CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

CHDM 2024-2025

FINAL IDP REVIEW

Background to this Document

The CHDM Council adopted an IDP Framework and IDP Process Plan for the development of this IDP Review -2024-2025 by the 31 August 2023. By law 5-year IDP must be reviewed annually to accommodate changes as the world changes, meaning by 2022-2027 is being currently reviewed up to the year 2027. The adopted IDP Process Plan has to be submitted to MEC COGTA and it must be prepared in fulfilment of the Municipality's legal obligation in terms of Section 32 of the Local Government: Municipal Systems Act 32 of 2000.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act 32 of 2000 also requires that:

- ✓ the IDP be implemented.
- ✓ the Municipality monitors and evaluates its performance with regards to the IDP's implementation.
- ✓ The IDP be reviewed annually to effect improvements.

Section 25 of the Municipal Systems Act deals with the adoption of the IDP and states that:

- ✓ "Each municipal council must adopt a single, inclusive, and strategic plan for the development of the municipality which –
- ✓ links, integrates and co-ordinates plans and considers proposals for the development of the municipality.
- ✓ aligns the resources and capacity of the municipality with the implementation of the plan;
- ✓ Forms the policy framework and general basis on which annual budget must be based."

CHDM's Broad Strategic Objectives

To realise the institutional vision, CHDM has developed 5 Broad Strategic Objective for a period of 5 years and are the ones that were adopted on 2022-2027 IDP and are to continue as such even on the 2024 -2025 IDP Review as aligned to the National KPA. These are a product of various engagements including Departmental sessions, IDP Sessions held during the period. These are a way of responding to key issues confronting the municipality and as said are aligned to the 5 National KPA's (5-year Local Government Strategic Agenda).

Report outline

Chapter 1: T**he Planning Process**

This section of the IDP will outlines the planning process with specific reference to the IDP process, and organisational arrangements. This chapter will provide the reader with an understanding of the process followed by the Chris Hani District Municipality in compiling the Integrated Development Plan Review for 2024-2025 financial year.

Chapter 2: **The Situational Analysis**

This section will provide a detailed situational analysis of Chris Hani District Municipality as informed and guided by the latest STATS SA Census conducted in 2022. Consideration of Stats SA Quarterly Survey were also taken into consideration. Impact and effects of Covid-19 Pandemic also highlighted in this Chapter.

Chapter 3: Objectives, Strategies and Projects

This section will provide a concise summary of the Municipal Vision, Mission and Values, and a detailed breakdown of Objectives, Strategies and Project Programmes flowing from the Broad IDP Objectives as adopted. Inputs discussions and engagements of the Strategic sessions will be guiding this chapter. All planning frameworks will be considered NDP 2030, EC-Vision 2030, Recently adopted Chris Hani Vision 2030, EC-Spatial Development Framework, Ruling Parties January 08th statement, SONA AND SOPA up to the SODA.

Chapter 4: Spatial Development Framework Analysis

This section will provide a detailed analysis of the District Spatial Development Framework and further takes care of the Enacted SPLUMA, 2016 Municipal boundaries and Demarcation.

Chapter 5: Sector Plans

This section will provide a list of all CHDM Sector plans/policies for the period 2024-2025 and their status.

Chapter 6: Financial Plan

This section will provide the district municipality's financial strategies, budget for the 2023-2024 and the following two outer years, as well as the 3 Year Financial Plan with all relevant financial policies.

Chapter 7: Performance Management System

This section will provide the legal context of the municipality's performance management system, an overview of the monitoring and evaluation process, a background to the CHDM Performance Management Framework as well as the Balanced Scorecard Model adopted by the district municipality and a process of PMS Cascading to below Section 56/7.

CHAPTER 1: THE PLANNING PROCESS

The IDP Process

Prior to the commencement of the 2024-2025 IDP Review, CHDM prepared and adopted a District IDP Framework Plan that served as a guide to the overall process throughout the district, as well as the CHDM IDP/Budget Process Plan. The Council resolutions for the adoption of the District IDP Framework Plan and the IDP/Budget Process Plan as well as for 2024-2025 IDP Review will be attached as Annexures.

District IDP Framework Plan

A District Framework Plan was formulated and adopted by Council on 31 August 2023 to serve as a guide to all of the local municipalities within the CHDM area of jurisdiction, in the preparation of their respective Process Plans. In brief, the District Framework Plan outlines the time frames of scheduled events/activities, structures involved and their respective roles and responsibilities.

CHDM IDP/Budget Process Plan

The IDP/Budget Process Plan was also formulated and adopted by CHDM Council on 31 August 2023. The IDP/Budget Process Plan outlines in detail, the way in which the CHDM embarked on its IDP and Budget processes from its commencement in August 2023 to its completion in June 2024. In brief, the Process Plan outlines the time frames of scheduled events, structures involved and their respective roles and responsibilities. On 25th August 2023, the Chris Hani District Municipality adopted a framework plan for the IDP throughout its area of jurisdiction, followed by a Process Plan. These plans were adopted in accordance with the relevant legal prescripts and have dictated the process to be followed for developing the IDP.

Organisational arrangements were put in place as per the Process Plan and all legislative prescripts were adhered to. Of particular note have been the effective and efficient operations of structures such as the Technical IGR Managers Forum, District Mayors Forum (DIMAFO), IDP Representative Forum and the IDP/Budget/PMS Steering Committee. These have executed their mandates in terms of the adopted Process Plan and ensured the achievement of key milestones and deliverables. During this 2024-2025 IDP Review, particular attention will be paid to institutional issues, IDP-budget linkage, the maintenance of CHDMs Vision and Mission as well as Values as endorsed on our Strategic Planning Session and given blessings by our communities as these were presented on various platforms and communities given platform to comment and advice on these.

The delivery of services to the community of Chris Hani pays particular attention on Water and Sanitation. An analysis was conducted in respect of various sector plans attached to the CHDM's IDP and some were found to be still relevant and required minor update, others required a reviewal, whilst new ones were developed. Strict compliance with Regulation 3(5) has been ensured through an ongoing process of consultation between the CHDM and all local municipalities through the operations of the said structures.

Organizational Arrangements

CHDM IDP Structures: - Structures guided the IDP Process within the CHDM:

- ✓ IDP/Budget/PMS Steering Committee
- ✓ Budget Steering Committee
- ✓ Political Budget Steering Committee
- ✓ IDP/PMS/Budget Representative Forum
- ✓ Technical IGR Managers' Forum
- ✓ Chief Whips/Speakers Forum
- ✓ District Mayors Forum (DIMAFO)
- ✓ Clusters and Sector Forums

Roles and Responsibilities

A number of role-players participated in the IDP Process. The role-players together with their respective roles and responsibilities are outlined in the table below.

PERSON/STRUCTURE	ROLES AND RESPONSIBILITIES
Executive Mayor	Manage the drafting of the IDP; Assign responsibilities in this regard to the Municipal Manager; Submit the draft Framework Plan and Process Plan to the Council for adoption; Submit the draft IDP to the Council for adoption and approval; The responsibility for managing the drafting of the IDP was assigned to the Municipal Manager, assisted by the Senior Manager Planning & Development.
Municipal Manager / Senior Manager Planning & Development	The Municipal Manager had the following responsibilities, assigned to the Senior Manager Development Planning: Preparation of Framework Plan; Preparation of the Process Plan; Day-to-day management and coordination of the IDP process in terms of time, resources and people, and ensuring: The involvement of all relevant role-players, especially officials; That the timeframes are being adhered to; That the planning process is horizontally and vertically aligned and complies with national and provincial requirements; That conditions for participation are provided; That the outcomes are documented; and Organising the IDP Steering Committee Meetings Ensuring that IDP Rep Forum Meetings are held;

PERSON/STRUCTURE	ROLES AND RESPONSIBILITIES
District Mayors Forum (DIMAFO)	The DIMAFO is the institutional structure to monitor alignment and integration of the IDP process between CHDM, its local municipalities, sector departments and parastatal bodies. Chairperson: The Executive Mayor of Chris Hani District Municipality Secretariat: The secretariat for this function is provided by the Mayor's office Members: Chairpersons of the IDP Representative Forums from the: Six Local Municipalities; Chairpersons of the IDP Steering Committees, (Municipal Manager, Strategic Manager/Senior Manager Planning & Development CHDM and LM's IDP Managers) all eight Local Municipalities. All CHDM Directors, Communications Manager Representatives from sector departments and parastatals. The DIMAFO is responsible for co-ordinating roles regarding district municipality and local municipalities by: Ensuring horizontal alignment of the IDPs of the local municipalities in the district area of jurisdiction; Ensuring vertical alignment between district and local planning; Facilitation of vertical alignment of IDPs with other spheres of government; and Preparation of joint strategy workshops with local municipalities, provincial and national role-players. DIMAFO meetings are always preceded by IGR technical committee meetings

PERSON/STRUCTURE	ROLES AND RESPONSIBILITIES
Technical IGR Forum	The Technical IGR Forum is the institutional structure to monitor alignment and integration of the IDP process between CHDM, its local municipalities, sector departments and parastatal bodies. Chairperson: The Municipal Manager of Chris Hani District Municipality Secretariat: The secretariat for this function is provided by the Municipal Managers office. Members: Municipal Managers of local Municipalities; Chairpersons of the IDP Steering Committees, (Municipal/IDP Managers) from the six Local Municipalities. District Managers within Chris Hani Region from sector departments and parastatals. Directors of CHDM, Manager MSU of CHDM and Communications Unit The Technical IGR is responsible for co-ordinating roles regarding district municipality and local municipalities by: Ensuring horizontal alignment of the IDPs of the local municipalities in the district area of jurisdiction; Ensuring vertical alignment between district and local planning; Facilitation of vertical alignment of IDPs with other spheres of government; and Preparation of joint strategy workshops with local municipalities, provincial and national role-players.

PERSON/STRUCTURE	ROLES AND RESPONSIBILITIES
IDP/Budget/PMS Steering Committee	The IDP Steering Committee comprised of a technical task team of dedicated officials who supported the Municipal Manager to ensure a smooth planning process. The Municipal Manager was responsible for the process but often delegated functions to the officials that formed part of the Steering Committee. Chairperson: Municipal Manager (or Strategic Manager) Secretariat: The secretariat for this function is provided by the Planning Unit of SMS Members: Heads of Departments (HODs) CHDM Management at large Project Managers Internal Audit, Risk Management Unit Communications Unit The IDP Steering Committee is responsible for the following: Commission research studies; Consider and comment on: Inputs from subcommittee(s), Inputs from provincial sector departments and support providers. Process, summarise and draft outputs; Make recommendations to the Representative Forum; Prepare, facilitate and minute meetings Prepare and submit reports to the IDP Representative Forum

PERSON/STRUCTURE	ROLES AND RESPONSIBILITIES
IDP/PMS/Budget Representative Forum	Chairperson: The Executive Mayor or a nominee Secretariat: The secretariat for this function is provided by the Strategic Management Planning Unit and Mayor's Office Membership: The Representative Forum comprised of CHDM Councillors and staff and its local municipalities, representatives from sector departments, parastatal bodies, NGOs, business fraternity, traditional leaders, and other interested organized bodies.
Service Providers	Service providers were not utilised for this IDP, instead the SMS Planning Unit provided support for the following: Methodological/technical support on the development of objectives, strategies, projects and programmes. Budget alignment and other ad hoc support as required; Coordination of planning workshops as required.

In addition to the structures reflected in the table above, the following structures/consultations were also involved:

Schedule of Meetings

	Activities	Timeframe	**Responsible Department & Municipality**
A	**Preparation phase / Pre-planning**		
	CHDM Standing Committees	11-13 July 2023	CHDM MM
	IDP Alignment Process Plan	15 July 2023	CHDM MM
	2023/22 Quarter 4 & Annual Performance Report	28-Jul 2023	CHDM MM
	Performance Management Steering Committee (Review of Audited Performance Management Report)	15 July 2023	CHDM MM
	Quarter 4 & Annual Performance Report (Individual assessment)	14 Aug to 19 Aug 2023	CHDM MM
	CHDM Technical IGR	07 August 2023	CHDM MM
	CHDM Mayoral Committee	20 July 2023	CHDM MM
	CHDM IDP/Budget/PMS Steercom	22 August 2023	CHDM MM
	CHDM IDP/PM Rep Forum	24 August 2023	CHDM MM
	Emalahleni LM IGR	08 August 2023	Emalahleni LM MM
	Inxuba Yethemba IGR / IDP Forum	23 August 2022	Inxuba Yethemba LM MM
	CHDM DIMAFO	24 August 2023	CHDM MM
	Emalahleni LM IDP Rep Forum	18 August 2023	Emalahleni MM
	Sakhisizwe LM IGR	07 September 2023	Sakhisizwe MM
3	CHDM Council Approval of Framework Plan & Process Plans (IDP & Budget)	30 August 2023	CHDM MM
	Submission of APR and AFS to AG & Treasury	31 August 2023	CHDM MM
B+C	**Analysis Phase / Monitoring and evaluation**		

2	Assess implementation progress (HODs to present action plans for existing projects and planned completion dates for projects, aligning expenditure with progress), impact of new information/unexpected events, evaluation of achievement with regard to objectives, strategies and projects (per programme), overview of funding available per cluster (both from savings as well as new funding from operating budget and from external funds), possible implications on programmes of additional sector information.	July - October 2023	All Depts Championed by HOD's all LMs & CHDM
	Quarter 1 Performance Report	11-October-2023	CHDM MM
	Advertise Adopted IDP/Budget Process Plan	25 September 2023	CHDM MM
	Performance Management Steering Committee (Review of Audited Performance Management Report)	18-October-2023	CHDM MM
	Inxuba Yethemba LM IGR/IDP Rep Forum	23 August 2023	Inxuba Yethemba MM
	Enoch Mgijima LM IGR	26 August 2023	Enoch Mgijima EM
	Sakhisizwe LM IDP Rep Forum	12 September 2023	Sakhisizwe LM MM
	Intsika Yethu LM IGR	13 September 2023	Intsika Yethu LM MM
	Intsika Yethu LM IDP Rep Forum	19 September 2023	Intsika Yethu LM MM
	Dr AB Xuma LM IGR	09 September 2023	Dr AB Xuma LM MM
	Dr AB Xuma IDP Rep Forum	21 September 2023	Dr AB Xuma LM MM
	Enoch Mgijima LM IDP Rep Forum	20 September 2023	Enoch Mgijima LM MM
	Sakhisizwe LM IDP /PMS Rep Forum	12 September 2023	Sakhisizwe LM MM
	CHDM Standing Committees	10-12 October 2023	CHDM MM
	Quarter 1 Performance reporting (July - Sept)	October 2023	CHDM MM
	CHDM Mayoral Committee	19 October 2023	CHDM MM
	CHDM MPAC	06 October 2023	CHDM MM

	CHDM Council Meeting (Draft Annual Report)	25 October 2023	CHDM MM
	CHDM Performance Assessments Q1	November 2023	CHDM MM
	Emalahleni LM IGR & IDP Rep Forum	08 November 2023	Emalahleni LM
	CHDM Technical IGR	07 November 2023	CHDM MM
	CHDM MPAC	30 November 2023	CHDM MM
	Sakhisizwe LM IDP Rep Forum	21 November 2023	Sakhisizwe LM MM
	IDP/PMS/Budget Steering Committee meeting to review Implementation progress and report on gaps identified during the analysis phase	09 November 2023	CHDM MM
	Enoch Mgijima IGR Forum	13 October 2023	EMLM
	Enoch Mgijima LM IDP Forum	30 November 2023	Enoch Mgijima MM
	Intsika Yethu LM IGR	02 November 2023	Intsika Yethu LM MM
	CHDM DIMAFO	23 November 2023	CHDM MM
	CHDM DP Rep Forum	25 November 2023	CHDM MM
	IDP/PMS Managers Session Alignment Session and update on Situational Analysis	05 December 2023	CHDM MM
	Policy Workshop	03-04 December 2023	CHDM MM
	Inxuba Yethemba LM IGR & IDP Rep Forum	14 November 2023	Inxuba Yethemba EM

	CHDM Mayoral Committee Meeting	06 December 2023	CHDM MM
	Dr AB Xuma LM IGR	03 December 2023	Dr AB Xuma LM MM
	Dr AB Xuma IDP/PMS Rep Forum	23 November 2023	Dr AB Xuma LM
	IDP phase assessment (situation analysis) CGTA & CHDM	December 2023	CHDM MM
	CHDM Council Meeting	13 December 2023	CHDM MM
D	**Strategies Phase / Refined objectives, strategies, programmes and projects phase**		
	Mid Term Performance Report	January 2024	CHDM MM
	Quarter 2 & Mid-year Performance report	Janaury-2024	CHDM MM
	Performance Audit (Draft Annual Report)	January 2024	CHDM MM
	CHDM Budget Steering Chaired by Port Cllr to consider Adjustment Budget	January 2024	CHDM MM
	CHDM Mayoral Committee Meeting	24 January 2024	CHDM MM
	Performance Management Steering Committee (Review of Audited Performance Management Report)	19 Jan 2024	CHDM MM
	Council Meeting (Final 2022/2023 Draft Annual Report & Mid -Year Report)	31 January 2024	CHDM MM
	CHDM Visit to LMs Needs Collection	January 2024	CHDM MM
	Strategic Planning Session	February 2024	CHDM MM
	Quarter 2 & Mid-year(Individual assessment)	February 2024	CHDM MM
	Technical IGR	06 February 2024	CHDM MM

	Mayoral Committee	21 February 2024	CHDM MM
	Policy Workshop	February 2024	CHDM MM
	CHDM DIMAFO	22 February 2024	CHDM MM
	CHDM Council Meeting Adopting Adjusted Budget	28 February 2024	CHDM MM
	CHDM MPAC	02 February 2024	CHDM MM
	Sakhisizwe LM IGR	12 March 2024	Sakhisizwe MM
	CHDM Dept Strategic Planning session	23 February 2024	CHDM MM
	Identify operating impacts (including staff issues) of proposed projects and ensure that these are included in the operating budget submissions	01-30-March-2024	CHDM MM
	CHDM IDP/BUDGET/PMS Steering Committee	06 March 2024	CHDM MM
	CHDM MPAC	17 March 2024	CHDM MM
	IDP Rep Forum	07 March 2024	CHDM MM
	CHDM Budget Steering Committee (Chaired by Portfolio Cllr)	06 March 2024	CHDM MM
	Intsika Yethu LM IDP/PMS Rep Froum	07 March 2024	Intsika Yethu LM MM
	Intsika Yethu LM IGR	20 March 2024	Intsika Yethu LM MM
	Sakhisizwe LM IGR Forum	12 March 2024	Sakhisizwe LM MM
	Sakhisizwe LM IDP/PMS Rep Forum	19 March 2024	Sakhisizwe LM MM
	Enoch Mgijima LM IGR Forum	14 March 2024	Enoch Mgijima LM MM
	Enoch Mgijima IDP Rep Forum	20 March 2024	Enoch Mgjima LM MMM

	Mayoral Committee Meeting	20 March 2024	CHDM MM
	Emalahleni LM IGR	08 March 2024	Emalahleni LM MM
	Inxuba Yethemba LM IGR & IDP Rep Forum	08 May 2024	Inxuba Yethemba LM MM
	Policy Workshop	03- 04 March 2024	CHDM MM
	CHDM Institutional Session	24-25 March 2024	CHDM MM
	Dr AB Xuma LM IDP Rep Forum	21 Feb 2024	Dr AB Xuma LM MM
	Dr AB Xuma LM IGR	08 March 2024	Dr AB Xuma LM MM
7	CHDM Council approval of the 2024-2025 Draft IDP Review & Budget	27 March 2024	CHDM MM
8	Draft IDP and Draft Budget published. Advertise for public comment (21days)	April 2024	CHDM MM
	IDP/Budget Roadshows for comments by communities ALL LMs	April 2024	ALL LMs MMs
	Standing Committee	12-14 April 2024	CHDM MM
	Quarter 3 Performance)	11 April 2024	CHDM MM
	Performance Management Steering Committee (Review of Audited Performance Management Report)	April 2024	CHDM MM
	IDP/Budget Road shows - public hearings	April 2024	CHDM MM
	MPAC	04 April 2024	CHDM MM
	2024-2025 Budget Engagements Session by EC-Treasury	April 2024	CHDM MM
E	**Reviewed IDP document (Integration/programme implementation and operational plan)**		
	Incorporate relevant comments to the Draft final reviewed IDP	April - May 2024	CHDM MM

	Q3 Performance assessment	May 2024	CHDM MM
	Intsika Yethu LM IGR	14 May 2024	Intsika Yethu LM MM
	Q3 Performance assessment(Individual assessment)	5 May to 6 May 2024	CHDM MM
	CHDM IDP/ PMS Budget Rep Forum	8 May 2024	CHDM MM
	IGR	16 May 2024	CHDM MM
	Sakhisizwe LM IGR/IDP Rep Forum	14 & 21 May 2024	
	Emalahleni LM IGR	15 May 2024	Emalahleni LM MM
	Mayoral Committee	18 May 2024	CHDM MM
	CHDM IDP/Budget Steering Committee meeting (implementation and operational plan)	10 May 2024	CHDM MM
	Intsika Yethu LM IDP Rep Forum	06 June 2024	Intsika Yethu LM
	Enoch Mgijima LM IDP Rep Forum	12 May 2024	Enoch Mgijima MM
	Inxuba Yethemba IGR & IDP Rep Forum	18 May 2024	Inxuba Yethemba LM MM
	MPAC	09 May 2024	CHDM MM
	Enoch Mgijima LM IGR and IDP	25 April 2024 and 13 May 2024	ENMLM MM
	Municipal Wide SDBIP Engagement	May 2024	CHDM MM
	CHDM IDP/PMS/Budget Rep Forum	16 May 2024	CHDM MM
	Budget Steering Meeting Chaired by Portfolio Cllr	08 May 2024	CHDM MM
	DIMAFO	23 May 2024	CHDM MM
	Budget Engagements by EC-Treasury	May 2024	CHDM MM
F	**Approval phase**		
4	CHDM Council Approval of Final 2024-2025 IDP Review & Budget	29 May 2024	CHDM MM
	Emalahleni IDP Rep Forum	24 June 2024	Emalahleni LM MM
	MPAC	04 June 2024	CHDM MM

	Mayoral committee	19 June 2024	CHDM MM
	Drafting of Service Delivery and Budget Implementation Plan (SDBIP) 2024-2025	June 2024	CHDM MM
	Signing of MM and Section 57 Managers Performance Agreements	June 2024	CHDM MM
	SDBIP Approved and Performance Agreements signed	June 2024	CHDM MM
	Council Meeting	26 June 2024	CHDM MM
	Dr AB Xuma LM IGR	24 May 2024	Dr AB Xuma LM MM
	Approval of SDBIP within 28 days after budget	June 2024	CHDM Mayor
4	2023-2024 Quarter 4 Performance reporting (April - June)	July 2024	CHDM MM
G	**Performance Management System**		
6	Publicize SDBIP and Performance Agreements no later than 14 days after approval	July 2024	CHDM MM

2024 -2025 IDP REVIEW and BUDGET ROADSHOWS FOR 2024-2025 FINANCIAL YEAR

Below is an outline of the Public Participation Process with specific reference to transparency and community involvement for the 2024- 2025 IDP Review development process.

Date	Time	Municipality	
MAY 2024	10H00	Emalahleni	As per the plan physical consultations are to be conducted per LM during the month of May 2024
		Intsika Yethu	
		Dr AB Xuma	
		Sakhisizwe	
		Inxuba Yethemba	
		Enoch Mgijima	

1.4 Relevant Documents

The following documentation should be read with the IDP:

- ✓ Municipal Systems Act and relevant regulations.
- ✓ IDP Guide Pack, with specific reference to Guide 3 and Guide 6
- ✓ District IDP Framework Plan
- ✓ CHDM IDP/Budget Process Plan
- ✓ CHDM IDP (2022 - 2027)
- ✓ Various sector plans and programmes
- ✓ District Development Model (DDM)
- ✓ Category B IDP's (2022 - 2027)
- ✓ Performance Management Framework (2022)
- ✓ Eastern Cape Vision 2030
- ✓ National Development Plan 2030
- ✓ Sustainable Development Goals
- ✓ CHD Vision 2030

1.5 Alignment with National and Provincial Programs

The following National programs informed the IDP Process:

- ✓ State of the Nation Address (SONA)
- ✓ National Development Planning 2030
- ✓ State of Local Government in South Africa
- ✓ Municipal Demarcation Board Reports 2015
- ✓ COGTA : Local Government Turnaround Strategy (LGTAS)
- ✓ COGTA : Operation Clean Audit 2014
- ✓ Powers & Functions :
- ✓ Municipal Demarcation Board
- ✓ Local Government MEC
- ✓ King III & IV Report, Code on Good Governance for South Africa

CHDM intends to adopt the 2024-2025 IDP Review as period of service delivery and year of the DISTRICT DEVELOPMENT MODEL “DDM” as adopted and implemented by National Cabinet. CHDM acknowledged that though we work ‘Harder’, we don’t work ‘Smarter’. CHDM further concur with the War Room approach as pronounced by the Premier of the Eastern Cape Province.

The National Development 2030 mentions that South Africa can eliminate poverty and reduce inequality by 2030 and this will require change, hard work, leadership and unity. Its goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty. The plan asks for a major change in how we as government in general we go about our lives.

In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like. On compiling 2024-2025 IDP Review the NDP 2030 has been taken into consideration and aligned to a great extent.

The following table below depicts how CHDMs 5 key performance areas are aligned with the national and provincial programs:

National Key Performance Areas	CHDM Priorities	Ruling Party Manifesto 2022	10 National Priorities	8 Provincial Priorities	12 Outcomes
Good Governance and Public Participation	To create an Efficient, Effective, Accountable and Performance-oriented Administration.	5. Fight against crime and corruption	Intensifying the fight against crime and corruption	Intensify the fight against crime and corruption	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all
			Build cohesive, caring and sustainable communities	Building cohesive and sustainable communities	9. Responsive, accountable, effective and efficient Local Government system
			Pursuing African advancement and enhanced international co-operation		12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship
			Building a developmental state including improvement of public services and strengthening democratic institutions		11. Create a better South Africa, better Africa and a better world

National Key Performance Areas	CHDM Priorities	Ruling Party Manifesto 2022	10 National Priorities	8 Provincial Priorities	12 Outcomes
Municipal Financial Viability and Management	To Ensure an Effective, Efficient and Co-ordinated Financial Management that enables CHDM to deliver its mandate.	5. Fight against crime and corruption	Intensifying the fight against crime and corruption	Intensify the fight against crime and corruption	9. Responsive, accountable, effective and efficient Local Government system
Municipal Transformation and Institutional Development	To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to Communities.	5. Fight against crime and corruption	Strengthen skills and human resource base	Strengthen education, skills and human resource base	1. Quality basic education
		2. Access to Education/Skills development	Pursuing African advancement and enhanced international co-operation		5. Skilled and capable workforce to support an inclusive growth path
			Building a developmental state including improvement of public services and strengthening democratic institutions		3. All people in SA are and feel safe
					9. Responsive, accountable, effective and efficient Local Government system
					12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

National Key Performance Areas	CHDM Priorities	Ruling Party Manifesto 2022	10 National Priorities	8 Provincial Priorities	12 Outcomes
Basic Service Delivery and Infrastructure Investment	To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner.	3. Access to Health and NHI	Improve health profile of the nation	Improve the health profile of the province	6. An efficient, competitive and responsive economic infrastructure network
			Comprehensive rural development strategy linked to land and agrarian reform & food security	Rural development, land and agrarian transformation, and food security	2. A long and healthy life for all South Africans
			Massive programme to build economic and social infrastructure	Massive programme to build social and economic and infrastructure	8. Sustainable human settlements and improved quality of household life
			Sustainable resource management and use	Building a developmental state	10. Protect and enhance our environmental assets and natural resources
Local Economic Development	To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers	1. Creation of Jobs through massive public employment programmes	Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods	Speeding up growth & transforming the economy to create decent work and sustainable livelihoods	4. Decent employment through inclusive economic growth

National Key Performance Areas	CHDM Priorities	Ruling Party Manifesto 2022	10 National Priorities	8 Provincial Priorities	12 Outcomes
	for economies of scale and social cohesion.	4. Focus on cost of living, Rural development, food security and land reform	Comprehensive rural development strategy linked to land and agrarian reform & food security	Rural development, land and agrarian transformation, and food security	6. An efficient, competitive and responsive economic infrastructure network
				Massive programme to build social and economic and infrastructure	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all
				Building cohesive and sustainable communities	8. Sustainable human settlements and improved quality of household life
				Building a developmental state	10. Protect and enhance our environmental assets and natural resources

Table 2: The Comparative KPA Ratings with the recent 2023-2024 IDP Assessment Ratings for the past three years are as follows:

Overview of Chris Hani District Municipality 2021/2022 Reviewed IDP							
Key Performance Area	KPA 1 - Spatial Development Framework	KPA 2 - Service Delivery	KPA 3 - Financial Viability	KPA 4 - Local Economic Development	KPA 5 - Good Governance	KPA 6 - Institutional Arrangements	Overall Ratings
Ratings	High	Meduim	High	High	High	High	HIGH

Overview of Chris Hani District Municipality 2022/2023 Reviewed IDP							
Key Performance Area	KPA 1 - Spatial Development Framework	KPA 2 - Service Delivery	KPA 3 - Financial Viability	KPA 4 - Local Economic Development	KPA 5 - Good Governance	KPA 6 - Institutional Arrangements	Overall Ratings
Ratings	High	Medium	Meduim	High	High	High	HIGH

Overview of Chris Hani District Municipality 2023/2024 Reviewed IDP							
Key Performance Area	KPA 1 - Spatial Development Framework	KPA 2 - Service Delivery	KPA 3 - Financial Viability	KPA 4 - Local Economic Development	KPA 5 - Good Governance	KPA 6 - Institutional Arrangements	Overall Ratings
Ratings	High	High	Medium	High	High	High	HIGH

CHAPTER 2

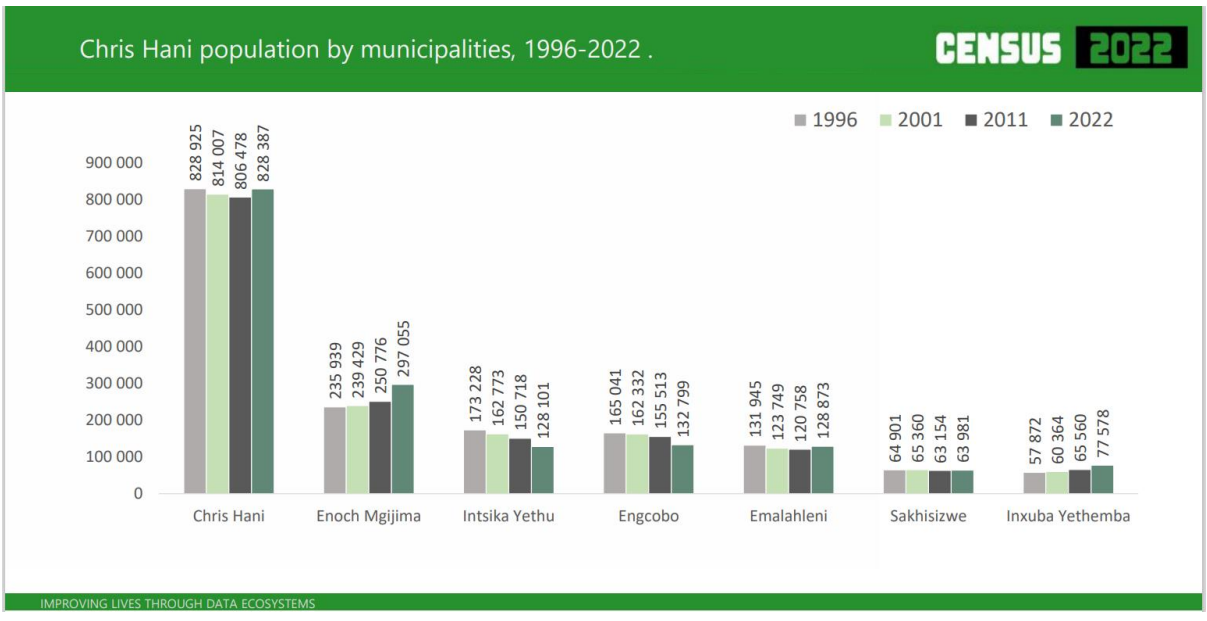
SECTION A

Executive Summary

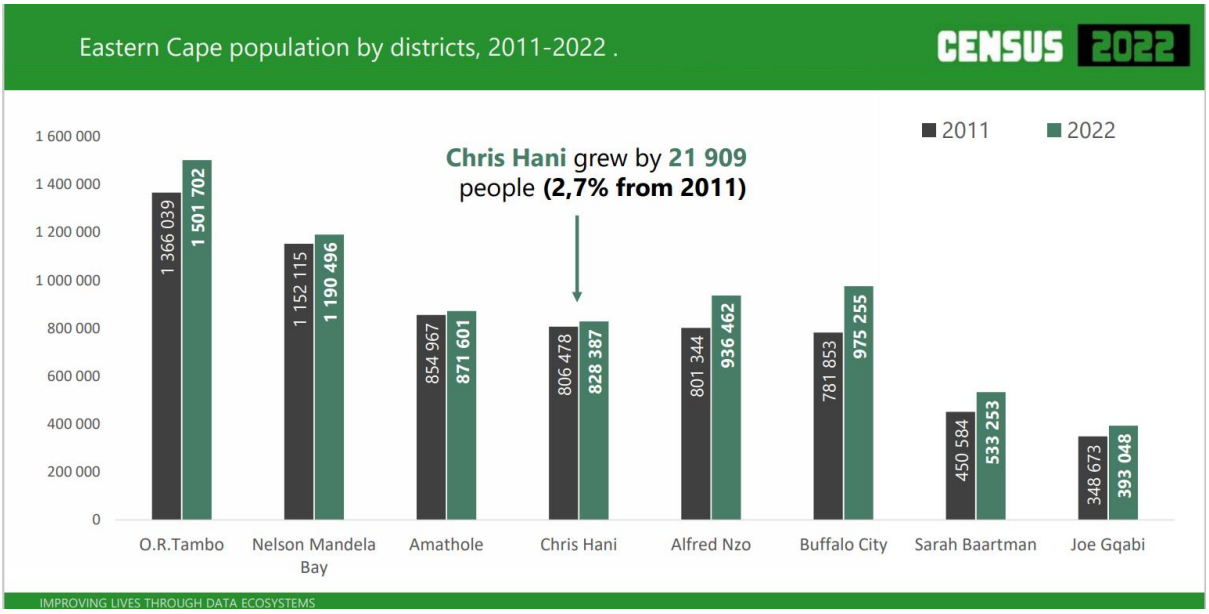
This executive summary provides the demographic and socio-economic profiling assessment of the Chris Hani District Municipality (CHDM). In broad terms, analysis investigated social needs, development levels and service provision in the district of CHDM.

POPULATION DYNAMICS GLIMPSE:



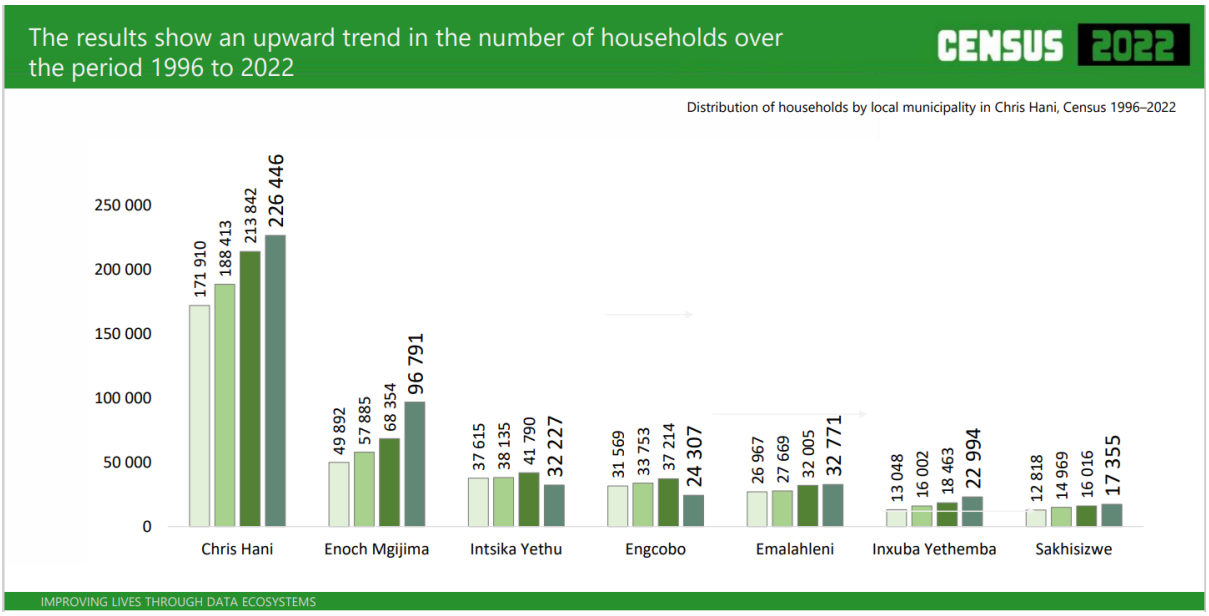


With 828 387 people, the Chris Hani DM has 1.5% of SA's total population in 2022 and accounts for 12% of the total population in Eastern Cape Province.



When compared to other regions, the Chris Hani District Municipality accounts for a total population of 828,387% of the total population in the Eastern Cape Province, with the O.R.Tambo being the most populous region in the Eastern Cape Province for 2022.

