the collection and transfer facilities for hazardous domestic waste | CSM | |
| 5. Pollution prevention | <ul style="list-style-type: none"> ▪ To minimize waste by promoting recycling and composting ▪ To ensure that EIA is conducted before the commencement of any listed activity | <ul style="list-style-type: none"> ▪ Promote recycling projects ▪ Composting of garden refuse/organics EIA conducted for all scheduled processes | CSM | |
| 6. State of the Environment reporting system | <ul style="list-style-type: none"> ▪ To establish and provide access to environmental information | <ul style="list-style-type: none"> ▪ State of the Environment Report ▪ Core set of Environmental indicators identified by June 2011 ▪ Core set sustainability indicators established by Sept 2011 ▪ Report on indicators submitted by Dec 2011 ▪ State of the environment report reviewed every four years | CSM | |

Table 76: environmental Management Programme

DISASTER MANAGEMENT ACT OF 2002 SECTION 53 (1) a

- (1) Each municipality must within the applicable municipal disaster management framework-prepare a disaster management plan for its area according to the circumstances prevailing in the area, section 53
- (2)

A Disaster Management Plan for municipal area must-

- (a) Form an integral part of the municipality's Integrated Development Plan
- (b) Anticipate the types of disaster that are likely to occur in the municipal area and their possible effects
- (c) Place emphasis on measures that reduce the vulnerability of disaster- prone areas, communities and households.
- (d) Seek to develop a system of incentive that will promote disaster management in the municipality
- (e) Identify the areas, communities or households at risk.
- (f) Take into account indigenous knowledge relating to disaster management,
- (g) Promote disaster management research
- (h) Identify and address weaknesses in capacity to deal with possible disaster
- (i) Provide for appropriate prevention and mitigation strategies
- (j) Facilities maximum emergency preparedness and
- (k) Contain contingency plans and emergency procedures in the event of a disaster, providing for responsibilities
 - (i) The allocation of responsibilities to the various role players and co-ordination in the carrying out of responsibilities.
 - (ii) Prompt disaster response and relief
 - (iii) The procurement of essential goods and services
 - (iv) The establishment of strategic communication links
 - (v) The dissemination of information and,
 - (vi) Other matter that may be prescribed.

STRATEGIES

FLOOD VULNERABILITY IS RELATED TO:

- Location of settlement in flood plains, flood lines
- Poor awareness of flooding hazard
- Reduction of absorptive capacity of land (Concrete Erosion)
- High risk infrastructural elements
- Unprotected crops, food stock and livestock,
- Lack of early warning system

MAIN MITIGATION STRATEGIES

- ZONING AND LAND-USE CONTROL
- FLOOD CONTROL: Dam, retention Basin, Diversion channels
- Flood protection
- Flood proofing : Construct building to reduce the potential for flood damage
- Flood forecasting :Warning systems
- Flood preparedness : protection of forest, wetlands, dam management
- Response plans
- Post flood rehabilitation

WIND AND SEVERE STORMS

In determining the hazard, windstorm, within the Greater Tzaneen Municipal area the geographical lay-out of the area NP 333 must be taken into consideration,. Most of the towns, villages and rural areas are within a natural basin caused by the mountain range. The areas outside this enclosed area are Haenertzburg and Veekraal area. With statistics and indigenous knowledge received from communities a wind prone area was identified.



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- Planting of trees to form wind breakers.
- Proper building construction: training the community in building practices. Workshop with building inspectors, contractors on building methods.
- Within wind prone areas, training to the community in placing of shacks or house facing or not facing the wind. (Depending on the building ,methods used)

FIRE

Fire must be classified into two categories: structural fires, forest and veld fires

STRUCTURAL FIRES

- Structural fires are all building fires e.eg factories, home, businesses and school etc.
- Structural fires which took place between July 2013 to June 2014 is 44

Disaster Management assisted the communities with relief during July 2013 to June 2014.

The above information indicates that an average of three houses/shacks burnt down per month.

MAIN MITIGATION STRATEGIES

1. Fire safety within houses
 - Correct usage of electrical appliances
 - Overloading of electrical wire/supply
 - Illegal connections
 - Fire awareness / schools
2. Fire prevention inspections by the Fire Brigade on businesses and factories on a regular basis
 - Fire resistant building methods
 - Fire drill to large businesses
 - Fire awareness training/ information sharing at schools.

FOREST AND VELD FIRES

Plantation and forest fires have a major impact on the economy of South Africa. These fires lead to job losses, shortage of wood for mining, furniture manufacturing and building construction. The paper industry is also affected to such a point that paper must be imported. Rehabilitation of a plantation until in full production can take up to 10 years for Eucalypt and 22 years for pine. Veld forest are common and on annual occurrences. Mostly the land belongs to the municipality is the one which is affected because most of the area (farm) is unoccupied.

The region would suffer severe financial loss if fire should sweeps through the plantation area living the George's Valley and Magoebaskloof. Areas most frequently by the fire are-

- Lenyenye
- Nkowankowa
- Deerpark
- California

Forest and veld fires that took place 2013 to 2014

Source: Mopani Fire Department, Risk Assessment Mopani District Municipality and LFPA.

MAIN MITIGATION STRATEDIES

Fire Awareness : Total Communities were 05

TRAIN ACCIDENT

On the 12th of July 2013 a train which was transporting diesel to Tzaneen depot capsized at Politsi.

Transportation Accident and Spillage

R36 and R71 are the major road in the municipality not forgetting the local road where occasional accident happens. The Law Enforcement Unit are on board to monitor any accident that may be caused or happen.

DROWNING

During February and March 2014, three people died after the truck which they were travelling drowned into the water at Basani farm, Agatha road. School children drowned at Shiluvane and Nkowankowa.

Awareness campaigns conducted to communities during 2013/2014 is 12. Special events that took place during 2013/2014 were 26.

8. HIV/AIDS PLAN

BACKGROUND

Since the democratic elections in December 2000, the issue of HIV/AIDS which always was a national and provincial matter becomes the responsibility of local government as well.

As the pandemic increase in severity and magnitude the following has *inter alia* become necessary for Council to consider.

- a) The approval of an appropriate policy on HIV/AIDS in the workplace.
- b) The approval of 5 years strategic plan of action for the whole area of jurisdiction.
- c) The establishment of a sub-district AIDS-Council from all relevant stakeholder to amalgamate all current ad-hoc HIV/AIDS activities and provide guidance on the way forward
- d) The drafting of appropriate awareness programs via the AIDS-Council and the implementation thereof in schools, communities e.t.c

The proposed policy in (a) above was drafted and served before council during July 2002. Approval by Council for establishing an AIDS-Council as in (c) above was granted recently. This is a major and time consuming task that requires a lot of research, liaison and negotiations with potential role players. This item serves the purpose of submitting a 5 year strategic action plan as in (b) above. Please note that a District Aids-Council was elected and launched for the Mopani District during December 2001. This council should provide guidance towards all local Municipalities in the Mopani District.

The role of the DISTRICT AIDS-COUNCIL (D.A.C) will include inter alia

1. Drafting of policies within national and provincial guideline
2. Advising municipalities in its of jurisdiction
3. Mobilizing resources
4. Providing information
5. Development of action plans
6. Co-ordination of program and funds
7. Play mandatory role for municipalities
8. Liaise between local, provincial and national government
9. Monitor and evaluate activities and outcomes

and responsibilities as mentioned above will be paved for a local y. Council is therefore urged to liaise and negotiate with the s mandate in the interest of public and community health and well-

being.

