

CHAPTER 6: SUMMARY OF SBDM GOAL ATTAINMENT (2012 -2017)

6. INTRODUCTION

Upon the start of the 2011-2016 term of the council, Sarah Baartman District Municipality (previously known as Cacadu District Municipality) adopted its Integrated Development Plan which would span over the years 2012 and 2017. The Council had a vision to be 'an innovative and dynamic municipality striving to improve the quality of life for all our communities' and they had set to achieve this through providing equitable, affordable services and sustainable socio-economic development through: Stakeholder participation; Capacity Building and Efficient and Effective management of resources.

This Chapter looks at unpacking the progress made from the key performance indicators that were set out at the beginning and what has been achieved to date. To allow for a thorough investigation, it was imperative to consult each IDP with its Annual Report and also follow up discussions related to the progress of the objectives and projects set out with the relevant persons. This review also looks at the status of various strategic plans of the departments of the District Municipality, as per KPA's achievements and shortcomings experienced during the term.

6.1. ORGANIZATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (KPA 1)

6.1.1. Presentation of the Organisational Structure

In the year 2012/2013 the SBDM had managed to keep the key posts filled as this is important in maintaining consistency and also organizational stability. During the 2012-13 financial year the total number of approved posts of the Sarah Baartman District Municipality was 100, eleven of these being intern posts. The number of appointed staff was at 91 including interns. The total number of vacant posts was 9, which some of them have since been frozen. It should also be noted that a Workplace Skills Plan for 2012/2013 was adopted and implemented. To date the number of approved posts has increased to 109, the staff appointed includes interns.

YEAR	APPROVED POSTS	FILLED POSTS	FROZEN/VACANT POSTS
2012/13	100	91	9
2015/16	109	94	15

6.1.2. Administrative Structure

The District has initiatives to address the issue of staff development by ensuring that staff members participate in capacity development programmes. Many of the directorates and some local municipalities seized this opportunity, the desired result being better service delivery, better customer service, efficiency and accountability. This evident in the SBDM continually receiving unqualified Audit from the start of this 5 year IDP period, with the 2013-14 financial year attaining a clean Audit outcome. This provides evidence of the strong relationship link between SBDM staff capacity development programme and its audit outcomes.

6.1.3. Staff Development Initiative During The Current Idp Term (2012-17)

The Sarah Baartman DM's mandate of assisting municipalities to effectively deliver their mandated functions is done through capacity building and support programmes for local municipalities. These programmes are aimed at insuring that the Local Municipalities' workforce is fully equipped with the necessary skills. This council dedicated itself in committing to empowering both political and administrative staff with the necessary education required to lead an exceptional institution and that of staff in local municipalities. Training and development of individual allows for innovative thinking and

contribution to ideas that will allow the District as a whole to function beyond measure. Training was offered to them as follows:

Table 6.1 TRAINING COURSES ATTENDED BY OFFICIALS AND COUNCILLORS

NO	QUALIFICATION	NUMBER OF BENEFICIARIES
		2012/2013
1	Strategic Management	3
2	Tool for Sustainability	1
3	Effective Records & Information System Management	4
4	Symantec Endpoint Protection	1
5	Employment Equity	5
6	First Aid	2
7	Events Management	6
8	Training Facilitation	2
9	Advanced Records Management	2
10	First Aid Level 3	2
11	Pre Assessment for EPWP Employees	80
12	Prepare and Lay Precast Block Paving, Construct Precast Kerbs Brick Making	80
13	Dealing with Conflict	26
14	Negotiations	25
	Total	239

The figures above illustrates a number of training course that were attended by the Sarah Baartman District Municipality's officials and councilors (including those from Local Municipalities) at the beginning of this council's term.

Table 6.2 STUDY ASSISTANCE AND COUNCIL INITIATED EMPLOYEE DEVELOPMENT

NO	QUALIFICATION	TOTAL NUMBER BENEFITED		
		2012/2013	2013/2014	2014/2015
1	Diploma: Management	1	1	1
2	Diploma: Administrative Management	1	1	1
3	Higher Certificate: Archives Management	1	-	-
4	Honours: Bcom Auditing	1	-	-
5	Diploma: Human Resource Management	1	1	1
6	Masters: Public Infrastructure	1	1	1
7	Programme in Project Management	2	-	-
8	Diploma in Local Government Law and Administration	3	-	-
9	CPMD	4	-	17
10	MA Development Studies	1	1	1
11	Diploma in Project Management	2	-	-
12	Certificate in CQM	1	-	-
13	BTech: Environmental Health	-	1	1
14	Certificate Labour Law	-	1	1
		19	7	24

A total of 50 employees have over the period of 2012 – 2015 received study assistance from council. This is very beneficial to both the development of the municipality and that of the individual staff members. This in essence ensures that all duties carried out are done by competent employees. However it should be noted that the numbers do not necessarily include persons who completed the courses but rather an enrolment figure.

Table 6.3 FULL QUALIFICATION COORDINATED BY SBDM

QUALIFICATION	MUNICIPALITY	TOTAL NO. BENEFITED(2012/13)
Local Government Accounting Certificate	SBDM	3
	Koukamma	6
	Camdeboo	3
	Kouga	9
	SRVM	8
	TOTAL	29

6.2. BASIC SERVICE DELIVERY (KPA 2)

6.2.1. WATER SERVICES

Water services delivery strategy and main role-players: Includes the coordination of water services development planning for the entire District, upgrading of water infrastructure lobbying for funding. Local Municipalities are the Water Services Authority and Water Service Providers in the District.