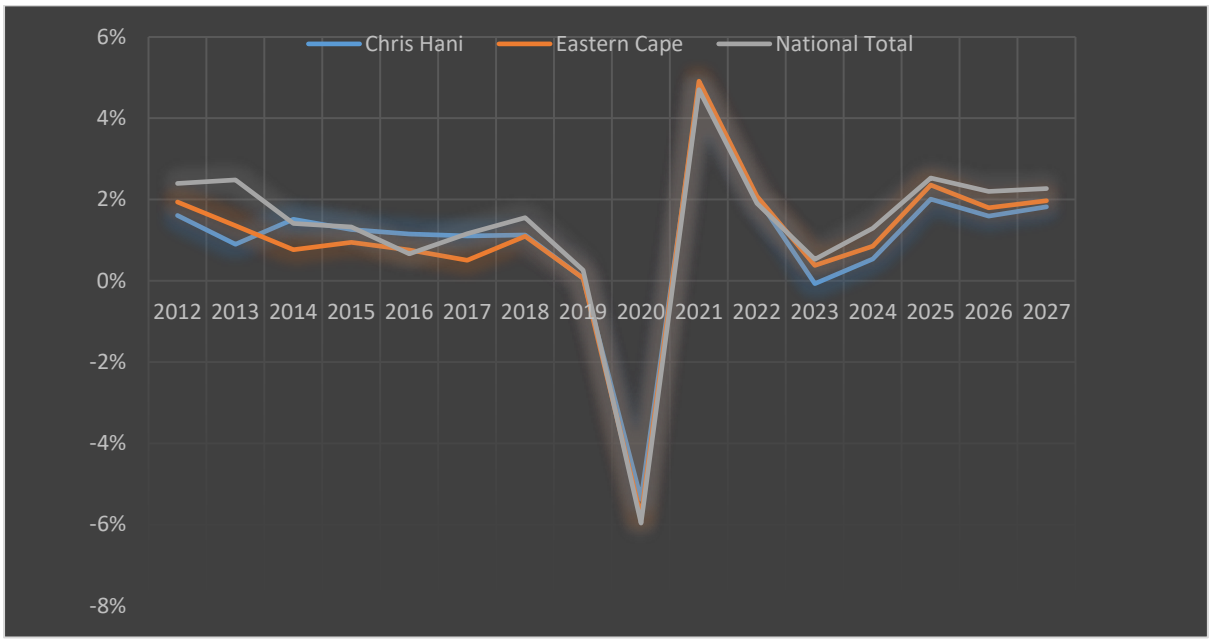
HOUSEHOLD INFRASTRUCTURE GLIMPSE:



It was estimated that in 2022 14.86% of all the households in the Chris Hani District Municipality, were living on R30, 000 or less per annum. In comparison with 2010's 33.74%, the number is about half. The 54000-72000 income category has the highest number of households with a total number of 31 500, followed by the 30000-42000 income category with 28 000 households. Only 16 households fall within the 0-2400 income category.

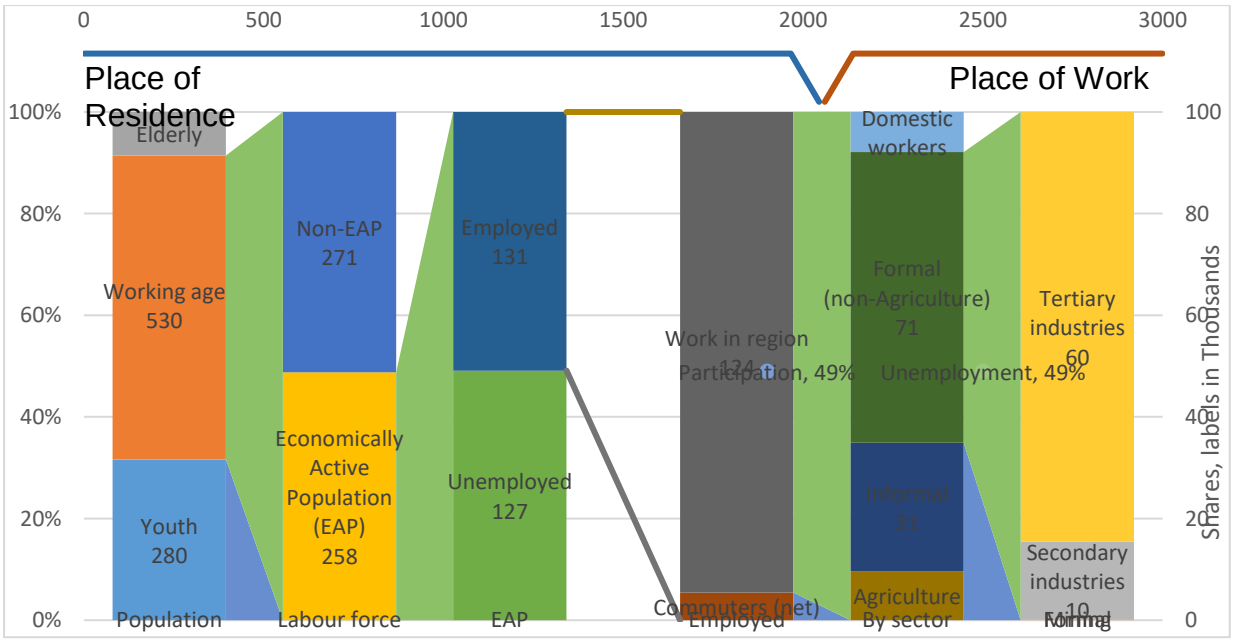
ECONOMIC GLIMPSE:

It is expected that Chris Hani District Municipality will grow at an average annual rate of 1.18% from 2022 to 2027. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 1.47% and 1.76% respectively.



With a GDP of R 38 billion in 2022 (up from R 21.6 billion in 2012), the Chris Hani District Municipality contributed 7.58% to the Eastern Cape Province GDP of R 501 billion in 2022 increasing in the share of the Eastern Cape from 7.53% in 2012. The Chris Hani District Municipality contributes 0.57% to the GDP of South Africa which had a total GDP of R 6.63 trillion in 2022 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2012 when it contributed 0.61% to South Africa, but it is lower than the peak of 0.61% in 2012.

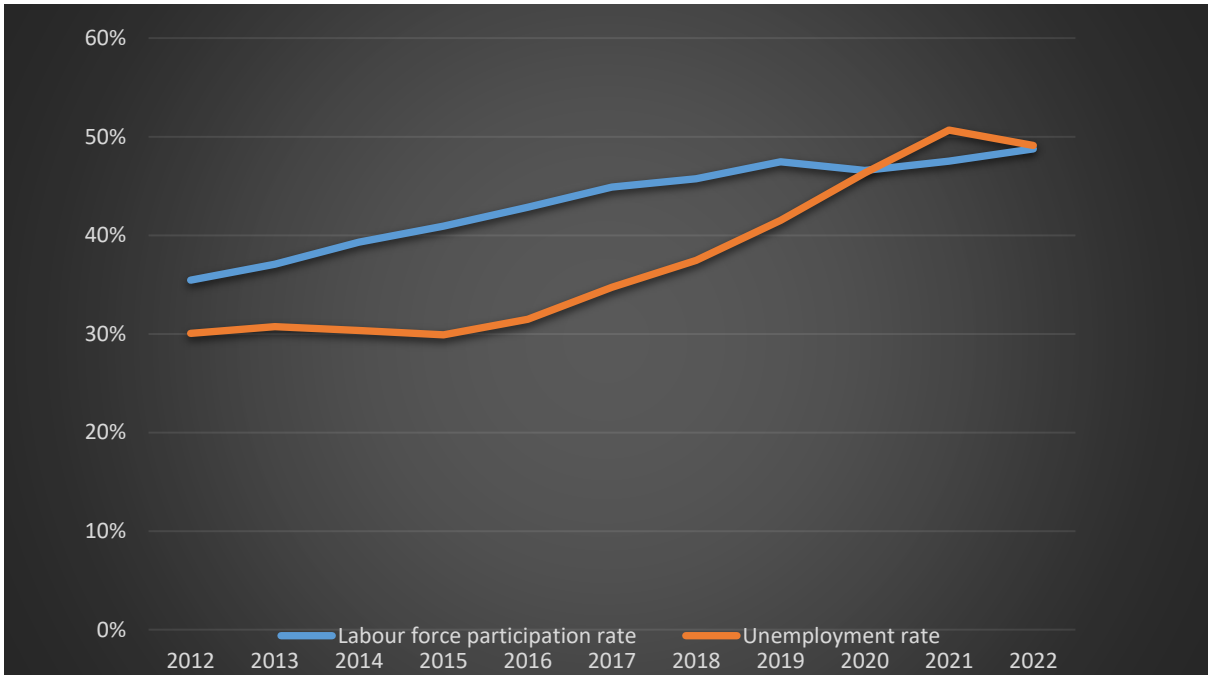
LABOUR GLIMPSE:



The working age population in Chris Hani in 2022 was 530 000, increasing at an average annual rate of 1.01% since 2012. For the same period the working age population for Eastern Cape Province increased at 1.18% annually, while that of South Africa increased at 1.51% annually.

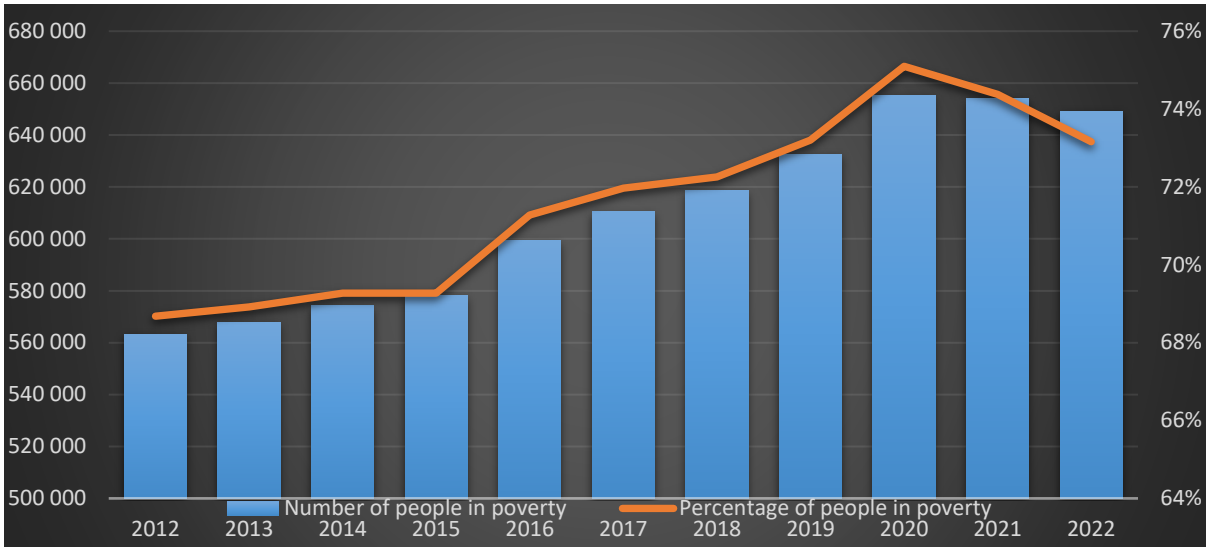
The graph above combines all the facets of the labour force in the Chris Hani District Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

The Chris Hani District Municipality's labour force participation rate increased from 35.45% to 48.76% which is an increase of 13 percentage points. The Eastern Cape Province increased from 42.54% to 53.22%, South Africa increased from 54.27% to 57.82% from 2012 to 2022.The Chris Hani District Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2012 to 2022. The Chris Hani District Municipality had a lower labour force participation rate when compared to South Africa in 2022.



POVERTY GLIMPSE :

In 2022, there were 649 000 people living in poverty, using the upper poverty line definition, across Chris Hani District Municipality - this is 15.24% higher than the 563 000 in 2012. The percentage of people living in poverty has increased from 68.68% in 2012 to 73.16% in 2022, which indicates a increase of -4.48 percentage points.



The Integrated Development Plan (IDP) for Chris Hani District Municipality (CHDM) provides a framework for developing the local economy based on the opportunities present in the region. This document will serve as the demographic and socio-economic profile of the IDP and will focus on identifying opportunities within the district to accelerate job creation and ensure sustained improvement in local quality of life. This will be achieved through the identification of key strengths, weaknesses, challenges and opportunities.

Figure 1 - ReX Analytics Modelling Framework

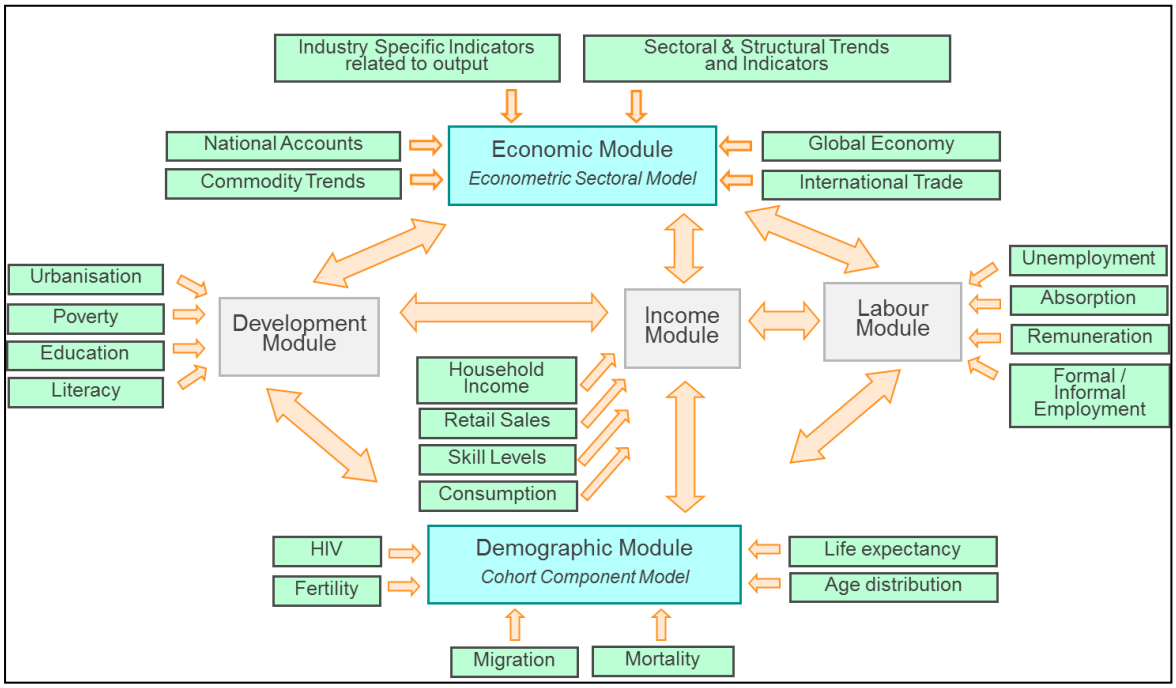


TABLE 2: Statistics South Africa Cenuse modelling methodology.

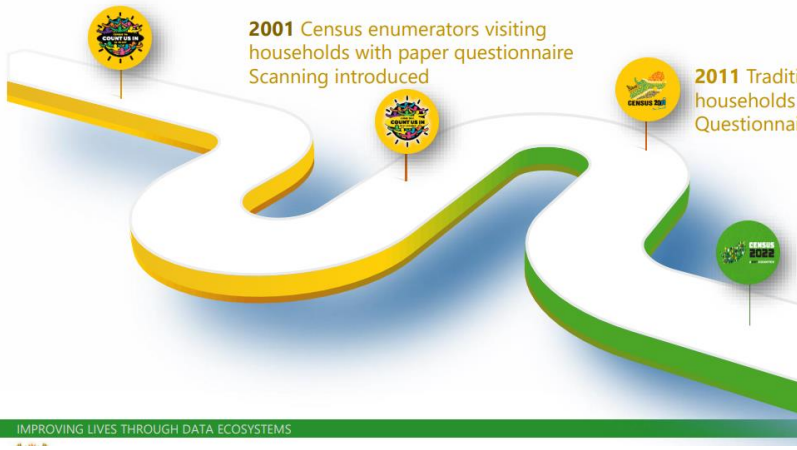
The road to Census 2022

CENSUS 2022

1996 Traditional face-to-face census visiting households with paper questionnaire

2001 Census enumerators visiting households with paper questionnaire Scanning introduced

2011 Traditional face-to-face census visiting households with paper questionnaire, Questionnaire scanning



2022 100% digital, multi-mode options of data collection:

- Face to face (CAPI)
- Telephonic (CATI)
- Web-based (CAWI) – self enumeration

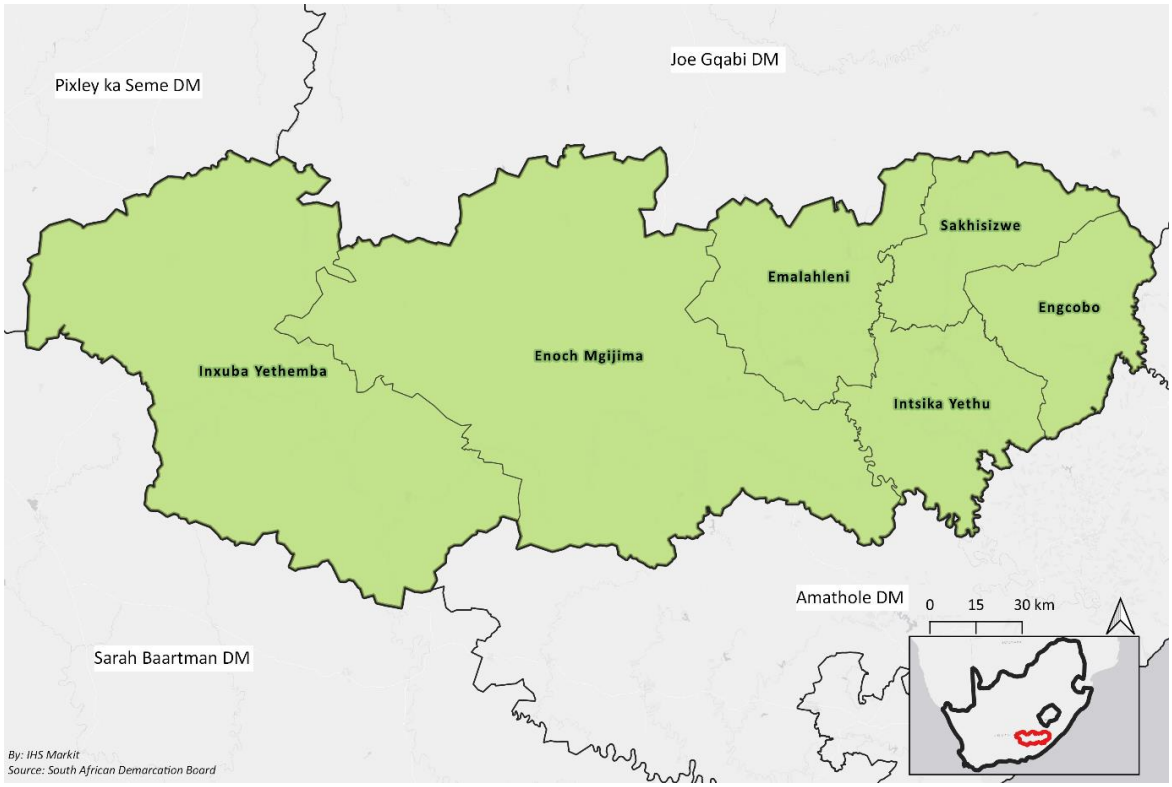
Demographic and Socio-Economic Profile

1. Spatial Overview

Chris Hani District Municipality is situated on the northern region of the Eastern Cape Province and covers a surface area of 36,756 Km2. Only 35.2% of the district population live in areas classified as urban, while 63.8% live in predominantly rural areas. The district also shares borders with five other districts, namely, Pixley ka Seme DM, Joe Gqabi DM, Sarah Baartman DM, Amathole DM and O.R. Tambo DM.

After the 2016 Local Government Election (3 August 2016), the number of local municipalities decreased from eight to six with the merger of Tsolwana LM, Inkwanca LM and Lukanji LM into a newly established municipality, Enoch Mgijima LM, which also hosts the district municipal headquarters and council chambers in Komani.

Map 1. Chris Hani District Municipal Boundaries



Source: IHS Markit GIS

The following list presents the six LMs of the district with their urban nodes:

Inxuba Yethemba LM: Cradock and Middleburg.

Enoch Mgijima LM: Komani, Whittlesea, Tarkastad, and Hofmeyer.

Emalahleni LM: Lady Frere, Dordrecht and Indwe.

Intsika Yethu LM: Cofimvaba and Tsomo.

Sakhisizwe LM: Cala and Elliot.

Dr AB Xuma LM: Engcobo.

The Chris Hani District is comprised of three historically distinct areas, the result of which is seen in the spatial development of the district. The former Ciskei – made up of Hewu and Glen Grey magisterial districts – and the former Transkei – which includes primarily the districts of Ngcobo, Cala, Cofimvaba, Tsomo and Lady Frere magisterial districts – are characterised by significant underdevelopment and a high level of poverty.

The balance of the Chris Hani District Municipality area is made up of former RSA magisterial districts. The settlement and land use patterns in the two former homeland areas are distinctively different. Settlement in the former Ciskei and Transkei is predominantly of the dispersed "traditional" rural village settlement type, where subsistence-farming practices (pastoral and dryland cultivation) are the dominant forms of land use activity apart from the residential function of these areas. In contrast, settlement and land use in the former RSA component of the district is largely characterised by nodal urban development (small service towns) and commercial farms.

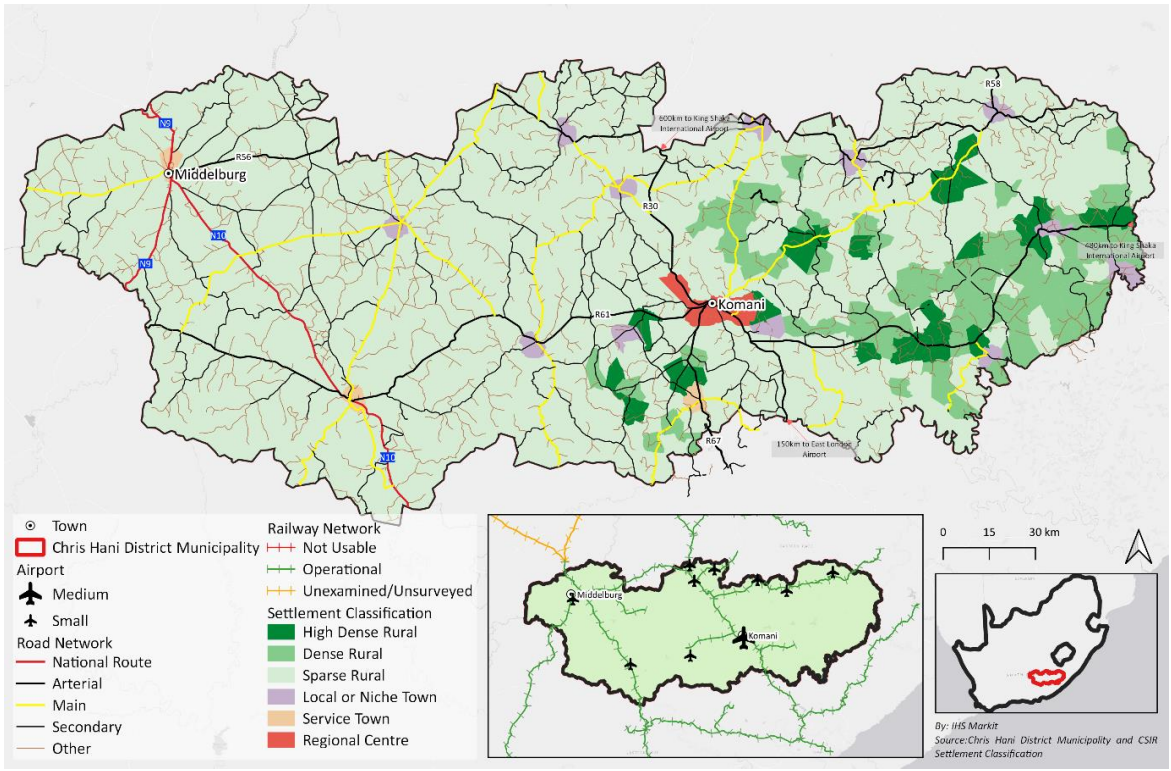
Largely, the spatial pattern of the Study Area is characterised by a "mismatch" of separate rural and urban areas, which are nevertheless functionally interrelated and dependent on a core area like Komani. It is important to note that the spatially fragmented settlement pattern of the Study Area is the result of different political historical factors, as well as administrative and ideological based development initiatives implemented in the area over the last century.

Settlement Characteristics

The district municipality is predominantly rural in character with a number of urban settlements. They are as follows: Cradock, Middleburg, Komani, Whittlesea, Tarkastad, Molteno, Hofmeyer, Cacadu (Lady Frere), Dordrecht, Indwe, Cofimvaba, Tsomo, Cala, Elliot and Engcobo. Komani is an economic hub, due to its strategic position in the Chris Hani District Municipality. Komani has signs of more compactness compare to other small urban areas in the district municipality. The settlement patterns that occur within district municipality are in the form of rural sprawl and low-density urban sprawl in small towns in municipality.

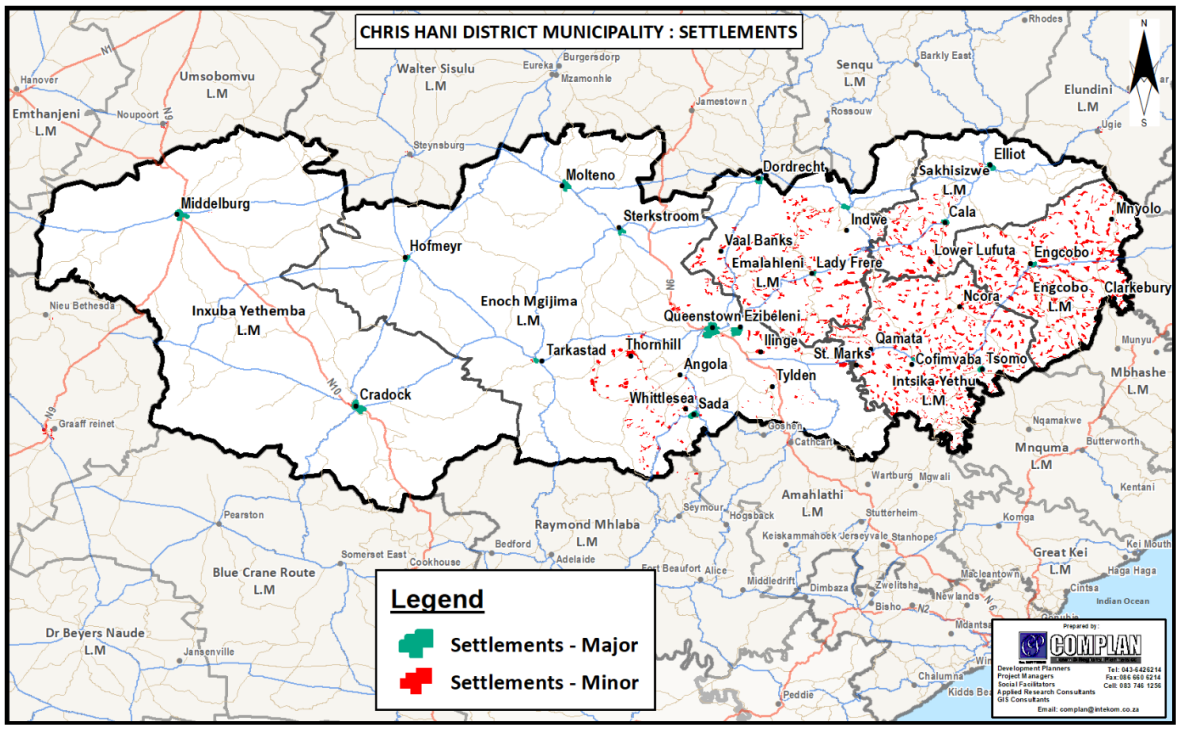
This reflects the existent texture of the already existing urban centers together with the rural villages. These above-mentioned patterns are not sustainable or effective and has given rise to settlements that range from low density agrarian communities to relatively high density urban settlements. The layout of these rural villages is informal and are based firstly on family units and secondly on community units.

Map 2. Chris Hani District Human Settlements and Main Transport Modes



Source: IHS Markit GIS

Map 3. Chris Hani District Human Settlements: Major and Minor areas



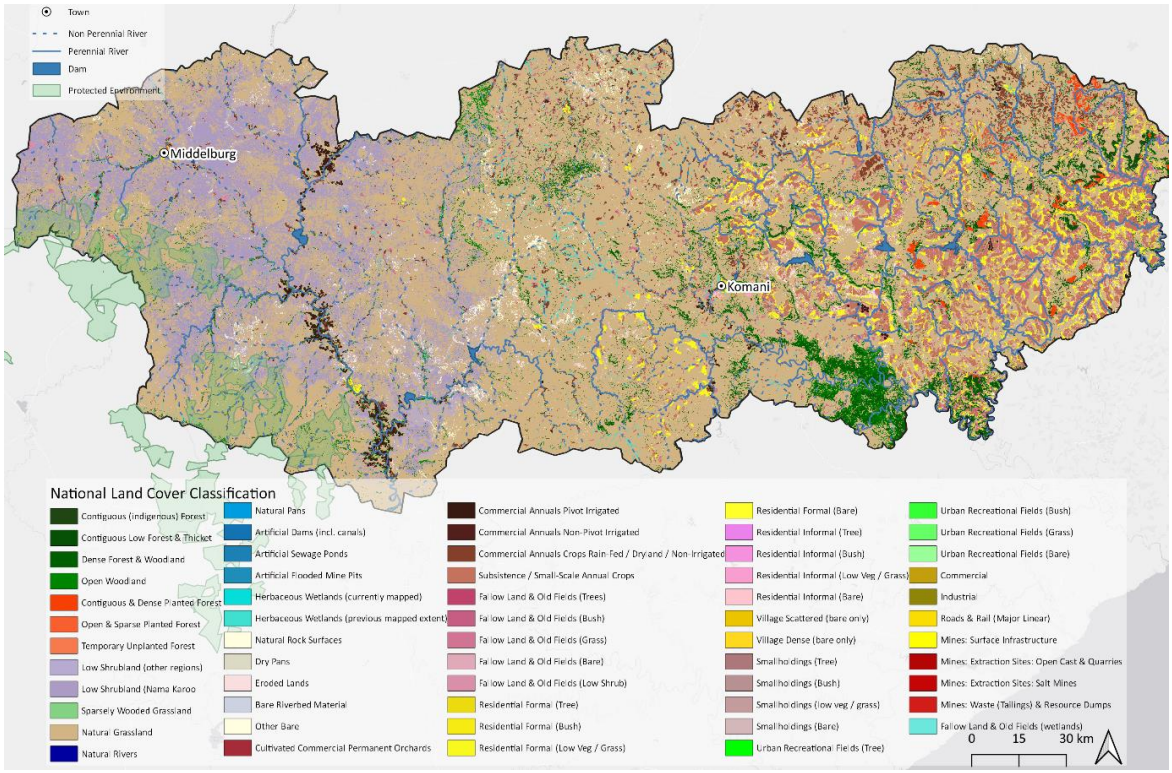
Settlement nodes

Type	Location	Local Municipality	Function of Settlement and associated typical land uses
District Centre	Queenstown	Enoch Mgijima	District-level Administrative centre Major district service centre for commercial and social goods and services Centre of educational excellence Industrial centre for value adding processes and local based manufacturing Residential development covering full range of economic bands (High income – Low-income)
Sub-District Centres	Cradock	Inxuba Yethemba	Municipal-scale Administrative Centre Municipal-scale service centre for commercial and social goods and services Residential development covering limited range of economic bands (Middle income–Low-income) Potential for value-adding agro-industrial processes Potential for event-related tourism events
	Ngcobo	Engcobo	
	Cofimvaba	Intsika Yethu	
	Lady Frere	Emalahleni	
	Cala	Sakhisizwe	

Local Centres	Middelburg	Inxuba Yethemba	Municipal-scale Administrative Centre Local-scale Service Centre for commercial and social goods and services Residential development covering limited range of economic bands (Middle income–Low-income) Potential for value-adding agro-industrial processes
	Tarkastad	Enoch Mgijima	
	Hofmeyer	Enoch Mgijima	
	Molteno	Enoch Mgijima	
	Elliot	Sakhisizwe	
	Dordrecht	Emalahleni	
Sub-Local Centres	Sterkstroom	Enoch Mgijima	Minor Administrative Functions Minor service centre for social goods and services Focused support of local economic initiatives –agriculture-based
	Sada/Whittlesea	Enoch Mgijima	
	Indwe Vaal Banks	Emalahleni	
	Tsomo	Intsika Yethu	
	Ilinge	Enoch Mgijima	
	Thornhill	Enoch Mgijima	
	Lower Lufuta	Sakhisizwe	
	Clarkebury	Engcobo	
	Mnyolo,	Engcobo	
	Ncora	Intsika Yethu	
	Qamata	Intsika Yethu	
	St Marks	Intsika Yethu	
Rural Settlements	Rural settlements across the district	All Local Municipalities	Primarily residential and livelihood subsistence function Some provision of limited social goods and services

The Chris Hani District is classified into 58 of the 73 National Landcover Classes identified by the Department of Environment , Forestry and Fisheries. Currently, Natural Grassland covers a large portion of the District with an area of 22,889 Km2 and Low Shrubland (Nama Karoo) has an area of 4183.123 Km2 which is the second highest landcover class.

Map 4. Land Cover Classification in Chris Hani District



Source: IHS Markit GIS

The environment is constantly changing which is often caused by human activities and natural ecological processes thus the Land Cover Classes have changed as well over the period of 2018 to 2020. 30 classes experienced an increase in the area they cover, and 27 classes experienced a decrease in the area they cover. Residential Formal (Bare experienced the greatest percentage increase of 165% in the area covered between 2018 and 2020 however, Sparsely Wooded Grassland decreased 84% between 2018 and 2020. This was the greatest decrease amongst the 58 classes.

5 National LAND COVER CLASSES THAT HAD THE GREATEST increase in area coverage (2020-2022)

Class Names	2020 Area (Km2)	2022 Area (Km2)	Percentage Change (%)
Residential Formal (Bare)	25.974	69.021	165.73%
Industrial	1.586	3.705	133.61%
Commercial	2.381	5.427	
Cultivated Commercial Permanent Orchards	0.979	2.221	127.93%
Smallholdings (Bush)	0.061	0.118	126.86%
Residential Formal (Bush)	6.395	11.417	93.44%

Residential Formal (Tree)	34.662	53.877	78.53%
Dense Forest & Woodland	897.786	1343.77	55.44%
Temporary Unplanted Forest	17.282	24.609	49.68%
Fallow Land & Old Fields (Bush)	8.388	11.69	43.40%
Natural Pans	2.985	4.021	39.37%

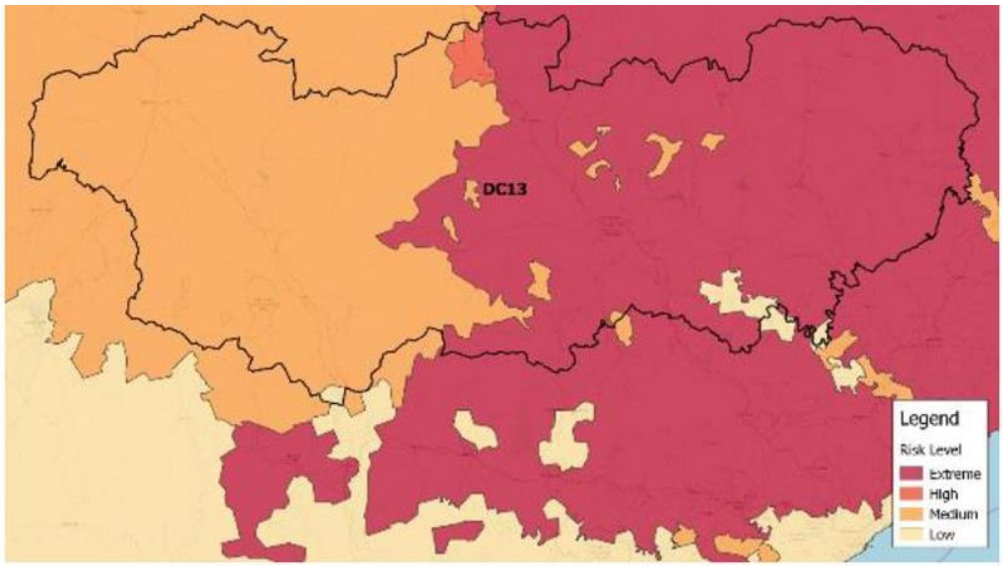
10 National LAND COVER CLASSES THAT HAD THE GREATEST Decrease in area coverage (2020-2022)

Class Names	2020 Area (Km2)	20 Area (Km2)	Percentage Change (%)
Sparsely Wooded Grassland	2.194	0.339	-84.55%
Other Bare	398.616	273.321	-31.43%
Mines: Extraction Sites: Salt Mines	0.543	0.374	-31.12%
Natural Rock Surfaces	287.481	228.478	-20.52%
Contiguous Low Forest & Thicket (combined classes)	227.568	197.943	-13.02%

5. CHRIS HANI DISTRICT MUNICIPLAITY ELNINO and LANINA CLIMATIC CONDITIONS

South African climate experts have called on governments, businesses, and communities to increase their awareness of the pending El Niño that is currently manifesting in the central Pacific Ocean. The El Niño-Southern Oscillation (ENSO) is one of the most important climate phenomena on Earth due to its ability to influence global atmospheric circulation. El Niño and La Niña are the warm and cool phases of a recurring climate pattern across the tropical Pacific – the ENSO. Agricultural Research Council (ARC) and the South African Weather Service (SAWS) showed how previous ENSO events affected the seasonal rainfall and temperature in the country and were able to demonstrate the impact of the El Niño on agricultural production, human health and food security, including the elevated cost of maize for human and animal consumption. The main purpose is “Not to create alarm, but rather to create awareness” in order for those who need to plan for the potential impacts can begin to consider what responses and contingencies are required

Map 5.1. Chris Hani District Veldfire Risk



Source: CHDM Environmental Management and Climate Change Strategy 2018

South African National Space Agency (SANSA) analysis of the Chris Hani District Municipality on Inundation Risk

Flood inundation/risk.