IMPLEMENTING STRATEGY

| STRATEGY | IMPLEMENTATION | BY WHOM |
|---|---|--|
| 1. Promote safe & healthy sexual behavior | 1.1 promotes safe sexual behavior in all official speeches. | Mayor & Councilors |
| | 1.2 Educational material & condoms available in all workstations an toilets in municipal buildings, health facilities e.t.c. | PSM HR & Cor Man Dist Manager |
| | 1.3 Implementation of life skills programs in all schools in GTM | PSM Dept of Education Dist Manager |
| | 1.4 Implementation of HIV/AIDS policies & programme in workplace | PSM,HR&COr Man Trade Union |
| | 1.5 Peer educator trained per department | PSM, Trade union HR & Cor Man |
| | 1.6 Improve communication with communities via local radio/press | PSM communication section |
| 2.Improve the management & control of STD ϕ | 2.1 Training of all health care workers in: - Management of STD - Youth friendly services - HIV/AIDS- counseling | PSM HR & Cor man Trade Union Dist Manager |
| 3.Reduce Mother to Child Transmission (MTCT) | 3.1 Training to all health care workers in HIV- counseling | PSM,HR&Cor Man Dist Manager |
| | 3.2 All heathy facilities fully accessible & offering a comprehensive services to HIV- positive mother | PSM Dist Manager |
| 4. Provide appropriate post exposure service | 4.1 Appropriate policies on needle stick exposure fully implemented in all health facilities with all staff trained in procedures | PSM Dist Manager |
| 5. Improve access to Voluntary Testing & Counseling | 5.1 Training for all health care workers on VCT according to national minimum standards | PSM Dist Manager |
| 6. Provide treatment. Care & support services in health care facilities | 6.1 Ensure complete guideline for treatment & care of HIV/Aids patients fully implemented in health care facilities | PSM Dist Manager |
| | 6.2 Ensure uninterrupted supply of appropriate drugs for treatment of opportunistic infections | PSM Dist Manager |
| | 6.3 Ensure appropriate in service training for health care workers in treatment, care and support of HIV/AIDS,STD and TB patients | PSM Dist Manager |

| | | |
|--|--|---|
| | Ensure significant reduction in incidence in GTM | PSM Dist Manager |
| support services in communities | Ensure the implementation of approved home based care guidelines | PSM Dist Man NGOs Youth Group PSM |
| | 7.2 Ensure establishment of inter-sectoral task teams at community level to implement home-based care programs in wards | Dist Manager Ward Councilors |
| | 7.3 Ensure establishment of poverty alleviation project via public/private & community partnership | Public service manager S&D Manger Dist Manager Chair person Local Economic portfolio |
| 8.Develop & expand the provision of care to orphans & children | 8.1 the health situation and social needs of children affected by HIV/AIDS to be addressed in all official speeches and meetings with national & provincial government & private business sector | Mayor Speaker Councilors |
| 9.Investigate treatment & care options | 9.1 Regular review of all policies on anti-retroviral use mother to child transmission e.t.c to keep within national guidelines | PSM Dist Manager |
| | 9.2 Regular in-services training of health care workers to stay abreast of latest developments | PSM Dist Manager |
| 10.Coduct regular surveillance | 10.1 Co-ordinate surveys on prevalence & spread of pandemic, effect of programs & interventions | PSM Dist Manager |
| | 10.2 Update data-base regularly | Public Service Manager Dist Man |
| 11.Create a supportive and caring environment | 11.1HIV/AIDS to be a standing agenda point on all political & Council meeting agendas. | Mayor Speaker Councilors |
| | 11.2 All political leader to wear HIV/AIDS ribbons during public appearances | Mayor Speaker Councilors PSM Mayor MM |
| 12. Develop an appropriate legal & policy environment | 12.1 Full implementation of the HIV/Aids code of good practice with all health related activities | PSM Dist Manager Mayor MM |

9.GENERAL INFRASTRUCTURE PLANNING

9.1 EPWP

...e 2 was launched in April 2009 at the University of Western Cape. (in terms of their normal mandate and budgets) and Non State) are expected to deliberately optimize the creation of work opportunities for unemployed and poor people in South Africa through the delivery of public and community services. Training and enterprise development will be implemented in sector specific programmes to enhance service delivery and beneficiary well-being.

Responsibility of the municipality with regard to the selection of projects, the municipality must implement the following types of civil infrastructure.

- Low . volume road (carrying typically less than 500 vehicle per day)
- Sidewalks and non . motorized transport infrastructure
- Storm water drainage and
- Trenching

This guideline apply where such projects contain a significant amount of the construction activities for which the use of labour is specified in the generic labour intensive specification; I.e excavation, loading , short- distance hauling, offloading, spreading grassing and stone pitching. The municipality must be satisfied that sufficient local labour (willing to work) is available for the project before proceeding with the project as a labour . intensive project.

9.2 Indigent policy

Great Tzaneen municipality has developed an indigent policy that undergoes annual review. The reviewing process is done annually and there are no cost implications.

9.3 Free Basic services

Provision is made in Council budget to implement free basic services.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

10. LOCAL ECONOMIC DEVELOPMENT STRATEGY

EXECUTIVE SUMMARY

Kayamandi Development Services (Pty) Ltd was appointed by the Mefakeng Programme Management Unit (MPU) to undertake a review of the 2004 Local Economic Development (LED) strategy of Greater Tzaneen Local Municipality.

Greater Tzaneen Local Municipality is situated in the South of the Mopani District along the R71 road linking Polokwane with the Phalaborwa Gate of the Kruger National Park. The Greater Tzaneen Municipality area encompasses the proclaimed towns of Tzaneen, Nkowankowa, Lenyenye, Letsitele and Haenertsburg. The following agriculture and /or agricultural related initiatives have been achieved to date.

- The Subtropical Fruit and Nut Cluster Development was identified in the 2004 strategy. No implementation towards achievement of the cluster has been undertaken.
- Livestock improvement was a proposed project in the 2004 LED strategy to assist livestock owners on communal land to increase the commercial value of their cattle. Three sites, Bonn, Sedan and Mulati near Mafarana have been identified for a number of project. Thus far only fencing has been erected to demarcate the sites.
- The attainment of funding for the establishment of the District Fresh Produce Market in Tzaneen, which will serve as an outlet for District, produced agricultural products

retention of the Sapekoe Tea Estate and support of other Land
of the Sapekoe Tea Estate is not yet resolved. A land claims support

- The revitalization of the hydroponics tomato unit situated at Letsitele Berlin 20 km east of Tzaneen and 2km south of Letsitele under the chief Mohlaba. A total of R3 million worth of investments in the project was unsuccessful. The infrastructure was abandoned and now is a white elephant. The revitalization and investigation of reasons for failure need to be undertaken.
- The tours Hydroponic project funded by the Greater Tzaneen Municipality to the value of R1, 5m is no longer profitable and the Moshupatsela business plan has been completed for the Mango Production of Fresh Fruit and Atchar Production on Farm Broederstroombdrift, Tzaneen. The Mushupatsela Business Plan is in process of being implemented.

The following mining initiatives have been achieved to date:

- The mining sector was not addressed in the 2004 LED Strategy and as such no mining related achievements have been gained
- A feasibility study has however been prepared for the Mopani District Municipality as part of the Mopani LED strategy to assist with implementation and roll-out of small-mining of limonite establishments

The following manufacturing related initiatives have been achieved to date

- No manufacturing related project were identified in the 2004 LED strategy;
- In terms of SMME development, Council has approved R800 000 to support the Limpopo Advisory Centre for the monitoring and support of manufacturing projects per category. Council receives quarterly report from SEDA.
- Funding has also been attained for the undertaking of a feasibility study to develop industrial parks at the Nkowankowa industrial site

The following wholesaler, retail and trade related initiatives have been achieved to date:

- The LED strategy 2004 revealed the need to formulate and implement an informal Sector Promotion policy that would assist the informal sector engage meaningfully in the mainstream economy of GTM.
- Approximately R700, 000.
- An international Rotary Club assisted in constructing hawkers esplanades using the Singapore model with funds from LEDET
- There is currently the construction of a small shopping centre in Tzaneen town opposite Sasol Garage.
- There are numerous application of the construction of shopping centres e.g the purchase of land near the Tzaneen Dam and the application for land act Agatha road
- Maake shopping centre has been built.
- The 2004 LED strategy revealed that GTM should negotiate with LimDeV to upgrade and expand the existing Bindzulani Shopping Complex in Nkowankowa. Currently the complex has not yet been finalized and the shopping Centre is currently on halt. Limdev has advertised for mediation between the parastatals.
- There is a proposal drafted for the feasibility study of a shopping complex in Nwamitwa. The shopping centre is however currently not entertained with the tribal authority. The SDF has indicated that Nwamitwa is not an ideal location for a shopping centre development but rather Relela.
- There is a possibility of the construction of shopping complex or an office block in Tzaneen town.