The function is administered by the Department of Infrastructure Services & Planning and includes:

- Development planning and Co-ordination.
- Assist Local Municipalities in developing the required Water Service Authority and Water Services Provider capacity.
- Upgrading of water infrastructure in Local Municipalities.

Strategic Objective:

To capacitate local municipalities in the District, to provide every household within the District with access to at least a basic level of service and strive to provide an appropriate level of service.

Table 6.4 Key Projects:

2012/2013	2013/2014	2014/2015
Janseville Water Source exploration	Water Services Authority/Water Services Provider Model review/capacity assessment (All nine LMs)	Janesville Water Treatment Project
Rainwater harvesting in Paterson		Paterson rain-water tanks installation
Installation of zone metres in Jansenville	-	-
Assistance to Local Municipalities with pre-planning and feasibility studies	-	-

Between the financial years of 2012/13 and 2013/14, the District municipality noted the following challenges that were facing water service delivery:

- Water shortage problems that are encountered in many municipalities have been brought to the attention the Department of Water Affairs. Ongoing and continual engagement is occurring to deal with these issues.

The aging and dilapidated infrastructure that faces most municipalities in the District, has been highlighted in various platforms and presentations have been made to the Munimec as well as the Department of Cooperative Governance and Traditional Affairs. The LMs have also been advised to set aside a portion of their budget to deal with maintenance of infrastructure.

The Sarah Baartman District Municipality continues to provide financial and technical support to LMs. The support includes; the Jansenville Water Treatment Project, as well as the installation of rain-water tanks in the Paterson community. In the 2014/15 financial year, the District Municipality resolved to assess the capacity of its local municipalities to perform the WSA function, from an investigation that was conducted, it was evident that some of the local municipalities are struggling with this responsibility. The SBDM council has resolved, as part of its strategic agenda, to work towards reverting the WSA/WSP function to the District. The various stakeholders will have to take a decision on whether such function resides with the local municipalities.

6.2.2. ELECTRICITY SERVICES

Electricity service delivery and main role-players

Although the distribution network within the District can generally be regarded as reasonable, slight disparities exist between varying local municipalities due to the nature of their location. Although the majority of the communities of most Local Municipalities have direct access to electricity, a significant capital outlay is envisaged in order to upgrade both the urban and rural networks. The District has also been identified as hub of Renewable Energy Generation, this will help to address the energy challenges that the country is faced with.

6.2.3. SANITATION

Sanitation service delivery strategy and main role-players

Includes all activities related to sanitation services for the District. The sanitation function of the municipality is administered by the Department: Infrastructure Services and Planning.

Table 6.4 Key Projects:

2012/2013	2013/2014	2014/2015
Planning the upgrading of the Nieu Bethesda Water Treatment Works (Camdeboo)	Upgrading of the Nieu Bethesda Waste Water Treatment Works (Camdeboo)	-
Kliplaat household sewer connections (Ikwezi)	Sanitation interventions for Waste Water Treatment in local municipalities(Makana, Koukamma, Blue Crane Route and Ikwezi)	-

It is worth mention that over two financial years, 2012-2014 there were some challenges that were noted by the District municipality concerning sanitation in the area and these included:

- The aging and dilapidating infrastructure that faces most municipalities in the District has been highlighted in various platforms and presentations have been made to the Munimec as well as Department of Cooperative Governance and Traditional Affairs. The LMs have also been advised to set aside a portion of their budget to deal with maintenance of infrastructure.

6.2.4. ROAD CONSTRUCTION AND MAINTENANCE

The District Municipality is not responsible for road construct and maintenance. SANRAL is responsible for National Roads and Provincial Government for regional roads in the District. Roads within towns and settlements are the responsibility of local municipalities.

In 2013/14 financial year, the District provided assistance to local municipalities to develop master plans for roads and storm water in Ndlambe and Koukamma.

Waste management is also not the responsibility of the District, it is the LMs that are assume this responsibility. Housing and Town Planning is also not the responsibility of the District, the Provincial Department of Human Settlements and the Local Municipalities is responsible for this service.

6.2.5. WASTE MANAGEMENT

The District Municipality is not responsible for waste management. The local municipalities in SBDM are responsible for this service.

6.2.6. HOUSING AND TOWN PLANNING

The District Municipality is not responsible for housing and town planning. The provincial department of Human Settlements, SBDM assists in coordinating Human settlement efforts. Town Planning, specifically LUM, is the responsibility of local municipalities; SBDM does provide capacity support to our struggling Municipalities.

6.2.7. SPATIAL PLANNING

The Spatial Development Framework of SBDM was last reviewed and adopted by council in 2013/14. The Framework guides the spatial planning of the district and future development opportunities that focus on environmental aspects. The district continuously gives support to its local municipalities in terms of spatial planning and land use management, with its recent assistance given to Camdeboo with zoning schemes in the 2014/15 financial year. The District is also assisting the Makana Municipality with its zoning scheme regulations. The enactment of the Spatial Planning and Land Use Management Act (SPLUMA) has meant that the District Municipality will have a pivotal role to play in assisting local municipalities in dealing with all matters pertaining to land use and town planning. Six of the local municipalities in the District have opted to be part of a District Tribunal. The Tribunal members will be appointed early in the current financial year, as the necessary processes have been duly taken and are awaiting nominations for members to serve in the Tribunal.