The flood inundation/risk is developed from the height above nearest drainage (HAND). The HAND product is a hydrologically relevant terrain model calculated by normalizing the conventional digital elevation model (DEM). The difference between the HAND and the DEM is that with the DEM, the zero values are at sea level and increase further inland. On the other hand, the elevation in the HAND product is calculated from the river channel with the zero values indicating the drainage channel (river) and increases with the rise in height from the river channel. The product can be used in different applications such as:

Understanding, predicting, and calculating water movement.

Predicting water storage.

Identifying drainage networks.

Identifying the flood line and flood plains.

Developing hydrological and disaster risk reduction models for early warning.

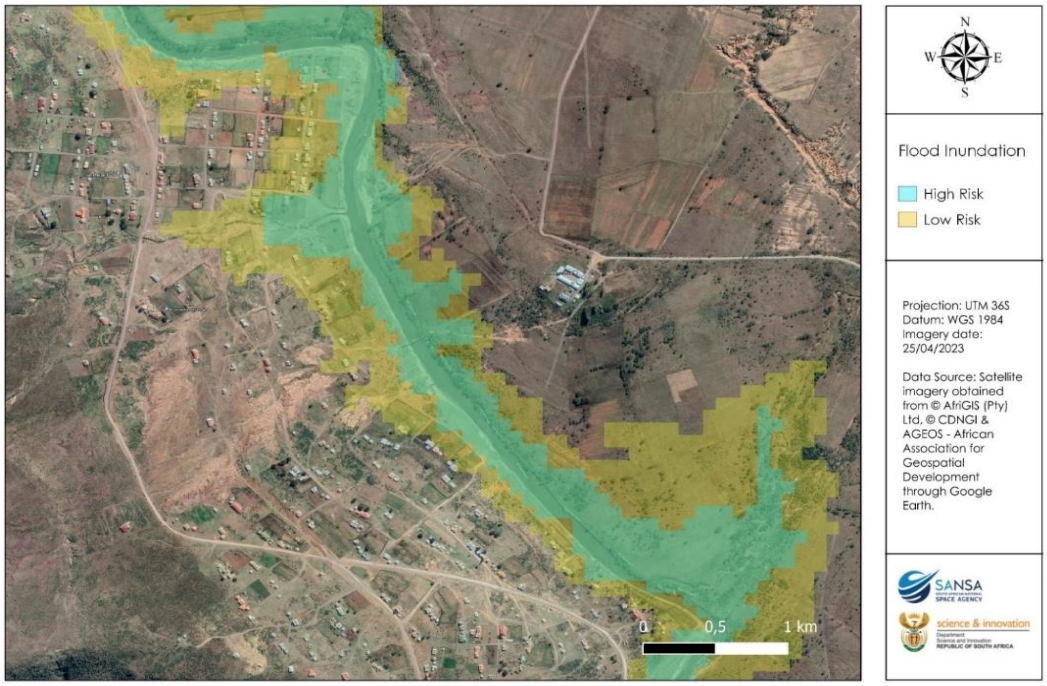


Figure 1 Flood risk of settlements in Bozwana village

Figure 6.2 above shows flood vulnerability of settlements in Bozwana village, Chris Hani District. In this village there are human settlements located within the low flood risk area.

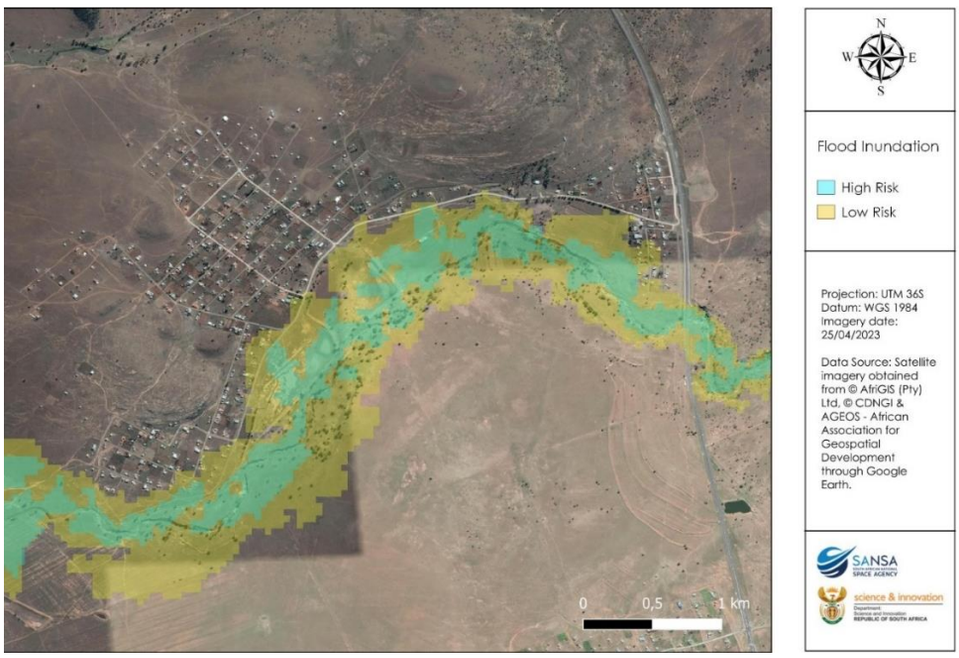


Figure 1.2. Flood risk of settlements in Brakloof

Figure 6.3 above shows flood vulnerability of settlements in Brakloof, Chris Hani District. In this village there are human settlements located with the low flood risk area that could be flooded should the river overflow.

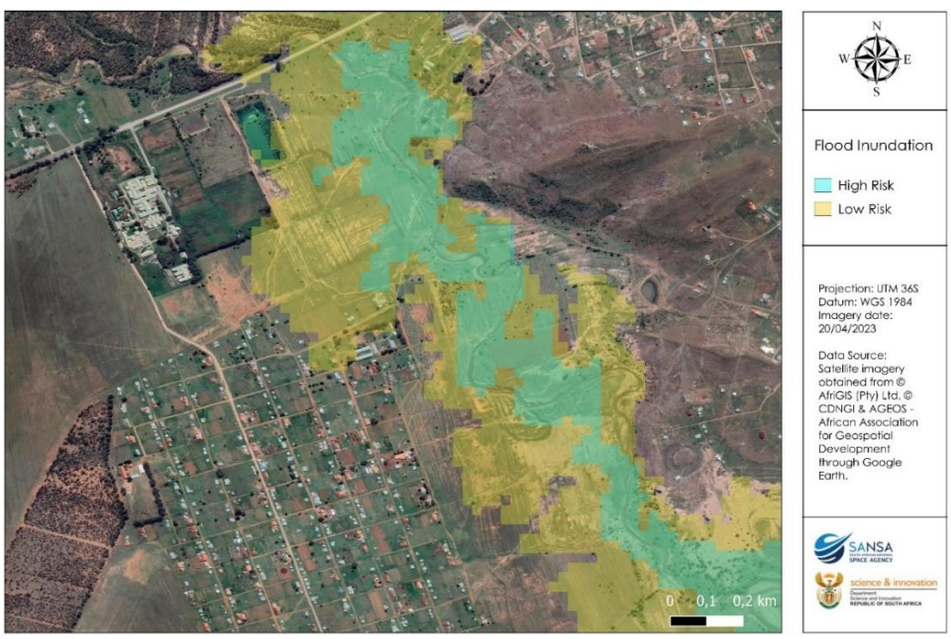


Figure 1.3. Flood risk of settlements in Cacadu

The flood inundation map above shows flood vulnerability of settlements along Bangindlala river in Cacadu Town, Chris Hani District. In the area, some of the structures falling within the simulated water/ flood plains look like schools (unknown) on the Northern and Southern sides of Glen Grey Hospital, as well as the water treatment plant next to Glen Grey hospital. These structures are within the low-risk zone.



Figure 1.4. Flood risk of settlements in Cradock T

The flood inundation map above shows flood vulnerability of settlements along Groot Visriver in Cradock Town, Chris Hani District. There are few residential settlements inside low flood risk area on the southern side of the map, with mostly farmlands being vulnerable. On the Northern side, most industrial structures are within the flood vulnerable areas, like the Superspar Tams, Zembra substation, Schreiner house, and Stallion Pub.

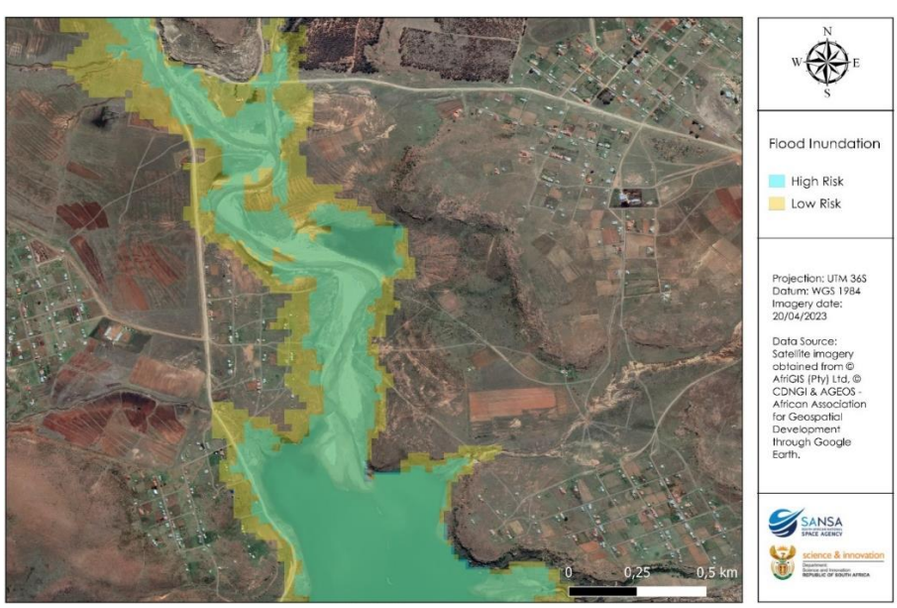


Figure 1.5. Flood risk of settlements in Dedesiya Village

The flood inundation map above shows flood vulnerability of settlements in Dedesiya village, Chris Hani District. There are few residential settlements inside low flood risk area in this village, The one closer to the Cacadu River.

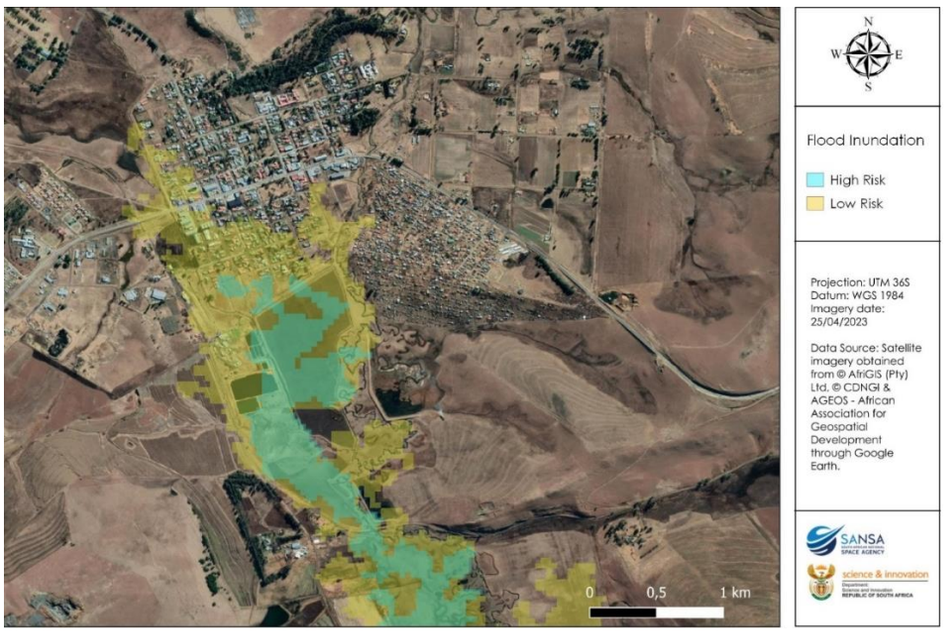


Figure 1.6. Flood risk of settlements in Elliot.

The flood inundation map above shows flood vulnerability of settlements along the Slangriver in Elliot Town, a few industrial buildings including East cape Fuels, ECAC Driveway and OVK Elliot maize. The water treatments plants are also inside the flood susceptible area.

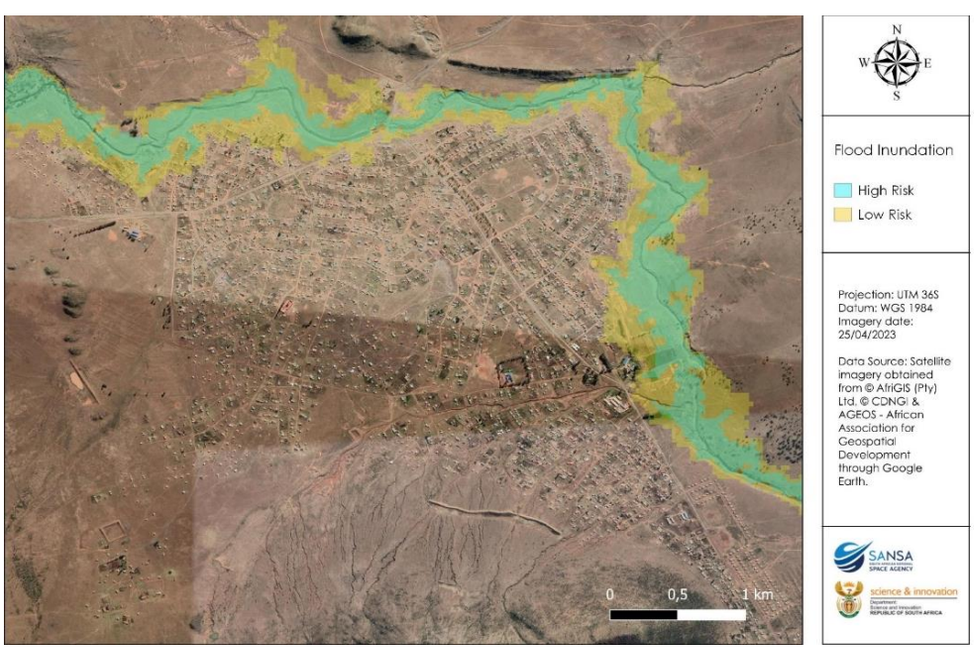


Figure 1.7. Flood risk of settlements in Thornhill

The flood inundation map above shows flood vulnerability of settlements along Swart-Keiriver in Thornhill village, Chris Hani District. There are residential settlements within the simulated water on the east side of the map. On the western side of the map there is quite a few residential

settlements inside the low flood risk zones. The agricultural fields near Inyathi High School are all inside the flood risk zone.

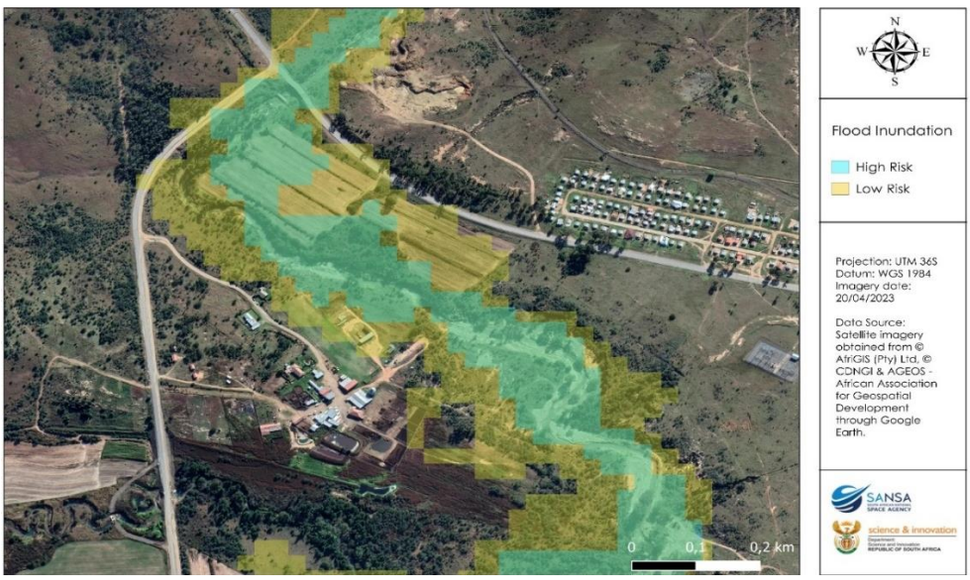


Figure 1.8. Flood risk of settlements in Indwe North

The flood inundation map above shows flood vulnerability of settlements along the Doringriver in Indwe North, Chris Hani District. In this area only the Emalahlaleni Local Municipality building is susceptible to floods.

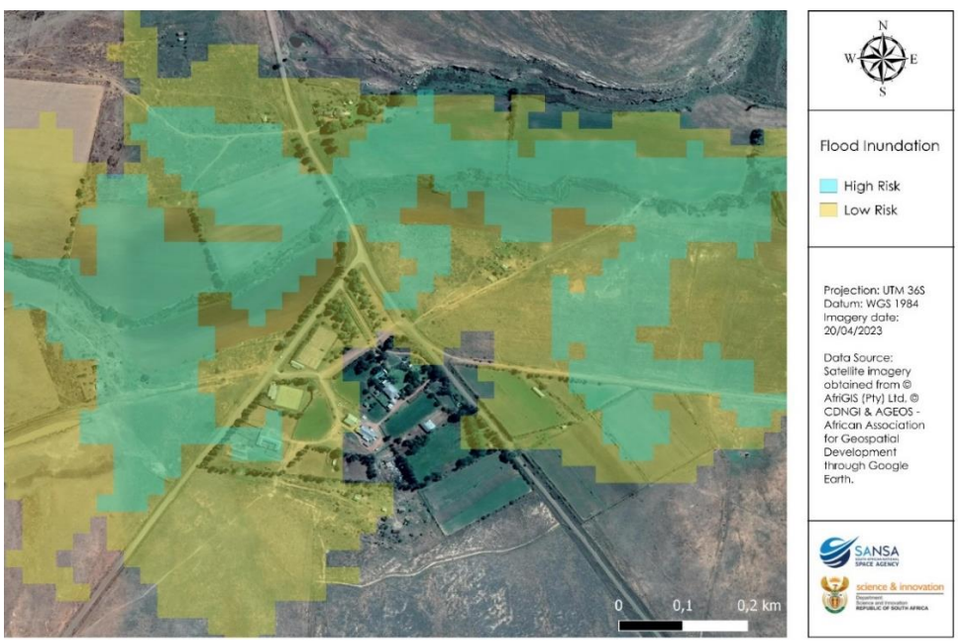


Figure 1.9. Flood risk of settlements in Knowsely

The flood inundation map above shows flood vulnerability of settlements in Knowsely, Chris Hani District. Knowsely country cottage, the buildings inside the farms and all the farms located at the western side of the Fair View Big dam are inside the flood vulnerable area.

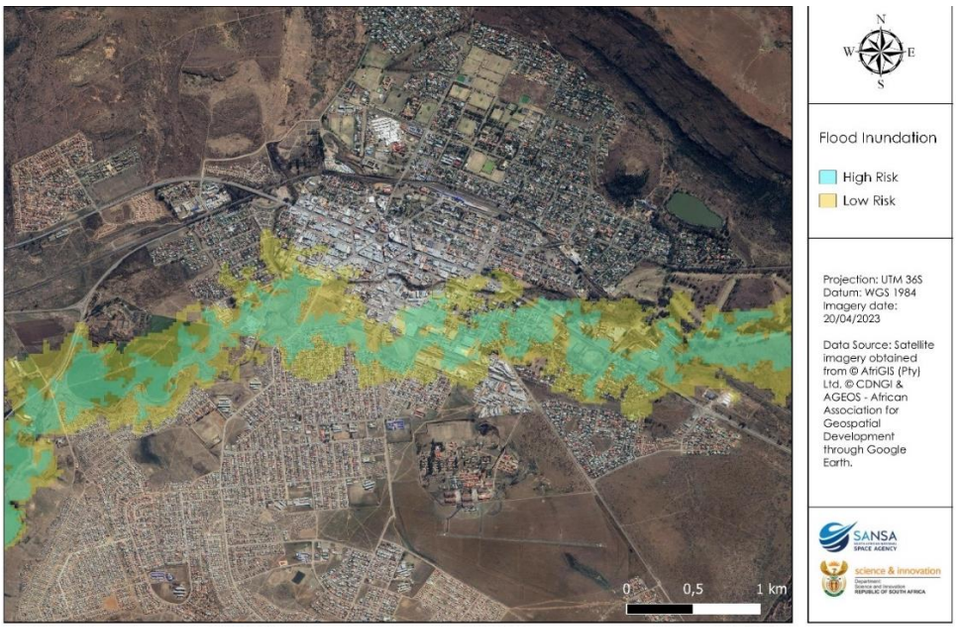


Figure 1.10. Flood risk of settlements in Komani

The flood inundation map above shows flood vulnerability of settlements in Komani CBD, Chris Hani District. Most of the industrial buildings like builders express, Mc Donalds, Nonesi mall,lukhanji BnB, Sasol garage and pick n pay along the Komani river are inside the high flood risk zone. South Bourne Primary school and Moth Hall are also situated in high flood risk areas.

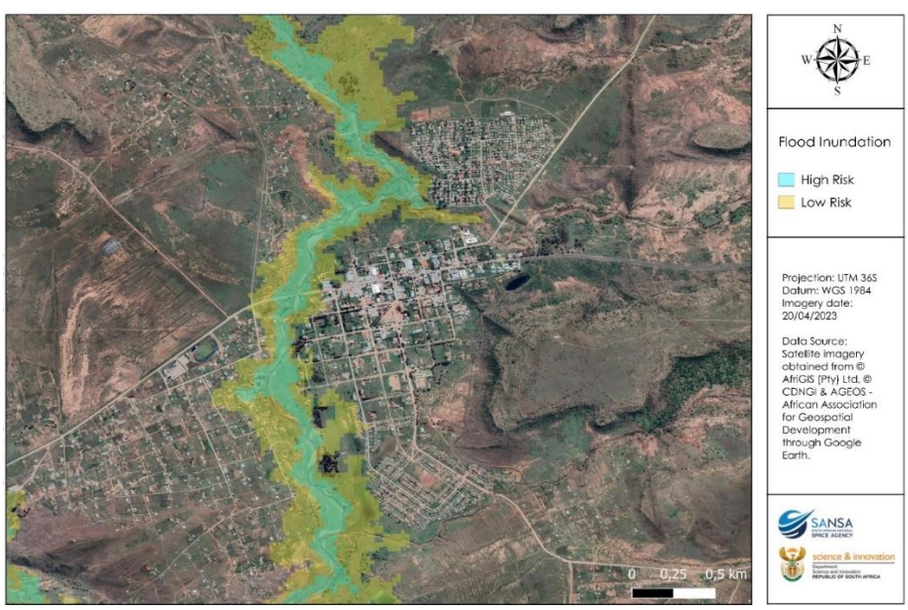


Figure 1.11. Flood risk of settlements in Lady Frere

The flood inundation map above shows flood vulnerability of settlements in Lady Frere, Chris Hani District. Some are residential settlements closer to Ecacadu river are within the low-risk flood zone.

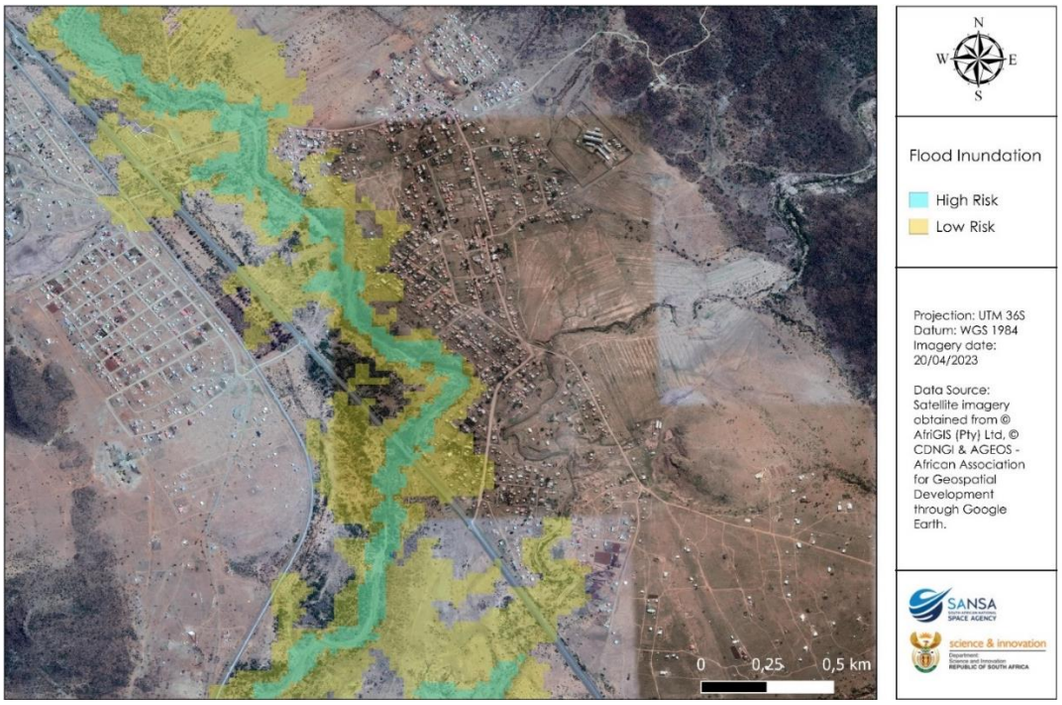


Figure 1.12. Flood risk of settlements in Lessyton

The flood inundation map above shows flood risk of settlements in Lessyton, Chris Hani District. Some are residential settlements closer to the river that are within the low-risk flood zone.

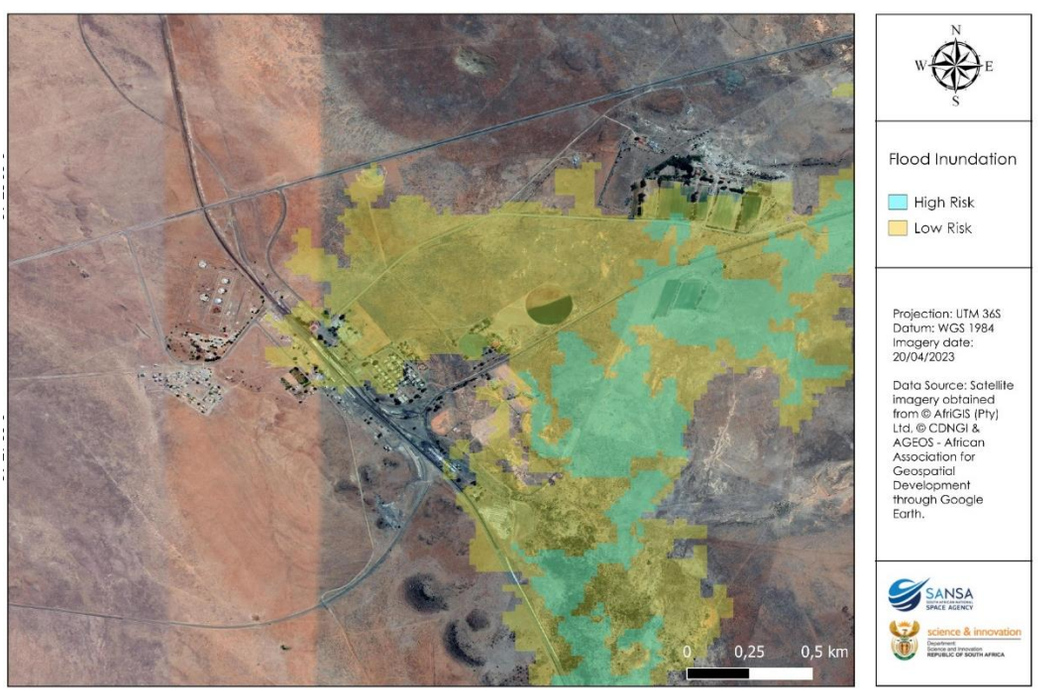


Figure 1.13. Flood risk of settlements in Rosemead

The flood inundation map above shows flood vulnerability of settlements in Rosemead, Chris Hani District. In this area there is no stream / river, the simulated water might be because there is a wetland or it's a drainage basin.

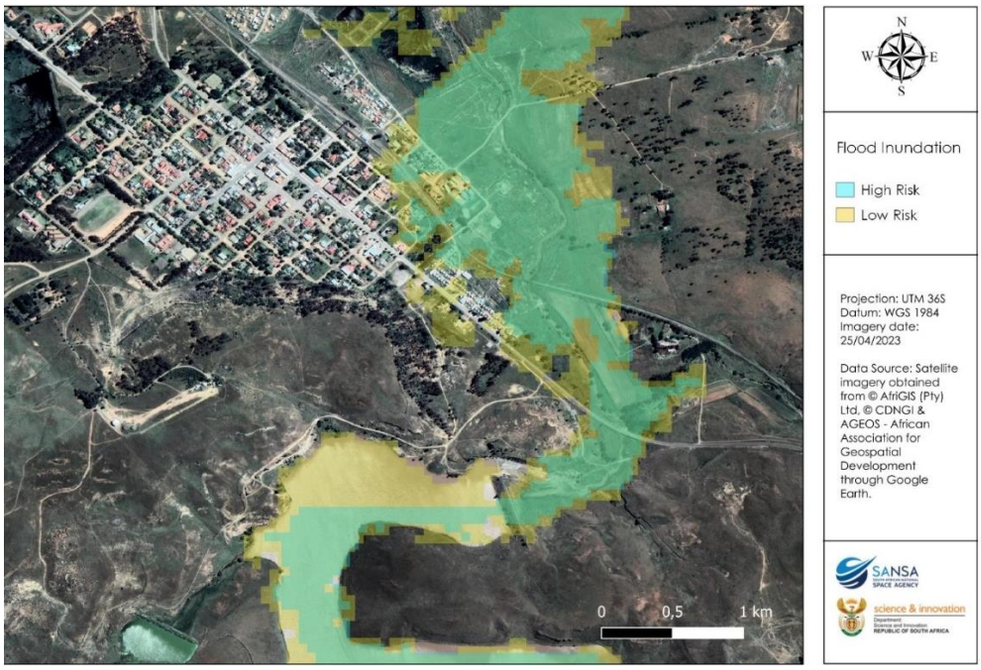


Figure 1.14. Flood risk of settlements in Molteno

Figure 6.15 shows flood risk of settlements in Molteno, Chris Hani District. Some settlements in the South-eastern side of the township, closer to the big dam (unknown) are in the high, and some in the low flood risk areas.



Figure 1.15. Flood risk of settlements in Nomonde

The flood inundation map above shows flood vulnerability of settlements in Nomonde Township, Chris Hani District. In the are there are very few buildings inside the flood plain.

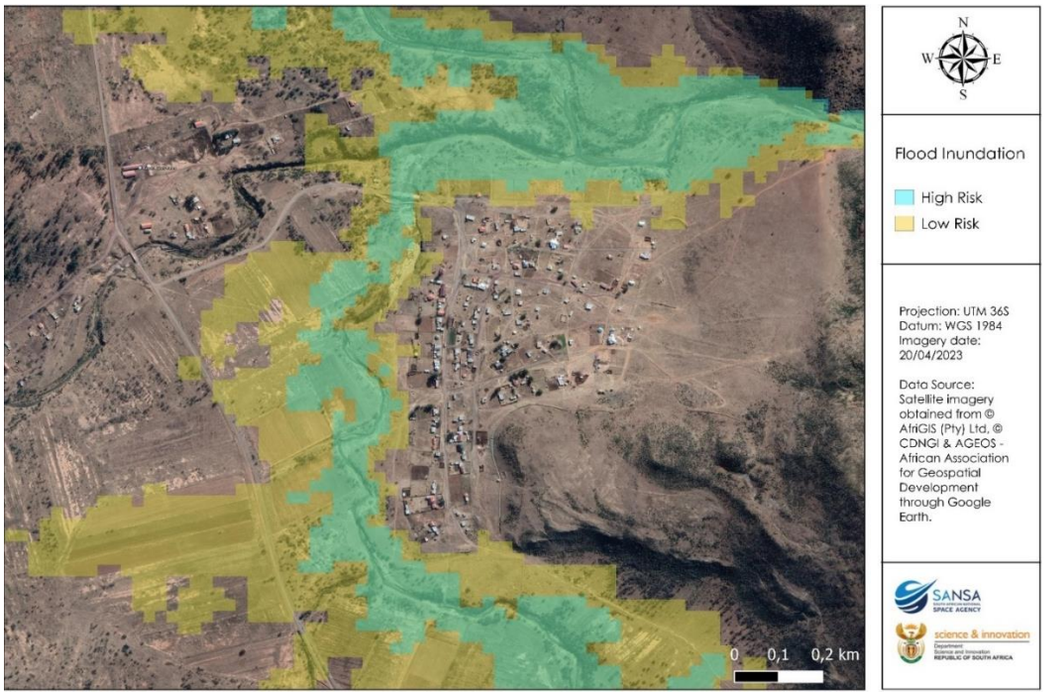


Figure 1.16. Flood risk of settlements in Qwabi

The flood inundation map above shows flood vulnerability of human settlements in Qwabi Village, Chris Hani District. There are only 3 buildings inside the low flood plain in this village.

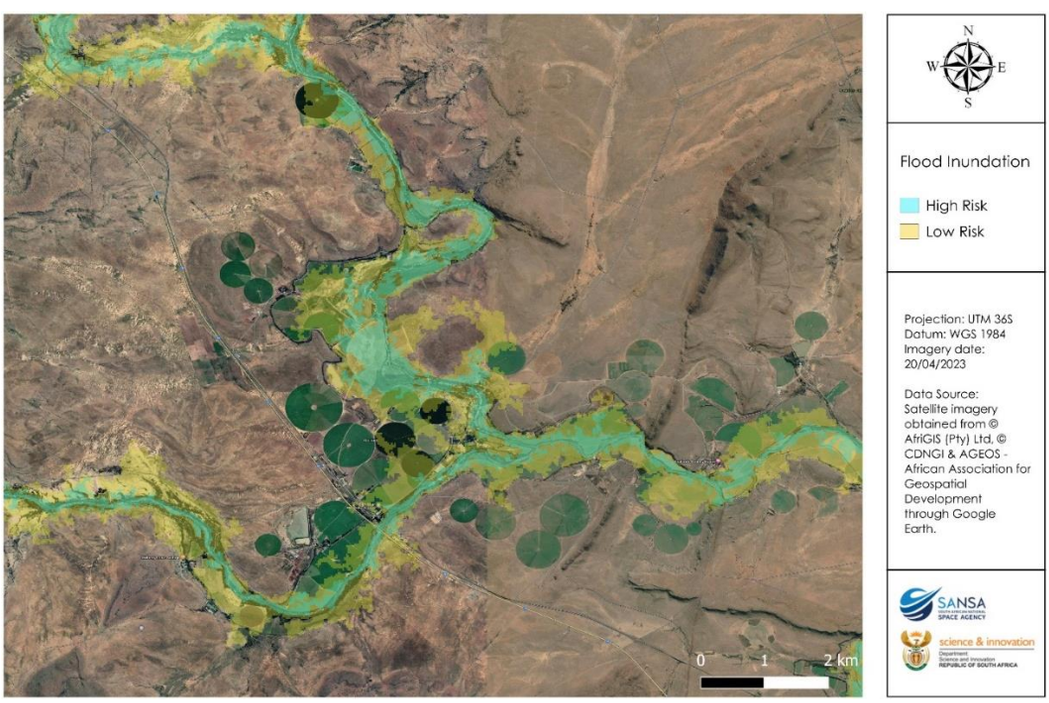


Figure 1.17. Flood risk of settlements in Visrivier

There are no settlements in Visrivier, only agricultural fields are susceptible to floods in this area.

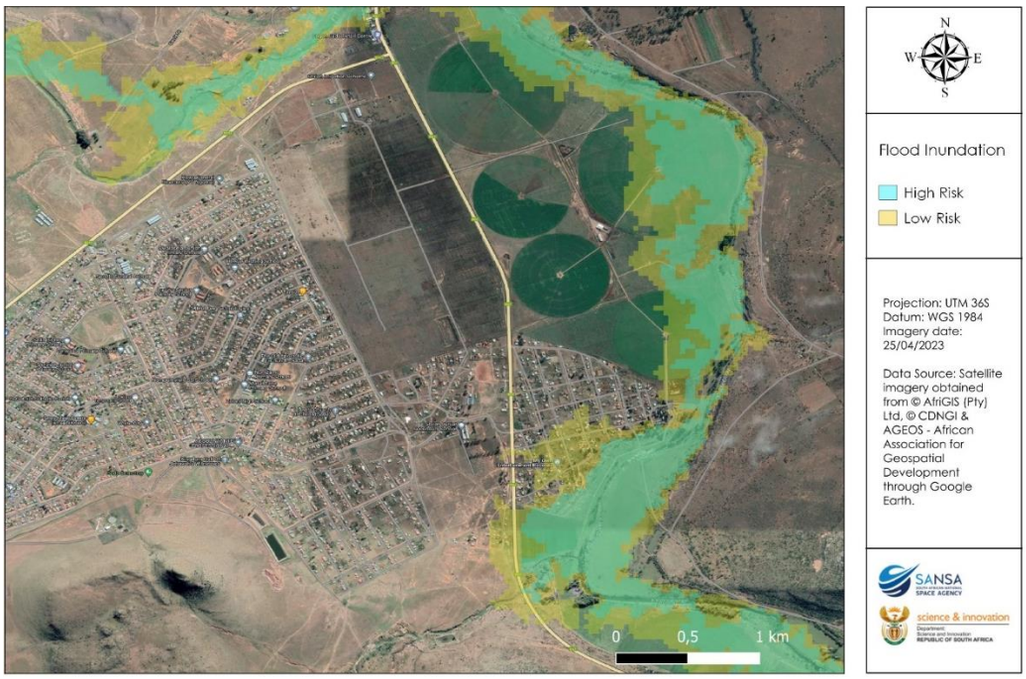


Figure 1.18. Flood risk of settlements in Shilo.