The following business and financial services initiatives have been achieved to date:

- Local buying and business service improvement: the purpose of this proposed intervention was to mobilize the support of organized business structures for the implementation of the Economic Development Strategy in general and for local buying promotion and business services improvement in particular. None of these aspects have materialized.
- The 2004 LED strategy revealed that there is poor service culture among businesspersons and leakage of buying powers not only for specialty goods but also for goods that are locally available. No implementation has been achieved with regards to the local buying and business service campaign except that Greater Tzaneen municipality has marketing strategy, which is currently in the process of being extended/reviewed.

1 has been commissioned.

Province for the marketing and incentive strategy, which is to be is to provide incentives at national level; so that local municipalities

do not undercut each other.

- An in-house SMME database exists. This database is however incomplete and a need exist for a complete SMME business registrar.
- Sapekoe Tea Estate retention: the Department of Trade and Industry (DTI) has indicated that a solution could possibly be found in a combination of branding the high-quality Tzaneen tea at a slightly higher price and converting part of the tea estate macadamia nuts (with alternative short-term crops to sustain cash flow).
- Skills development: the intention of this intervention was to improve the employability of the economically active persons within the GTM area so that these persons will quality for the new jobs are expected to be created through the project proposal that are contained. SETAs that are particularly relevant to GTM (LGWASETA) and the Tzaneen Labour Centre and Limpopo Office of the Department of Labour. The skills Development Forum needs to be formalized and regular meetings need to be ensured.

Special LED project: after winning the Vuna Award 2005/6 Council dedicated an amount of R250, 000 for community project co-funded by Eskom. Each ward was allocated a once off R10, 000 to implement community-based projects.

- GTM is supporting Land Claim beneficiaries in terms of settlement support by organizing quarterly meetings, whereby Council obtain feedback on the status of their respective claims. The success of Mokgolobotho community after land transfer can be seen as an example to follow for other land claims cases. The community decided to engage CAPESPAN to assist in the transition. They are involved in dried fruit activities particularly mangos and oranges. The beneficiaries have a memorandum of Greater Tzaneen Municipality is giving support by monitoring this relationship. The community also has its own legal representative.
- The development of the marketing Strategy for the Municipality by Rethabile marketing services has enabled the municipality to focus on the branding of the town and this led GTM to winning the Cleanest Town Competition.
- Establishment of an Economic Development Agency funded by IDC to the initial value of R800 000.
- Consultants have been appointed for the development of a Monitoring and Evaluation framework for the LED strategy.
- Capacity building is a national initiative and Mefakeng is currently capacitating the LED unit

The following tourism related initiatives have been achieved to date:

- The Tourism Development framework compiled for Greater Tzaneen Municipality in December 2002, contained fourteen anchor project proposals, as well as suggestions for the development of themed routes and meanders. The 2004 LED strategy indicated the need for implementing the project in the Tourism framework. Due to internal capacity limitations with regard to tourism-related LED, GTM has been unable to implement most of the recommendations.
- The river mile tourism development as indicated as a requirement in the 2004 LED strategy has been being implemented along with the extension of Tzaneen mall.
- The Tourism Strategy has been revised in 2007 as part of this revision of the LED strategy
- The municipality's efforts in developing this sector has resulted in the establishment of Tourism Centre that is aimed at enhancing the tourism sector by disseminating information about the areas.
- The Greater Tzaneen Tourism Association has been formed which is the umbrella body covering the Greater Tzaneen area. Under this Umbrella body is the Tzaneen Tourism Association, Tourism Magoebaskloof and the Letsitele Tourism Association.
- The Irish Aid to the value of R13 million funded the implementation of the Mefakeng Tourism Development programme. Tourism hotspots were identified for further feasibility to guide the potential development of the area.
- Annually, the Strategy and Development Department attend the Durban Indaba in partnership with the Greater Tzaneen Tourism Association (GTTA), Limpopo Tourism and Parks (LTP) and Mopani District. The purpose is to exhibit tourism products from the Valley of Oliphants.

tourism development initiatives at five nodes. These are Sekgobo odjaji Interpretation centre in Greater Letaba, Mohlabaq headkraal Nkowankowa Township Tours and Thabina Dam Eco-Lodge.

The following **economic infrastructure** related initiatives have been achieved to date:

- Development of additional sources
- The 2004 LED revealed that it is crucial that the water sources in the area be increased substantially in order to realize the implementation of identified value-chains. The raising of Tzaneen dam wall, the construction of Nwamitwa dam and the construction of Pitsi dam were considered. Critical Upgrading of Existing Water Supply Schemes
- The most travelled major arterial within the Greater Tzaneen area is the section of the P17/3 between Nkowankowa and Rita. The entire section from Tzaneen to Burgersdorp/Gabaza still needs to be upgraded
- It is still estimated that 50% of internal streets are not accessible. Most of these streets have no formal storm water system. Link roads between central business areas, community centres, municipal service centres, schools, hospitals and tourism areas need rehabilitation. Special attention is required on the development of rural bus/taxi routes
- Roads and streets are very expensive to repair and construct. Lack of proper operating storm water systems reduces the lifespan of roads and streets. It therefore makes economic sense to ensure that the storm water systems are properly designed, implemented and well maintained
- Preventative Maintenance Programme for Electro-Technical Department
- The municipality has a large electricity distribution area, but the generally poor state of the network in rural areas still remains to pose a serious threat to efficient distribution. Upgrading of the distribution system, refurbishment of existing distribution system and preventative maintenance programme is still required.
- Council currently subsidize all new electricity connections by 50% in all attempt to stimulate economic development and growth
- Electricity remains a challenge. Group Net, the Department and Presidency are working with Eskom and another organization regarding the matter
- Solid Waste Management
- The 2004 LED revealed the GTM could derive major benefits from a solid waste sorting and recycling approach
- GTM presently undertakes waste minimization (composting)
- Waste minimization (Recycling at Landfill) is also taking place. Presently 12000 m3 f recyclable are recycled at the landfill. A Municipal Service Provider is utilised to render this service.

Consultations with various stakeholders and workshops enabled identification of achievements to date and identification of opportunities, which have the potential to allow economic growth in the municipality. Many of the opportunities fall within similar categories and in order for the revised LED strategy to be more focused and to enable coordinated development, the opportunities are grouped into Strategic Thrust. Within these Thrust, the different programmes concentrate the attention on specific areas of development, which support the overall goals set by the Strategic Thrust. Each programme comprises specific development Projects, as well as the Facilitation issues that need to be addressed to enable the Municipality to achieve the targets set by these development programmes (see below table)

Summary of GTM LED Thrusts and Programmes

| FRUIT AND NUT CLUSTER DEVELOPMENT | AGRICULTURE VALUE-CHAIN DEVELOPMENT | TOURISM DEVELOPMENT AND PROMOTION | BUSINESS DIVERSIFICATION AND TRADE DEVELOPMENT |
|---------------------------------------|---|---|--|
| Fruit and processing | Livestock improvement, processing and support | Agri-tourism promotion | Business support and retention |
| Fruit and nut value-chain development | Forestry development and processing | Adventure and sport tourism development | New business development and investment attraction |
| Fruit and nut farmer support services | Agriculture diversification | Nature based tourism development | |

| | | |
|--|------------------------------------|---|
| | Culture heritage tourism promotion | Skills development |
| | Events and routes development | Retain trade promotion and informal sector development |
| | Tourism marketing and organisation | Land claims and infrastructures development and support |

Table 78: Summary of GTM LED Thrust and Programmes

This reviewed Strategy Provides a comprehensive set of Programmes, Projects and Development Facilitation issues. However, not all programmes and projects can be implemented simultaneously and many of the programmes are more important in terms of the immediate needs and their impact on the local economy.