6.2.8. INDIGENT POLICY IMPLEMENTATION

Since the disestablishment of the District Management Area and incorporation thereof into local municipalities' areas of jurisdiction, the District Municipality no longer implements an indigent policy as this is done by the local municipality.

6.2.9. Disaster Management

The Disaster Risk Management Assessment for the Sarah Baartman District was completed in June 2009. The primary purpose of the document was to review the existing Disaster Risk Management Assessment with a view to identifying communities and infrastructure at risk and further prioritize disaster risks for the Sarah Baartman District Municipality.

In 2012/13 Kouga, Kou-kamma, Makana, Ndlambe and Sundays River Valley Municipalities were affected by floods. Relief in the form of blankets, mattresses and food was provided to the affected municipalities. Additional to the relief provided by Sarah Baartman, an amount of R36 844 000 was allocated by the National Treasury through the National Disaster Management Centre. This amount was allocated to deal with the immediate infrastructure rehabilitation done by the floods.

The 2014/15 was a particularly significant year for the SBDM Disaster Risk Management Centre. The Municipality successfully hosted a Fire Symposium May 2015. The SBDM participated in the Business-Adopt-A-Municipality (BAAM) initiative, particularly in respect of addressing the needs identified in terms of disaster management and fire services. Through this initiative, SBDM became the first District Municipality to join BAAM championed by SANTAM. Other municipalities are Ulundi, Thulamela, Mafikeng, Mbombela and Eden District.

- As part of their mandate Sarah Baartman Municipality assisted Kouga municipality to build a fire Station in Hankey which will service the whole Gamtoos area.
- There were huge fires that threatened the farming community in the Koukamma municipality area during the month of October 2014. Sarah Baartman District Municipality disaster management center assisted in extinguishing those fires. There were no reports of properties that were damaged, or animals and people's lives claimed by these fires.
- On February 2015 a workshop was conducted in Camdeboo municipality on Disaster Management Act.
- Blue Crane Route municipality was badly affected by strong winds. As a result power lines and trees fell down. In some areas there was no water supply. SBDM and Blue Crane Route provided community members with water using water tankers also made use of Jojo tanks. In Makana municipality, Alicedale was also affected where houses were partially damaged, especially windows and roofs.
- Awareness campaigns on fire were conducted at in the following local municipalities: Blue Crane Route Municipality, Sundays River Valley Municipality, Kouga Municipality and Koukamma Municipality.
- Incidents dealt with in this financial year 2014/15 were fire incidents in the following municipalities:
 - Koukamma municipality,
 - Baviaans municipality,
 - Kouga municipality.
 - Blue Crane Route Municipality
- Awareness campaigns conducted
 - Fire awareness campaigns were conducted in the following local municipalities: Blue Crane Route Municipality, Sundays River Valley Municipality, Kouga Municipality and Koukamma Municipality.

The Disaster Management staff has worked vigorously and tirelessly over the years to ensure that the function is properly managed and that all awareness is made to all Local Municipalities, especially those that have had reoccurring incidents over the years. It could also be said that with the construction of a fully-fledged Disaster Management Centre would safeguard this function and assist the District to mitigate further disasters and possible litigation costs.

6.2.10. Environmental Health

The SBDM has become the responsible service authority for Environmental Health Services (EHS) now defined as Municipal Health Services in accordance with the Nation Health Act, (Act 61 of 2003) from 1 July 2004, in terms of the revocation of Section 84(3) authorizations under the Municipal Structures Act, (Act 117 of 1998).

The municipality has entered into agreements with seven of its local municipalities to render Municipal Health Services on its behalf in their respective areas of jurisdiction. The function includes the following activities:

- Water quality control
- Food control
- Waste management
- Health surveillance of premises

One of the objectives for the for EHS was to improve the environmental health status of all the communities of Sarah Baartman by reducing DH related diseases (water and food) by 5%. To ensure the effectiveness of such, the following strategies were derived:

- Ensuring monthly water quality monitoring and food sampling of all water and food sampling points/sources respectively in the district.
- To design and implement action plans to address non-compliant water and food quality through education and awareness campaigns
- Conduct water and food education and awareness campaigns in all the LMs
- Training of food handlers from various food premises throughout the district
- Ensuring monthly evaluation of food preparation and other public premises and buildings in evaluating compliance with health requirements and standards

6.3. LOCAL ECONOMIC DEVELOPMENT (KPA 3)

The District Municipality recognizes that Local Economic Development is based on local initiative, driven by local stakeholders and involves identifying and using primarily local resources, ideas and skills in an integrated way to stimulate economic growth.