In the township mapped above, mostly flood prone are the agricultural fields along the Klipplaattrivier and few residential settlements on the far east of the map.

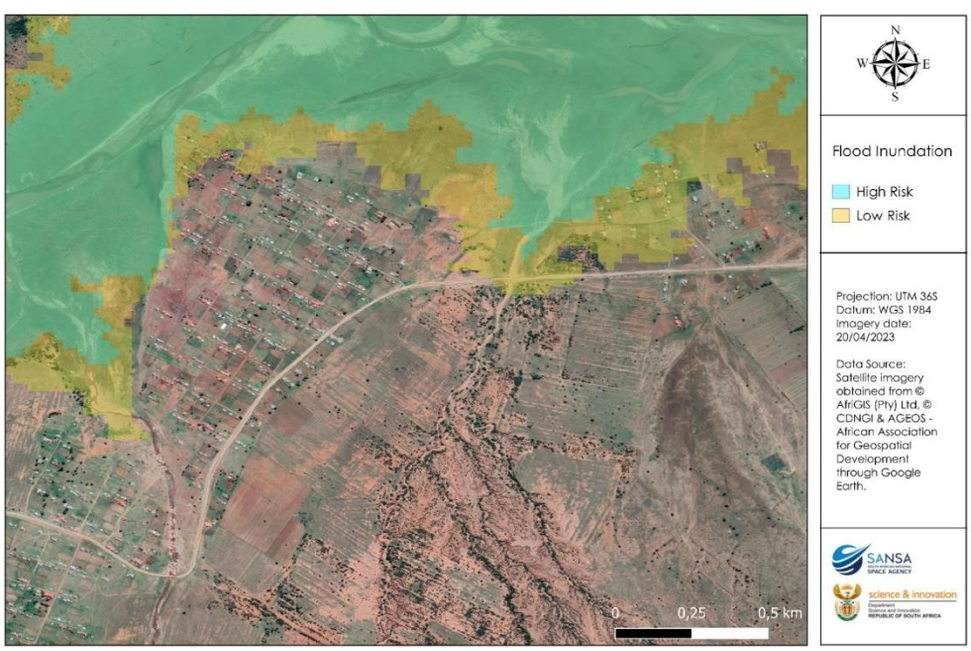


Figure 1.19. Flood risk of settlements in Xonxa

In Xonxa village mapped in figure 6.19, there are few settlements within the low-risk flood zones in this area, along the Wit-Keirivier.

Demography

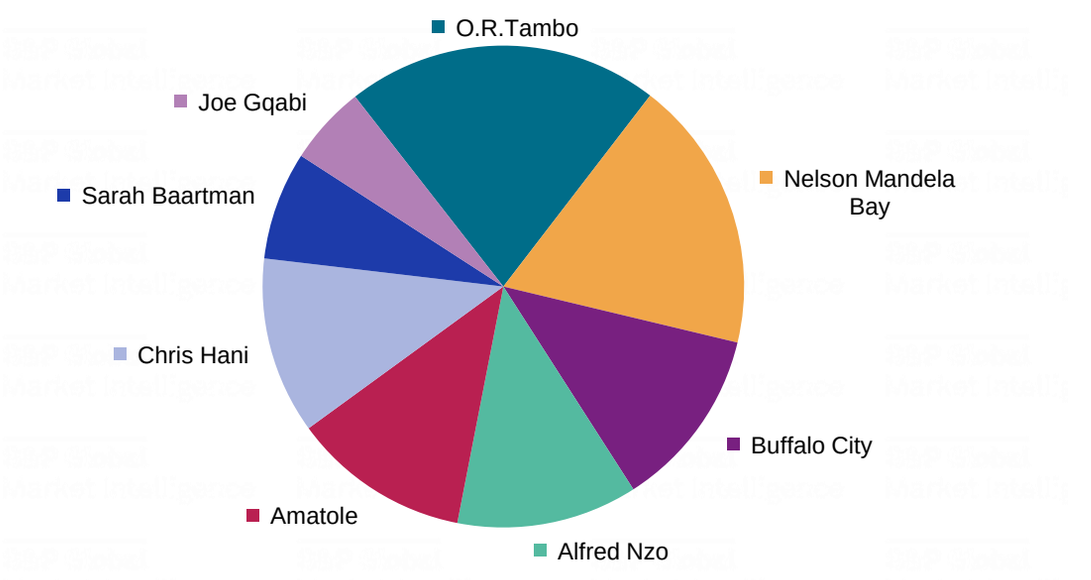
Demography

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest.

In this section, an overview is provided of the demography of the Chris Hani District Municipality and all its neighbouring regions, the Eastern Cape Province, and South Africa as a whole.

Total population

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income. With 828 387 people, the Chris Hani District Municipality housed 1.5% of South Africa's total population in 2022. Between 2012 and 2022 the population growth averaged 0.79% per annum which is about half than the growth rate of South Africa as a whole (1.47%). Compared to Eastern Cape's average annual growth rate (1.02%), the growth rate in Chris Hani's population at 0.79% was slightly lower than that of the province.



Total population - Chris Hani and the rest of Eastern Cape, 2022 [Percentage] Source: Source: Statistics South Africa

When compared to other regions, the Chris Hani District Municipality accounts for a total population of 828,387, or 11.9% of the total population in the Eastern Cape Province, with the O.R.Tambo being the most populous region in the Eastern Cape Province for 2022. Chris Hani decreased in importance from ranking fifth in 2012 to sixth in 2022. In terms of its share the Chris Hani District Municipality was slightly smaller in 2022 (11.9%) compared to what it was in 2012 (12.2%). When looking at the average annual growth rate, it is noted that Chris Hani ranked seventh (relative to its peers in terms of growth) with an average annual growth rate of 0.8% between 2012 and 2022.

Total population - local municipalities of Chris Hani District Municipality, 2012, 2017 and 2022 [Numbers percentage]

	2012	2017	2022	Average Annual growth
Inxuba Yethemba	67,000	71,100	75,100	1.15%
Intsika Yethu	153,000	154,000	159,000	0.41%
Emalahleni	122,000	126,000	131,000	0.69%
Engcobo	158,000	161,000	168,000	0.61%
Sakhisizwe	63,400	65,000	67,700	0.66%
Enoch Mgijima	257,000	271,000	287,000	1.10%
Chris Hani	720,120	730,277	828,387	0.79%

Source: Source: Statistics South Africa

The Inxuba Yethemba Local Municipality increased the most, in terms of population, with an average annual growth rate of 1.15%, the Enoch Mgijima Local Municipality had the second highest growth in terms of its population, with an average annual growth rate of 1.10%. The Intsika Yethu Local Municipality had the lowest average annual growth rate of 0.41% relative to the other within the Chris Hani District Municipality.

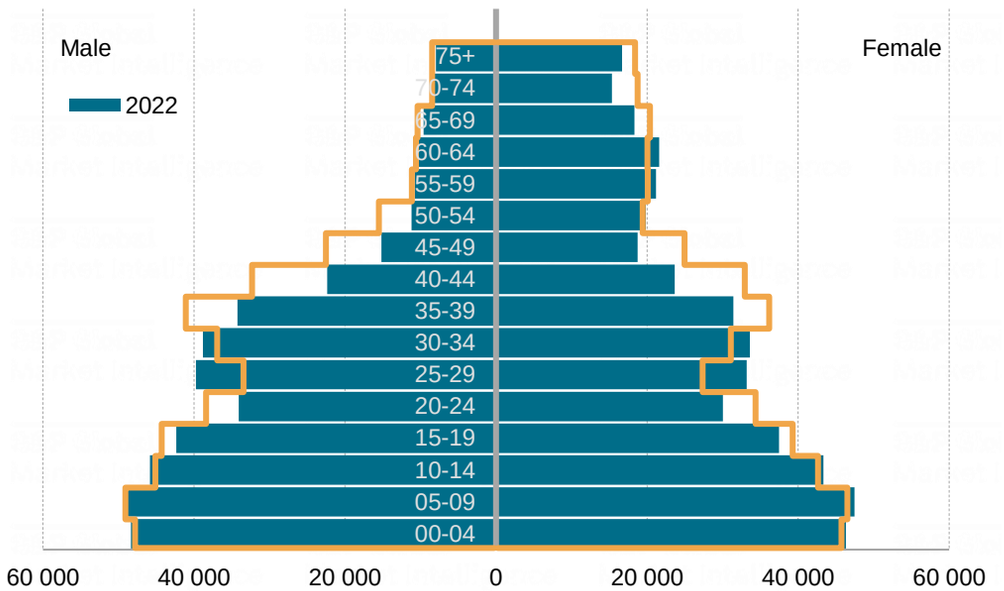
Population projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Chris Hani's population is projected to grow at an average annual rate of 1.0% from 887 000 in 2022 to 934 000 in 2027.

Population projections - Chris Hani, Eastern Cape and National Total, 2022-2027 [Numbers percentage]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
2022	828,387	7,470,000	61,100,000	11.9%	1.45%
2023	896,000	7,550,000	61,900,000	11.9%	1.45%
2024	905,000	7,630,000	62,700,000	11.9%	1.44%
2025	914,000	7,710,000	63,500,000	11.9%	1.44%
2026	924,000	7,780,000	64,300,000	11.9%	1.44%
2027	934,000	7,860,000	65,100,000	11.9%	1.43%
Average Annual growth					
2022-2027	1.03%	1.02%	1.27%		

The population projection of Chris Hani District Municipality shows an estimated average annual growth rate of 1.0% between 2022 and 2027. The average annual growth rate in the population over the forecasted period for Eastern Cape Province and South Africa is 1.0% and 1.3% respectively. The Eastern Cape Province is estimated to have average growth rate of 1.0% which is lower than the Chris Hani District Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is higher than that of Chris Hani's growth rate.



Population pyramid - Chris Hani District Municipality, 2022 vs. 2027 [Percentage]

Source: Source: Statistics South Africa

The population pyramid reflects a projected change in the structure of the population from 2022 and 2027. The differences can be explained as follows:

In 2022, there is a significantly larger share of young working age people between 20 and 34 (23.6%), compared to what is estimated in 2027 (21.6%). This age category of young working age population will decrease over time. The fertility rate in 2027 is estimated to be slightly higher compared to that experienced in 2022.

The share of children between the ages of 0 to 14 years is projected to be significantly smaller (29.7%) in 2027 when compared to 2022 (31.6%).

In 2022, the female population for the 20 to 34 years age group amounts to 10.9% of the total female population while the male population group for the same age amounts to 12.7% of the total male population. In 2027, the male working age population at 11.7% still exceeds that of the female population working age population at 9.9%, although both are at a lower level compared to 2022.

Population by population group, gender and age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

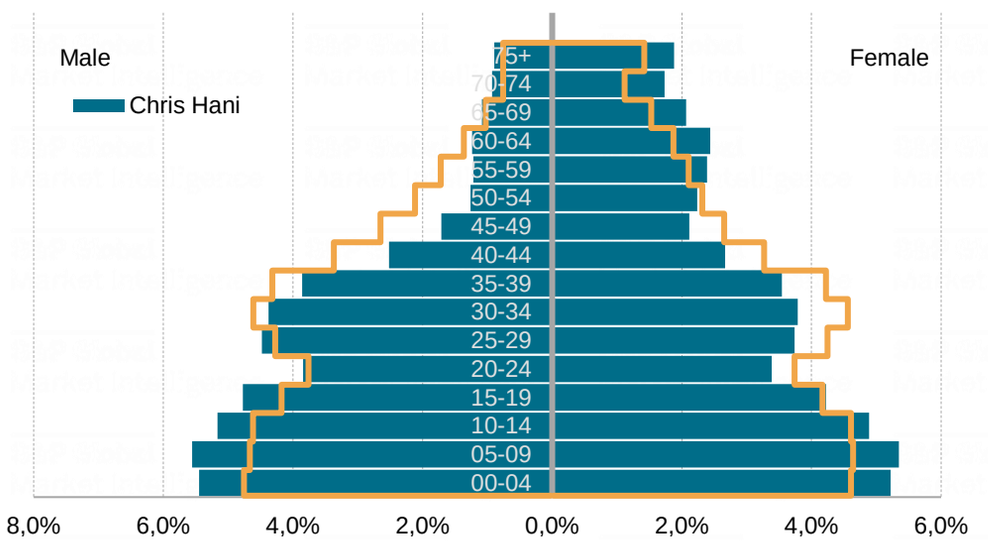
Population by gender - Chris Hani and the rest of Eastern Cape Province, 2022 [Number].

	Male	Female	Total
Chris Hani	428,900	458,313	828,214
Nelson Mandela Bay	664,698	702,715	1,367,414
Buffalo City	440,460	469,667	910,127
Sarah Baartman	271,383	271,251	542,634
Amatole	425,050	465,897	890,947
Joe Gqabi	191,073	206,050	397,123
O.R.Tambo	735,298	832,997	1,568,295
Alfred Nzo	419,744	487,785	907,529
Eastern Cape	3,576,606	3,894,676	7,471,281

Source: Source: Statistics South Africa.

Chris Hani District Municipality's male/female split in population was 93.6 males per 100 females in 2022. The Chris Hani District Municipality appears to be a fairly stable population with the share of female population (51.66%) being very similar to the national average of (51.07%). In total there were 458 000 (51.66%) females and 429 000 (48.34%) males. This is different from the Eastern Cape Province as a whole where the female population counted 3.89 million which constitutes 52.13% of the total population of 7.47 million.

Population by population group, gender and age - Chris Hani District Municipality, 2022 [Number].



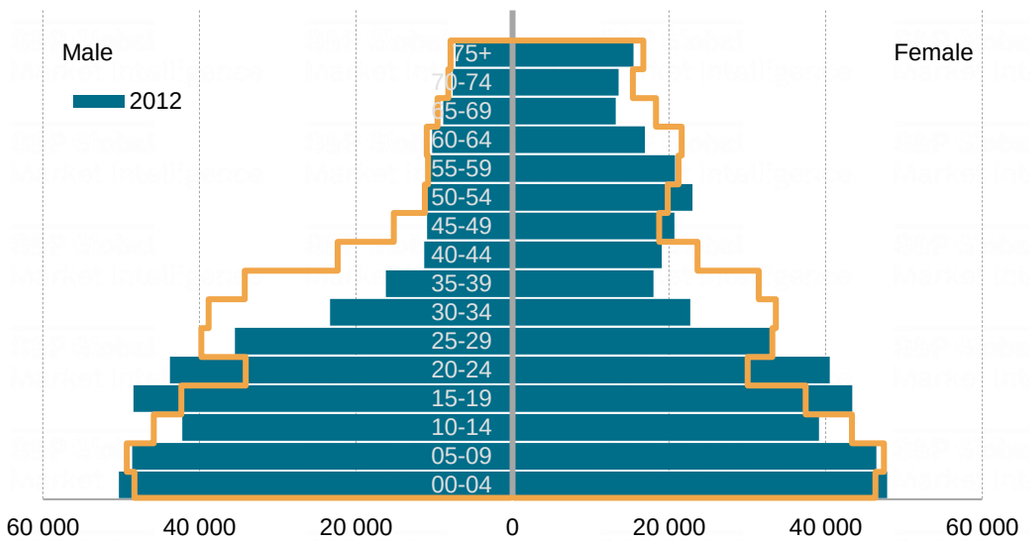
Population pyramid - Chris Hani District Municipality vs. South Africa, 2022 [Percentage]

Source: Source: Statistics South Africa

By comparing the population pyramid of the Chris Hani District Municipality with the national age structure, the most significant differences are: There is a significantly smaller share of young working age people - aged 20 to 34 (23.6%) - in Chris Hani, compared to the national picture (25.2%). Fertility in Chris Hani is significantly higher compared to South Africa as a whole.

Spatial policies changed since 1994.

The share of children between the ages of 0 to 14 years is significantly larger (31.6%) in Chris Hani compared to South Africa (27.9%). Demand for expenditure on schooling as percentage of total budget within Chris Hani District Municipality will therefore be higher than that of South Africa.



Population pyramid - Chris Hani District Municipality, 2012 vs. 2022 [Percentage]

Source: Source: Statistics South Africa

When comparing the 2012 population pyramid with the 2022 pyramid for the Chris Hani District Municipality, some interesting differences are visible: In 2012, there were a slightly larger share of young working age people - aged 20 to 34 (24.2%) - compared to 2022 (23.6%).

Fertility in 2012 was slightly higher compared to that of 2022. The share of children between the ages of 0 to 14 years is significantly larger in 2012 (33.5%) compared to 2022 (31.6%). Life expectancy is increasing. In 2022, the female population for the 20 to 34 years age group amounted to 11.7% of the total female population while the male population group for the same age amounted to 12.5% of the total male population. In 2012 the male working age population at 12.7% still exceeds that of the female population working age population at 10.9%.

Number of households by population group

A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used. If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2022, the Chris Hani District Municipality comprised of 242 000 households. This equates to an average annual growth rate of 1.11% in the number of households from 2012 to 2022. With an average annual growth rate of 0.79% in the total population, the average household size in the Chris Hani District Municipality is by implication decreasing. This is confirmed by the

data where the average household size in 2012 decreased from approximately 3.8 individuals per household to 3.7 persons per household in 2022.

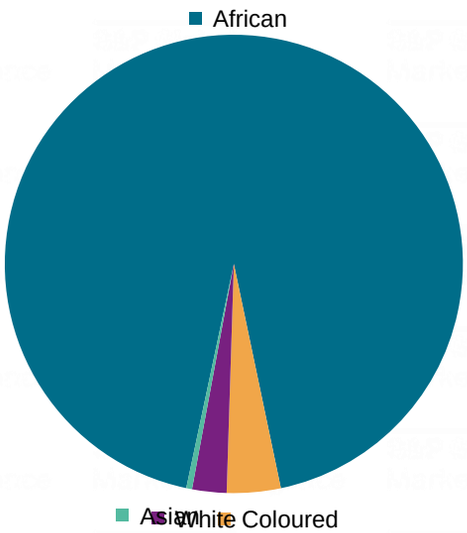
Number of households - Chris Hani, Eastern Cape and National Total, 2012-2022 [Number percentage]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
2012	217,000	1,730,000	14,600,000	12.5%	1.48%
2013	218,000	1,750,000	14,900,000	12.5%	1.46%
2014	219,000	1,760,000	15,200,000	12.4%	1.44%
2015	222,000	1,790,000	15,600,000	12.4%	1.42%
2016	227,000	1,830,000	16,000,000	12.4%	1.42%
2017	232,000	1,880,000	16,300,000	12.4%	1.43%
2018	235,000	1,900,000	16,400,000	12.3%	1.43%
2019	230,000	1,870,000	16,400,000	12.3%	1.40%
2020	226,000	1,840,000	16,400,000	12.3%	1.38%
2021	231,000	1,890,000	16,700,000	12.2%	1.39%
2022	242,000	1,980,000	17,200,000	12.2%	1.41%
Average Annual growth					
2012-2022	1.11%	1.33%	1.62%		

Source: Source: Statistics South Africa

Relative to the province, the Chris Hani District Municipality had a lower average annual growth rate of 1.11% from 2012 to 2022. In contrast, the South Africa had a total of 17.2 million households, with a growth rate of 1.62%, thus growing at a higher rate than the Chris Hani.

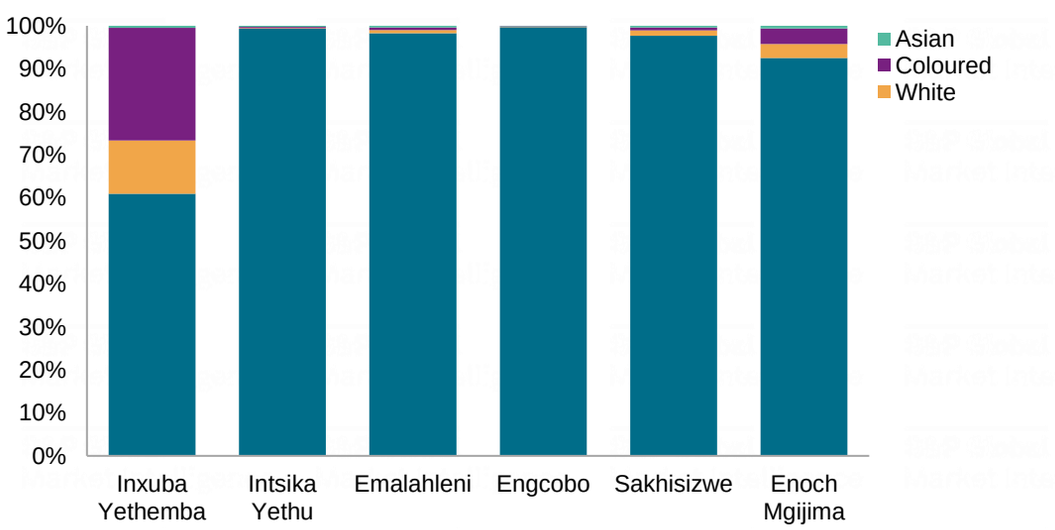
The composition of the households by population group consists of 93.4% which is ascribed to the African population group with the largest amount of households by population group. The Coloured population group had a total composition of 3.8% (ranking second). The White population group had a total composition of 2.4% of the total households. The smallest population group by households is the Asian population group with only 0.4% in 2022.



Number of households by population group - Chris Hani District Municipality, 2022 [Percentage]

Source: Source: Statistics South Africa

The growth in the number of African headed households was on average 1.14% per annum between 2012 and 2022, which translates in the number of households increasing by 24 200 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2012 and 2022 at 4.35%. The average annual growth rate in the number of households for all the other population groups has increased with 1.09%.

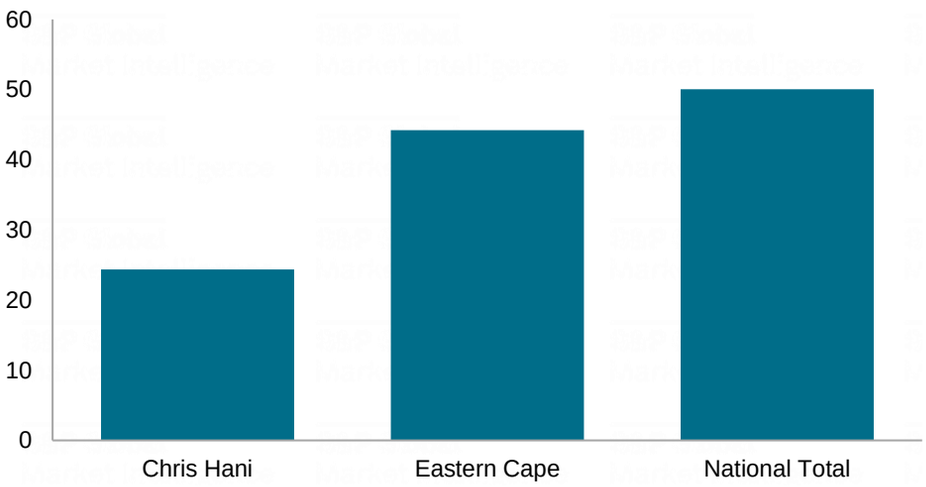


Number of households by population group - local municipalities of Chris Hani District Municipality, 2022 [percentage]

Source: Statistics South Africa

Population density

Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.



Population density - Chris Hani, Eastern Cape and National Total, 2022 [number of people per km²]

Source: Statistics South Africa

In 2022, with an average of 24.4 people per square kilometre, Chris Hani District Municipality had a lower population density than Eastern Cape (44.2 people per square kilometre). Compared to South Africa (50 per square kilometre) there are less people living per square kilometre in Chris Hani District Municipality than in South Africa.

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Chris Hani	22.53	22.63	22.77	22.93	23.10	23.30	23.51	23.74	23.96	24.15	24.37
Nelson Mandela Bay	609.50	619.41	629.20	638.95	648.37	657.74	666.71	675.50	684.13	691.38	698.74
Buffalo City	293.74	297.25	300.87	304.64	308.42	312.35	316.20	320.11	324.02	327.33	330.92
Sarah Baartman	8.00	8.15	8.29	8.43	8.57	8.70	8.84	8.97	9.10	9.21	9.32
Amatole	40.92	40.80	40.75	40.77	40.84	40.99	41.18	41.41	41.68	41.89	42.19
Joe Gqabi	14.00	14.12	14.25	14.40	14.55	14.72	14.88	15.05	15.22	15.35	15.50
O.R.Tambo	116.44	117.50	118.67	119.94	121.21	122.56	123.96	125.36	126.76	127.90	129.17
Alfred Nzo	76.95	77.56	78.25	79.00	79.77	80.61	81.47	82.32	83.16	83.82	84.57

Source: Statistics South Africa

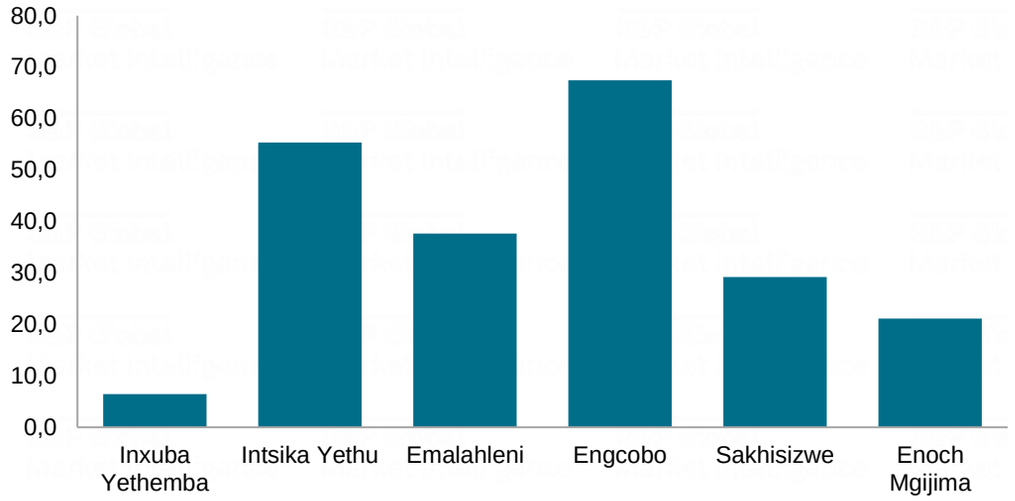
Population density - Chris Hani and the rest of Eastern Cape, 2012-2022 [number of people per km²]

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Chris Hani	22.53	22.63	22.77	22.93	23.10	23.30	23.51	23.74	23.96	24.15	24.37
Nelson Mandela Bay	609.50	619.41	629.20	638.95	648.37	657.74	666.71	675.50	684.13	691.38	698.74
Buffalo City	293.74	297.25	300.87	304.64	308.42	312.35	316.20	320.11	324.02	327.33	330.92
Sarah Baartman	8.00	8.15	8.29	8.43	8.57	8.70	8.84	8.97	9.10	9.21	9.32
Amatole	40.92	40.80	40.75	40.77	40.84	40.99	41.18	41.41	41.68	41.89	42.19
Joe Gqabi	14.00	14.12	14.25	14.40	14.55	14.72	14.88	15.05	15.22	15.35	15.50
O.R.Tambo	116.44	117.50	118.67	119.94	121.21	122.56	123.96	125.36	126.76	127.90	129.17
Alfred Nzo	76.95	77.56	78.25	79.00	79.77	80.61	81.47	82.32	83.16	83.82	84.57

Source: Statistics South Africa

In 2022, Chris Hani District Municipality had a population density of 24.4 per square kilometre and it ranked highest amongst its piers. The region with the highest population density per square kilometre was the Nelson Mandela Bay with a total population density of 699 per square kilometre per annum. In terms of growth, Chris Hani District Municipality had an average annual growth in its population density of 0.79% per square kilometre per annum. The region with the highest growth rate in the population density per square kilometre was Sarah Baartman with an average annual growth rate of 1.53% per square kilometre. In 2022, the region with the lowest population density within Eastern Cape Province was Sarah Baartman with 9.32 people per square kilometre. The region with the lowest average annual growth rate was the Amatole with an average annual growth rate of 0.31% people per square kilometre over the period under discussion.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.



Population Density - local municipalities and the rest of Chris Hani District Municipality, 2022 [Number of people per KM]

Source: Statistics South Africa

In terms of the population density for each of the regions within the Chris Hani District Municipality, Engcobo Local Municipality had the highest density, with 67.4 people per square kilometre. The lowest population density can be observed in the Inxuba Yethemba Local Municipality with a total of 6.44 people per square kilometre.

HEALTH

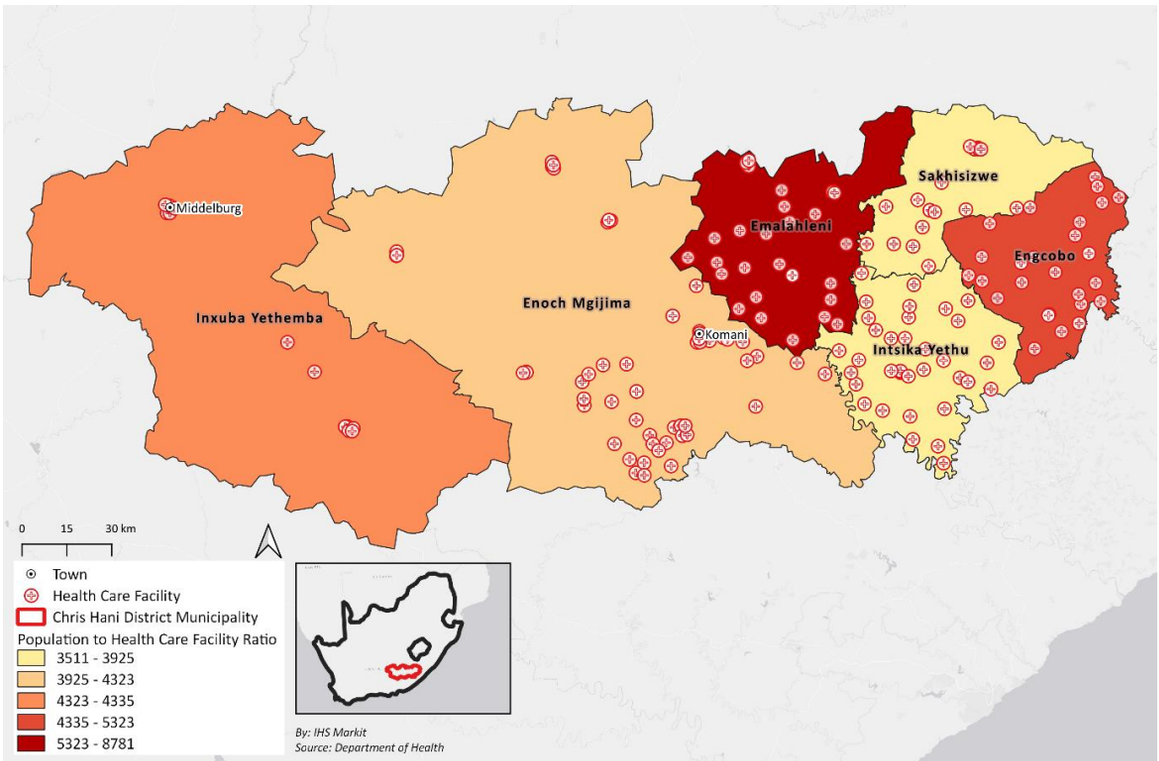
This section aims to present information on primary health care infrastructure available in Chris Hani DM. According to the latest District Health Barometer 2016/2017, the DM comprises of six health sub-districts namely Inxuba, Yethemba, Lukhanji, Intsika, Yethu, Emalahleni, Ngcobo and Sakhisizwe. The district has a population density of 22.4 persons per km2 and falls into socio-economic Quintile 1, among the poorest districts in the country and it is estimated to only have a medical scheme coverage of 5.7% of the population.

CHDM Health Facilities

	Ward Based Outreach teams	Clinic	CHC	District Hospital	Regional Hospital	Other Hospitals
Emalahleni SD	25	24	1	3	0	1
Intsika Yethu SD	33	32	1	1	0	1
Inxuba Yethemba SD	21	21	1	3	0	1
Lukhanji SD	37	35	2	3	1	4
Ngcobo SD	15	23	2	2	0	1
Sakhisizwe SD	16	14	0	2	0	1
Chris Hani DM	147	149	7	14	1	9

Source: DHIS, 2016/17

Chris Hani District Health Facilities



Source: IHS Markit GIS

There are 206 health facilities within the Chris Hani District. The health facilities are spatial distributed across the district with Enoch Mgijima having 65 facilities, Intsika Yethu has 40, Emalahleni has 32, Engcobo with 31 health care facilities, 19 facilities in Sakhisizwe and Inxuba Yethemba has the least number of facilities of 17. However, the ratio of health care facilities to population indicate that Emalahleni health care system may struggle to provide an adequate enough of a service for the population within the Emalahleni Local Municipality. Each facility within Emalahleni would need to cater for 8781 people compared to the lowest ratio of 3511 people per health care facility in Sakhisizwe.

HIV+ and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely. HIV+ and AIDS estimates are defined as follows:

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. S&P Global slightly adjusted the provincial ASSA-2008 data to reflect the national

HIV Prevalence rate more accurately per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

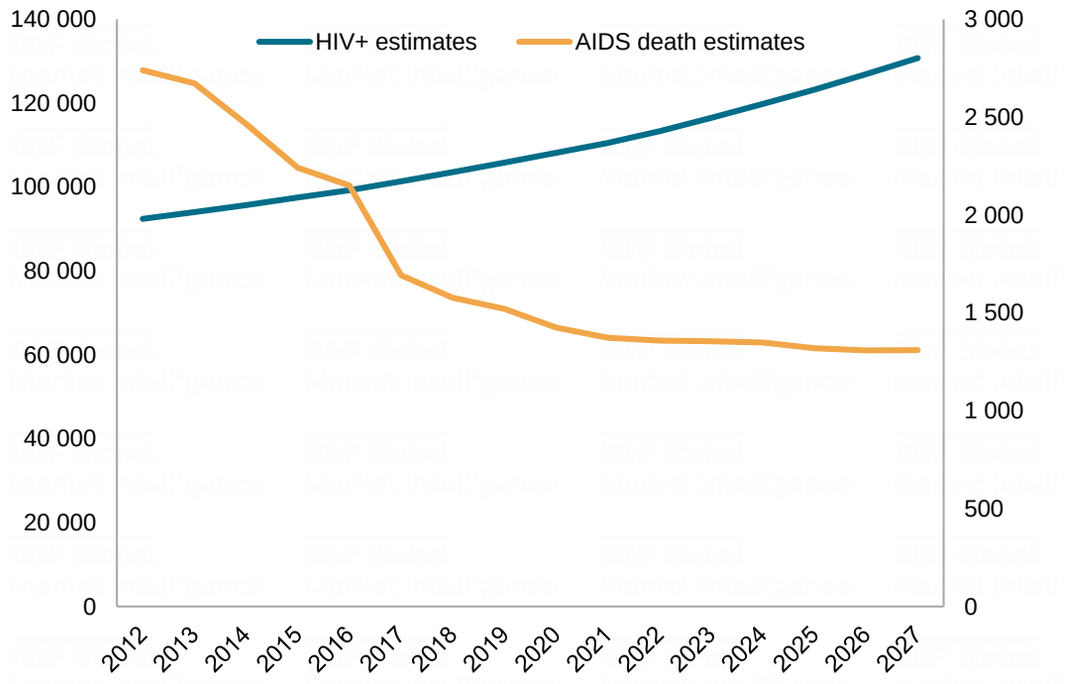
Number of HIV+ people - Chris Hani, Eastern Cape and National Total, 2012-2022 [Number and percentage]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
2012	92,400	746,000	6,630,000	12.4%	1.39%
2013	94,000	759,000	6,770,000	12.4%	1.39%
2014	95,700	772,000	6,910,000	12.4%	1.39%
2015	97,500	786,000	7,050,000	12.4%	1.38%
2016	99,300	799,000	7,200,000	12.4%	1.38%
2017	101,000	815,000	7,360,000	12.4%	1.38%
2018	104,000	830,000	7,530,000	12.5%	1.37%
2019	106,000	847,000	7,710,000	12.5%	1.37%
2020	108,000	863,000	7,900,000	12.5%	1.37%
2021	110,000	879,000	8,090,000	12.6%	1.37%
2022	113,000	899,000	8,300,000	12.6%	1.37%
Average Annual growth					
2012-2022	2.06%	1.89%	2.27%		

Source: Source: Statistics South Africa.

In 2022, 113 000 people in the Chris Hani District Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.06% since 2012, and in 2022 represented 12.77% of the district municipality's total population. The Eastern Cape Province had an average annual growth rate of 1.89% from 2012 to 2022 in the number of people infected with HIV, which is lower than that of the Chris Hani District Municipality. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2012 to 2022 with an average annual growth rate of 2.27%.

The lifespan of people that are HIV+ could be prolonged with modern ARV treatments. In the absence of any treatment, people diagnosed with HIV can live for 10 years and longer before they reach the final AIDS stage of the disease.



AIDS profile and forecast - Chris Hani District Municipality, 2012-2027 [numbers]

Source: Statistics South Africa.

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 2740 in 2012 and 1360 for 2022. This number denotes an decrease from 2012 to 2022 with a high average annual rate of -6.77% (or -1380 people). For the year 2022, they represented 0.15% of the total population of the entire district municipality.