The Development Framework should thus be implemented in a phased approach (as indicated in this strategy) necessity a focused and progressive approach towards the implementation of certain Projects and Programmes at specific periods throughout the LED Process

The below Table provides an indication of the priority development facilitation requirements. These are the aspects, which can be dealt with in-house by the LED officials/

Table 79; Priority development facilitation needs:

| PRIORITY DEVELOPMENT FACILITATION NEEDS | SECTOR |
|--|----------------------------------|
| Formalise and capacitate Fruit and Nut Cluster Working Group (F&NCWG) | Agriculture |
| Establish F&NCWG operated website to avail agriculture regarding government support, potential investors, demand, market prices, support services, etc | Agriculture and Business support |
| Organise working group among cattle owners, the Limpopo DoA, and the Finish Government Donor Assistance Program | Agriculture and Business support |
| Facilitate implementation of Mopani District driven Motsupatsela Atchar Project | Agriculture and Manufacturing |
| Facilitate implementation of Mopani District driven Fresh Produce Market | Agriculture and trade |
| Ensure formalisation and regular meetings of skills development forum | Business Support |
| Develop database and network of experienced business mentors to support local emerging entrepreneurs | Business Support |
| Facilitate extension of hawkers committee to include non-included areas | Business support and trade |
| Establish forestry cluster working group | Forestry |
| Launch LED opportunity marketing campaign | Investors attraction |
| Intensive marketing of the pilot municipal generic incentive packages to be initiated | Investors attraction |
| Set-up working relationship between GTM and GTTA (Tzaneen Tourism Partnership) for tourism development and marketing | Tourism |
| Spearhead approach to DWAF to create tourism zoning plans to permit tourism development at existing dams | Tourism |

Table80: Provides an indication of the priority baseline studies, for which funding needs to be attained either internally from the municipality or from external sources

Table 80: Priority baseline study needs

| PRIORITY BASELINE STUDY NEEDS | SECTOR |
|--|--------------------------|
| Forestry baseline feasibility study and opportunity analysis | Agriculture and Forestry |
| Establish business database and EWS to proactively identify business retention needs | Business support |
| Undertake tourism market demands and trends | Tourism |

Table81: Provides an indication of the priority projects on the ground, which if successfully implemented, will allow the Municipality to reach its intended LED goals of increased job creation and income creation for its local people

Table 81: Priority projects requiring implementation

| | SECTOR |
|--|--|
| Sedan, Mulati | Agriculture |
| ... from surplus-generating business to the economic mainstream of formal SMME ranks | Business support |
| Establish custom-trade fruit and nut packaging material manufacturer in Tzaneen | Manufacturing |
| Establish dried fruit co-operative at Nkowankowa | Manufacturing and agriculture processing |
| Establish bee-keeping and honey production co-operative | Manufacturing and agro-processing |
| Establish woodwork (trucks, pallets, chips, fibreboard, furniture, etc) incubator in Nkowankowa industrial park | Manufacturing and forestry processing |
| Develop adventure camp and youth development centre with environment and tourism awareness education at Tours dam | Tourism |
| Develop community owned route facilities/activities/businesses at Nkowankowa and Lenyenye route linked to Modjadji | Tourism |

Alignment of National, Provincial, District and Local Economic Development Plans/strategies

| GTM LED | MDM LED | LEGDP | NDP |
|--|---|---|--|
| Economic Sector : Agriculture as a key area by the LED | Agriculture is also supported by the District through programs such as Tea estate and the Moshupatsela co-operate | Agriculture is identified as a key growth sector in the LEGDP | Agriculture is identified as a key growth sector in the NDP through the objective on rural economy |
| Economic Sector : Tourism as a key area by the LED | Tourism is identified as a key economic driver in the District as shown through its vision which is <i>to be the food Basket of Southern Africa and the Tourism Destination of Choice</i> | Tourism is identified as a key growth sector in the LEGDP | Tourism is identified as a key growth sector in the NDP through the objective on rural economy |

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

11. PUBLIC PARTICIPATION STRATEGY

INTRODUCTION

- The Municipal Structures Act is the primary statute to give effect to the constitutional commitment to community participation in local government. Fundamentally it defines the Municipality as comprising its political structures, its administrative and the community of the municipality. The Act thus makes it clear that communities are an integral part of the municipal governance of local government affairs. A municipality must develop a culture of municipal governance that complements formal representatives government with a system of participatory governance+(abstract from local government bulletin)
- This document will serve as a framework of the Greater Tzaneen municipality in deepening democracy through Public Participation. This policy shall serve to give a local perspective of the National Policy Framework

LEGAL FRAMEWORK

- Section 152(1)(e) of the Constitution stipulates the Municipality must encourage the involvement of the community in the matters of local government.
- White paper on local Government defines this new developmental local government as the local government committed to work with citizens to find suitable ways that address the needs of the community

Section 117 of the Municipal Structures Act 117 of 1998 directs that a municipal council must consult the community and community organizations in performing its functions.

- Section 16 (1) of the Local Government: Municipal Systems Act 32 of 2000 encourages that a municipality must develop a culture of governance that complements formal representative government with a system of participatory governance to encourage and create conditions for the local community to participate in the affairs of the municipality

MUNICIPAL STRATEGIC OBJECTIVES (MSO) FOR COMMUNITY PARTICIPATION

- To empower Ward Committees, IDP representative forum, project steering committee and other relevant structure/representatives of such structures through various capacity building programs and information dissemination to support the MSOs
- To organise, mobilize, and empower communities to enable them to influence their social-economic conditions.
- To organise, mobilize, and empower communities through capacity building programs and set-up information dissemination mechanisms, processes and procedures
- Following the legislative framework i.e. Greater Tzaneen Municipality Ward Committee Establishment Notice, to continuously establish and maintain functioning of ward committees
- To encourage community participation in all relevant processes of the municipality through ward committees, political structures, councillors, locally recognised community organizations and traditional authorities as directed by the Municipal Systems Act
- To establish additional mechanisms, processes and procedures to ensure community participation e.g. IDP Representative Forum, Project Steering Committees etc.
- To generate and continuously update community profile for the 34 wards in the four clusters of the municipality
- To actively involve the broad community and appropriate structures in the governance processes aimed at accelerated services delivery for improved socio-economic in all wards.
- To develop and maintain a detailed database of potential stakeholders and key resource individuals and organizations within the wards for resource mobilisation
- To foster links between the communities and sector departments in support of the general government programs on services delivery and information dissemination

12. COMMUNICATION STRATEGY

1 BACKGROUND

The Greater Tzaneen Municipality is a Grade B Municipality situated in the Eastern quadrant of the Limpopo Province within the Mopani District Municipality area of jurisdiction, together with Greater Giyani, Ba-Phalaborwa, Greater Letaba and Maruleng. Polokwa is on the West, Greater Letaba to the North, Ba-Phalaborwa and Maruleng to the East, and Lepelle-Nkumpi to the South.

The municipality comprises a land area of approximately 3240 km², and extends from Haenertsburg in the west, to Rubbervale in the east (85 km), and just upon south of Modjadjiskloof in the north, to Trichrdsdal in the south 94km. The municipal boundaries form an irregular, inverted T-shape, which results in certain development implications for the municipality, and more specifically the distance to markets, difficulties in respect of service provision, and constraints to implementing development vision/strategy.

The Greater Tzaneen Municipality area encompasses the proclaimed towns of Tzaneen, Nkowankowa, Lenyenye, Letsitele, and Haenertsburg. In addition, there are 125 rural villages, concentrated mainly in the South-East, and North-West, of the study area. Almost 80% of households reside in these rural villages.

There are four dominant languages spoken within the municipality i.e. Xitsonga, Northern Sotho, English and Afrikaans.