There are four basic drivers guiding the current call for support to Cooperatives and SMMEs:

- Mainstreaming youth entrepreneurship
- SMME support through Manufacturing and development of service sector
- Encouraging and acknowledging Township Economy “OoVukuzenzele”
- Strengthening LED planning and function

The Sarah Baartman District acts to facilitate the creation of an enabling SMME development environment as an integral mechanism to bolster local economic development in the area. Various projects have since been implemented by the District through tourism initiatives as well SMME support programmes. It is worth noting that 25% of SBDM Economic Development budget is committed to the mentorship which is considered a key driver towards implementation of the IDP and LED strategy. In the table below are some of SBDM LED beneficiaries from the first roll out of this council’s support to emerging businesses:

Table 6.5:

Name of Organisation	Amount of assistance	Local Municipality	Purpose	Number of beneficiaries/ participants
BCRM SMME support services	R150 000	BCRM	To provide SMME development service to various coops and SMMEs housed in the BCRM Craft Hub and BCRM surroundings	40
Makana Kaolin and Ceramic studio production	R221 338	Makana	Manufacturing of high value niche Ceramics products	12
South Seas Poultry Project	R266 155	Ndlambe	Poultry production and egg laying	10
Nieu- Bethesda Women’s Cooperative	R277 200	Camdeboo	Ceramic Production Woolen craft and Lano screen painting	16
Masizakhe Women Coop	R222 800	Camdeboo	Clothing, events and catering cooperative	18

The District Agricultural Mentorship Programme budgeted for 13 mentorships sites in the financial year 2013/14 out of which 10 were active and 3 projects were inactive. There were 2 mentorship site that came to an end be end June 2014. A further 8 would be supported and extended in the 2014/15 financial year.

In the 2014/15 financial year, The Sarah Baartman District Municipality contributed towards the revitalization of the honeybush tea industry, by investing in the refurbishment of a municipal building in Koukamma, which was leased to a tea company. Local co-operatives were also supported.

In its effort to seek strategies that will assist to address unemployment, alleviate poverty through various interventions and to promote community based economic enterprises, the District continued to work closely with its Local Municipalities. A total of R 1,130,000 was invested in 2014/15 from the Sarah Baartman District Municipality's budget to fund Small, Medium and Micro-sized Enterprises. This funding benefited 282 individuals from across the district. Currently the programme is in its last enrolment phase. The main focus of the LED department will then shift to the AgriPark which was established in the current financial year.

Challenges:

Below are some of challenges that were found regarding the implementation of the LED Strategy, to name just a few and these included:

- Lack of funding from municipalities – LED Units in all LMs is not adequately funded to meet local demands in terms of job creation efforts/initiatives.
- Lack of bankable business plan – The inability of LED units to access funding or the poor intake of LED proposals from various funding pools is a result of poorly constructed business proposals.
- Poor planning by LED units which results in continuous under-expenditure on projects.
- The inability of many local authorities to clearly define an LED strategy within the broader IDP process.

To remedy this, there is a District Support Team in place. The District Municipality uses this platform to assist the LMs as well as capacitate the relevant officials on issues of LED. The District Municipality also continually lobbies on behalf of LMs for funding from various Sector Departments.

Cacadu Development Agency

The objectives of the Sarah Baartman District Municipality (SBDM) in establishing a development agency in 2012 can be summarised as follows:

1. Cacadu Development Agency (CDA) is responsible for the co-ordination of economic and infrastructure development at regional scale. It will also have an implementation role particularly in regard to regional project management. In defining its role in practice, it will seek to ensure that it does not duplicate the activities of the district and local municipalities but rather complements and enhances their activity. CDA will build on the groundwork done through the REDI programme.

2. CDA will prioritise and facilitate strategic catalytic development initiatives that ensure that investment is attracted to the Municipal Area and that job creation and economic opportunity is optimised. Areas of focus include:

- Improving the economic and investment climate in the region;
- Developing regional economic nodes and regenerating small towns;
- Investment promotion and resource mobilization, including skills development
- Co-ordinating work of different municipalities and government agencies at regional level;
- Agriculture and agro-processing;
- Developing catalytic infrastructure. Roads, electricity, water.

3. In undertaking its work, CDA will place strong emphasis on inter-governmental and inter-sectoral integration, strong stakeholder management and communication.

The Cacadu District Development Agency commenced its operations on 1 July 2013, with its primary priority to deal with socio-economic challenges that face the district area, to embark on projects and programmes to foster economic growth and job creation. Relationship between the SBDM and CDA is governed by a Service Level Agreement.

Developments to date

CDA is in discussions with Eastern Cape Parks and Tourism Agency with regards to the development of all Nature Reserves in the district as well as the implementation of the tourism plan developed for the Baviaans Mega Reserve.

The District has become an important player in energy. A number of wind farms have been developed in Kouga, KouKamma and Blue Crane Route Municipalities. Shale gas exploration by Shell and Bundu affects the Karoo in Camdeboo, Ikhwezi and Blue Crane Route municipalities and Thyspunt in Kouga Municipality is expected to be the site for the Nuclear Power Station. All of these have compelled the agency to position itself in the energy debates.

CDA has engaged with all the IPPs in wind energy as well as Shell and Bundu in the shale gas exploration. CDA participates in the forum for Shale gas, which includes Coega, Chris Hani District Agency, Department of Economic Development, Environmental Affairs and Tourism, Shell and Bundu.

Projects

Somerset East Industrial Park:

As an initial project the Somerset East Industrial Park concept is already fairly well developed and the focus for the next few months will be to access funding to construct the Industrial Park. The CDA has met the National Department of Trade and Industry (DTI) with the view to securing funding for services (bulks & Internals) and has succeeded in securing a visit from DTI to the proposed Industrial Park precinct. Other funding options (wind farms/ Province) will be explored to broaden the search for funding.