Crime

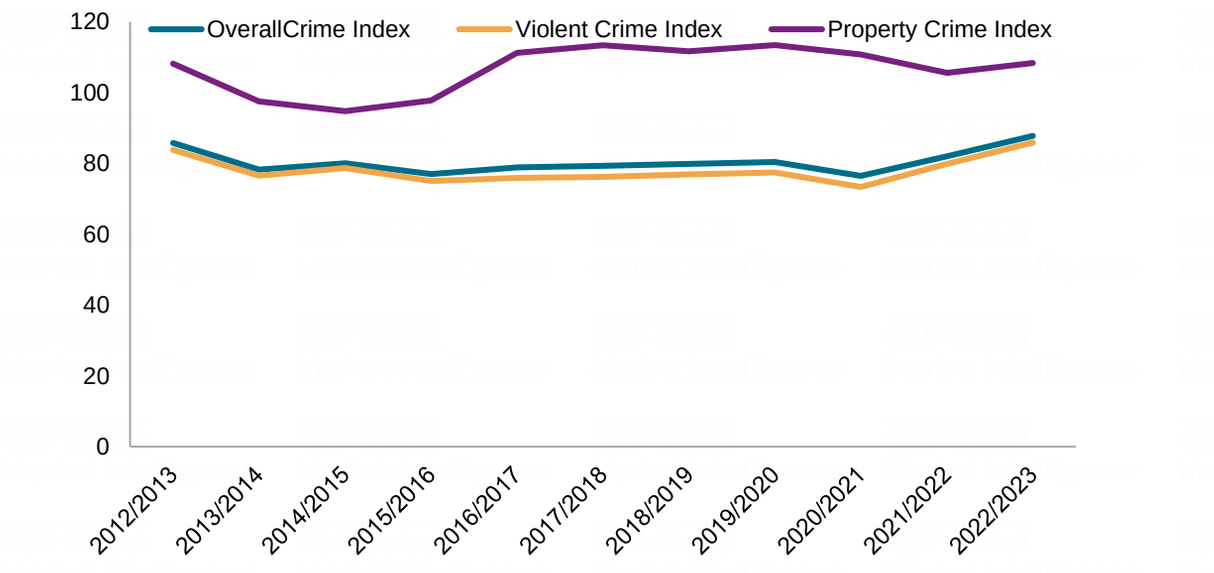
The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

Composite crime index

The composite crime index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. S&P Global uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

Overall crime index

The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.



Crime index - calender years (weighted avg / 100,000 people) - Chris Hani District Municipality, 2012/2013-2022/2023 [Index value]

Source: Statistics South Africa

For the period 2012/2013 to 2022/2023 overall crime has increase at an average annual rate of 0.23% within the Chris Hani District Municipality. Violent crime increased by 0.25% since 2012/2013, while property crimes increased by 0.02% between the 2012/2013 and 2022/2023 financial years.

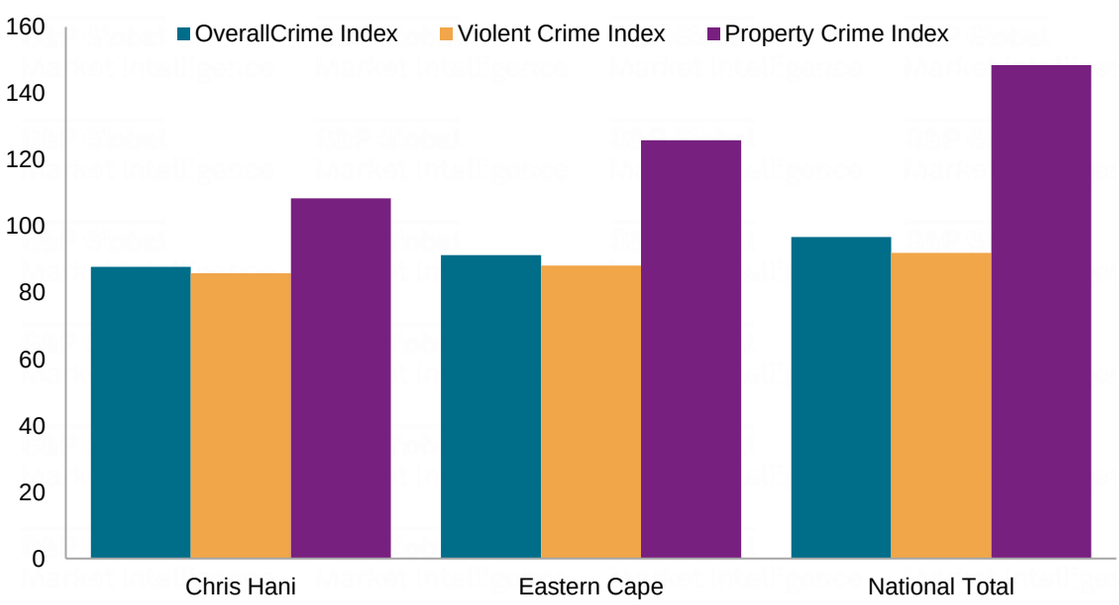
Overall crime index - Chris Hani District Municipality and the rest of Eastern Cape, 2012/2013-2022/2023 [Index value]

	Chris Hani	Nelson Mandela Bay	Buffalo City	Sarah Baartman	Amatole	Joe Gqabi	O.R.Tambo	Alfred Nzo
2012/2013	85.81	148.10	139.94	158.17	95.97	91.09	62.78	52.76
2013/2014	78.28	146.58	137.86	155.82	97.84	91.84	66.43	54.39
2014/2015	80.00	133.14	125.47	154.38	94.24	90.79	57.35	53.00
2015/2016	76.95	127.02	121.87	151.42	96.40	94.86	54.93	50.50
2016/2017	78.84	122.97	118.27	142.71	90.88	93.64	54.43	46.68
2017/2018	79.32	118.28	115.82	135.28	90.25	93.10	57.05	50.16
2018/2019	79.82	119.76	123.66	140.23	91.07	90.85	62.07	48.02
2019/2020	80.41	120.02	121.86	134.04	88.94	84.25	61.31	49.23

2020/2021	76.48	95.31	101.21	111.67	77.48	77.66	55.92	45.73
2021/2022	82.05	101.84	118.33	119.14	86.75	87.85	63.36	51.65
2022/2023	87.77	111.18	124.59	127.99	91.34	91.94	67.56	50.56
Average Annual growth								
2012/2013-2022/2023	0.23%	-2.83%	-1.15%	-2.09%	-0.49%	0.09%	0.74%	-0.43%

Source: Statistics South Africa

In 2022/2023, the Sarah Baartman District Municipality has the highest overall crime rate of the sub-regions within the overall Eastern Cape Province with an index value of 128. Buffalo City Metropolitan Municipality has the second highest overall crime index at 125, with Nelson Mandela Bay Metropolitan Municipality having the third highest overall crime index of 111. O.R.Tambo District Municipality has the second lowest overall crime index of 67.6 and the Alfred Nzo District Municipality has the lowest overall crime rate of 50.6. The region that decreased the most in overall crime since 2012/2013 was Nelson Mandela Bay Metropolitan Municipality with an average annual decrease of 2.8% followed by Sarah Baartman District Municipality with an average annual decrease of 2.1%.

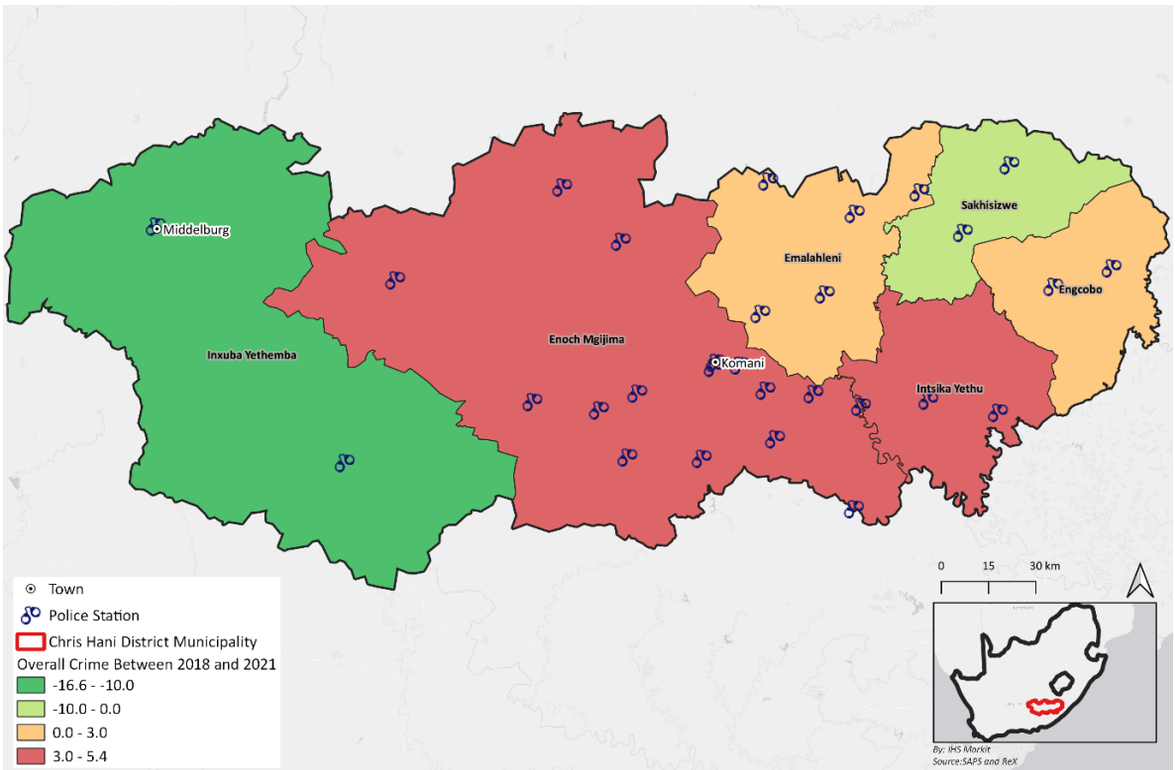


Crime index - calender years (weighted avg / 100,000 people) - Chris Hani, Eastern Cape and National Total, 2022/2023 [Index value]

Source: Statistics South Africa

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime.

Chris Hani District Overall Crime Index Change Between 2018 and 2021



Source: IHS Markit GIS

There are 29 police stations within the Chris Hani District where Sakhisizwe, Inxuba Yethemba, Intsika Yethu and Engcobo have only 2 police stations each and Emalahleni and Enoch Mgijima have 5 and 16 police stations respectively. Furthermore, Sakhisizwe and Inxuba Yethemba experienced the greatest decrease the Overall Crime Rate between 2018 and 2021. Whereas Enoch Mgjima and Instika Yethu experienced an increase in the Overall Crime Rate between 2018 and 2021. It is important to note that Enoch Mgjima has the greatest number of police while having the highest increase in Crime Rate between 2018 and 2021.

Economy

The economic state of Chris Hani District Municipality is put in perspective by comparing it on a spatial level with its neighbouring district municipalities, Eastern Cape Province and South Africa. The section will also allude to the economic composition and contribution of the regions within Chris Hani District Municipality.

The Chris Hani District Municipality does not function in isolation from Eastern Cape, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

Gross domestic product by region (GDP-R)

The gross domestic product (GDP), an important indicator of economic performance, is used to compare economies and economic states. Gross domestic product by region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies. GDP-R can be measured using either current or constant prices, where the current prices measure the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

Gross domestic product (GDP) - Chris Hani, Eastern Cape and National Total, 2012-2022 [R billions, Current prices]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
2012	21.6	287.2	3,566.4	7.5%	0.61%
2013	23.2	309.6	3,868.6	7.5%	0.60%
2014	24.9	330.8	4,133.9	7.5%	0.60%
2015	26.7	354.1	4,420.8	7.6%	0.60%
2016	28.7	379.0	4,759.6	7.6%	0.60%
2017	30.5	403.4	5,078.2	7.6%	0.60%
2018	31.8	420.9	5,363.2	7.6%	0.59%
2019	33.1	437.2	5,625.2	7.6%	0.59%
2020	32.8	430.3	5,568.0	7.6%	0.59%
2021	36.0	472.9	6,208.8	7.6%	0.58%
2022	38.0	501.0	6,628.6	7.6%	0.57%

Source: Statistics South Africa

With a GDP of R 38 billion in 2022 (up from R 21.6 billion in 2012), the Chris Hani District Municipality contributed 7.58% to the Eastern Cape Province GDP of R 501 billion in 2022 increasing in the share of the Eastern Cape from 7.53% in 2012. The Chris Hani District Municipality contributes 0.57% to the GDP of South Africa which had a total GDP of R 6.63 trillion in 2022 (as measured in nominal or current prices).It's contribution to the national economy stayed similar in importance from 2012 when it contributed 0.61% to South Africa, but it is lower than the peak of 0.61% in 2012.

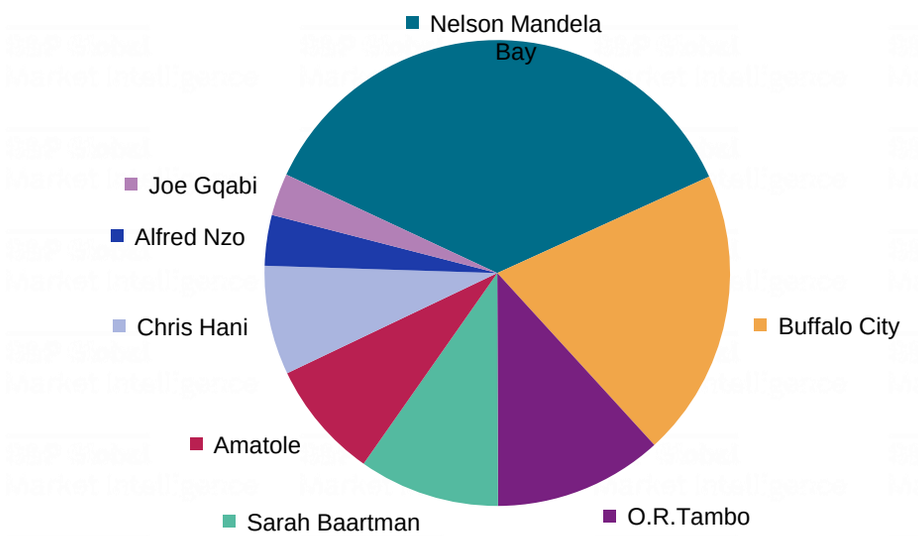
Gross domestic product (GDP) - Chris Hani, Eastern Cape and National Total, 2012-2022 [Annual percentage change, Constant 2010 prices]

	Chris Hani	Eastern Cape	National Total
2012	1.6%	1.9%	2.4%
2013	0.9%	1.4%	2.5%
2014	1.5%	0.8%	1.4%
2015	1.3%	0.9%	1.3%
2016	1.1%	0.8%	0.7%
2017	1.1%	0.5%	1.2%
2018	1.1%	1.1%	1.6%
2019	0.1%	0.1%	0.3%
2020	-5.4%	-5.8%	-6.0%
2021	4.7%	4.9%	4.7%
2022	2.0%	2.1%	1.9%

Average Annual growth 2012-2022	0.82%	0.64%	0.92%

Source: Statistics South Africa

In 2022, the Chris Hani District Municipality achieved an annual growth rate of 2.05% which is a very similar GDP growth than the Eastern Cape Province's 2.08%, and is higher than that of South Africa, where the 2022 GDP growth rate was 1.91%. Similar to the short-term growth rate of 2022, the longer-term average growth rate for Chris Hani (0.82%) is also very similar than that of South Africa (0.92%). The economic growth in Chris Hani peaked in 2021 at 4.73%.



Gross domestic product (GDP) - Chris Hani District Municipality and the rest of Eastern Cape, 2022 [Percentage]

Source: Statistics South Africa

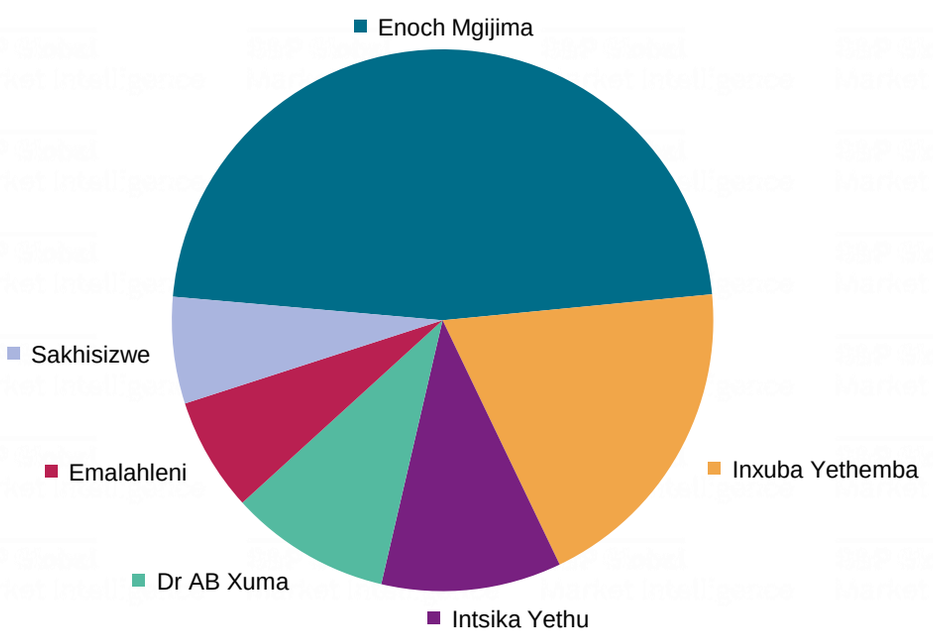
The Chris Hani District Municipality had a total GDP of R 38 billion and in terms of total contribution towards Eastern Cape Province the Chris Hani District Municipality ranked sixth relative to all the regional economies to total Eastern Cape Province GDP. This ranking in terms of size compared to other regions of Chris Hani remained the same since 2012. In terms of its share, it was in 2022 (7.6%) very similar compared to what it was in 2012 (7.5%). For the period 2012 to 2022, the average annual growth rate of 0.8% of Chris Hani was the second relative to its peers in terms of growth in constant 2010 prices.

Gross domestic product (GDP) - local municipalities of Chris Hani District Municipality, 2012 to 2022, share and growth

	2022 (Current prices)	Share of district municipality	2012 (Constant prices)	2022 (Constant prices)	Average Annual growth
Inxuba Yethemba	7.37	19.41%	4.89	5.54	1.24%
Intsika Yethu	4.08	10.76%	2.60	2.97	1.34%
Emalahleni	2.58	6.78%	1.81	1.91	0.52%
Engcobo	3.65	9.60%	2.51	2.63	0.46%
Sakhisizwe	2.41	6.36%	1.61	1.77	0.99%
Enoch Mgijima	17.87	47.08%	12.32	13.13	0.64%
Chris Hani	37.96		25.75	27.95	

Source: Statistics South Africa

Intsika Yethu had the highest average annual economic growth, averaging 1.34% between 2012 and 2022, when compared to the rest of the regions within the Chris Hani District Municipality. The Inxuba Yethemba Local Municipality had the second highest average annual growth rate of 1.24%. Engcobo Local Municipality had the lowest average annual growth rate of 0.46% between 2012 and 2022.



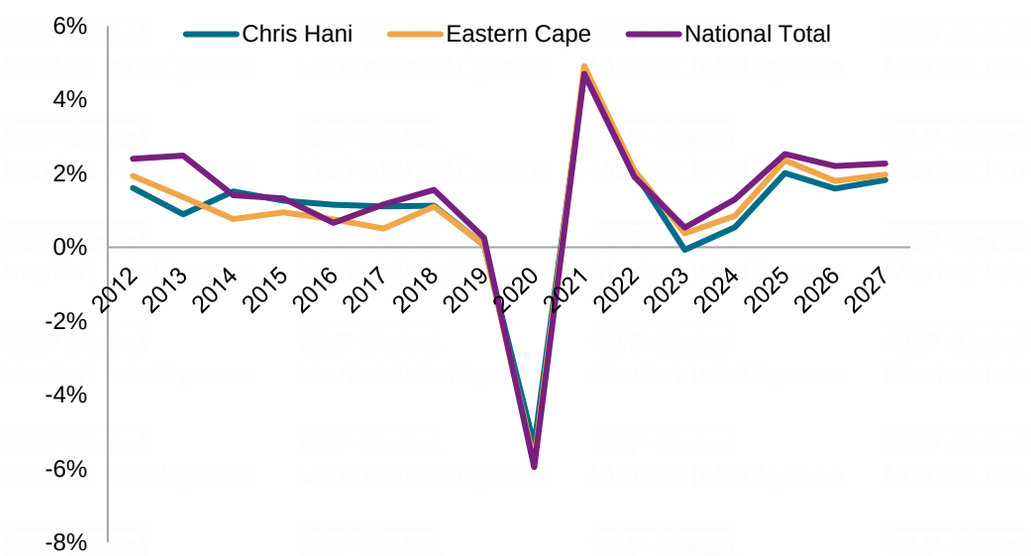
GDP contribution - local municipalities of Chris Hani District Municipality, 2022 [Current prices, percentage]

Source: Statistics South Africa

The greatest contributor to the Chris Hani District Municipality economy is the Enoch Mgijima Local Municipality with a share of 47.08% or R 17.9 billion, increasing from R 10.4 billion in 2012. The economy with the lowest contribution is the Sakhisizwe Local Municipality with R 2.41 billion growing from R 1.35 billion in 2012.

Economic growth forecast

It is expected that Chris Hani District Municipality will grow at an average annual rate of 1.18% from 2022 to 2027. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 1.47% and 1.76% respectively.



Gross domestic product (GDP) - Chris Hani, Eastern Cape and National Total, 2012-2027 [Average annual growth rate, constant 2010 prices]

Source: Statistics South Africa

In 2027, Chris Hani's forecasted GDP will be an estimated R 29.6 billion (constant 2010 prices) or 7.5% of the total GDP of Eastern Cape Province. The ranking in terms of size of the Chris Hani District Municipality will remain the same between 2022 and 2027, with a contribution to the Eastern Cape Province GDP of 7.5% in 2027 compared to the 7.6% in 2022. At a 1.18% average annual GDP growth rate between 2022 and 2027, Chris Hani ranked the seventh compared to the other regional economies.

Gross domestic product (GDP) - local municipalities of Chris Hani District Municipality, 2022 to 2027, share and growth.

	2027 (Current prices)	Share of district municipality	2022 (Constant prices)	2027 (Constant prices)	Average Annual growth
Inxuba Yethemba	10.16	19.41%	5.54	5.83	1.02%
Intsika Yethu	5.81	11.11%	2.97	3.26	1.84%
Emalahleni	3.50	6.70%	1.91	1.97	0.68%
Engcobo	5.11	9.76%	2.63	2.84	1.54%
Sakhisizwe	3.41	6.51%	1.77	1.91	1.44%
Enoch Mgijima	24.34	46.52%	13.13	13.83	1.05%
Chris Hani	52.33		27.95	29.64	

Source: Statistics South Africa

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When looking at the regions within the Chris Hani District Municipality it is expected that from 2022 to 2027 the Intsika Yethu Local Municipality will achieve the highest average annual growth rate of 1.84%. The region that is expected to achieve the second highest average annual growth rate is that of Engcobo Local Municipality, averaging 1.54% between 2022 and 2027. On the other hand the region that performed the poorest relative to the other regions within Chris Hani District Municipality was the Emalahleni Local Municipality with an average annual growth rate of 0.68%.

Gross value added by region (GVA-R)

The Chris Hani District Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its value added produced in the local economy.

Gross value added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Chris Hani District Municipality.

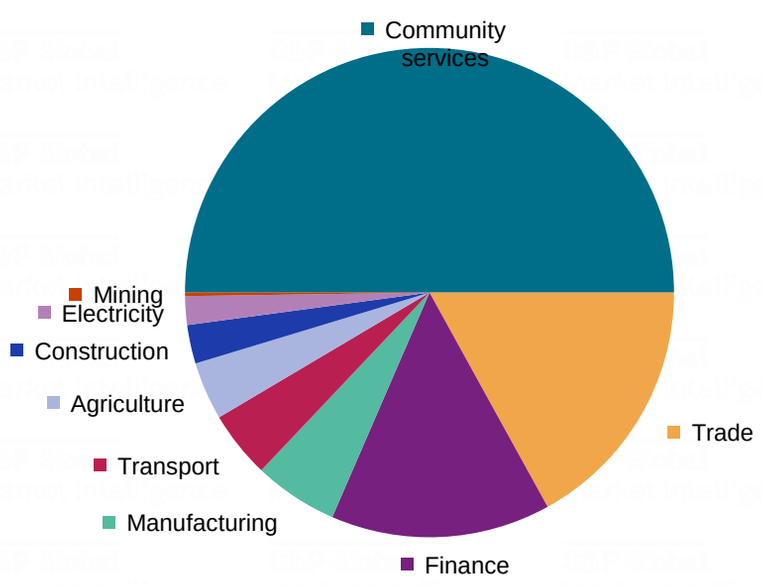
Gross value added (GVA) by broad economic sector - Chris Hani District Municipality, 2022 [R billions, current prices]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
Agriculture	1.3	11.2	187.6	12.0%	0.72%
Mining	0.1	1.5	483.3	5.5%	0.02%
Manufacturing	2.0	64.8	813.1	3.0%	0.24%
Electricity	0.7	9.1	192.8	7.3%	0.34%

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
Construction	0.9	11.7	146.6	7.7%	0.61%
Trade	6.0	75.3	807.5	7.9%	0.74%
Transport	1.5	23.9	451.4	6.5%	0.34%
Finance	5.1	80.9	1,386.9	6.3%	0.37%
Community services	17.5	174.1	1,483.6	10.1%	1.18%
Total Industries	35.1	452.5	5,952.7	7.7%	0.59%

Source: Statistics South Africa

In 2022, the community services sector is the largest within Chris Hani District Municipality accounting for R 17.5 billion or 50.0% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Chris Hani District Municipality is the trade sector at 17.0%, followed by the finance sector with 14.5%. The sector that contributes the least to the economy of Chris Hani District Municipality is the mining sector with a contribution of R 81.2 million or 0.23% of the total GVA.

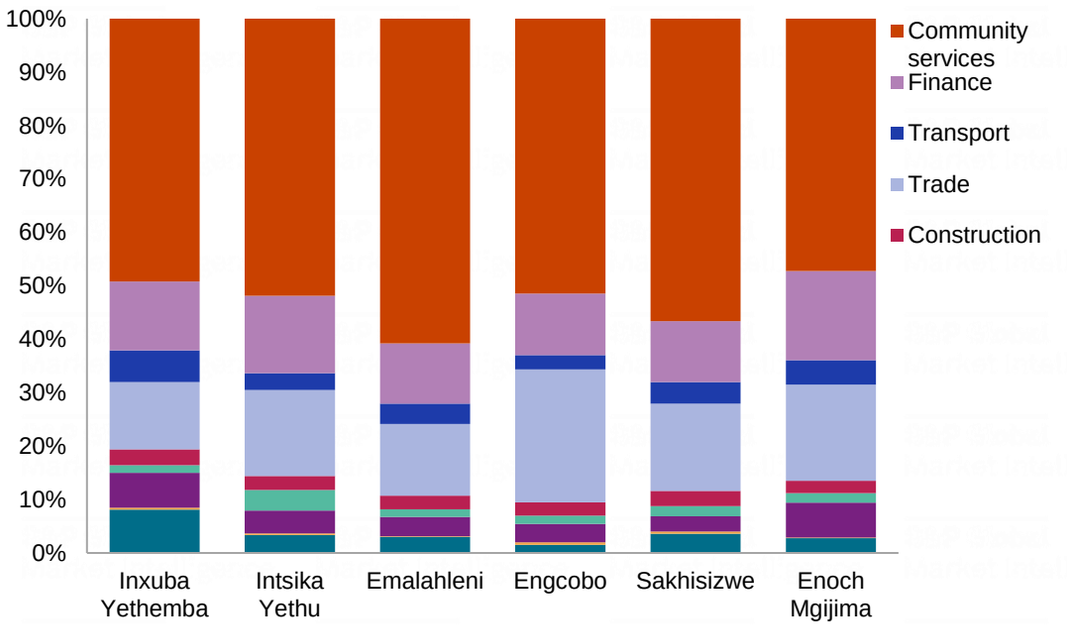


Gross value added (GVA) by broad economic sector - Chris Hani District Municipality, 2022 [percentage composition]

Source: Statistics South Africa

The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within the district municipality, the Enoch Mgijima Local Municipality made the largest contribution to the

community services sector at 44.66% of the district municipality. As a whole, the Enoch Mgijima Local Municipality contributed R 16.6 billion or 47.29% to the GVA of the Chris Hani District Municipality, making it the largest contributor to the overall GVA of the Chris Hani District Municipality.



Gross Value Added (GVA) by broad economic sector - local municipalities of Chris Hani District Municipality, 2022 [percentage composition]

Source: Statistics South Africa

Historical economic growth

For the period 2022 and 2012, the GVA in the finance sector had the highest average annual growth rate in Chris Hani at 2.69%. The industry with the second highest average annual growth rate is the agriculture sector averaging at 2.60% per year. The electricity sector had an average annual growth rate of -2.58%, while the construction sector had the lowest average annual growth of -2.86%. Overall a positive growth existed for all the industries in 2022 with an annual growth rate of 2.12% since 2021.

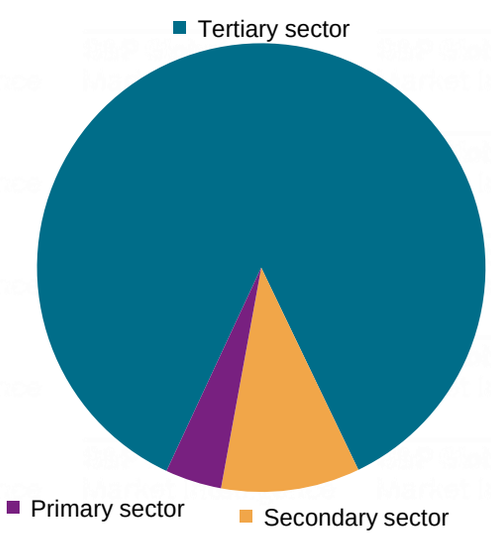
Gross value added (GVA) by broad economic sector - Chris Hani District Municipality, 2012, 2017 and 2022 [R millions, 2010 constant prices]

	2012	2017	2022	Average Annual growth
Agriculture	652.6	752.0	843.3	2.60%
Mining	40.1	45.7	34.6	-1.46%
Manufacturing	1,285.1	1,295.1	1,236.8	-0.38%
Electricity	438.9	371.0	337.8	-2.58%

	2012	2017	2022	Average Annual growth
Construction	895.3	903.6	669.6	-2.86%
Trade	4,110.9	4,296.0	4,170.8	0.14%
Transport	1,147.7	1,285.5	1,376.5	1.83%
Finance	3,069.8	3,505.9	4,004.3	2.69%
Community services	12,043.0	12,725.4	13,156.0	0.89%
Total Industries	23,683.4	25,180.2	25,829.7	0.87%

Source: Statistics South Africa

The tertiary sector contributes the most to the Gross Value Added within the Chris Hani District Municipality at 85.9%. This is significantly higher than the national economy (69.4%). The secondary sector contributed a total of 10.0% (ranking second), while the primary sector contributed the least at 4.1%.



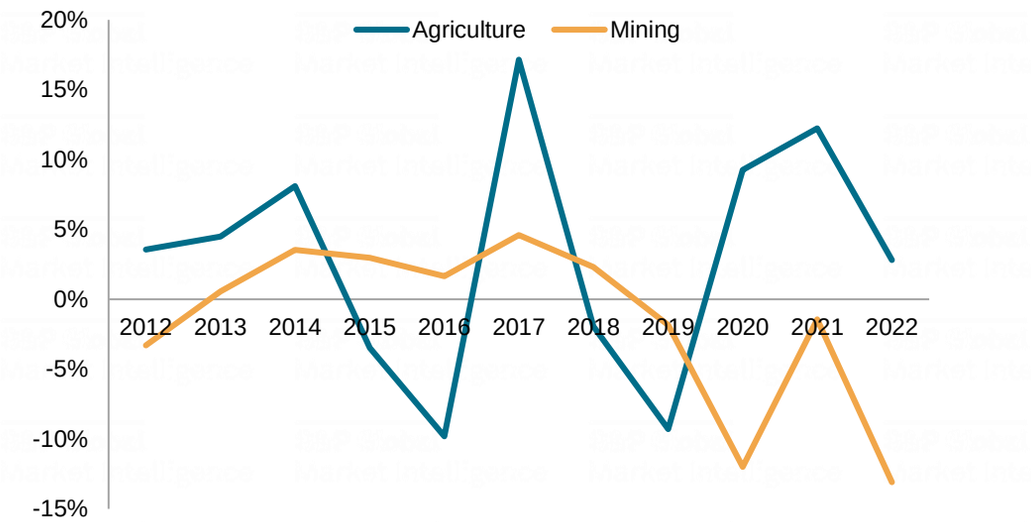
Gross value added (GVA) by aggregate economic sector - Chris Hani District Municipality, 2022 [percentage]

Source: Statistics South Africa

The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

Primary sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both sectors in Chris Hani District Municipality from 2012 to 2022.



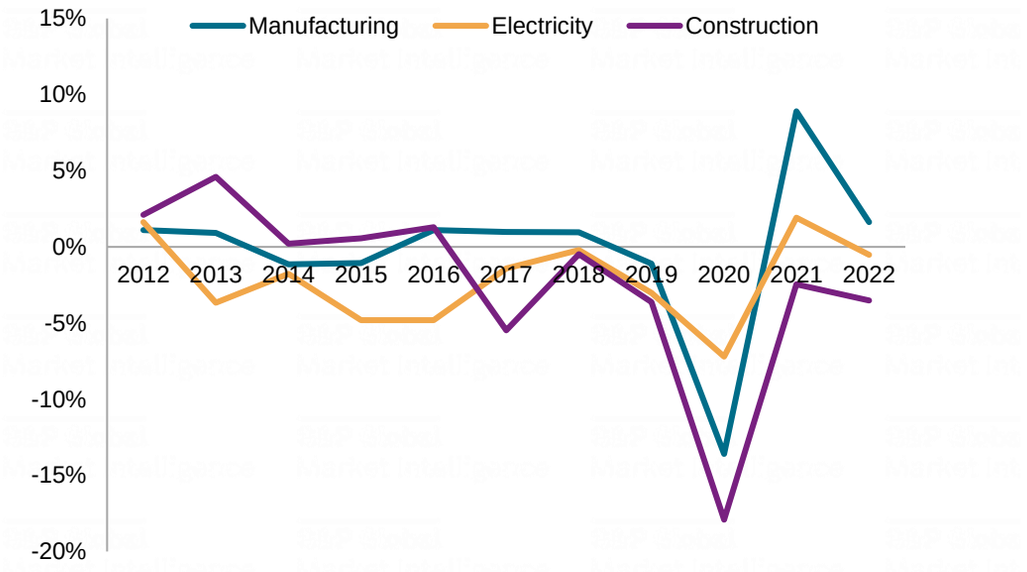
Gross value added (GVA) by primary sector - Chris Hani, 2012-2022 [Annual percentage change]

Source: Statistics South Africa

Between 2012 and 2022, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 17.2%. It is evident for the mining sector that the highest positive growth rate also existed in 2017 and it experienced a growth rate of 4.6% which is lower than that of the agricultural sector. The agricultural sector experienced the lowest growth for the period during 2016 at -9.8%, while the mining sector reaching its lowest point of growth in 2022 at -13.1%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

Secondary sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Chris Hani District Municipality from 2012 to 2022.



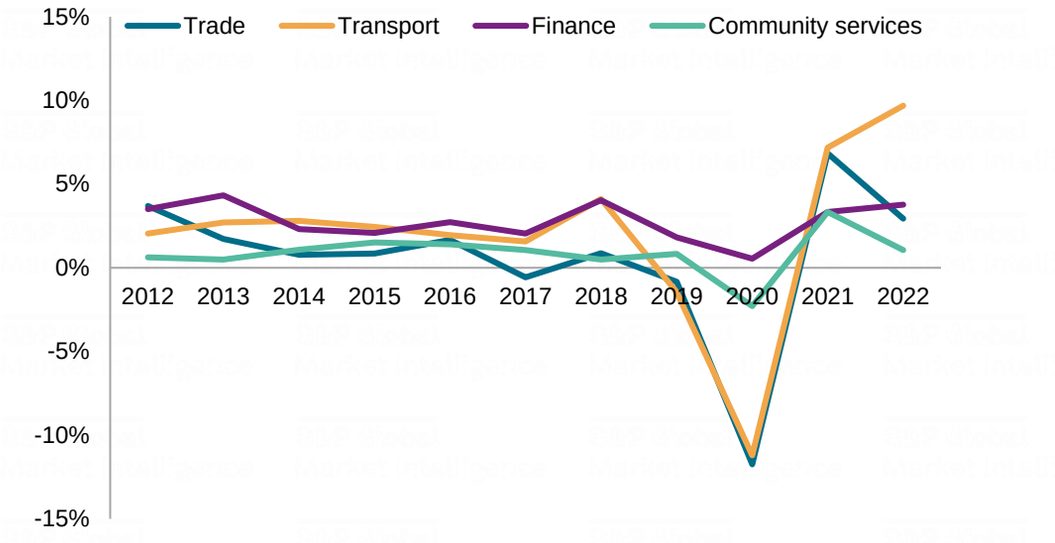
Gross value added (GVA) by secondary sector - Chris Hani, 2012-2022 [Annual percentage change]

Source: Statistics South Africa

Between 2012 and 2022, the manufacturing sector experienced the highest positive growth in 2021 with a growth rate of 8.9%. The construction sector reached its highest growth in 2013 at 4.6%. The manufacturing sector experienced its lowest growth in 2020 of -13.6%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -17.9% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2021 at 1.9%, while it recorded the lowest growth of -7.2% in 2020.

Tertiary sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Chris Hani District Municipality from 2012 to 2022.