There are various legislation that give supremacy to this communication strategy:

in Africa Act, 1996 (Act 108 of 1996 and in particular Chapter 2
Chapter 7 which points the tone of communication for local

- Local Government Municipal Systems Act of 2000 (Act 32 of 2000)
- Local Government Municipal Structures Act of 1998 (Act 117 of 1998)
- Local government Municipal Finance Management Act of 1999
- Promotion of Access to information Act of 200 (Act 2 of 2000)
- Intergovernmental Relations Framework Act (Act 13 of 2005)
- White paper on Local Government Transformation and:
 - State of the Nation address
 - State of the Province address
 - Budget Speech
 - Provincial Communication Strategy

2. OBJECTIVES

2.1 GOVERNANCE AND ADMINISTRATION

- To inform and educate the community about the kind of services rendered by the municipality, as well as programs and resolutions of council.
- To encourage public involvement in the activities of the municipality
- To foster healthy relations with the communities, the media and all stakeholders as they identify with Council.
- To communicate and exhibit the achievements of council

2.2 ECONOMIC GROWTH

- To promote, market and brand Tzaneen as a premier destination for leisure, business and residence.
- To communicate economic opportunities in order to reduce unemployment.

2.3 SOCIAL, ENVIRONMENTAL SUSTAINABILITY AND INFRASTRUCTURE DEVELOPMENT

- To encourage communities to look after their environment

13. ANTI CORRUPTION STRATEGY

1. INTRODUCTION

This Anti . Corruption Strategy Policy is instituted for the Greater Tzaneen Municipality in order to give effect to the expressed commitment of Council to address issues of corruption in an integrated manner and to promote good governance and accountability.

1.2 REGULATORY FRAMEWORK

A comprehensive policy and regulatory framework is in place; the parameters of which are well described in the White Paper on Local Government (1998), supported by legislation, primarily in form of the:-

- “ Municipal Structures Act (Act No 117 of 1998);
- “ Municipal Systems Act (Act No 32 of 2000);
- “ Municipal Demarcation Act (Act No 27 of 1998);
- “ Municipal Financial Management Act (Act No 56 of 2003); and
- “ Prevention and Combating of Corrupt Activities Act, 2004

The objectives of the Greater Tzaneen Municipality Anti . Corruption Policy can be summarized as follows:

- “ Encouraging a culture within the Greater Tzaneen Municipality where all employees, members of the public and other stakeholders continuously behave with and promote integrity in their dealings with, or on behalf of Greater Tzaneen Municipality.
- “ Improving accountability, efficiency and effective administration within Greater Tzaneen Municipality, including decision . making and management conduct development of anti . corruption capacity within Greater Tzaneen Municipality which promotes integrity;
- “ Improving the application of systems, policies, procedures, rules and Regulations within Greater Tzaneen Municipality and changing aspects within Greater Tzaneen Municipality that undermine institutional integrity and facilitate unethical conduct, fraud and corruption allow these to go unnoticed or unreported; and
- “ Encouraging all employees and other stakeholders to strive toward the promotion of integrity and the prevention and detection of unethical conduct, fraud and corruption impacting or having the potential to impact on Council.

14. REVENUE ENHANCEMENT STRATEGY

13.1 Executive summary

This project is the culmination of the activities that were undertaken during a six-month period starting in July 2008 that were aimed at developing a better understanding of the current revenue situation at Greater Tzaneen Municipality and identifying opportunities for the improvement of the municipality's own revenue. The activities were undertaken in three stages:

- a. Extraction and analysis of consumer data from the Promis billing system.
- b. Assessment of the revenue environment through personal interviews, review of documentation and observation.
- c. Development of a revenue enhancement strategy based on collected data.

The extracted data was presented through the Municipal data Analysis Model developed by CorpMD as a revenue and data management tool for use in municipal and service utility environments. The findings were also summarised in a separate report-some of which is repeated in section 2 of this report .the revenue environment assessment was done subsequent to the data analysis. The findings of this analysis are included in Section 3 of this report. Section 4 of this report presents a broad framework for revenue enhancement, developed over time

ment in the municipal billing and revenue management project, and a
the municipality for the improvement and widening of their current

The presentation of the information has highlighted the salient attributes of the financial data in the Greater Tzaneen Municipal revenue management system. More specifically, it provided an overview of the current consumer debt in Total and per the different classifications such as Debtor and Service types. It also reflected consumption and improvement valuations. The information was generally presented according to service type, suburb and ward, where these classifications were available.

A number of risk factors associated with the implementation of a revenue enhancement strategy have been highlighted.

- Successful revenue collection is dependent on reliable service to consumers. The current water services provider arrangement in the municipal area is unsatisfactory.
- Successful revenue collection is further dependant on perceived fairness of the mechanisms to measure consumption. On the one hand, meters must be installed on all serviced sites to ensure that accountability for collective consumption is distributed equitably amongst consumers.
- Finally, successful revenue collection is dependent on the assurance that the base information for the calculation of charges and the reconciliation of payments against outstanding balances is accurate. Data maintenance is a key area of risk.

The implementation of a revenue enhancement strategy has to conquer several constraining factors in the municipal environment with specific reference to human resources, administrative procedures, and effective management.

- Staff shortages as well as skills deficiencies of the present staff complement have the potential to render any changes to systems and procedures futile. Management of customer data including registration of new connections, disconnection of existing services (including deposit refunds) and regular update of verification and updating of customer details require new skills. To expert staff to perform functions in addition to their daily duties causes work stress and constraints the effectiveness of the systems and procedures and therefore of the efficiency of the local work environment.
- Relevant refresher training courses are necessary to ensure that all staff complies with customer care principles. In addition, technical competencies must be improved relating to computer skills and familiarity with specific software applications creating an enabling environment for prompt and efficient customer interaction.
- Moreover, the present efficiency of the revenue enhancement function is largely dependent on access and proper illustration of the Promis computerised system. The system's reporting capabilities should be fully used and if possible upgraded. While it is not clear to what extent the revenue function is managed hands on in relation to the municipality's strategic objectives, information is essential in tracking progress, identifying trends and developing responses to undesired results. System (Promis) deficiencies or staff inability to generate critical financial management information have a constraining effect on the budget and treasury department's ability to proactively manage its own revenue in pursuit of positive cash flows.

Revenue management system further requires a supportive institutional process that has yet to be finalised. Any delays in the finalisation of the adoption by council . a process that has yet to be finalised. Any delays in the finalisation of the required policies and bylaws and their adoption by Council could possibly dilute the authority of the municipality to implement the revenue enhancement strategy, which may hamper the full execution of the strategy. A demonstration of leadership and decisive management are imperative for the achievement of targets set by the budget and treasury department.

The definition of revenue protection and enhancement, or revenue management, is not restricted to increasing payments received, but correction/completing/updating of data that may lead to write-off of incorrect and/or irrecoverable debt; and indigent management that will lead to effective drawdown by municipality of equitable share.

A typical revenue protection and enhancement strategy begins with the establishment of a complete and correct customer base. Having established a sound basis for billing, service delivery needs to be monitored to ensure that all consumers are billed for the services delivered to the properties. The analysis of tariffs is an associated activity to ensure that the services are correctly billed according to the debtor status of the consumers. Billing coverage is a further aspect of revenue enhancement: ensuring that all properties without exemptions are billed for services unless exemption has been granted in accordance with approved policies. The use of GIS applications is useful in this regard: it provides a visual perspective on the extent to which properties are serviced and easily identifies properties that need to be added to the billing system or that need to be added to the billing system or that require further investigation. More advanced revenue management inputs includes the analysis of monthly consumptions ,monitoring of the expansion of the services to new developments, tracking of arrears for top debtors and the monitoring of indigent accounts for consumptions, billing and payments patterns.

A fundamental principles underlying this revenue enhancement strategy is that the services are delivered to all consumers. The delivery of sustainable services is the most critical consideration for the expansion of revenue opportunities .The implementation of billing for services should follow progress made in the development of services infrastructure and where services are delivered to only select number of communities, services infrastructure ought to be expanded so that all communities have equitable access to municipal services. The municipality must therefore focus its attention on establishing a sustainable service delivery environment for instance by meeting national service delivery environments for instance by meeting national service implementation targets. Until all consumers have access to a basic level of service, and unless the necessary service provider arrangements have been clarified and fully established at the local level, service level remain an unlikely sources for the municipality.