A new costing study was prepared, forecasting expected expenditure to install bulks- & Internal services over a 3 year budget period. The total amount needed to develop the project is R36m. The broad concept is to enhance the Somerset East Industrial Park with a full Green development perspective. Several initiatives are being worked on to ensure this outcome. All the funders have agreed to fund the project but will want to be assured that the potential take off of industrial plots is realised.

Waste-to-energy

The waste-to energy project will target several municipalities in the Sarah Baartman District with the view to utilising their municipal waste, thereby relieving pressure on waste dump sites, to generate electricity. This project is currently in development stage in the East London IDZ and will be rolled out to Sarah Baartman in the form of feasibility studies to determine long term viability. This project will have an overall effect of assisting municipalities with waste problems as well as developing a model to generate internal electricity for the benefit of local municipalities.

Funding for the studies and roll out has been secured by CDA and a Service Provider has been appointed by the former BCDA. Final planning and contract signing will take place as soon as the SLA's are signed.

CDA made several presentations in the last few months to the Swiss government economic funding structures based in South Africa. They have agreed to fund the feasibility of the Blue Crane waste-to-energy project as well as to provide further funding to any other potential waste-to-energy projects in

SBDM once the CDA has completed their assessment in the other local municipalities. The Swiss entities working with the CDA and service provider are the International Fund for Agricultural Development supported ISASAR Project as well as SECO.

Greening of Natural fibres Project:

The CDA industrialization effort is also focusing on the greening of the natural fibre chain. This applies to Wool/ Mohair as well as any other fibre produced in the District. This opportunity is available to all the local municipalities, and wherever a reasonable supply of raw product can be found, the CDA will explore the value adding opportunities. The current focus is on the Mohair greening of the value chain.

While South Africa remains the largest mohair producer in the world, South African and global mohair production has dropped by nearly 40% over the last two decades. There is considerable opportunity to 'grow' the mohair market through exploiting niche market opportunities and diversifying mohair products into broader and new industrial applications like the aeronautical industry. However, to realise the opportunities will require additional mohair production and, preferably, the production of 'green' mohair.

Somerset East New Airport Runway

Progress Flight Academy conducted a site visit during June 2015 and expressed their satisfaction with and appreciation of the construction progress on the new runway. They will set up a flight academy at the airfield when construction is completed. They are negotiating with an investor secured for the design and construction of new accommodation, office space and lecture room facilities to be housed in the airport precinct for the flight academy.

Somerset East Aerodrome – Basic Training

Progress Flight Academy has opened a new fair weather base at Somerset East aerodrome located 70 km north of Progress. A new 1 200 metre paved runway is being constructed and the necessary infrastructure is in place. All single engine aeroplane flight training will be conducted at Somerset East which will minimise training delays due to the coastal weather.

6.3.1. SBDM Land Reform targets

One of the primary objectives of the DRDLR is to redistribute 30% of white owned agricultural land by 2014 to previously disadvantaged communities for sustainable agricultural development. At the start of the 2013/14 financial year, Sarah Baartman region had achieved redistribution amounting to 6.31% of the 30% target. This leaves an estimated 1 333 390 ha to be redistributed in the next six years.

6.4. FINANCIAL VIABILITY AND MANAGEMENT (KPA 4)

Sarah Baartman District Municipality at the start of the term of its council had envisaged ensuring financial stability for the district. In doing so they had to guarantee that the audit outcomes from the Auditor General would reflect positively on the performance of the Finance Department. Ensuring that legislative prescripts were followed in all transactions of the district would result in fruitful intentions. It is therefore evident from the Auditor General's outcomes from 2012-2016 that the institution enjoys sound financial management:

Table 6.6:

Financial Year	Audit Outcome
2012/2013	Unqualified Outcome
2013/14	Clean Audit Outcome
2014/15	Clean Audit Outcome

The Sarah Baartman District Municipality strives to comply with all the prescribed reforms provided in the Municipal Finance Management Act place greater service delivery responsibilities on managers and makes them more accountable for performance. The municipality's source of revenue is grant funding and equitable share. This could be attributed to the fact that the district does not perform services that would generate income.

To illustrate the above, a summary of the operating income and expenditure for the 2012/2013 financial year to the 2015/16 financial year is detailed below:

Table 6.7:

Statement of Financial Performance				
Figures in Rand	2015/2016	2014/2015	2013/2014	2012/2013
Revenue				
Rental income	1,300,000	1, 208,685	1,053,610	1,076,663
	1,300,000	1,208,685	1,053,610	1,076,663
Other income				
Investment interest	15,700,000	17,261,678	14,767,367	15,399,324
Income from agency services	41, 669	41,669	40,217	31,871
Government grants & subsidies	11,096,000	22,299,134	19,415,196	19,506,264
Equitable Share Plus Levy Replacement Grant	80,759,000	80,008,000	75,091,000	71,325,000
Reduction in provision for debt impairment		806,679	21,937,154	-
Other revenue	1,988,000	1,098,296	6,806,478	4,929,753
	110,884,669	114,126,304	139,111,022	112,268,875
Operating expenses				
Employee costs	46,203,000	45,788,456	44,360,843	42,134,174
Increase in debt impairment	-	-	-	11,663

At the end of the 2014/2015 financial year the payroll costs were 39.6% of total expenditure. The total expenditure, excluding conditional grant funding expenditure, amounted to R113 million. This means that in order to balance the operating expenditure including projects funded from own resources, investment income amounting to R17.5 million had to be used to finance the operating account, which resulted in a deficit of R5.9 million. It has been suggested that it is critical that the current practice of redistributing non sustainable discretionary resources to finance infrastructure projects be revisited.