Gross value added (GVA) by tertiary sector - Chris Hani, 2012-2022 [Annual percentage change]

Source: Statistics South Africa

The trade sector experienced the highest positive growth in 2021 with a growth rate of 6.8%. The transport sector reached its highest point of growth in 2022 at 9.7%. The finance sector experienced the highest growth rate in 2013 when it grew by 4.3% and recorded the lowest growth rate in 2020 at 0.5%. The Trade sector also had the lowest growth rate in 2020 at -11.7%. The community services sector, which largely consists of government, experienced its highest positive growth in 2021 with 3.3% and the lowest growth rate in 2020 with -2.3%.

Sector growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

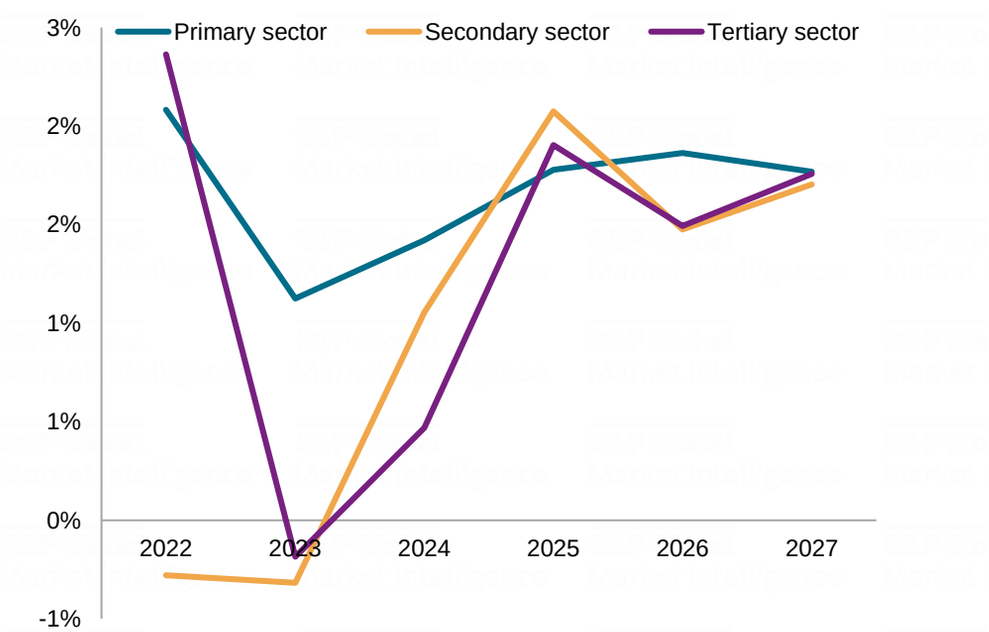
Gross value added (GVA) by broad economic sector - Chris Hani District Municipality, 2022-2027 [R millions, constant 2010 prices]

	2022	2023	2024	2025	2026	2027	Average Annual growth
Agriculture	843.3	855.2	867.9	883.7	900.4	916.6	1.68%
Mining	34.6	32.6	32.5	32.7	33.0	33.4	-0.68%

	2022	2023	2024	2025	2026	2027	Average Annual growth
Manufacturing	1,236.8	1,220.2	1,216.8	1,241.0	1,249.7	1,262.9	0.42%
Electricity	337.8	327.4	325.5	330.8	336.7	343.5	0.34%
Construction	669.6	689.4	718.4	735.7	755.2	775.1	2.97%
Trade	4,170.8	4,229.4	4,210.4	4,336.1	4,332.8	4,363.4	0.91%
Transport	1,376.5	1,400.7	1,424.6	1,465.2	1,506.5	1,546.6	2.36%
Finance	4,004.3	4,030.7	4,094.9	4,214.7	4,339.7	4,464.5	2.20%
Community services	13,156.0	13,004.8	13,042.0	13,189.4	13,373.0	13,591.4	0.65%
Total Industries	25,829.7	25,790.5	25,933.0	26,429.4	26,827.1	27,297.4	1.11%

Source: Statistics South Africa

The construction sector is expected to grow fastest at an average of 2.97% annually from R 670 million in Chris Hani District Municipality to R 775 million in 2027. The community services sector is estimated to be the largest sector within the Chris Hani District Municipality in 2027, with a total share of 49.8% of the total GVA (as measured in current prices), growing at an average annual rate of 0.7%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of -0.68%.



Gross value added (GVA) by aggregate economic sector - Chris Hani District Municipality, 2022-2027 [Annual growth rate, constant 2010 prices]

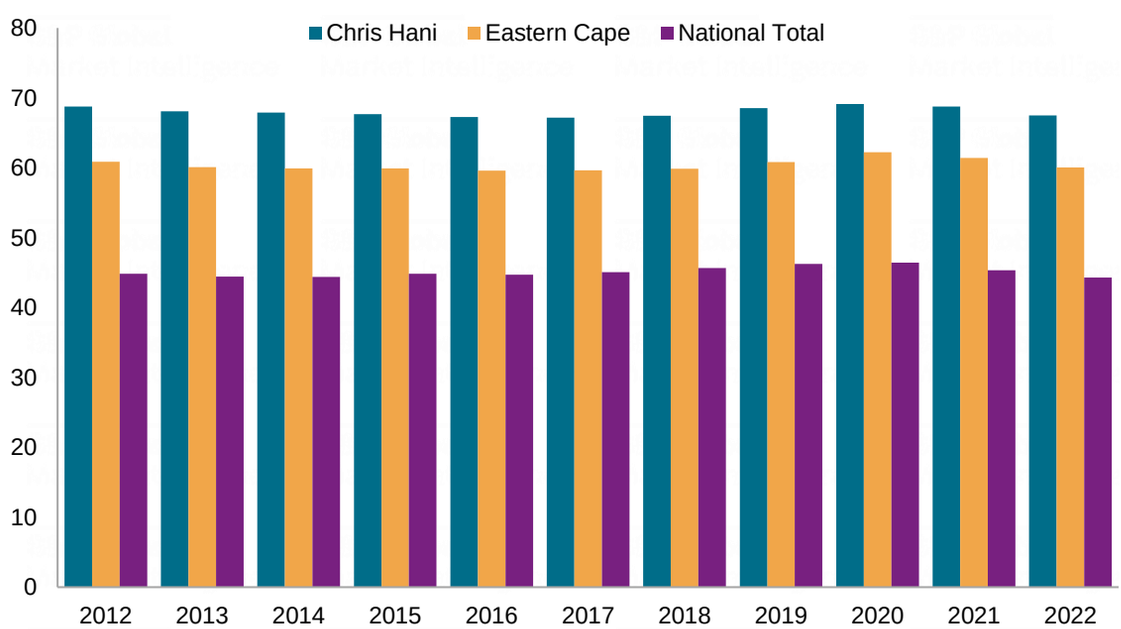
Source: Statistics South Africa

The Primary sector is expected to grow at an average annual rate of 1.59% between 2022 and 2027, with the Secondary sector growing at 1.19% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.08% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

Tress index

The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.



Tress index - Chris Hani, Eastern Cape and National Total, 2012-2022 [Number]

Source: Statistics South Africa

In 2022, Chris Hani's Tress Index was estimated at 67.5 which are higher than the 60.1 of the province and higher than the 60.1 of the South Africa as a whole. This implies that - on average - Chris Hani District Municipality is less diversified in terms of its economic activity spread than the national's economy.

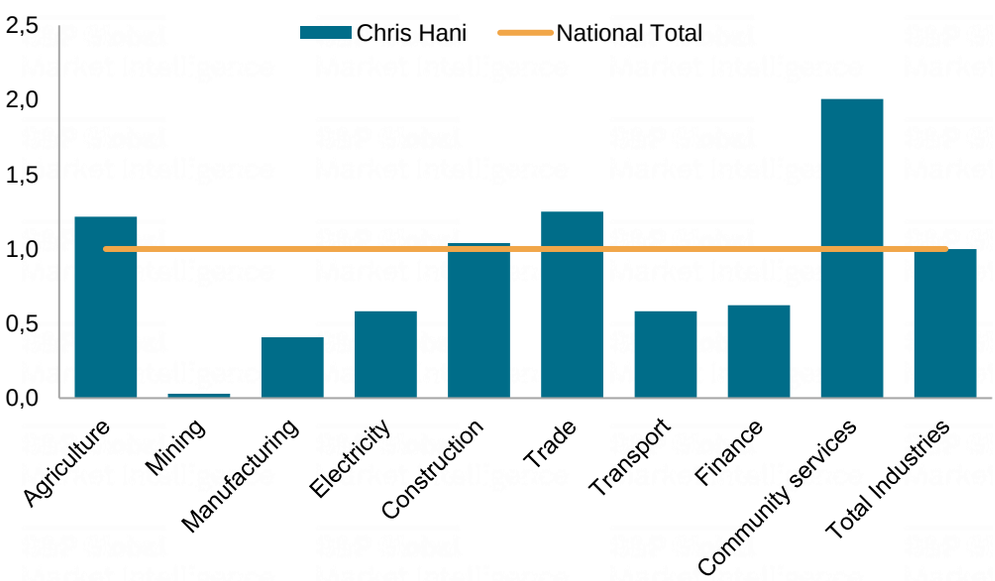
The Chris Hani District Municipality has a concentrated community services sector.

The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

Location quotient

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.



Location quotient by broad economic sectors - Chris Hani District Municipality and South Africa, 2022 [Number]

Source: Statistics South Africa

For 2022 Chris Hani District Municipality has a very large comparative advantage in the community services sector. The trade sector has a comparative advantage. The agriculture also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. The Chris Hani District Municipality has a comparative disadvantage when it comes to the mining and manufacturing sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately the Chris Hani District Municipality area currently does not have a lot of mining activity, with an LQ of only 0.0285.

Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

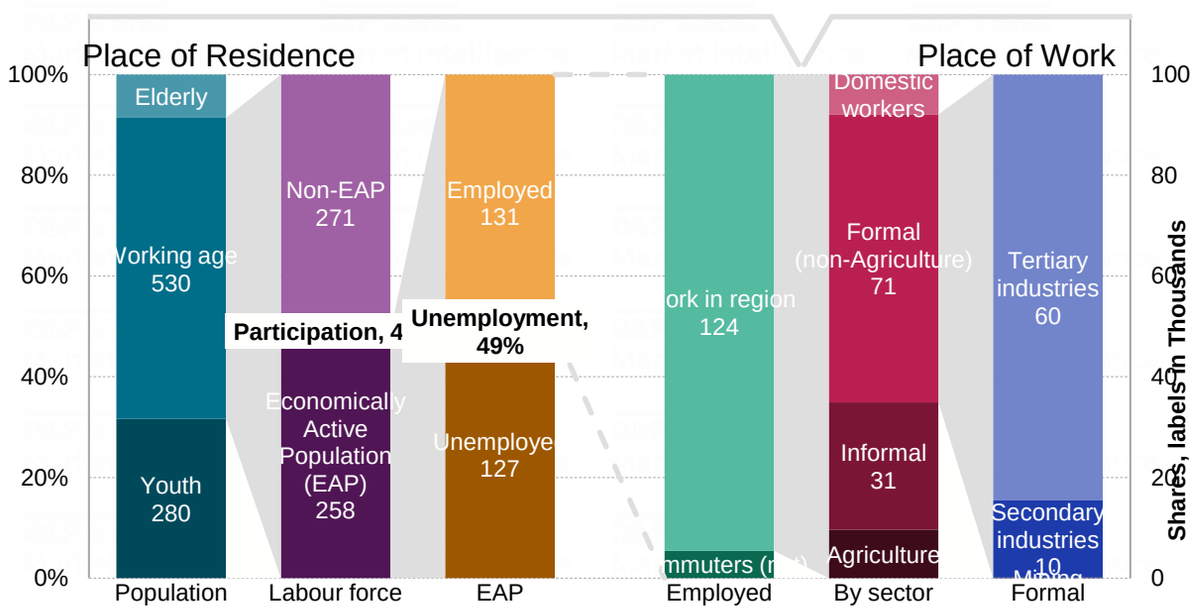
Working age population in Chris Hani, Eastern Cape and National Total, 2012 and 2022 [Number]

	Chris Hani		Eastern Cape		National Total	
	2012	2022	2012	2022	2012	2022
15-19	91,800	79,800	744,000	699,000	5,010,000	5,100,000
20-24	84,300	64,100	761,000	591,000	5,410,000	4,580,000
25-29	68,300	72,900	634,000	672,000	5,220,000	5,210,000
30-34	46,000	72,400	441,000	690,000	4,220,000	5,600,000
35-39	34,200	65,700	315,000	577,000	3,470,000	5,220,000
40-44	30,300	46,000	273,000	404,000	2,950,000	4,060,000
45-49	31,600	33,900	268,000	288,000	2,590,000	3,240,000
50-54	34,400	31,000	269,000	249,000	2,240,000	2,710,000
55-59	31,300	32,000	234,000	242,000	1,850,000	2,340,000
60-64	27,200	32,600	195,000	237,000	1,490,000	1,970,000
Total	480,000	530,000	4,130,000	4,650,000	34,500,000	40,000,000

Source: Statistics South Africa

The working age population in Chris Hani in 2022 was 530 000, increasing at an average annual rate of 1.01% since 2012. For the same period the working age population for Eastern Cape Province increased at 1.18% annually, while that of South Africa increased at 1.51% annually.

The graph below combines all the facets of the labour force in the Chris Hani District Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.



Labour glimpse - Chris Hani District Municipality, 2022

Source: Statistics South Africa

Reading the chart from the left-most bar, breaking down the total population of the Chris Hani District Municipality (887 000) into working age and non-working age, the number of people that are of working age is about 530 000. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 48.8% are participating in the labour force, meaning 259 000 residents of the district municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the district municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 272 000 people. Out of the economically active population, there are 127 000 that are unemployed, or when expressed as a percentage, an unemployment rate of 49.1%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Chris Hani, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 60 200 jobs. When including the informal, agricultural and domestic workers, we have a total number of 124 000 jobs in the area. Formal jobs make up 57.2% of all jobs in the Chris Hani District Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that work outside of the district municipality.

In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a more dense concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.

Economically active population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

Economically active population (EAP) - Chris Hani, Eastern Cape and National Total, 2012-2022 [number, percentage]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
2012	170,000	1,760,000	18,700,000	9.7%	0.91%
2013	178,000	1,830,000	19,300,000	9.8%	0.92%
2014	190,000	1,920,000	20,100,000	9.9%	0.95%
2015	200,000	2,000,000	20,800,000	10.0%	0.96%
2016	211,000	2,090,000	21,500,000	10.1%	0.98%
2017	223,000	2,180,000	22,000,000	10.2%	1.01%
2018	230,000	2,240,000	22,300,000	10.3%	1.03%
2019	241,000	2,330,000	22,700,000	10.4%	1.06%
2020	240,000	2,330,000	22,100,000	10.3%	1.09%
2021	248,000	2,390,000	22,200,000	10.4%	1.12%
2022	259,000	2,470,000	23,100,000	10.5%	1.12%
Average Annual growth					
2012-2022	4.29%	3.47%	2.16%		

Source: Statistics South Africa

Chris Hani District Municipality's EAP was 259 000 in 2022, which is 29.16% of its total population of 887 000, and roughly 10.46% of the total EAP of the Eastern Cape Province. From 2012 to 2022, the average annual increase in the EAP in the Chris Hani District Municipality was 4.29%, which is 0.817 percentage points higher than the growth in the EAP of Eastern Cape's for the same period.

EAP as % of total population - Chris Hani and the rest of Eastern Cape, 2012, 2017, 2022 [percentage]

	2012	2017	2022
Chris Hani	20.7%	26.3%	29.2%
Nelson Mandela Bay	43.6%	44.3%	45.0%
Buffalo City	37.1%	42.9%	45.5%
Sarah Baartman	37.1%	42.0%	43.2%
Amatole	18.2%	23.8%	27.1%
Joe Gqabi	23.0%	28.7%	31.0%
O.R.Tambo	16.3%	21.3%	24.3%
Alfred Nzo	15.4%	19.9%	22.6%

Source: Statistics South Africa

In 2012, 20.7% of the total population in Chris Hani District Municipality were classified as economically active which increased to 29.2% in 2022. Compared to the other regions in Eastern Cape Province, Buffalo City Metropolitan Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Alfred Nzo District Municipality had the lowest EAP with 22.6% people classified as economically active population in 2022.

Labour force participation rate

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The following is the labour participation rate of the Chris Hani, Eastern Cape and National Total as a whole.

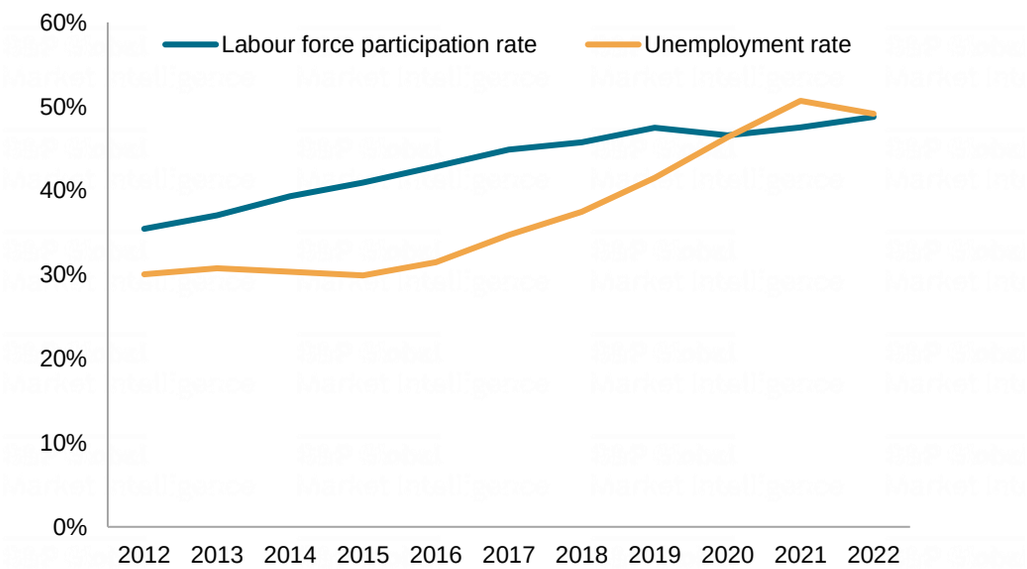
The labour force participation rate - Chris Hani, Eastern Cape and National Total, 2012-2022 [percentage]

	Chris Hani	Eastern Cape	National Total
2012	35.4%	42.5%	54.3%
2013	37.1%	43.8%	55.2%
2014	39.3%	45.6%	56.6%
2015	40.9%	47.0%	57.7%
2016	42.9%	48.5%	58.8%
2017	44.9%	50.2%	59.5%
2018	45.7%	50.9%	59.4%

	Chris Hani	Eastern Cape	National Total
2019	47.5%	52.3%	59.4%
2020	46.6%	51.5%	57.0%
2021	47.5%	52.2%	56.5%
2022	48.8%	53.2%	57.8%

Source: Statistics South Africa

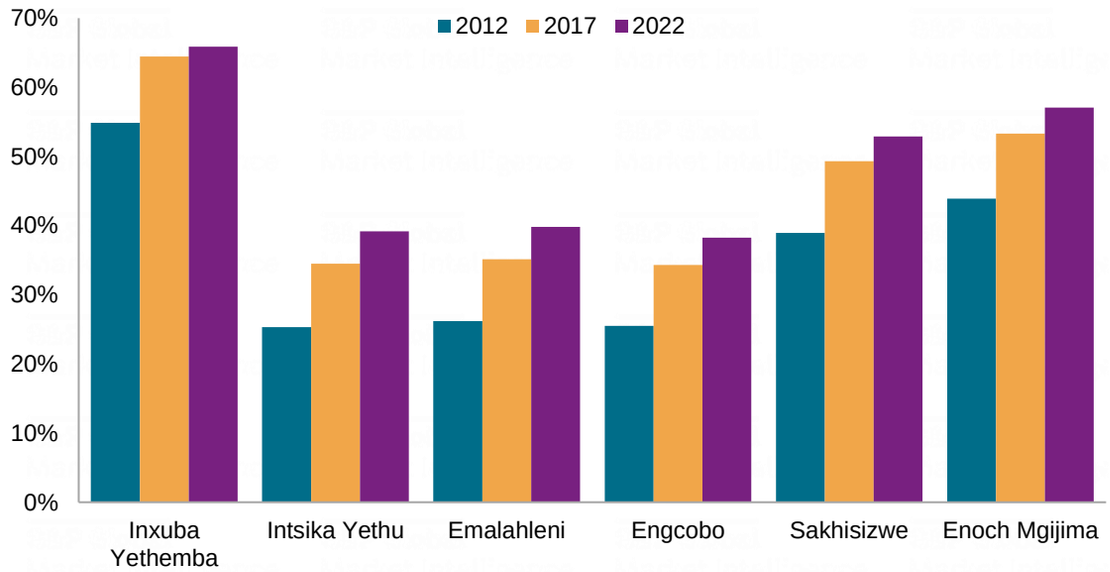
The Chris Hani District Municipality's labour force participation rate increased from 35.45% to 48.76% which is an increase of 13 percentage points. The Eastern Cape Province increased from 42.54% to 53.22%, South Africa increased from 54.27% to 57.82% from 2012 to 2022.The Chris Hani District Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2012 to 2022. The Chris Hani District Municipality had a lower labour force participation rate when compared to South Africa in 2022.



The labour force participation and unemployment rates - Chris Hani District Municipality, 2012-2022 [percentage]

Source: Statistics South Africa

In 2022 the labour force participation rate for Chris Hani was at 48.8% which is significantly higher when compared to the 35.4% in 2012. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2012, the unemployment rate for Chris Hani was 30.1% and increased overtime to 49.1% in 2022. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Chris Hani District Municipality.



The labour force participation rate - local municipalities and the rest of Chris Hani District Municipality, 2017 and 2022 [percentage]

Source: Statistics South Africa

Inxuba Yethemba Local Municipality had the highest labour force participation rate with 65.9% in 2022 increasing from 54.9% in 2012. Engcobo Local Municipality had the lowest labour force participation rate of 38.2% in 2022, this increased from 25.5% in 2012.

Total employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

Total employment - Chris Hani, Eastern Cape and National Total, 2012-2022 [numbers]

	Chris Hani	Eastern Cape	National Total
2012	113,000	1,240,000	14,000,000
2013	117,000	1,270,000	14,400,000
2014	126,000	1,340,000	15,000,000
2015	133,000	1,400,000	15,500,000
2016	137,000	1,430,000	15,800,000
2017	138,000	1,440,000	16,000,000
2018	136,000	1,440,000	16,200,000

	Chris Hani	Eastern Cape	National Total
2019	133,000	1,430,000	16,200,000
2020	122,000	1,350,000	15,400,000
2021	116,000	1,300,000	14,800,000
2022	124,000	1,370,000	15,300,000
Average Annual growth			
2012-2022	0.98%	1.05%	0.92%

Source: Statistics South Africa

In 2022, Chris Hani employed 124 000 people which is 9.07% of the total employment in Eastern Cape Province (1.37 million), 0.81% of total employment in South Africa (15.3 million). Employment within Chris Hani increased annually at an average rate of 0.98% from 2012 to 2022.

Total employment per broad economic sector - Chris Hani and the rest of Eastern Cape, 2022 [Numbers]

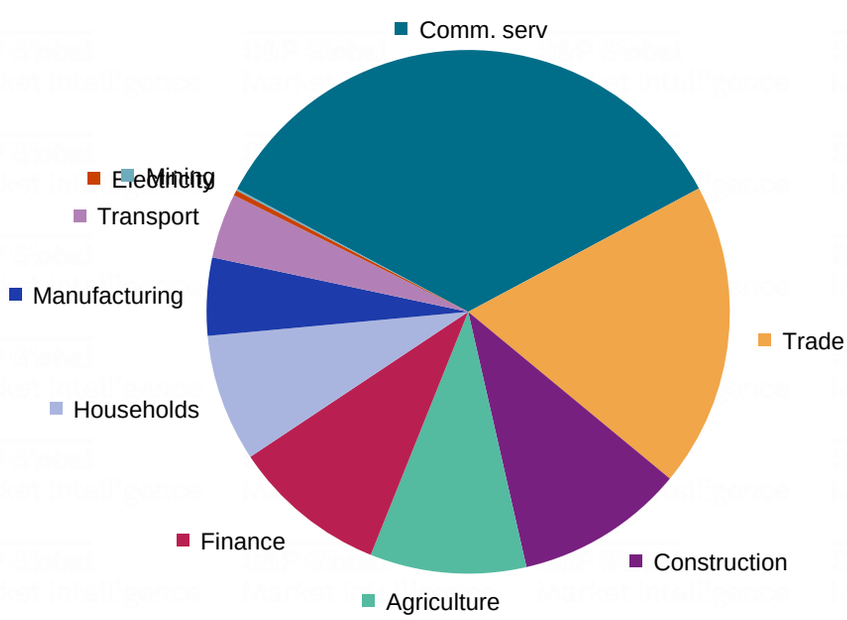
	Chris Hani	Nelson Mandela Bay	Buffalo City	Sarah Baartman	Amatole	Joe Gqabi	O.R.Tambo	Alfred Nzo	Total Eastern Cape
Agriculture	12,000	12,000	21,000	33,600	10,200	8,740	7,150	4,540	109,289
Mining	129	468	319	33	65	86	198	63	1,359
Manufacturing	5,980	75,500	18,100	15,200	6,600	3,280	5,940	3,150	133,735
Electricity	408	718	580	318	361	209	496	226	3,317
Construction	13,000	28,700	16,500	13,100	11,100	7,570	17,300	11,400	118,766
Trade	23,400	86,300	46,000	30,300	27,800	13,200	40,300	16,900	284,248
Transport	4,980	28,100	9,340	7,710	5,720	2,780	8,640	3,810	71,100

	Chris Hani	Nelson Mandela Bay	Buffalo City	Sarah Baartman	Amatole	Joe Gqabi	O.R.Tambo	Alfred Nzo	Total Eastern Cape
Finance	11,900	62,500	26,800	14,500	13,100	5,900	21,200	8,250	164,295
Community services	42,800	94,600	59,800	27,800	42,400	19,900	66,500	28,600	382,525
Households	9,800	30,800	16,900	13,200	9,440	6,610	12,200	5,580	104,396
Total	**124,000**	**420,000**	**215,000**	**156,000**	**127,000**	**68,400**	**180,000**	**82,600**	**1,373,030**

Source: Statistics South Africa

Chris Hani District Municipality employs a total number of 124 000 people within its district municipality. The district municipality that employs the highest number of people relative to the other regions within Eastern Cape Province is Nelson Mandela Bay district municipality with a total number of 420 000. The district municipality that employs the lowest number of people relative to the other regions within Eastern Cape Province is Joe Gqabi district municipality with a total number of 68 400 employed people.

In Chris Hani District Municipality the economic sectors that recorded the largest number of employments in 2022 were the community services sector with a total of 42 800 employed people or 34.4% of total employment in the district municipality. The trade sector with a total of 23 400 (18.8%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 128 (0.1%) is the sector that employs the least number of people in Chris Hani District Municipality, followed by the electricity sector with 408 (0.3%) people employed.



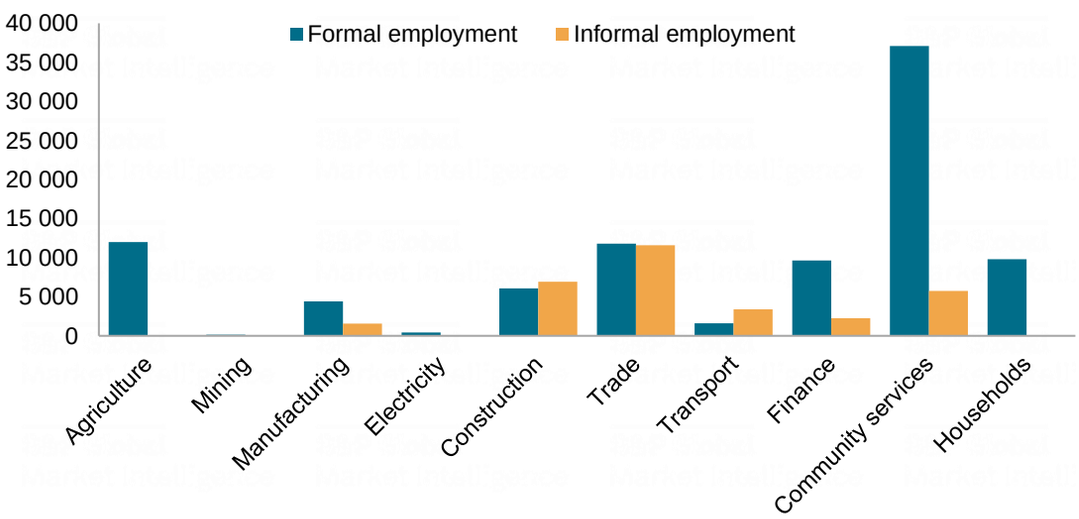
Total employment per broad economic sector - Chris Hani District Municipality, 2022 [percentage]

Source: Statistics South Africa

Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established. Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Chris Hani District Municipality counted 93 000 in 2022, which is about 74.72% of total employment, while the number of people employed in the informal sector counted 31 500 or 25.28% of the total employment. Informal employment in Chris Hani increased from 25 900 in 2012 to an estimated 31 500 in 2022.



Formal and informal employment by broad economic sector - Chris Hani District Municipality, 2022 [numbers]

Source: Statistics South Africa

Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

In 2022 the Trade sector recorded the highest number of informally employed, with a total of 11 600 employees or 36.88% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 1 580 and only contributes 5.02% to total informal employment.

Formal and informal employment by broad economic sector - Chris Hani District Municipality, 2022 [numbers]

	Formal employment	Informal employment
Agriculture	12,000	N/A
Mining	129	N/A
Manufacturing	4,400	1,580
Electricity	408	N/A
Construction	6,070	6,920
Trade	11,800	11,600
Transport	1,610	3,380
Finance	9,660	2,260
Community services	37,100	5,730
Households	9,800	N/A

Source: Statistics South Africa

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

"Without work", i.e. not in paid employment or self-employment;

"Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and

"Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

Unemployment (official definition) - Chris Hani, Eastern Cape and National Total, 2012-2022 [Number percentage]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
2012	51,100	509,000	4,700,000	10.0%	1.09%
2013	54,900	540,000	4,850,000	10.2%	1.13%
2014	57,800	565,000	5,060,000	10.2%	1.14%
2015	59,800	583,000	5,300,000	10.3%	1.13%
2016	66,400	636,000	5,670,000	10.5%	1.17%
2017	77,400	718,000	5,990,000	10.8%	1.29%
2018	86,000	782,000	6,100,000	11.0%	1.41%
2019	100,000	885,000	6,450,000	11.3%	1.55%
2020	111,000	964,000	6,710,000	11.5%	1.66%
2021	126,000	1,070,000	7,470,000	11.7%	1.68%
2022	127,000	1,080,000	7,810,000	11.7%	1.63%
Average Annual growth					
2012-2022	9.54%	7.85%	5.20%		

Source: Statistics South Africa

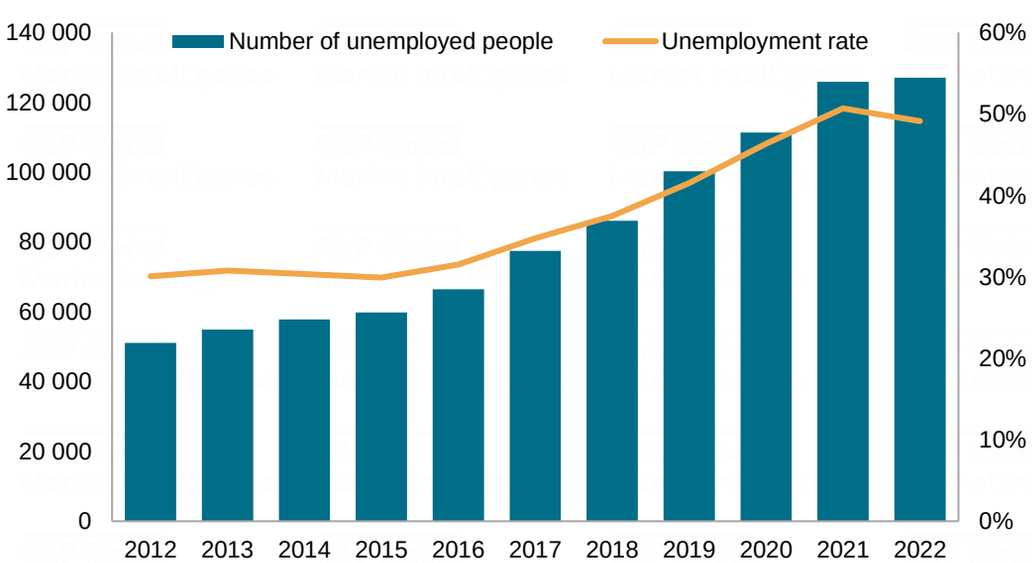
In 2022, there were a total number of 127 000 people unemployed in Chris Hani, which is an increase of 76 000 from 51 100 in 2012. The total number of unemployed people within Chris Hani constitutes 11.74% of the total number of unemployed people in Eastern Cape Province. The Chris Hani District Municipality experienced an average annual increase of 9.54% in the number of unemployed people, which is worse than that of the Eastern Cape Province which had an average annual increase in unemployment of 7.85%.

Unemployment rate (official definition) - Chris Hani, Eastern Cape and National Total, 2012-2022 [Percentage]

	Chris Hani	Eastern Cape	National Total
2012	30.1%	28.9%	25.1%
2013	30.7%	29.6%	25.2%
2014	30.3%	29.4%	25.2%
2015	29.9%	29.2%	25.5%
2016	31.5%	30.5%	26.4%
2017	34.7%	32.9%	27.2%
2018	37.5%	35.0%	27.4%
2019	41.5%	38.0%	28.4%
2020	46.3%	41.5%	30.3%
2021	50.7%	44.9%	33.6%
2022	49.1%	43.8%	33.7%

Source: Statistics South Africa

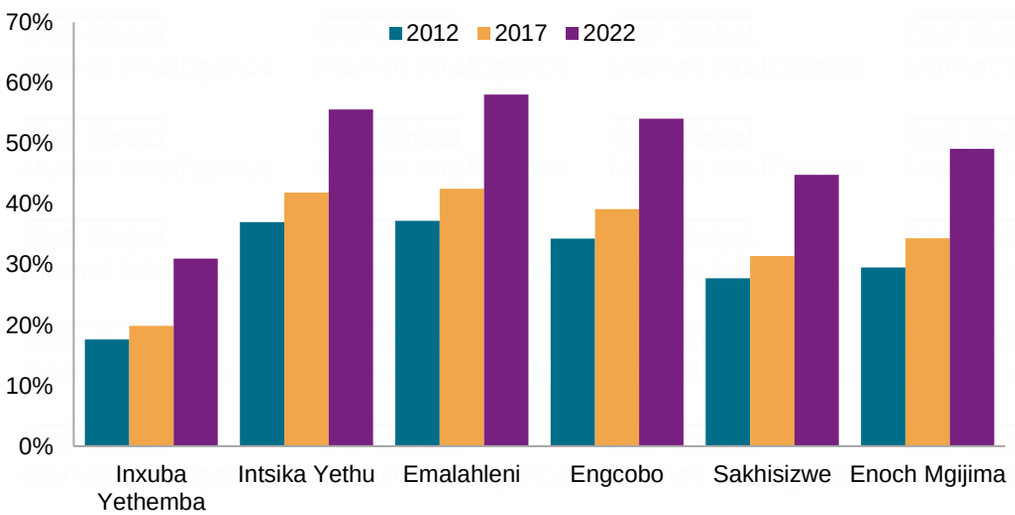
In 2022, the unemployment rate in Chris Hani District Municipality (based on the official definition of unemployment) was 49.12%, which is an increase of 19.1 percentage points. The unemployment rate in Chris Hani District Municipality is higher than that of Eastern Cape. The unemployment rate for South Africa was 33.73% in 2022, which is a increase of -8.58 percentage points from 25.15% in 2012.



Unemployment and unemployment rate (official definition) - Chris Hani District Municipality, 2012-2022 [number percentage]

Source: Statistics South Africa

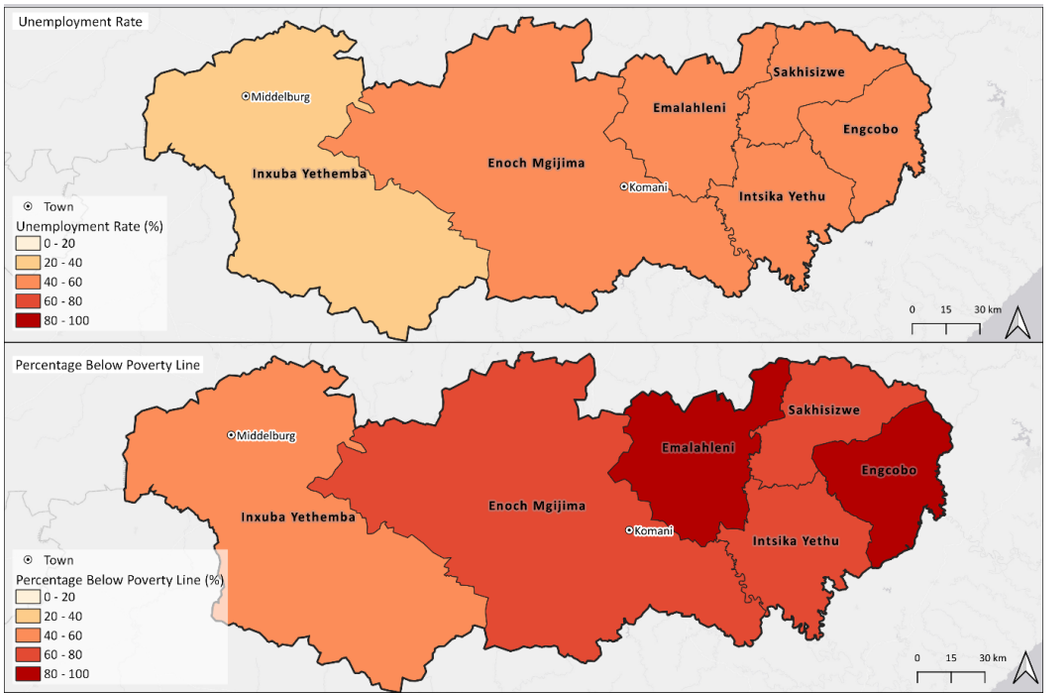
When comparing unemployment rates among regions within Chris Hani District Municipality, Emalahleni Local Municipality has indicated the highest unemployment rate of 58.1%, which has increased from 37.2% in 2012. It can be seen that the Inxuba Yethemba Local Municipality had the lowest unemployment rate of 31.0% in 2022, which increased from 17.6% in 2012.