In our assessment, the Municipality is facing at least three strategic challenges:

- is a legacy of the past, geared towards managing service delivery to
- s delivery to formalised areas with sound services infrastructure and
- services. The first challenge of the Municipality is to expand its
- organisational capacity so that it can actively support service delivery to the entire municipal area of jurisdiction.
2. With a predominantly rural consumer base and limited municipal services in these areas, the challenge the Municipality is to create a realistic expectation of service delivery and develop appropriate infrastructure plans to meet national service delivery targets.
 3. In view of the gradual expansion of services to entire municipal area, a solid institutional foundation must be laid in relation to policies, bylaws and operational procedures. Without this in place, the administration will not be able to manage the transformation of the revenue environment .Undoubtedly; service expansion will require a closer consideration of indigent policies, a review of the allocation of national subsidies for basic service delivery and better management of consumer debt to curb revenue losses as a result of the prescription of arrears.

It is imperative that Greater Tzaneen Municipality strengthens the basis for its revenue function. This would not only improve the confidence of citizens in its administration, but also reveal new revenue opportunities. The current revenue management capacity offers of immediate opportunities in relation to the current revenue base (the accounts presently registered on the billing system). The expansion of the revenue base is, however, on the roll out of service delivery to under serviced areas. Implementation of short term activities that will result in immediate benefits requires Council approval.

1.2: CONCLUSION

This report has detailed the results of our analysis of Greater Tzaneen Municipality's billing data and revenue management environment. This project has provided the municipality with an analysis of the present revenue environment, and the potential revenue generation opportunities that exist in the current environment. The view expressed in this report supports a rigorous implementation of service infrastructure development initiatives as the basis for any future revenue expansion initiatives. We further emphasized the strategic importance of linking service charges to service development goals and to frequently communicate these to consumers.

We are acutely aware that the present environment is extremely challenging and admit that no quick solutions are available. A clear revenue strategy that encompasses critical ancillary objectives and the cooperation of key stakeholders appears to be a winning solution.

This plan is prepared in terms of section 26 (h) of the Local Government : Municipal Systems Act, as amended, which stipulates that a Financial Plan must be prepared as part of the Integrated Development Plan.

The constitution of the Republic of South Africa, Act 108 of 1996 also determines that a Municipality must conduct its business in such a manner that services are rendered sustainable. A municipality must further manage its affairs, budgeting, administration and planning processes to give the priority to the basic needs of the community and to promote social and economic development in the community.

To meet the Development needs of our communities Greater Tzaneen Municipality has structured its Financial Plan in such a way that it promotes development in our area of jurisdiction.

2. PURPOSE

The purpose of this Five Year Plan is to create a medium term financial framework which allocates municipal resources, through the budgeting process to ensure the financial viability and sustainability of the Municipality's investment and operations.

3. RESPONSIBILITY

The Chief Financial Officer is charged with the responsibility of compiling the Financial Plan in close consultation with the Municipal manager, Directors, IDP Representative Forum, Executive Committee and Mayor.

4. FUNDING RESOURCES

CAPITAL INVESTMENT PROGRAMME PER FUNDING SOURCE: 1 JULY 2015 TO 30 JUNE 2018

2015/2016

| DEPARTMENT | OWN SOURCES | LOANS | GRANTS | TOTAL |
|--------------------------|-------------------|----------|-------------------|--------------------|
| Eng. Services | 21 107 314 | 0 | 86 631 451 | 107 738 765 |
| Elect. Services | 30 793 714 | 0 | 5 000 000 | 35 793 714 |
| PED | 1 150 000 | 0 | | 1 150 000 |
| Municipal M | 0 | 0 | | 0 |
| Corp Serv M | 0 | 0 | | 0 |
| Community S | 0 | 0 | | 0 |
| Budget & Treasury Office | 0 | 0 | | 0 |
| GTEDA | 2 000 | 0 | | 2 000 |
| TOTAL | 53 053 028 | 0 | 91 631 451 | 144 684 479 |

2016/2017

| DEPARTMENT | OWN SOURCES | LOANS | GRANTS | TOTAL |
|--------------------------|-------------------|----------|-------------------|--------------------|
| Eng. Services | 22 334 230 | 0 | 90 165 450 | 112 499 680 |
| Elect. Services | 22 334 230 | 0 | 5 000 000 | 27 334 230 |
| PED | 0 | 0 | 0 | 0 |
| Municipal M | 0 | 0 | 0 | 0 |
| Corp Serv M | 0 | 0 | 0 | 0 |
| Community S | 0 | 0 | 0 | 0 |
| Budget & Treasury Office | 0 | 0 | 0 | 0 |
| GTEDA | 5 000 | 0 | 0 | 5 000 |
| TOTAL | 44 673 460 | 0 | 95 165 450 | 139 838 910 |

| | OWN SOURCES | LOANS | GRANTS | TOTAL |
|--------------------------|-------------------|----------|--------------------|--------------------|
| Eng. Services | 23 263 452 | 0 | 95 461 700 | 118 725 152 |
| Elect. Services | 23 263 452 | 0 | 5 000 000 | 28 263 452 |
| PED | 0 | 0 | 0 | 0 |
| Municipal M | 0 | 0 | 0 | 0 |
| Corp Serv M | 0 | 0 | 0 | 0 |
| Community S | 0 | 0 | 0 | 0 |
| Budget & Treasury Office | 0 | 0 | 0 | 0 |
| GTEDA | 5 000 | 0 | 0 | 5 000 |
| TOTAL | 46 531 904 | 0 | 100 461 700 | 146 993 604 |

5. STRATEGIES AND PROGRAMMES TO INCREASE REVENUE

The Financial Policies of Greater Tzaneen Municipality are to provide a sound financial base and the resources necessary to sustain a satisfactory level of Municipal Services for the citizens in its area of jurisdiction.

Strategies and programmes have been identified and form part of the financial plan to achieve the desired objective, financial viability and sustainability of the Municipality.

16. CAPITAL INVESTMENT FRAMEWORK

1. INTRODUCTION

Greater Tzaneen Municipality uses its Capital Investment Framework (CIF) to identify and prioritize capital projects to be implemented in the following financial year and the medium term period of three years.

This framework includes the Capital projects of our newly established Municipal Entity, GTEDA. The Entity was established to inter-alia market Greater Tzaneen's Economic Development potential and investment opportunities to the Local, National and International Business Communities.

The marketing includes:

- The creation of a positive investment climate for Greater Tzaneen Municipality.
- To facilitate strategic alliance, joint ventures and encourage participation of local communities where appropriate.
- To promote private public partnerships and
- To provide business support services

The Capital Investment Framework (CIF) of Greater Tzaneen Municipality provides the procedure that leads to the implementation of the IDP as far as capital programmes and infrastructure is concerned. It is the framework through which the Municipality identifies and prioritizes capital projects for implementation in the forthcoming financial year.

The CIF has two components:



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in the Sector Departments, District Municipality and Community to

- The production of a list of capital projects that meet the desired developmental and spatial outcomes of the Municipality.

2. CHALLENGES IN THE IMPLEMENTATION OF THE CAPITAL INVESTMENT FRAMEWORK

There are a number of challenges that affect the achievement of the CIF and these challenges can be summarized as follows:

- There are a growing number of households with low income in the Municipal area which result in poor payment for services.
- The poor payment for services contributed to poor payment levels and insufficient funds to finance capital projects.
- An increased demand for social facilities and infrastructure within communities, e.g. streetlights, multi-purpose centres, sport field and libraries that do not generate income and must therefore be financed and maintained from other financial sources.
- The high outstanding loan amount which places a limitation on financing capital projects through loans.
- In established residential areas infrastructure is ageing and capacity needs are increasing. This places additional demand on the Municipalities capital expenditure.

3. CONCLUSION

Given the limited funding available to Finance Capital Projects the Municipality had to prioritize the implementation of its capital programme over a three year period. The prioritization of the capital programme considered the following:

- Reduce infrastructure backlogs
- Enhance the infrastructure base of the Municipality
- Improve service delivery
- Contribute towards the eradication of service delivery backlogs.
- Ensure that the capital programme of Greater Tzaneen Municipality promotes sustainable development.