It has also been evident that the municipality has become dependent on interest earning to balance its operating budget. This financing approach is not sustainable and strategies will be developed to reduce expenditure in line with discretionary sources of revenue. The irony is that, in the medium to long term, the more efficient SBDM becomes at delivering its budgeted result, the greater this investment income will be reduced. Reliance on the Division of Revenue Act (DORA) has proved detrimental for SBDM as there were no allocations for the 2015/16 financial, thus resulting in a

decrease in equitable share. Also in the same year there were no allocations of the Municipal Infrastructure Grant due to demarcation processes.

6.5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION (KPA 5)

The SBDM's processes, structures and policies that help ensure compliance with laws and regulations and provide clear lines of sight for decision-making and accountability, include:

- i) Ethical leadership and corporate citizenship
- ii) Council, Mayoral Committee and Councillors
- iii) Management and staff

An important component for the development of effective and efficient human resources is continuous Organisational Development and Training plan which seeks to enhance service delivery with efficient institutional arrangements. The SBDM's most valuable asset, when optimally utilized, motivated and developed, is its staff. The SBDM's human resource management plan is aimed at delivering the right people with the right skills at the right place and the right time. It ensures that staff is correctly aligned with business needs and this, in turn, improves service delivery within budget parameters. The main aim of the strategy is to achieve an improvement in the staff loyalty index as measured every 24 months through the culture/climate survey; and an improvement in staff productivity as measured by a range of productivity measures - including the percentage loss of skills and staff availability (absenteeism).

Table 6.8: HR POLICIES AND PLANS

HR Policies and Plans				
	Name of policy	Completed	Reviewed	Date adopted by Council or comment on failure to adopt
1	Recruitment and Selection Policy (Affirmative Action)	100% - part of Recruitment and Selection Policy	Currently	May 2013
2	Unemployed Graduate/Interns Policy	100%	Not applicable	June 2014
3	Code of conduct for employees	100%	Not applicable	Adopted from Systems Act
4	Disciplinary Code and Procedures	100%	National Competence, currently at SALGBC	Current Policy Extended by means of a circular
5	Landline Telephone Usage policy	100%	Reviewed	June 2014
6	Employment Equity	100%	Currently	To be submitted to Council for adoption during the November 2015 Council.
7	Grievance Procedure	100%	National Competence, currently at SALGBC	Current Policy Extended by means of a circular
8	HIV and AIDS	100%	National Competence, currently at SALGBC	Current Policy Extended by means of a circular
9	Human Resources Development	100%	Not applicable	May 2013
10	Job Evaluation	100%	Not applicable	October 2012
11	Employee Wellness	100%	Not applicable	June 2012
12	Leave	100%	Currently being reviewed	July 2014

	Name of policy	Completed	Reviewed	Date adopted by Council or comment on failure to adopt
13	Subsistence and Traveling Policy	100%	Currently being reviewed	June 2012
14	Official transport to attend funerals	100%	Not applicable	July 2014
15	Overtime	100%	Not applicable	May 2015
16	Organisational rights	100%	National Competence, currently at SALGBC	Current Policy Extended by means of a circular from SALGBC
17	Skills Development	100%	Not applicable	May 2013
18	Smoking	100%	Not applicable	May 2010
19	Scarce Skills	Not Applicable	Not applicable	Looking for best practices and to develop own
20	Work organisation	Not Applicable	Not applicable	Looking for best practices and to develop own

Illustrated above are policies and plans implemented by the Sarah Baartman District Municipality's Human Resources division, they allow for an efficient and effective management of employees. These ensure that the organization of the workforce is given consideration and that its development is prioritized in terms applicable organizational rights and practices.

Job Evaluation

At the end of the 2014/15 financial year the District Municipality commenced with the setting up of the Job Evaluation Unit in the District. This Unit is responsible to evaluate all posts (in the nine local municipalities as well as in the Sarah Baartman District Municipality). The recruitment of key personnel for the Unit took place and the unit is currently operational as the beginning of 2016.

Performance Management

The District Municipality had developed a Performance Management System, many years ago. This system is online. The system has been availed, free of charge, to all local municipalities in the District. Some of the local municipalities have installed the system. Unfortunately, some of the municipalities have not taken up this offer. However the District Municipality continues to support local municipalities with regards to the development of performance policies, SDBIPs and performance reviews.

PUBLIC PARTICIPATION

Function of public participation resides mainly in the office of the Speaker. They are sometimes carried by departments or cross-departmental task teams, depending on the nature of the information to be disseminated. An example of this would be, the exercise carried out to obtain public input into the proposal to change the name of the Cacadu District Municipality to Sarah Baartman District Municipality, which was carried out in September 2013. The District continued with the name change with a pronouncement at the Provincial Heritage Day in 2015 held at Hankey in the Kouga Municipality.