Unemployment rate - local municipalities and the rest of Chris Hani District Municipality, 2012, 2017 and 2022 [percentage]

Source: Statistics South Africa

Chris Hani District Comparison of Unemployment Rate and Percentage Below Poverty Line



Source: IHS Markit GIS

Unemployment and poverty are closely linked variables where, unemployment often leads to poverty as an unemployed person can often not fulfil their basic needs. Emalahleni (55%) and Engcabo (51%) both have the highest Percentage Below Poverty Line, while Inxuba Yethemba has both the lowest Unemployment Rate and Percentage Below Poverty Line indicating the relationship between the two variables.

Income and expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

Number of households by income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

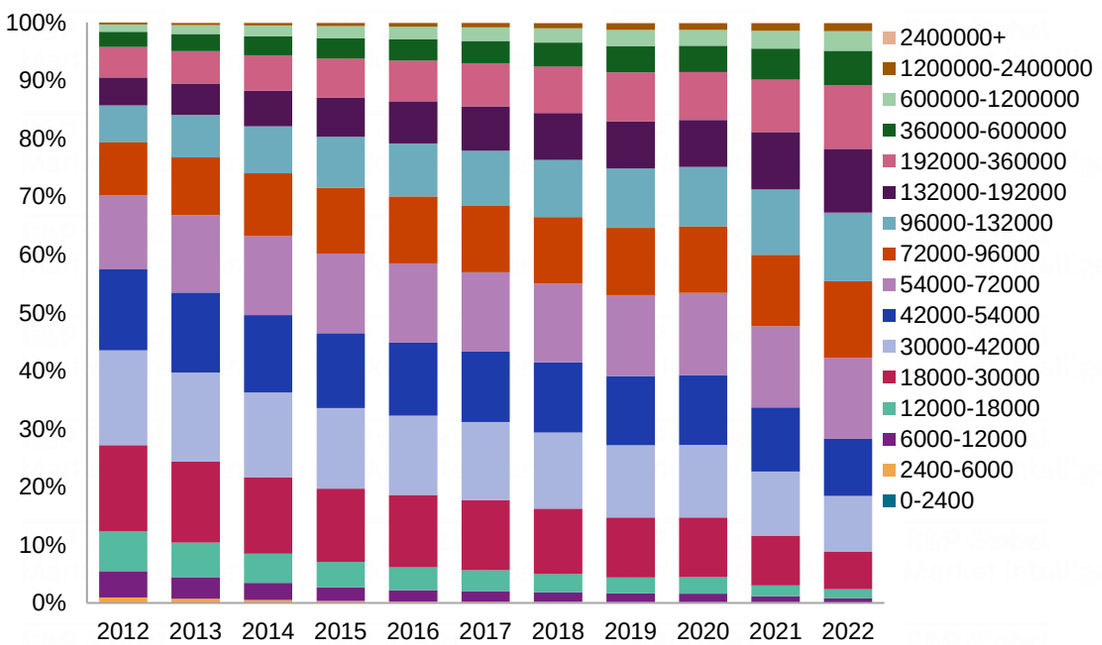
Households by income category - Chris Hani, Eastern Cape and National Total, 2022 [Number Percentage]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
0-2400	17	141	1,260	11.7%	1.32%
2400-6000	205	1,780	14,500	11.5%	1.42%
6000-12000	1,640	13,900	107,000	11.8%	1.52%
12000-18000	3,850	32,000	242,000	12.0%	1.59%
18000-30000	15,700	126,000	914,000	12.4%	1.72%
30000-42000	23,200	182,000	1,290,000	12.7%	1.81%
42000-54000	23,800	181,000	1,270,000	13.1%	1.87%
54000-72000	33,800	252,000	1,820,000	13.4%	1.86%
72000-96000	32,000	243,000	1,860,000	13.2%	1.72%
96000-132000	28,500	221,000	1,860,000	12.9%	1.53%
132000-192000	26,600	213,000	1,930,000	12.5%	1.38%
192000-360000	26,500	231,000	2,350,000	11.5%	1.13%
360000-600000	14,400	139,000	1,630,000	10.3%	0.88%
600000-1200000	8,260	93,300	1,240,000	8.9%	0.67%
1200000-2400000	3,160	39,900	565,000	7.9%	0.56%

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
2400000+	448	7,260	111,000	6.2%	0.40%
Total	242,000	1,980,000	17,200,000	12.2%	1.41%

Source: Statistics South Africa

It was estimated that in 2022 8.85% of all the households in the Chris Hani District Municipality, were living on R30,000 or less per annum. In comparison with 2012's 27.19%, the number is more than half. The 54000-72000 income category has the highest number of households with a total number of 33 800, followed by the 72000-96000 income category with 32 000 households. Only 16 households fall within the 0-2400 income category.



Households by income bracket - Chris Hani District Municipality, 2012-2022 [Percentage]

Source: Statistics South Africa

For the period 2012 to 2022 the number of households earning more than R30,000 per annum has increased from 72.81% to 91.15%.

Annual total personal income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

Annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of

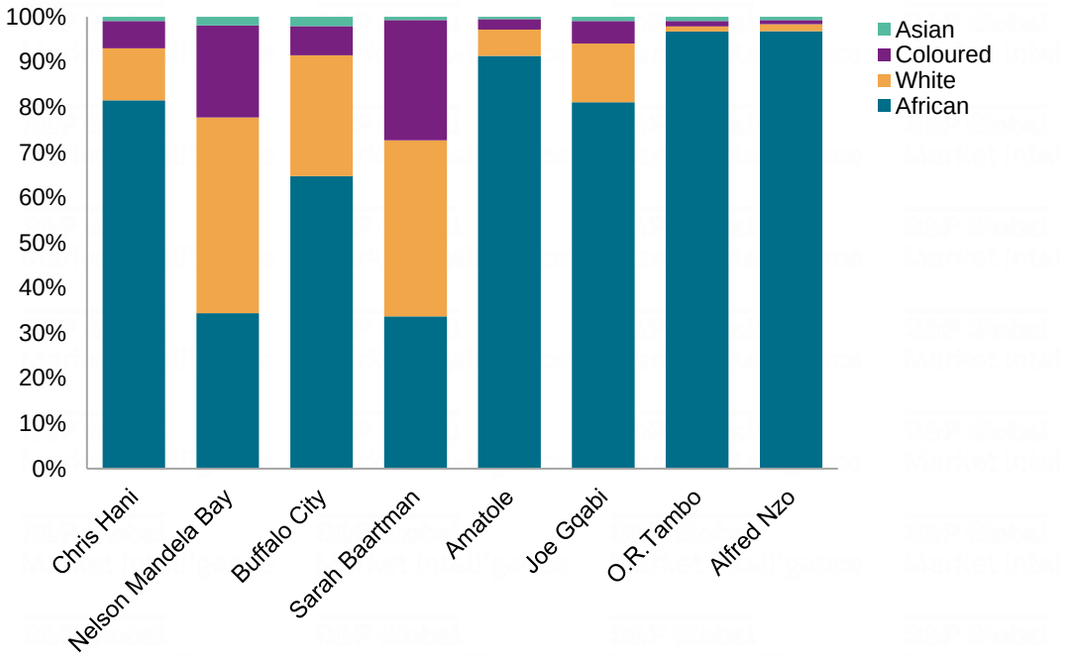
Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

Annual total personal income - Chris Hani, Eastern Cape and National Total[Current Prices, R billions]

	Chris Hani	Eastern Cape	National Total
2012	20.2	210.1	2,525.0
2013	22.1	229.0	2,729.4
2014	24.0	248.1	2,938.2
2015	26.1	268.4	3,180.0
2016	28.0	287.0	3,413.6
2017	30.4	310.2	3,662.1
2018	32.8	332.2	3,913.0
2019	34.5	349.0	4,111.6
2020	33.7	340.5	4,009.8
2021	38.2	379.8	4,425.4
2022	43.1	420.6	4,812.5
Average Annual growth			
2012-2022	7.86%	7.19%	6.66%

Source: Statistics South Africa

Chris Hani District Municipality recorded an average annual growth rate of 7.86% (from R 20.2 billion to R 43.1 billion) from 2012 to 2022, which is more than both Eastern Cape's (7.19%) as well as South Africa's (6.66%) average annual growth rates.



Annual total personal income by population group - Chris Hani and the rest of Eastern Cape [Current Prices, R billions]

Source: Statistics South Africa

The total personal income of Chris Hani District Municipality amounted to approximately R 43.1 billion in 2022. The African population group earned R 35.1 billion, or 81.51% of total personal income, while the White population group earned R 4.96 billion, or 11.52% of the total personal income. The Coloured and the Asian population groups only had a share of 6.06% and 0.91% of total personal income respectively.

Annual total personal income - Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo, Sakhisizwe and Enoch Mgijima local municipalities[Current Prices, R billions]

	Inxuba Yethemba	Intsika Yethu	Emalahleni	Engcobo	Sakhisizwe	Enoch Mgijima
2012	3.00	2.83	2.19	2.76	1.50	7.92
2013	3.32	3.07	2.40	2.99	1.62	8.65
2014	3.64	3.35	2.63	3.24	1.74	9.41
2015	3.98	3.66	2.87	3.50	1.86	10.22
2016	4.30	3.95	3.10	3.73	1.95	10.94
2017	4.71	4.33	3.41	4.06	2.10	11.80
2018	5.12	4.72	3.72	4.39	2.26	12.59
2019	5.42	4.99	3.94	4.62	2.36	13.17
2020	5.32	4.92	3.90	4.52	2.30	12.78

	Inxuba Yethemba	Intsika Yethu	Emalahleni	Engcobo	Sakhisizwe	Enoch Mgijima
2021	5.89	5.67	4.50	5.18	2.61	14.33
2022	6.41	6.55	5.20	5.96	2.95	16.00
Average Annual growth						
2012-2022	7.90%	8.76%	9.00%	7.99%	6.99%	7.29%

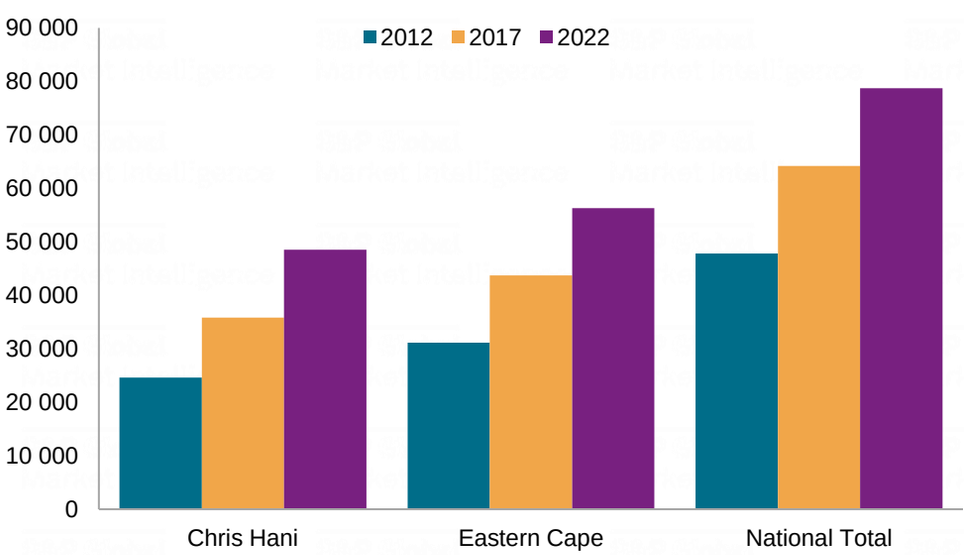
Source: Statistics South Africa

When looking at the annual total personal income for the regions within Eastern Cape Province it can be seen that the Enoch Mgijima Local Municipality had the highest total personal income with R 16 billion which increased from R 7.92 billion recorded in 2012. It can be seen that the Sakhisizwe Local Municipality had the lowest total personal income of R 2.95 billion in 2022, this increased from R 1.5 billion in 2012.

Annual per capita income

Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.



Per capita income - Chris Hani, Eastern Cape and National Total, 2022 [Rand, current prices]

Source: Statistics South Africa

The per capita income in Chris Hani District Municipality is R 48,500 and is lower than both the National Total (R 78,800) and of the Eastern Cape Province (R 56,300) per capita income.

Per capita income by population group - Chris Hani and the rest of Eastern Cape Province, 2022 [Rand, current prices]

	African	White	Coloured	Asian
Chris Hani	42,200	312,000	71,500	124,000
Nelson Mandela Bay	49,800	330,000	78,900	170,000
Buffalo City	58,300	331,000	86,000	171,000
Sarah Baartman	47,900	319,000	63,300	131,000
Amatole	40,900	252,000	60,600	109,000
Joe Gqabi	42,200	308,000	71,100	151,000
O.R.Tambo	33,100	210,000	78,000	108,000
Alfred Nzo	28,300	195,000	60,000	95,600

Source: Statistics South Africa

Nelson Mandela Bay Metropolitan Municipality has the highest per capita income with a total of R 91,600. Sarah Baartman District Municipality had the second highest per capita income at R 80,000, whereas Alfred Nzo District Municipality had the lowest per capita income at R 28,900. In Chris Hani District Municipality, the White population group has the highest per capita income, with R 312,000, relative to the other population groups. The population group with the second highest per capita income within Chris Hani District Municipality is the Asian population group (R 124,000), where the Coloured and the African population groups had a per capita income of R 71,500 and R 42,200 respectively.

Index of buying power

The index of buying power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1), and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

Index of buying power - Chris Hani, Eastern Cape and National Total, 2022 [Number]

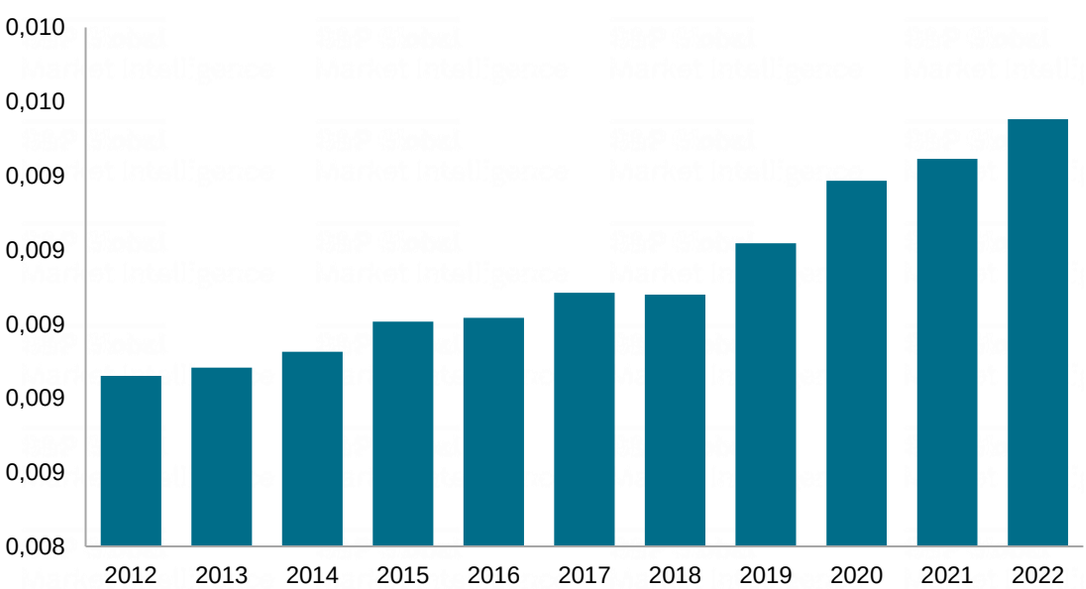
	Chris Hani	Eastern Cape	National Total
Population	887,214	7,471,281	61,111,836

	Chris Hani	Eastern Cape	National Total
Population - share of national total	1.5%	12.2%	100.0%
Income	43,061	420,592	4,812,518
Income - share of national total	0.9%	8.7%	100.0%
Retail	11,793,853	112,342,927	1,295,054,000
Retail - share of national total	0.9%	8.7%	100.0%
Index	0.01	0.09	1.00

Source: Statistics South Africa

Chris Hani District Municipality has a 1.5% share of the national population, 0.9% share of the total national income and a 0.9% share in the total national retail, this all equates to an IBP index value of 0.0096 relative to South Africa as a whole. Eastern Cape has an IBP of 0.091. , were South Africa has and IBP index value of 1 relative to South Africa as a whole.

The considerable low index of buying power of the Chris Hani District Municipality suggests that the district municipality has access to only a small percentage of the goods and services available in all of the Eastern Cape Province. Its residents are most likely spending some of their income in neighbouring areas.



Index of buying power Chris Hani District Municipality, 2012-2022 [Index value]

Source: Statistics South Africa

Between 2012 and 2022, the index of buying power within Chris Hani District Municipality increased to its highest level in 2022 (0.009552) from its lowest in 2012 (0.00886).It can be seen

that the IBP experienced a positive average annual growth between 2012 and 2022. Although the buying power within Chris Hani District Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 0.76%.

Development

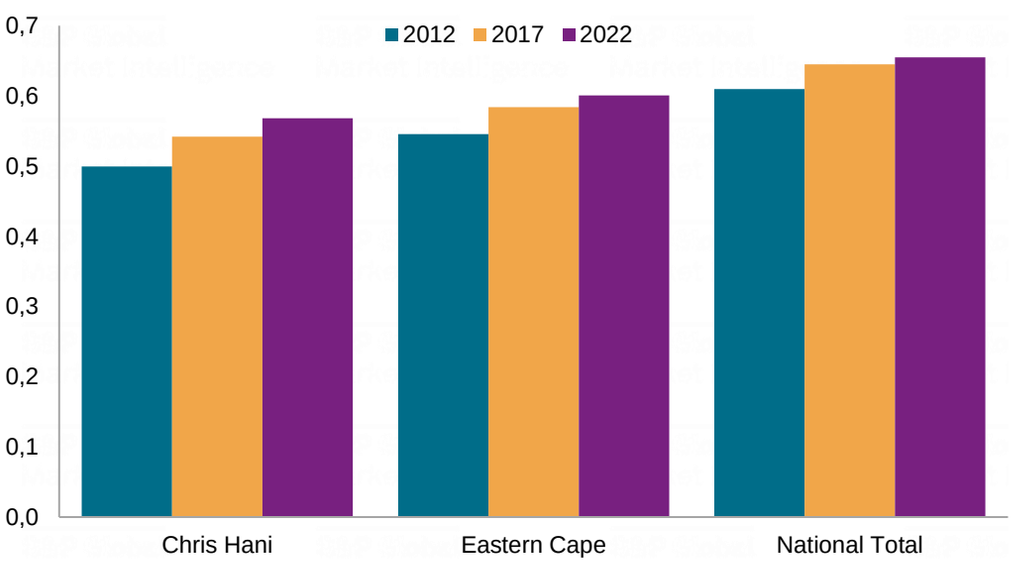
Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

Human development index (HDI)

The human development index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

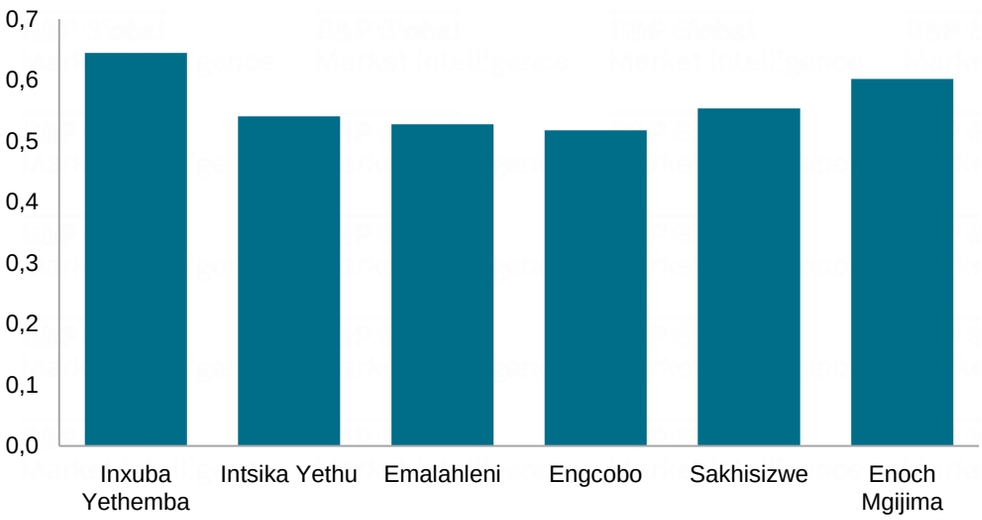


Human development index (HDI) - Chris Hani, Eastern Cape and National Total, 2012, 2017, 2022 [Number]

Source: Statistics South Africa

In 2022 Chris Hani District Municipality had an HDI of 0.568 compared to the Eastern Cape with a HDI of 0.601 and 0.655 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2022 when compared to Chris Hani District Municipality which translates to worse human

development for Chris Hani District Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.72% and this increase is lower than that of Chris Hani District Municipality (1.30%).



Human development Index (HDI) - local municipalities and the rest of Chris Hani District Municipality, 2022 [Number]

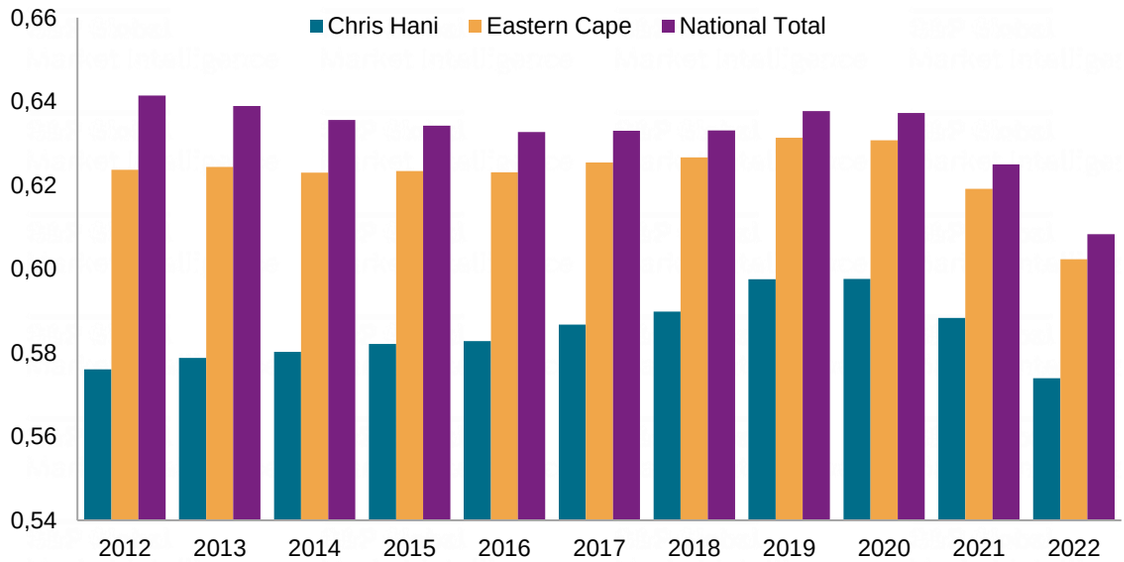
Source: Statistics South Africa

In terms of the HDI for each the regions within the Chris Hani District Municipality, Inxuba Yethemba Local Municipality has the highest HDI, with an index value of 0.645. The lowest can be observed in the Engcobo Local Municipality with an index value of 0.517.

Gini coefficient

The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally, this coefficient lies in the range between 0.25 and 0.70.



Gini coefficient - Chris Hani, Eastern Cape and National Total, 2012-2022 [Number]

Source: Statistics South Africa

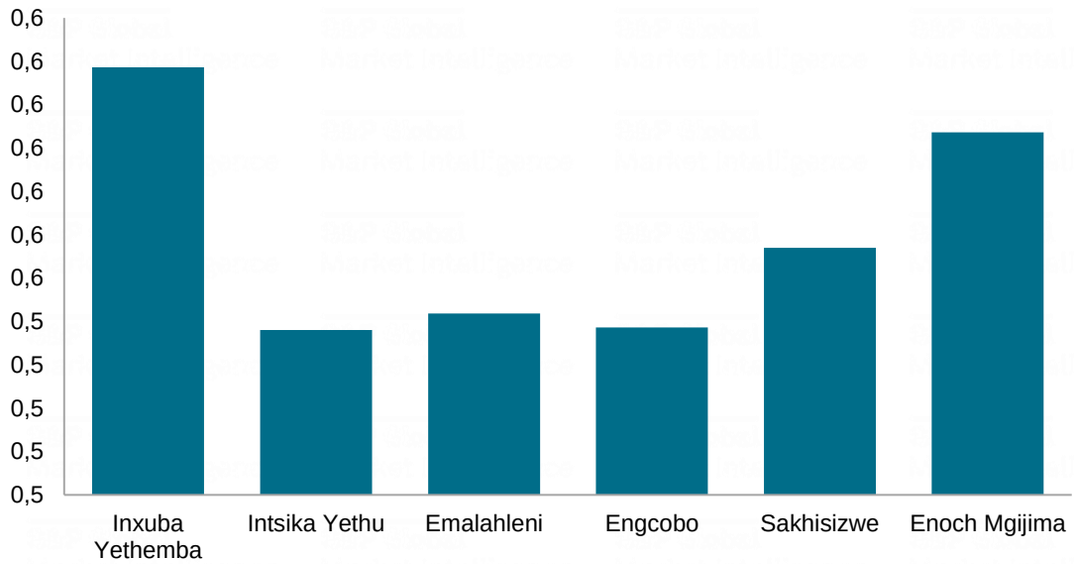
In 2022, the Gini coefficient in Chris Hani District Municipality was at 0.574, which reflects a marginal decrease in the number over the ten-year period from 2012 to 2022. The Eastern Cape Province and South Africa, both had a more unequal spread of income amongst their residents (at 0.602 and 0.608 respectively) when compared to Chris Hani District Municipality.

Gini coefficient by population group - Chris Hani, 2012, 2022 [Number]

	African	White	Coloured	Asian
2012	0.54	0.43	0.53	0.51
2022	0.55	0.41	0.53	0.49
Average Annual growth				
2012-2022	0.16%	-0.50%	0.13%	-0.36%

Source: Statistics South Africa

When segmenting the Chris Hani District Municipality into population groups, it can be seen that the Gini coefficient for the African population group increased the most amongst the population groups with an average annual growth rate of 0.16%. The Gini coefficient for the White population group decreased the most with an average annual growth rate of -0.50%.



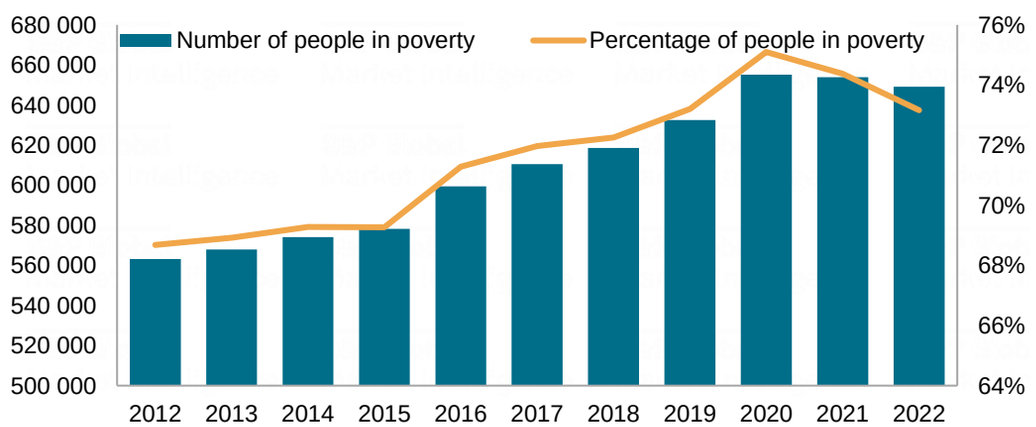
Gini coefficient - local municipalities and the rest of Chris Hani District Municipality, 2022 [Number]

Source: Statistics South Africa

In terms of the Gini coefficient for each of the regions within the Chris Hani District Municipality, Inxuba Yethemba Local Municipality has the highest Gini coefficient, with an index value of 0.599. The lowest Gini coefficient can be observed in the Intsika Yethu Local Municipality with an index value of 0.538.

Poverty

The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area and is balanced directly to the official upper poverty rate as measured by StatsSA.



Number and percentage of people living in poverty - Chris Hani District Municipality, 2012-2022 [Number percentage]

Source: Statistics South Africa

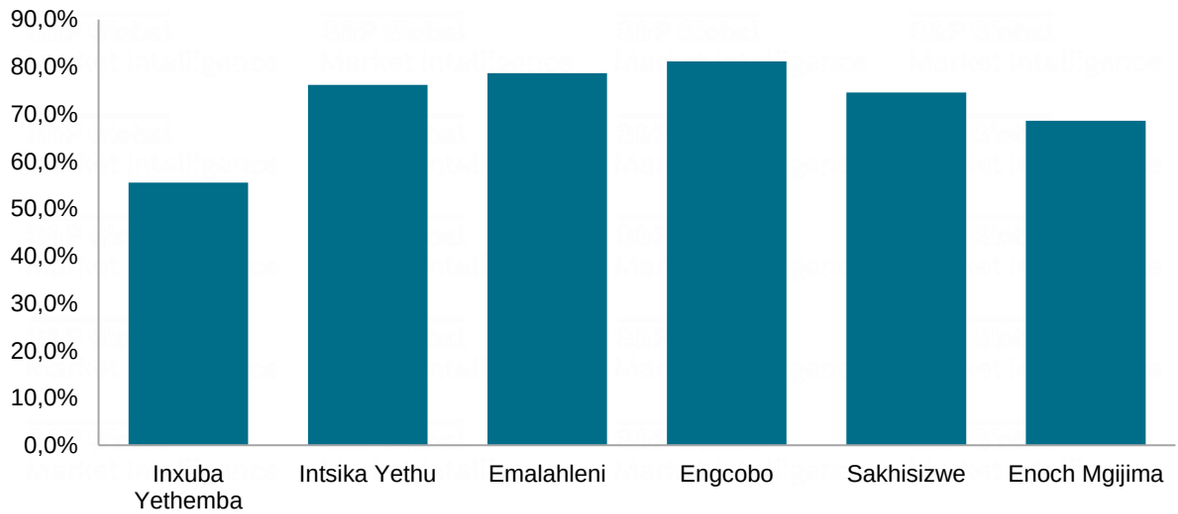
In 2022, there were 649 000 people living in poverty, using the upper poverty line definition, across Chris Hani District Municipality - this is 15.24% higher than the 563 000 in 2012. The percentage of people living in poverty has increased from 68.68% in 2012 to 73.16% in 2022, which indicates a increase of -4.48 percentage points.

Percentage of people living in poverty by population group - Chris Hani, 2012-2022 [Percentage]

	African	White	Coloured	Asian
2012	71.2%	0.8%	47.9%	8.6%
2013	71.5%	0.9%	48.3%	8.8%
2014	71.8%	1.1%	49.0%	8.7%
2015	71.8%	1.2%	49.1%	8.5%
2016	73.8%	1.5%	50.5%	11.1%
2017	74.5%	1.7%	50.8%	13.0%
2018	74.9%	2.0%	50.1%	16.0%
2019	75.8%	2.5%	50.2%	19.8%
2020	77.7%	3.3%	52.1%	26.1%
2021	77.0%	3.4%	49.9%	26.3%
2022	75.8%	3.2%	47.9%	26.2%

Source: Statistics South Africa

In 2022, the population group with the highest percentage of people living in poverty was the African population group with a total of 75.8% people living in poverty, using the upper poverty line definition. The proportion of the Asian population group, living in poverty, decreased by -2.4 percentage points, as can be seen by the change from 8.59% in 2012 to 26.17% in 2022. In 2022 47.91% of the Coloured population group lived in poverty, as compared to the 47.87% in 2012. The African and the White population group saw a decrease in the percentage of people living in poverty, with a decrease of -4.56 and -0.0436 percentage points respectively.



Percentage of people living in poverty - local municipalities and the rest of Chris Hani District Municipality,2022 [percentage]

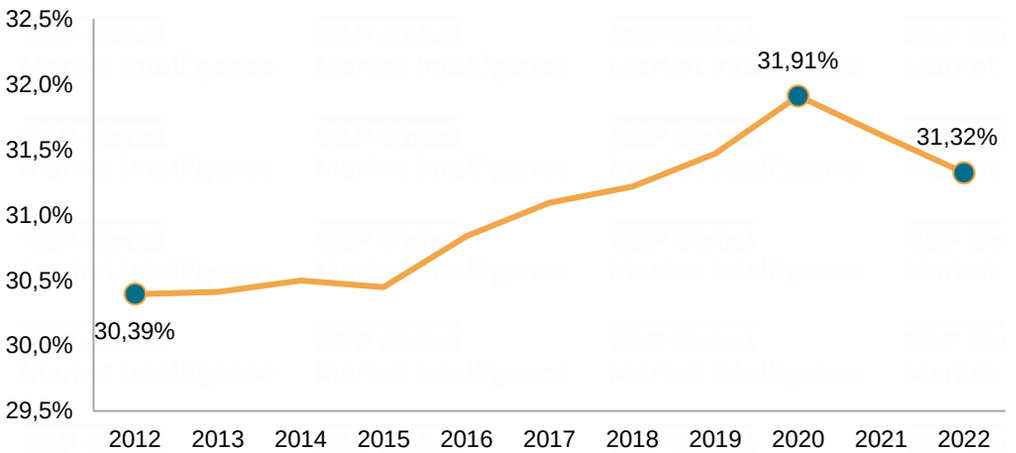
Source: Statistics South Africa

In terms of the percentage of people living in poverty for each of the regions within the Chris Hani District Municipality, Engcobo Local Municipality has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 81.1%. The lowest percentage of people living in poverty can be observed in the Inxuba Yethemba Local Municipality with a total of 55.5% living in poverty, using the upper poverty line definition.

Poverty gap rate

The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

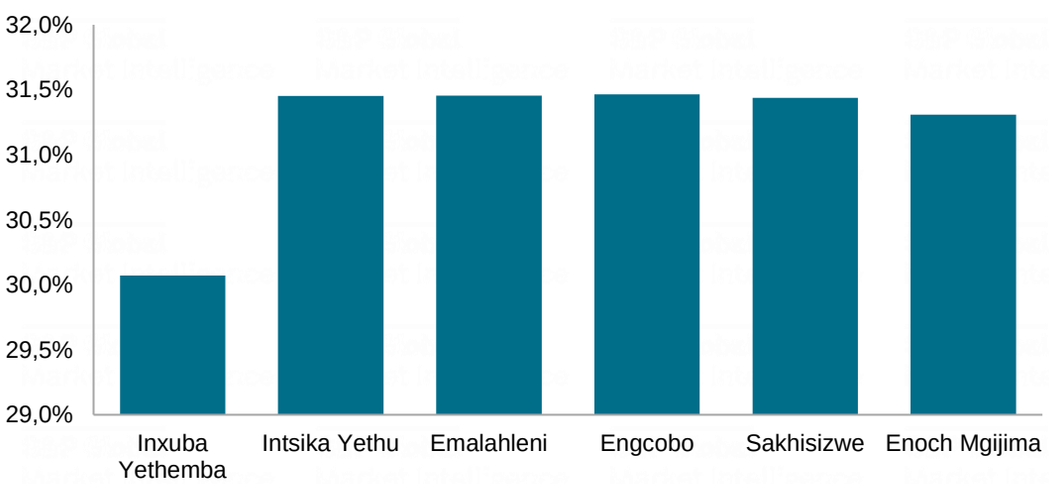
It is estimated that the poverty gap rate in Chris Hani District Municipality amounted to 31.3% in 2022 - the rate needed to bring all poor households up to the poverty line and out of poverty.



Poverty gap rate by population group - Chris Hani District Municipality, 2012-2022 [Percentage]

Source: Statistics South Africa

In 2022, the poverty gap rate was 31.3% and in 2012 the poverty gap rate was 30.4%,it can be seen that the poverty gap rate increased from 2012 to 2022, which means that there were no improvements in terms of the depth of the poverty within Chris Hani District Municipality.