15. MUNICIPAL INSTITUTIONAL PLAN

1. BACKGROUND OF THE MUNICIPALITY

1.1 Establishment

1.1.1 The MEC of Local Government in the Limpopo Province has by notice in the Provincial Gazette established the Greater Tzaneen Municipality. (Provincial Gazette No 28 of 1 October 2000). This area consists of the former Tzaneen Transitional Local Council, Letsitele/Gravelotte and Haenertsburg Rural Local Councils and a vast area under control of the former Northern District Council. Staff, equipment, assets and liabilities of the latter administrative units were transferred to the newly established Municipality. A new institutional framework was created and arrangements made accordingly based on the obligation of co-operative governance in terms of the Local Government Municipal Systems Act, 2000.

1.1.2 The Greater Tzaneen Municipality is a category B municipality, which operates on the Executive Committee system. The Municipality has been divided into 34 wards (34 wards has been added by the Demarcation Board in 2005 in preparation for the Local Government election) each ward being represented by a ward councillor. There are seven full time councillors, who occupy the positions of Mayor, Speaker and Executive member and leading the various clusters.

2. PURPOSE AND BENEFITS

2.1 Purpose

The purpose of a *Municipal Institutional Plan (MIP)* is to develop an internal plan that enables the Municipality to organize and deploy its Human Recourses and systems in such a way that it will achieve its strategic objectives.

2.2 Benefits

The benefits of a MIP are the following:

- It improves organizational effectiveness and efficiency.
- Better services delivery with the right people and skills.
- Assist the Municipality to drive its objectives.
- Allows for the integrated implementation of the IDP.
- Assist Municipality to comply with legislative requirements.
- Allows for optimal utilization of human capital.
- Ensures optimal utilization of human capital.
- Contributes to clean audit.
- Enables the Municipality to perform its powers and functions and its allocation thereof.



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together with the draft IDP in March. It will then go for Public Participation together with the IDP. The public comments obtained during consultation will then be incorporated into the final draft. The final draft will then go back to Council for final approval.

The operational plans will then be transferred to the SDBIP for implementation. The implementation of the approved MIP will start on the 1st July.

4. MONITORING, REVIEW AND IMPLEMENTATION

The monitoring of the implementation of the MIP will be done on a regular basis. The reports on the implementation of the MIP will be done on a quarterly basis. The review of the MIP will be done annually together with the IDP.

16. WORK SKILLS PLAN

Introduction

It is a requirement of the Skills Development Act, Act No. 97 of 1998 that every employer that employs more than fifty employees with a turn-over of more than R500 000 must have a Workplace Skills Plan (WSP) for the organization. Secondly, the organization must appoint a Skills Development Facilitator (SDF) to deal specifically with training matters.

Purpose

The Workplace Skills Plan assists the organization (Municipality) to critically plan and identifies gaps to be addressed through training interventions. The WSP is compiled by fulfilling the following processes:

- *Skills Audit*
- *Training Needs Analysis*
- *Consult with Training Committee*
- *Eventually, the development of Workplace Skills Plan*



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The drafting of a Workplace Skills Plan is regulated by the Skills Development Act. Coupled to the Act is the National Skills Development Strategy for the period April 2005 to March 2010 which is updated by the Department of Labour every five (5) years.

If the Municipality does not develop and report to the relevant SETA on training matters, the Municipality will not be eligible to claim any of the mandatory and discretionary funds to assist it in implementing their training plan for the next two financial years.

The Greater Tzaneen Municipality has been complying with the Skills Development Act, 1998 since its inception. The Municipality develops the Workplace Skills Plan annually. This Plan with the Annual Training Report (ATR) for the previous year is available for perusal at the Office of the Skills Development Facilitator.

17. PERSONNEL PROVISIONING POLICY

1. POLICY STATEMENT

We believe that Human Resources is our most important asset and guarantee for an effective organisation. To this end we strive in our provisioning efforts to attract the most suitable candidates for appointment in accordance with the functional needs of Council. We are committed to create and maintain a diverse workforce in pursuance of Employment Equity and establishing a sound human resources management function.

2.OBJECTIVE

The objective of the Personnel Provisioning Policy of Greater Tzaneen Municipality is to provide for a comprehensive policy which accommodates the need for staff provisioning in the most efficient, professional and cost-effective way in order that:

- No unfair discriminatory practices exist in the provisioning discipline of Council;
- Such policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where such staff make-up is representative of the demographic environment where recruitment is done.

2. INTENT

To ensure that Personnel Provisioning accommodates a comprehensive process which is a result of an agreement reached between all stakeholders concerned. The Policy should be inclusive of the following processes :



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- Interviewing procedure
- Objection procedure
- Qualification and experience requirements

18. INTEGRATED PERFORMANCE MONITORING AND EVALUATION FRAMEWORK

18.1 Introduction

GTM introduced performance management as a process in 2007 with the adoption of a Performance Management Framework by Council. This was followed by the adoption of a Performance Management Policy (mainly aimed at employee performance management) in April of 2008. The Performance Management Policy was revised to be in line with new legislation and adopted by Council in 2011. New developments in the field of Performance Monitoring and Evaluation as well as amended legislation on Employee Performance Management has created a need for an Integrated Performance Monitoring and Evaluation Framework (IPMEF) to replace the of Performance Management Framework. Key to the success of any performance monitoring system is the integration with the Integrated Development Planning Process (IDP), which includes the long term budgeting process. The IPMEF is therefore presented as a part of the IDP to ensure that the processes of planning, budgeting and monitoring implementation is aligned.

18.2 Legislative Imperatives and guidelines

Performance Monitoring and Evaluation along with Employee Performance Management needs to adhere prescripts as contained in the following pieces of legislation:

- a) The Constitution of South Africa (Section 152) - (Act 108 of 1996)
- b) The Municipal Structures Act - (Act 117 of 1998)
- c) Municipal Systems Act - (Act 32 of 2000)
- d) Performance Management Regulations - (Regulation 796 of 2001)
- e) Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager - (Regulation 805 of August 2006)
- f) Municipal Systems Amendment Act - (Act 7 of 2011).

Other than the legislation listed above the following guidelines also needs to be taken into consideration with the IPMEF:

- a) National Treasury Framework for Management Programme Performance Information (National Treasury, 2005)
- b) Policy Framework for the Government wide Performance Monitoring and Evaluation System
- c) Local Government Systems Act Guidelines, Managerial Competency Framework and specific occupational specific competency profiles (2008)

- collecting, analysing, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in implementation and it usually reports on actual performance against what was planned
- b) *Evaluation* - Evaluation is a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers and policy makers. Evaluations may assess relevance, efficiency, effectiveness, impact and sustainability. Impact evaluations examine whether underlying theories and assumptions were valid, what worked, what did not and why. Evaluation can also be used to extract crosscutting lessons from departmental experiences and determining the need for modifications to strategic results frameworks results and early indicators of problems that need to be corrected.
 - c) *Organisational Performance*- Through the Integrated Development Plan (IDP) the municipality as an organisation commits to specific service delivery initiatives linked to measurable performance targets. The Service Delivery and Budget Implementation Plan (SDBIP) is drafted in accordance with the IDP and Budget to monitor the progress of the organisation in achieving the targets set.
 - d) *Employee Performance* - Each employee has a contribution to make in reaching the service delivery targets as committed to in the IDP. Employee Performance Agreements and Plans are developed to monitor the employees progress in ensuring that the service delivery targets are met. This process has a human resource development backbone with training interventions aimed at improving employee performance and incentives for outstanding performance.