Summary of the attainment of SBDM IDP Objectives:

Depicted in the tables below are the objectives of the Sarah Baartman District Municipality that were set from the inception of the current council (2012-17). In order to quantify the information, various documents such as the IDP from each year, the available Annual Reports and consultation with relevant personnel was conducted. The importance of this task was to establish whether the objectives/projects that had been set for a particular financial year were executed. In instances where an objective/project was carried out, an indication of the year in which it was completed would be indicated in a green colour shading. This would be accompanied by a comment where possible to explain the process that took place and the end deliverables of the task. Some of the objective/projects are indicated in an orange colour shade, which indicate that their status is on-going and that in some instances the roll out of the projects span over not one but multiple financial years. Sometimes these projects are in an on-going phase because of delays that may be due to financial shortages or on site complications. By indicating the mishaps of these projects and their reasons allow the municipality to give them consideration when prioritising objectives/projects. All the projects that have been indicated by red colour shading show objectives that have either not started or in some case that have been disbanded due to various number of reasons that are stated in the comment boxes adjacent to the project description.

Legend

	Completed
	In Progress
	Cancelled/ Never/Implemented

SUMMARY OF THE ATTAINMENT OF SBDM IDP OBJECTIVES:
YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) and Year 4 (2015)

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 2 (2013)	YEAR3 (2014)	YEAR 4(2015)	Comment
			Status	Status	Status	
Infrastructure Development	To provide support to LMs on planning and implementation of bulk water projects, contributing to the reduction of the backlog to 5% by 2017	Jansenville water source Exploration				R1m to do 2 boreholes, 1 was fitted from DWAS and 1 zone meters done
		Jansenville Water Conservation and Demand Management				Zone meters done (Installation of 18 Water Meters in Jansenville)
		Municipal Drought Relief (Paterson Rainwater Harvesting)				In progress, 1000 tanks initially but increased after complaints were lodged
		LEDI Infrastructure Asses Support (Ndlambe)				Study for Ndlambe complete
	Ensure that WSA/WSP function is correctly placed by 2015	WSA/WSP Model Review / Capacity Assesment				Report done but waiting for council approval
	To ensure that all transport plans for all LMs are in place and are annually reviewed	Review of the ITP for the District				This has been done and approved by council
	To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Construction of sidewalks and walkways				Done Initial scope of the project was 500 meters. However it was extended to 650 meters
		Construction of inter-city bus terminals				In progress, It was delayed due to shortage of budget
	To provide roads infrastructure from basic service to a higher level in key strategic areas for atleast 10 kms per annum over 5 years	Reitbron Roads and Stormwater - EPWP				Initial scope done, but not all roads were completed
		Somerset East Roads and Stormwater				Completed

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEA R 2 (2013)	YEA R3 (2014)	YEAR 4(2015)	Comment
			Status	Status	Status	
Capacity Building and Support to LM's	To support LMs in ensuring that all communities have access to decent sanitation by 2017	Eradication of Buckets - LMs				NURCHA has been appointed as the development agent on behalf of Dept. of Human Settlement to implement Bucket Eradication Programme in Ndlambe, Blue Crane Route, Makana, Sundays River Valley, Ikwezi and Baviaans Local Municipalities. Funds have been re-allocated to respond to emergency sanitation services in Ikwezi, Kou-kamma and Makana and Blue Crane Route Local Municipalities. The project was withdrawn.
	Development of Capacity Building and Support Programmes for Local Municipalities which include Financial Management and Human Resources Management Support	GAMAP/GRAP Assistance to LM's 9 (phase 1)				The project is on target. The district audit findings have been finalised and the deliverables have been agreed upon with LM's. MOU's have been signed. The service provider has met with all the LM's. Monthly meetings held and progress monitored, analysed and presented to the CFO Forum. The project plan
	To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	HIV and AIDS Plan (HIV/AIDS Plan implemented through, HCT and TB Campaigns and Household surveys)				Door to Door conducted to create Tuberculosis (TB) and HIV and Aids Awareness at Ikwezi in April 2015. TB Day and Student Dialogues (2 schools) at Ikwezi in April 2015. Local Aids Council (LAC) Induction at Ikwezi in April 2015. LAC Induction at Camdeboo in May 2015. Anti-substance Programme in Camdeboo (Aberdeen and Graff Reinet) in June 2015. Internal HIV Counselling and Testing (HCT) Drive in June 2015. District Aids Council (DAC) Activation Session in June 2015.
	To provide support on cleanliness of the towns and townships and to mitigate health risks posed by each landfill site in all the 9 LMs by 2017	Licencing of Solid Waste sites for Koukamma and Camdeboo				The consultant was appointed and has visited the Local Municipalities. The Basic Assessment report has been submitted by the consultant and an item will be submitted to the Mayoral Committee Meeting during April 2014. This project is now complete. This project was completed and the reports were made available to the two Municipalities. The project could achieve aspects of a feasibility study. It should be noted though that the legalization of waste sites will require site formalization; design and construction of a solid waste site. Municipalities are expected to execute the work through MIG Funding.

SUMMARY OF THE ATTAINMENT OF SBDM IDP OBJECTIVES:
YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) and Year 4 (2015)

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 2 (2013)	YEAR3 (2014)	YEAR 4(2015)	Comment
			Status	Status	Status	
Economic Development	Increase agricultural income to achieve a 1% year on year growth in the agriculture and agro-processing sectors.	SBDM funded: Agri-incubator feasibility study (REDI)				Report submitted and project rollout transferred to CDA
		Natural Fibre Cluster				Report submitted and project rollout transferred to CDA (Project Disbanded)
		Pellet factory in Rietbron				Report submitted and project rollout transferred to CDA
	Invest in natural capital to contribute to government's aim of creating 20, 000 'green' jobs by 2020	SBDM funded: Fonteinbos Nature Reserve restoration (REDI)				Report submitted and project rollout transferred to CDA
		Nature Reserves				Report submitted and project rollout transferred to CDA
		SBDM funded: Waste to energy feasibility studies (REDI)				Report completed and presented to Council
		Tourism Infrastructure investment				The project is currently on its implementation phase
	Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%	SBDM funded: Apiculture industry development (REDI)				Project Not started
		SBDM supported: Pineapple industry beneficiation project, wind farms' community trusts, Eco-Pulleys, SRV Citrus Co-op				Natural Fibre, Eco-Pullet Project development and supported as District Catalytic Business Venture.
	Developing skills and education base by increasing the number of semi-skilled and skilled by 10%	SBDM funded: Uzi Wethu; New Beginnings Academy (REDI)				Umzi Wethu supported through transfer of funding for skills development and capacity building
		SBDM funded: Agricultural mentorship programme (GIZ)				This is a continuous project
	Regenerating at least four core towns as service and economic hubs	SBDM funded: SBDM Craft Hub				Three projects were funded in Kouga and Baviaans: <ul style="list-style-type: none"> Kouga Craft Project Steytlerville Craft Project Rietbron Craft Project
		Tourism marketing				This is a continuous project
		Support to LTO's				This is a continuous project
Destination and sub-branding signage					The project is currently on 2 nd implementation phase	

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 2 (2013)	YEAR3 (2014)	YEAR 4(2015)	Comment
			Status	Status	Status	
		Tourism month activities				Performed in collaboration with Eastern Cape Tourism and Parks (This occurs annually)
		Tourism month activities				Move to operational budget
		Tourism education and awareness				The project is currently being implemented (These projects are implemented annually)
		Tourism stats system				The project has been completed
		Formulation of Business case for the DDA				The operations of the CDA are based on its Business Rationale
	Regenerating at least four core towns as service and economic hubs	SBDM funded: Local multi-stakeholder partnership development (REDI)				REDI project outcomes were transferred to the CDA for implementation
		SBDM funding: District support team (DST)				Quarterly meetings are held and projects are identified for implementation
	Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education and research	SMME support (SMME's & District Cooperatives Development)				R4m invested to date and +supported 30 smmes
		SBDM: HEI partnership development (REDI)				Phase 1 – LED capacity bid programme completed "Status Quo report of LED units in 9 LMs. The programme is implemented by NMMU and the centre for development studies. Phase 2 approved for 2016/17 FY

**SUMMARY OF THE ATTAINMENT OF SBDM IDP OBJECTIVES:
YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) and Year 4 (2015)**

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 1 (2012)	YEAR3 (2014)	YEAR 4(2015)	Comment
			Status	Status	Status	
Community Services	To provide effective firefighting to all LMs in the district by 2017	Standardisation of fire hydrants in the District				Restoration and standardisation of Fire Hydrants in Koukamma, Camdeboo; Blue Crane Route; Sundays River Valley; Ikwezi; and Baviaans
		Construction of Ndlambe Integrated Emergency Response Centre				The project was delayed due to shortfall of funds. Council approved additional funding to the amount of R 4 822 758 at its meeting that was held on 26 November 2014. After several interactions with Ndlambe Municipality, it was decided that SBDM will implement the project. The project was advertised publicly for the services of the contractor on 06 February 2015 and bids closed on 20 February 2015. The contractor after objection period elapses (22 July), project has been awarded, a letter of appointment will be sent to the
		Construction of fire station in BCRM				Construction of Somerset East Fire Station
		Construction of a Community Library in Riebeeck East				This Project was completed In January 2014 and a practical completion certificate was issued. A letter was written to Makana Municipality to takeover the ownership and maintenance of the facility.

Legend

	Completed
	In Progress
	Cancelled/ Never Implemented

The Sarah Baartman District Municipality has vast land with economic development potential. The plains of the Karoo cover the majority of what is the largest district in the Eastern Cape in terms of land cover. In order to ensure that the interest of the local municipalities are afforded the best support, it is worth ensuring that all the District Municipality employees have the necessary skills and competencies to do so and therefore this is done through offering training and developmental education.

At the current stage, the municipality has sufficient employees for day to day running, but question could be raised as to whether it is enough to offer district support to all of our nine municipalities. It has to be remembered that the District Municipality is to provide capacity building to local municipalities.

The District Municipality is not a Water Services Authority or a Water Services Provider, its role is to coordinate water services development planning for the entire District, upgrading of water infrastructure lobbying for funding. Therefore, majority of its contribution to this service is providing projects for upgrading of infrastructure. The District Municipality however, is in the process of doing a feasibility study to see if these services could not be taken back to the District Municipality in struggling municipalities.

To the entire District, Economic Development is key and therefore its strategies are meant to enhance the potential development opportunities that lie in this beautiful land of Sarah Baartman District. Poverty and unemployment are the biggest issues that face this District, it would be important to ensure that economic growth prioritizes them. The National and Provincial governments have highlighted on many occasions on the potential of the Sarah Baartman District becoming the Economic Development Hub of the Eastern Province. This could be attributed to the extent at which our farming contributes to the provincial and national GDP, the exploration of shale gas and the many wind farms that lie across the district. So big is their importance, that their contribution could provide the much relief to the country's electric crises. A question that we need to ask ourselves is: are we planning correctly to unearth the potential capacity of this district?