18.4 Principles of Monitoring and Evaluation

Effective Performance Monitoring and Evaluation adheres to the following principles:

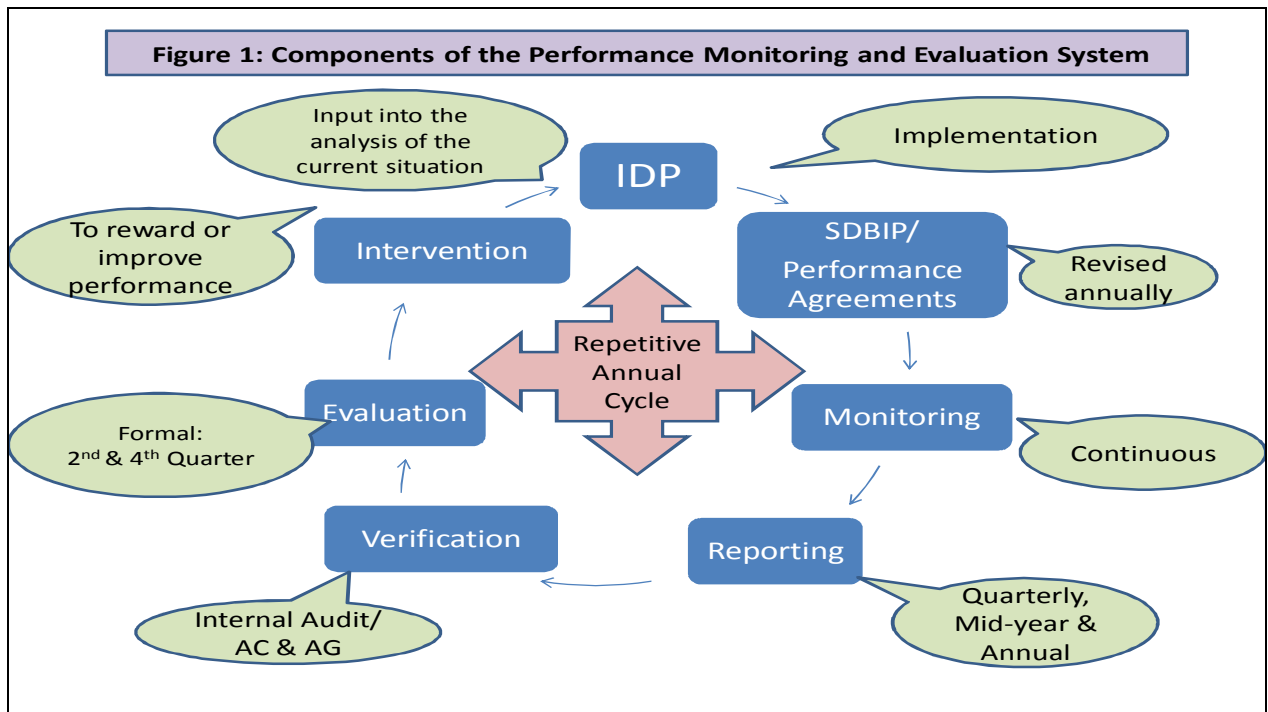
- a) M&E should contribute to Good Governance by promoting transparency and accountability
- b) M&E should be service delivery orientated to inform changes in strategy
- c) M&E should be undertaken ethically and with integrity to ensure that reporting provides a fair and balanced account of findings
- d) M&E should be utilisation orientated and therefore developed to provide meaningful information to decision makers and stakeholders
- e) M&E should be methodologically sound with clear indicators, evidence based and appropriate
- f) M&E should be operationally effective and therefore become routine, regularised, cost effective and systematic.

18.5 Performance Monitoring and Evaluation Processes

The Integrated Performance Monitoring and Evaluation System consists of process which are cyclic in nature and therefore repeated on an annual basis (as illustrated in Figure 1). The drafting of the IDP and the coupled

objectives and Key Performance Indicators for a 5 year period is the Monitoring and Evaluation System. From the IDP strategy, projects and the budget are broken down into a 5 fold:

- a) *Organisational Performance* - A Service Delivery and Budget Implementation Plan (SDBIP) is drafted as a monitoring tool for Council. The SDBIP contains revenue and expenditure projects as well as quarterly service delivery targets for the Municipal Manager and each Director. The SDBIP also contains a Capital Works plan clearly indicating in which ward capital projects will be implemented. From the SDBIP Quarterly organisational performance reports are generated to keep Council informed of progress with the implementation of the IDP & Budget. These reports must be verified by Internal Audit. The Annual Performance Report must inform the review of the IDP for the coming financial year.
- b) *Employee Performance* - Based on the SDBIP, Performance Agreements and Plans are developed for the Municipal Manager, Directors and Managers clearly outlining their responsibilities in achieving the strategic objectives as agreed to in the IDP. Quarterly performance assessments are conducted with the 2nd and 4th Quarter's being formalised and audited by Internal Audit. The outcome of these assessments are presented to Council and may result in either a performance incentive or corrective measures.
- c) *Public participation in the monitoring and evaluation of performance* - Through the IDP process and the Representative forum the public make inputs into the setting of the strategic objectives and the Key Performance Indicators. Quarterly performance reports must be presented to the IDP representative forum. A member of the ward committee is also invited to participate in the employee assessment of the Municipal Manager while members of the executive committee participate in the assessments of other Section 56 Managers.



| Table 1: Performance Monitoring and Evaluation - Roles and Responsibilities | |
|---|---|
| Position | Accountability |
| Supervisors | Review performance of individual or groups of employees reporting directly to them, depending on the type of employee performance management system that has been adopted |
| Line/ Functional Managers | Review performance of their respective areas regularly (monthly). The reviews should at least cover all the organisational priorities respective to these functions |
| Portfolio Committees / Study Groups | Manage performance of functions respective to their portfolios. They should at least review performance of organisational priorities that lie within their portfolio monthly, while maintaining a strategic role |
| Executive Management (Municipal Manager + his / her Management Team) | Review performance of the organisation monthly, prior to and more often than the Mayoral Committee: <ul style="list-style-type: none"> Review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur. Review performance before reporting to politicians so that they can prepare, control the quality of performance reports submitted and ensure that adequate response strategies are proposed in cases of poor performance. Review performance prior to review being conducted by standing, portfolio or executive Committees. |
| Executive Committee | Review performance of the administration . only at strategic level. Reviews take place on a quarterly basis with the final quarterly review taking the form of an annual review. The content of the review should be confined to agreed/confirmed priority areas and objectives. The Municipal Manager should remain accountable for reporting on performance at this level. |
| Municipal Public Accounts Committee | Review the performance of the administration on a quarterly basis. Special emphasis is placed on the Annual Report of which an oversight report must be presented to Council by March annually. |
| Council | Review performance of the Municipal Council, its Committees and the administration on an annual basis, in the form of a tabled annual report at the end of the financial year |
| The Public | Review performance of the Municipality and public representatives (Councilors) in the period between elections. It is required legislatively that the public is involved in reviewing municipal performance at least annually. |

18.7 Key Timeframes

| Table 2: Key timeframes for Performance Monitoring and Evaluation | | |
|---|--|-------------------------|
| Date | Report | Stakeholders |
| 31-Aug | Annual Performance Report to Council, AG & PT & COGHSTA | MM, Director |
| 31-Aug | Outcome of Annual Employee Performance Assessment presented to Council | MM & HR |
| 08-Nov | 1st Quarter Performance Report (SDBIP) to Council | MM, Directors & Council |
| 25-Jan | 2nd Quarter Performance Report (Sect 72) to Council, PT, AG & COGHSTA | MM |
| 31-Jan | Annual Report to Council, AG & PT & COGHSTA | MM & Directors |
| 28-Feb | Outcome of Mid-year Employee Performance Assessment presented to Council | MM & HR |
| 30-Mar | MPAC report on Annual Report to Council | MM |
| 08-May | 3rd Quarter Performance Report to Council | MM, Directors & Council |
| 15-Apr | 3rd Quarter Outcome 9 Report | Directors |



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| | | |
|--|-------------------------|---------|
| | s to Mayor for approval | MM |
| | Managers finalised | MM & HR |

18.8 Conclusion

Although the implementation of an Integrated Performance Monitoring and Evaluation System is aimed at improving service delivery and accountability the success thereof requires commitment from both Management and Council. Commitment from Management to providing information that is accurate and verifiable and from Council by continuously monitoring and assisting administration in removing service blockages, all in an effort to provide services in an efficient and effective manner.

SECTION F: APPROVAL PHASE

The Greater Tzaneen Municipality Council, in its meeting held on the 28 May 2015, hereby approves the Final IDP for the 2015/2016 Review.