Poverty gap rate - local municipalities and the rest of Chris Hani District Municipality, 2022 [Percentage]

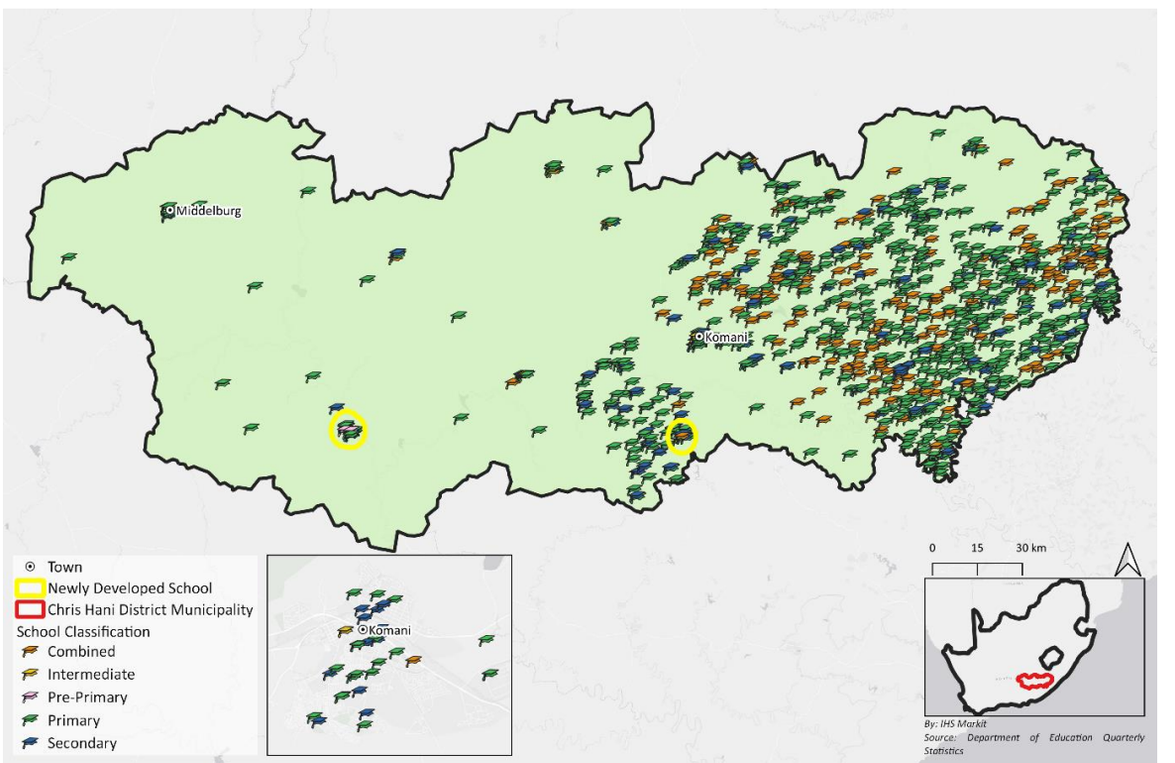
Source: Statistics South Africa

In terms of the poverty gap rate for each of the regions within the Chris Hani District Municipality, Engcobo Local Municipality had the highest poverty gap rate, with a rand value of 31.5%. The lowest poverty gap rate can be observed in the Inxuba Yethemba Local Municipality with a total of 30.1%.

Education

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required. The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. S&P Global uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa). Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

Map 6 Chris Hani District Educational Facilities



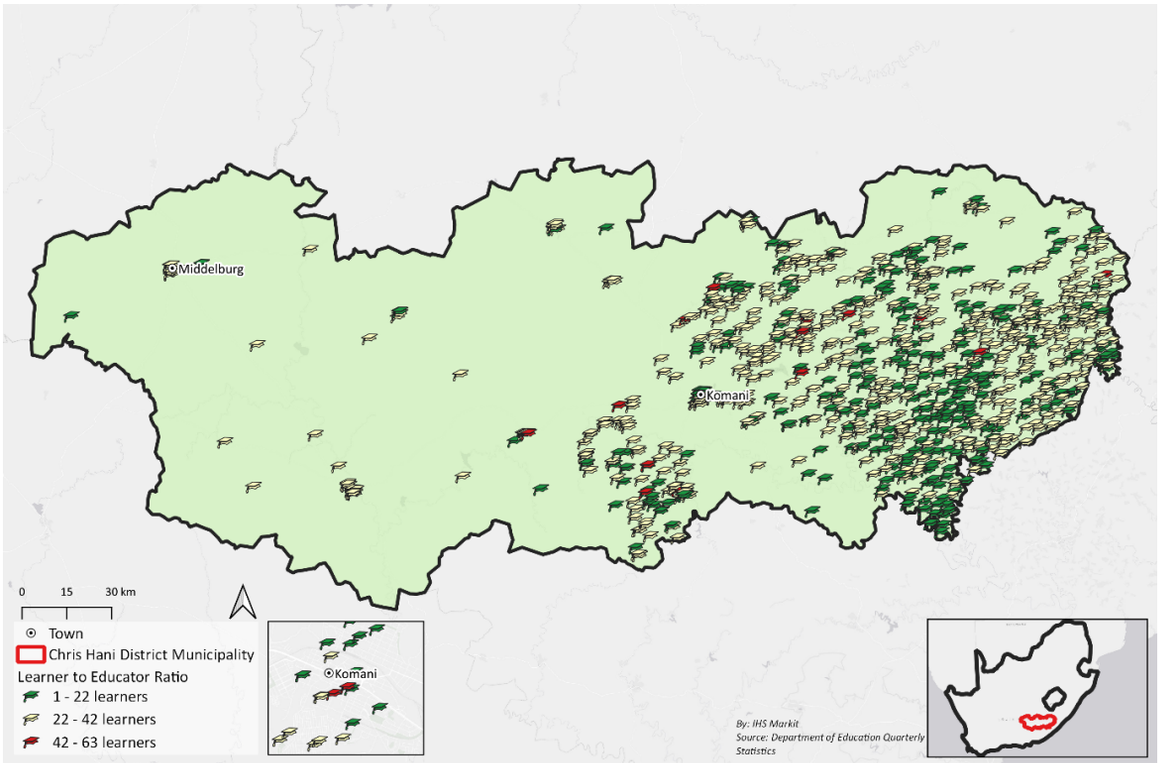
Source: IHS Markit GIS

Within the Chris Hani District there are 937 academic institutions varying from Pre-Schools to Tertiary Institutions. Since 2018 there have been a total of 4 new schools that have been opened consisting of 2 pre-primary schools and 2 prison schools that provide secondary education to the inmates. Inxuba Yethemba is responsible for 3 of the schools and Enoch Mgijma for the other.

Academic institutions in the district include a satellite campus of the Walter Sisulu University which is based in Komani and Whittlesea. There is TVET College (Ikhala TVET College) in Komani and Ezibeleni. The municipality is also endowed with several good primary and secondary schools as well as pre-primary schools.

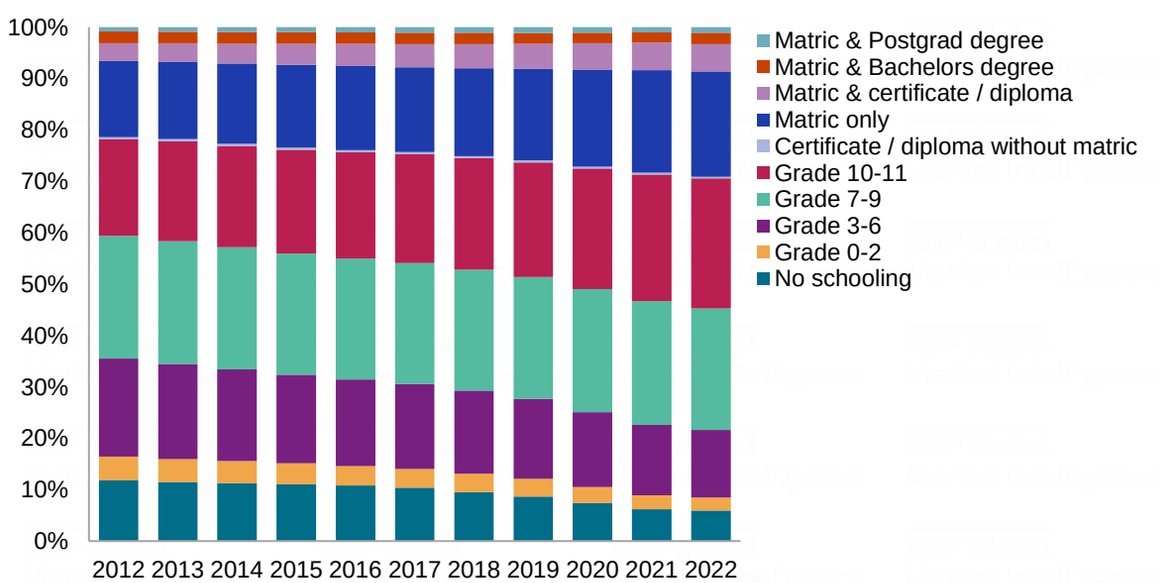
Municipality	No of education facilities				Total
	Primary	Combined	Secondary	Tertiary	
Inxuba Yethemba	26	-	8	1	35
Enoch Mgijima	126	20	54	2	202
Emalahleni	90	45	23	0	158
Sakhisizwe	51	8	10	0	69
Engcobo	112	48	20	0	180
Intsika Yethu	158	56	27	0	241
Chris Hani DM	563	177	142	3	885

Chris Hani District Educator to Learner Ratio



Source: IHS Markit GIS

The learner to educator ratio represents the number of learners that attend the school divided by the number of educators employed at the school. The district has an average of 25 learners per educator however, there are a number of schools that are well above this average. The highest learner to educator ratio is currently 1 educator to 63 learners experienced at the Zamuxolo Senior Primary School in Engcobo Local Municipality.



Highest level of education: age 15+ - Chris Hani District Municipality, 2012-2022 [Percentage]

Source: Statistics South Africa

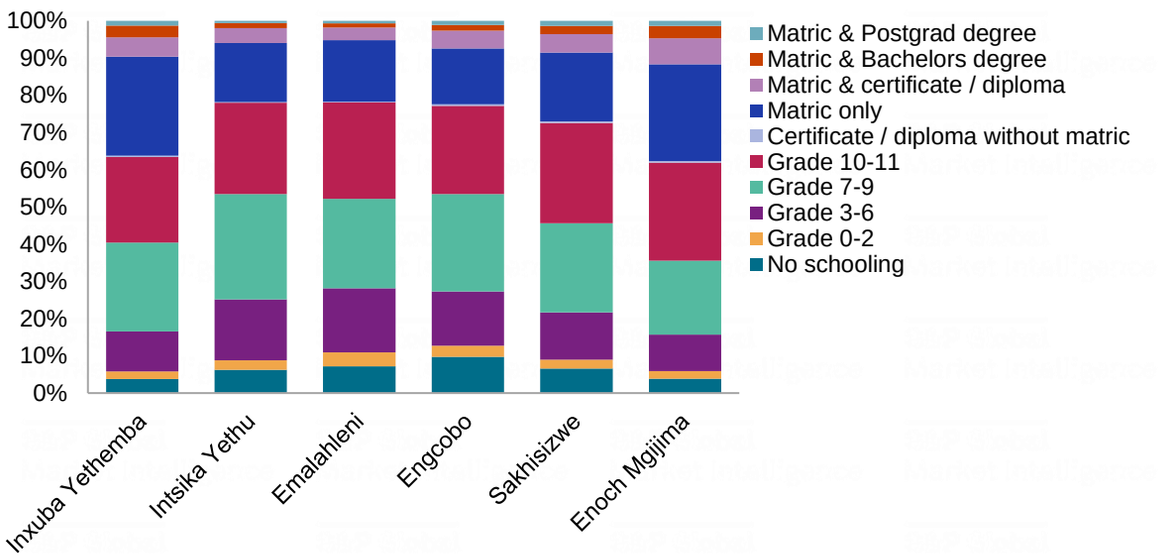
Within Chris Hani District Municipality, the number of people without any schooling decreased from 2012 to 2022 with an average annual rate of -5.20%, while the number of people within the 'matric only' category, increased from 67,200 to 108,000. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 5.87%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.36%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

Highest level of education: age 15+ - Chris Hani, Eastern Cape and National Total, 2022 [Numbers]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
No schooling	31,400	183,000	1,400,000	17.1%	2.2%
Grade 0-2	13,400	84,800	420,000	15.8%	3.2%
Grade 3-6	69,100	451,000	2,480,000	15.3%	2.8%
Grade 7-9	125,000	968,000	5,760,000	12.9%	2.2%
Grade 10-11	133,000	1,220,000	9,810,000	10.9%	1.4%
Certificate / diploma without matric	1,740	13,200	140,000	13.2%	1.2%
Matric only	108,000	1,110,000	13,400,000	9.7%	0.8%
Matric certificate / diploma	27,700	258,000	2,740,000	10.7%	1.0%
Matric Bachelors degree	11,800	131,000	1,710,000	9.0%	0.7%
Matric Postgrad degree	5,750	63,000	1,060,000	9.1%	0.5%

Source: Statistics South Africa

The number of people without any schooling in Chris Hani District Municipality accounts for 17.11% of the number of people without schooling in the province and a total share of 2.24% of the national. In 2022, the number of people in Chris Hani District Municipality with a matric only was 108,000 which is a share of 9.72% of the province's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 9.00% of the province and 0.69% of the national.



Highest level of education: age 15+, local municipalities of Chris Hani District Municipality, 2022 [Percentage]

Source: Statistics South Africa

Functional literacy

For the purpose of this report, S&P Global defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

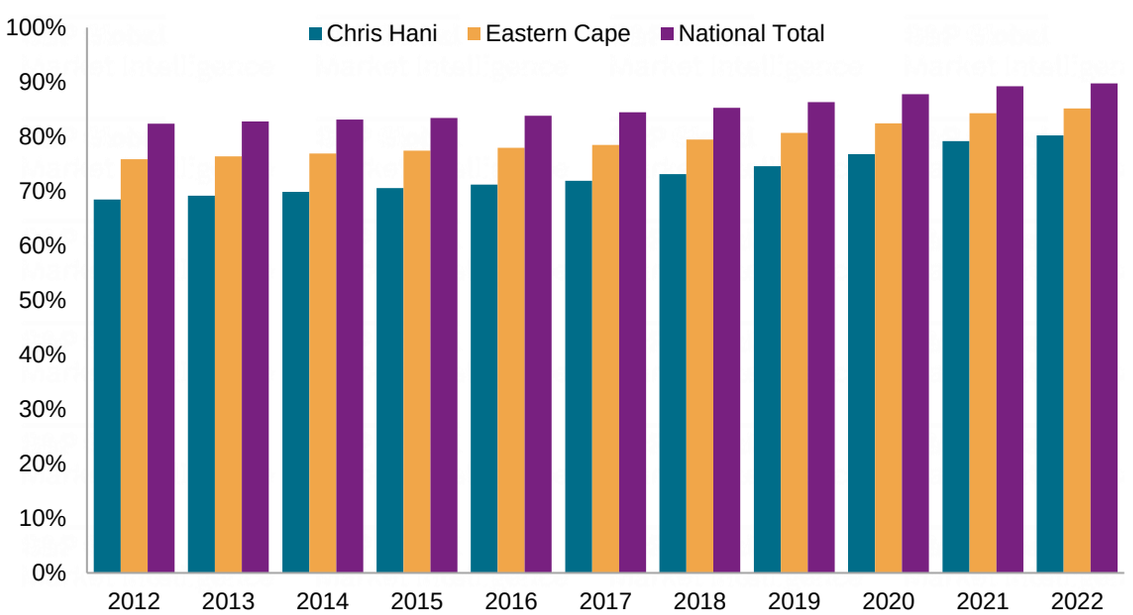
Functional literacy: age 20+, completed grade 7 or higher - Chris Hani District Municipality, 2012-2022 [Number percentage]

	Illiterate	Literate	%
2012	172,082	373,698	68.5%
2013	169,086	379,278	69.2%
2014	166,518	385,797	69.9%
2015	164,072	392,857	70.5%
2016	161,546	400,104	71.2%
2017	159,407	407,511	71.9%

	Illiterate	Literate	%
2018	154,244	419,167	73.1%
2019	147,846	433,204	74.6%
2020	136,924	452,718	76.8%
2021	124,491	472,841	79.2%
2022	119,940	486,319	80.2%
Average Annual growth			
2012-2022	-3.55%	2.67%	1.60%

Source: Statistics South Africa

A total of 486 000 individuals in Chris Hani District Municipality were considered functionally literate in 2022, while 120 000 people were considered to be illiterate. Expressed as a rate, this amounts to 80.22% of the population, which is an increase of 0.12 percentage points since 2012 (68.47%). The number of illiterate individuals decreased on average by -3.55% annually from 2012 to 2022, with the number of functional literate people increasing at 2.67% annually.

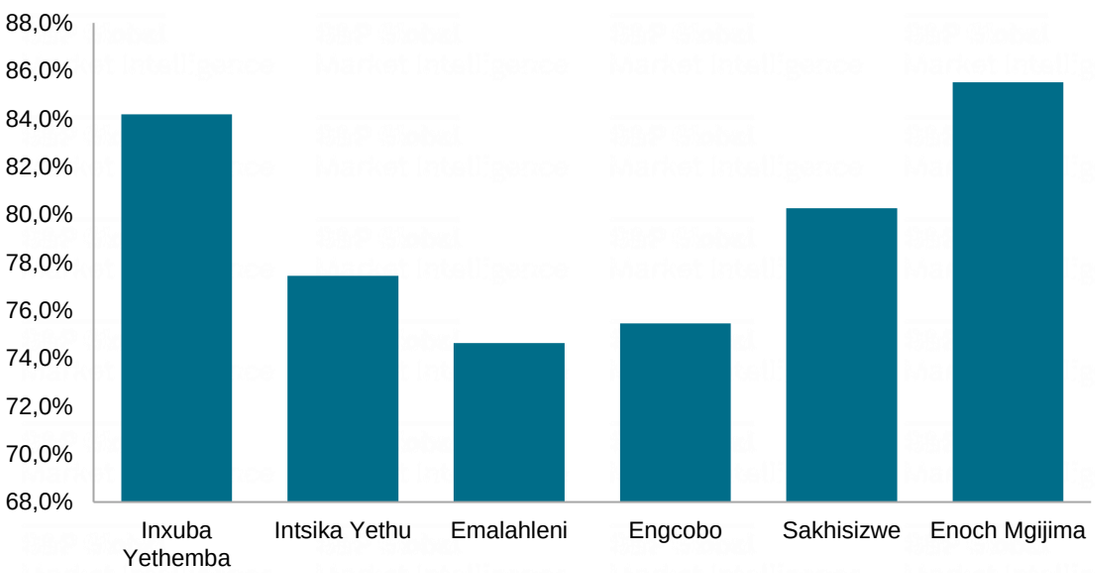


Functional literacy: age 20+, completed grade 7 or higher - Chris Hani, Eastern Cape and National Total, 2012-2022 [Percentage]

Source: Statistics South Africa

Chris Hani District Municipality's functional literacy rate of 80.22% in 2022 is lower than that of Eastern Cape at 85.18%. When comparing to National Total as whole, which has a functional literacy rate of 89.78%, it can be seen that the functional literacy rate is higher than that of the Chris Hani District Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.



Literacy rate - local municipalities and the rest of Chris Hani District Municipality,2022 [percentage]

Source: Statistics South Africa

In terms of the literacy rate for each of the regions within the Chris Hani District Municipality, Enoch Mgijima Local Municipality had the highest literacy rate, with a total of 85.5%. The lowest literacy rate can be observed in the Emalahleni Local Municipality with a total of 74.6%.

Household infrastructure

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

Access to dwelling units

Access to proper sanitation

Access to running water.

Access to refuse removal

Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. S&P Global has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Chris Hani District Municipality between 2022 and 2012.

Households by dwelling type

Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

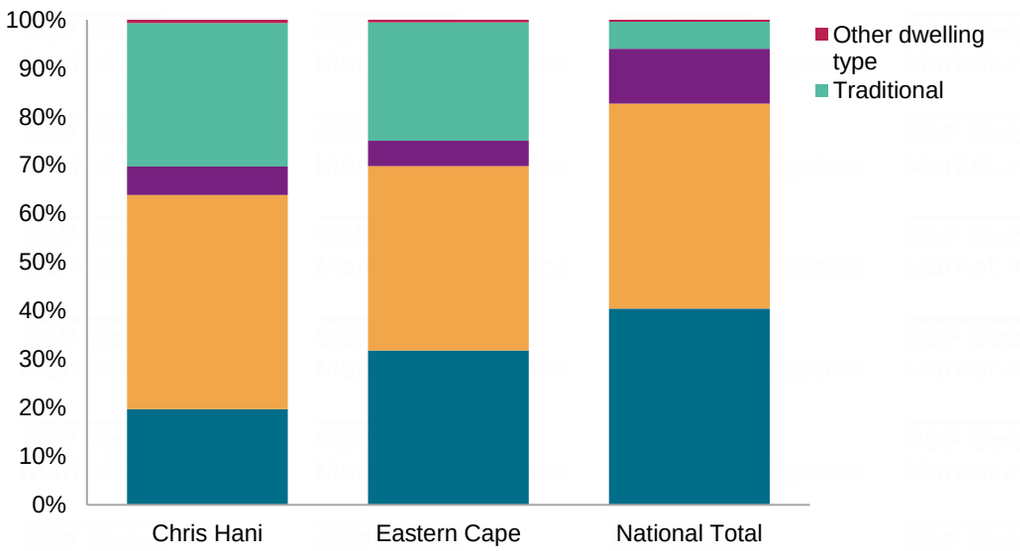
Very formal dwellings - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling. .

Formal dwellings - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.

Informal dwellings - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.

Traditional dwellings - structures made of clay, mud, reeds, or other locally available material.

Other dwelling units - tents, ships, caravans, etc.



Households by dwelling unit type - Chris Hani, Eastern Cape and National Total, 2022 [Percentage]

Source: Statistics South Africa.

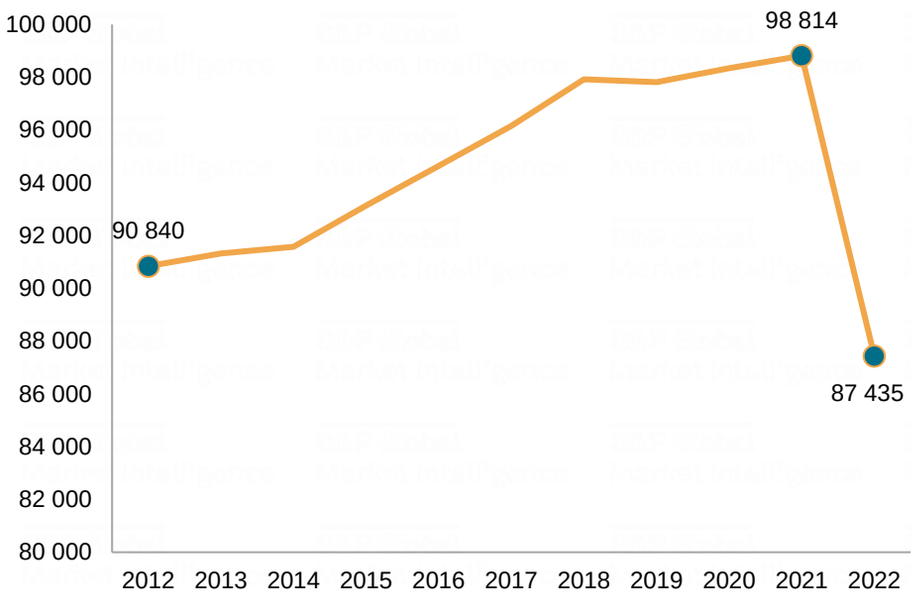
Chris Hani District Municipality had a total number of 47 800 (19.73% of total households) very formal dwelling units, a total of 107 000 (44.15% of total households) formal dwelling units and a total number of 14 200 (5.88% of total households) informal dwelling units.

Households by dwelling unit type - Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo, Sakhisizwe and Enoch Mgijima local municipalities, 2022 [Number]

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Inxuba Yethemba	13,866	8,061	66	120	90	22,203
Intsika Yethu	562	15,076	4,432	24,637	286	44,992
Emalahleni	1,756	17,502	2,776	13,299	427	35,760
Engcobo	384	13,278	4,931	22,747	500	41,839
Sakhisizwe	2,391	10,746	911	3,874	79	18,000
Enoch Mgijima	28,800	42,218	1,119	6,947	197	79,280
Total Chris Hani	**47,759**	**106,880**	**14,234**	**71,623**	**1,579**	**242,075**

Source: Statistics South Africa.

The region within the Chris Hani District Municipality with the highest number of very formal dwelling units is the Enoch Mgijima Local Municipality with 28 800 or a share of 60.30% of the total very formal dwelling units within Chris Hani District Municipality. The region with the lowest number of very formal dwelling units is the Engcobo Local Municipality with a total of 384 or a share of 0.80% of the total very formal dwelling units within Chris Hani District Municipality.



Formal dwelling backlog - number of households not living in a formal dwelling - Chris Hani District Municipality, 2012-2022 [Number of Households]

Source: Statistics South Africa.

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2012 the number of households not living in a formal dwelling were 90 800 within Chris Hani District Municipality. From 2012 this number decreased annually at -0.38% to 87 400 in 2022.

Households by type of sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

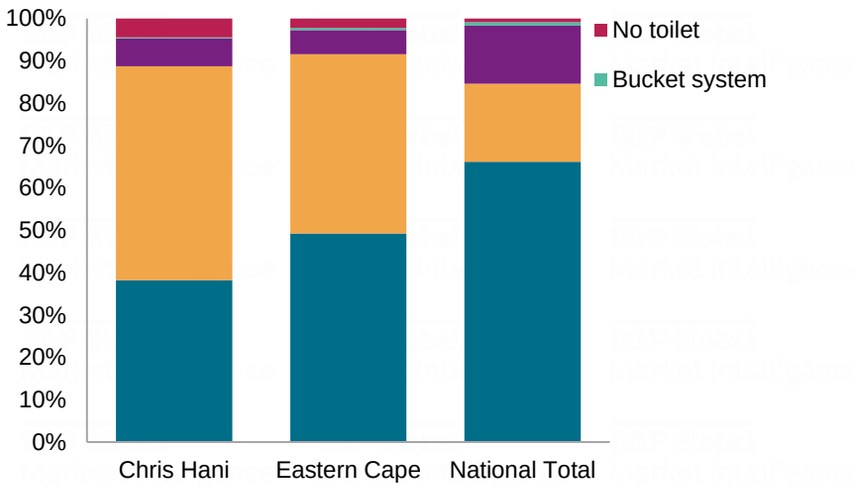
No toilet - No access to any of the toilet systems explained below.

Bucket system - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).

Pit toilet - A top structure over a pit.

Ventilation improved pit - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.

Flush toilet - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.



Households by type of sanitation - Chris Hani, Eastern Cape and National Total, 2022 [Percentage]

Source: Statistics South Africa.

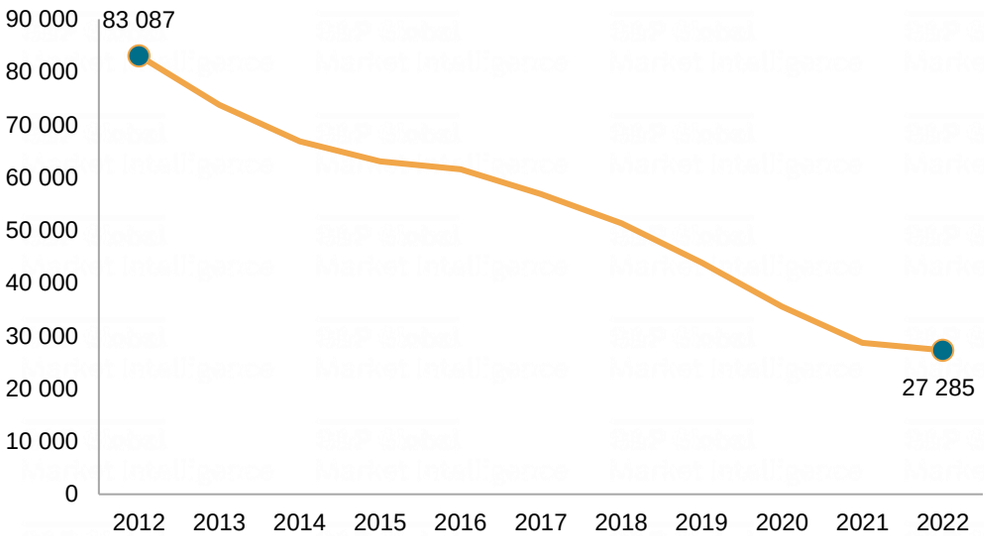
Chris Hani District Municipality had a total number of 92 500 flush toilets (38.22% of total households), 122 000 Ventilation Improved Pit (VIP) (50.51% of total households) and 16 000 (6.61%) of total household's pit toilets.

Households by type of sanitation - Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo, Sakhisizwe and Enoch Mgijima local municipalities, 2022 [Number]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Inxuba Yethemba	21,069	392	167	40	536	22,203
Intsika Yethu	3,941	31,683	5,683	23	3,662	44,992
Emalahleni	9,738	21,402	2,795	69	1,756	35,760
Engcobo	5,048	30,671	3,256	23	2,843	41,839
Sakhisizwe	5,686	9,905	1,589	51	769	18,000
Enoch Mgijima	47,044	28,211	2,502	260	1,262	79,280
Total Chris Hani	**92,525**	**122,264**	**15,992**	**466**	**10,827**	**242,075**

Source: Statistics South Africa.

The region within Chris Hani with the highest number of flush toilets is Enoch Mgijima Local Municipality with 47 000 or a share of 50.84% of the flush toilets within Chris Hani. The region with the lowest number of flush toilets is Intsika Yethu Local Municipality with a total of 3 940 or a share of 4.26% of the total flush toilets within Chris Hani District Municipality.



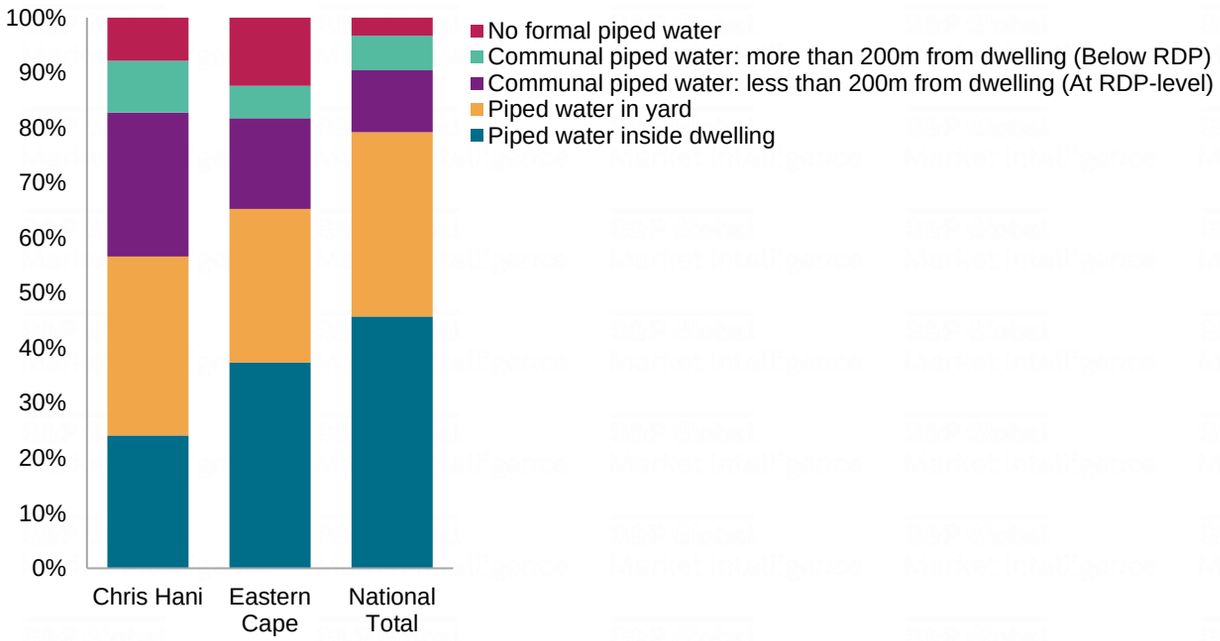
Sanitation backlog - Chris Hani District Municipality, 2012-2022 [Number of households without hygienic toilets]

Source: Statistics South Africa.

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2012 the number of Households without any hygienic toilets in Chris Hani District Municipality was 83 100, this decreased annually at a rate of -10.54% to 27 300 in 2022.

Households by access to water

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rainwater, boreholes, dams, rivers and springs.



Source: Statistics South Africa.

Chris Hani District Municipality had a total number of 58 400 (or 24.14%) households with piped water inside the dwelling, a total of 78 600 (32.46%) households had piped water inside the yard and a total number of 18 900 (7.82%) households had no formal piped water.

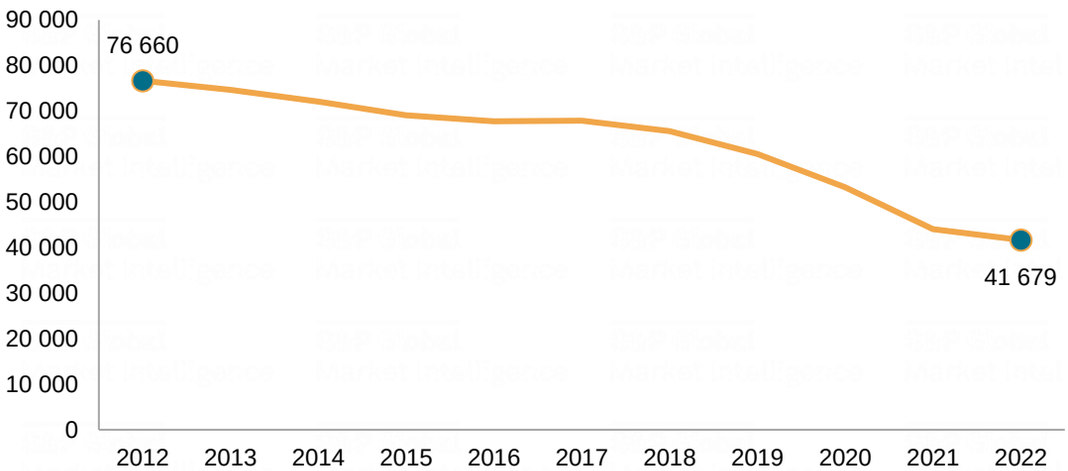
Households by type of water access - Chris Hani District Municipality, 2022 [Number]

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Inxuba Yethemba	12,804	9,026	219	24	131	22,203
Intsika Yethu	4,341	7,388	19,773	7,817	5,674	44,992
Emalahleni	2,784	14,531	12,978	3,953	1,514	35,760
Engcobo	5,928	5,364	14,138	6,452	9,956	41,839
Sakhisizwe	3,576	8,474	3,995	1,327	628	18,000
Enoch Mgijima	28,993	33,802	12,281	3,166	1,038	79,280
Total Chris Hani	**58,426**	**78,585**	**63,385**	**22,739**	**18,940**	**242,075**

Source: Statistics South Africa.

The regions within Chris Hani District Municipality with the highest number of households with piped water inside the dwelling is Enoch Mgijima Local Municipality with 29 000 or a share of 49.62% of the households with piped water inside the dwelling within Chris Hani District Municipality. The region with the lowest number of households with piped water inside the

dwelling is Emalahleni Local Municipality with a total of 2 780 or a share of 4.76% of the total households with piped water inside the dwelling within Chris Hani District Municipality.



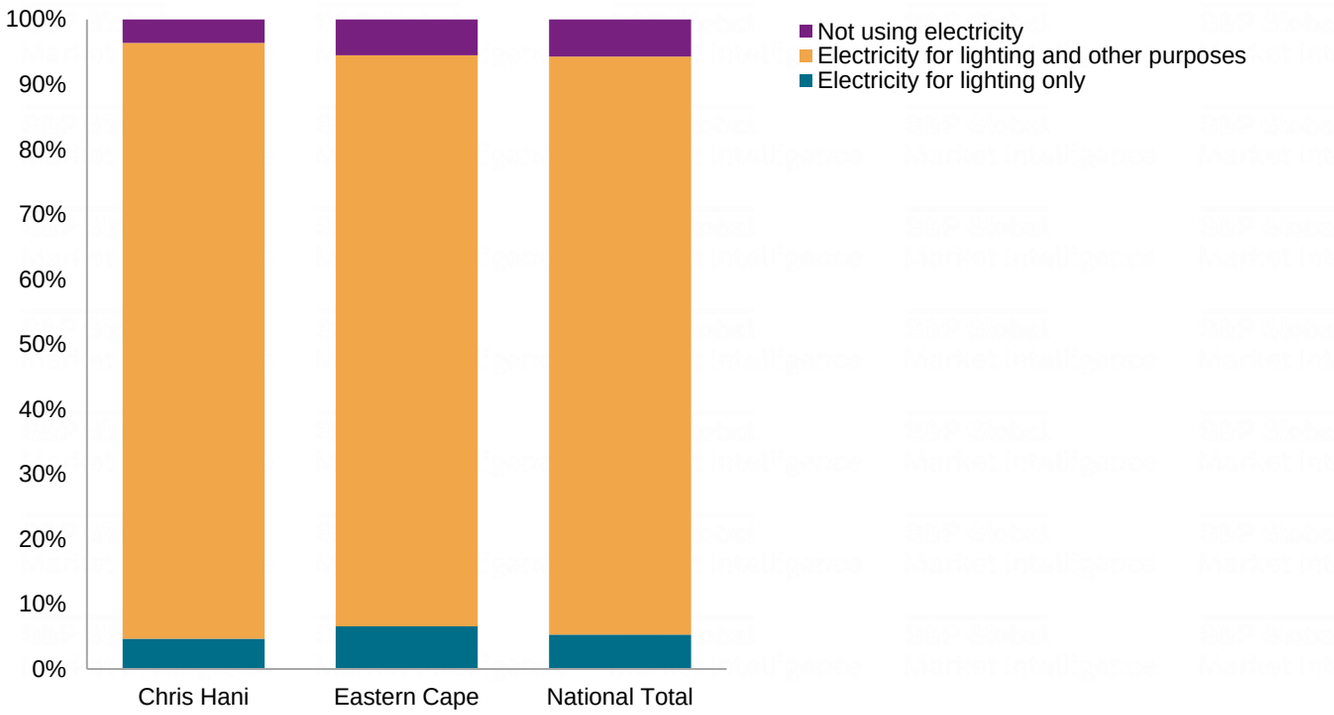
Water backlog - Chris Hani District Municipality, 2012-2022 [Number of households below RDP-level]

Source: Statistics South Africa.

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2012 the number of households below the RDP-level were 76 700 within Chris Hani District Municipality, this decreased annually at -5.91% per annum to 41 700 in 2022.

Households by type of electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).



Households by type of electrical connection - Chris Hani, Eastern Cape and National Total, 2022 [Percentage]

Source: Statistics South Africa.

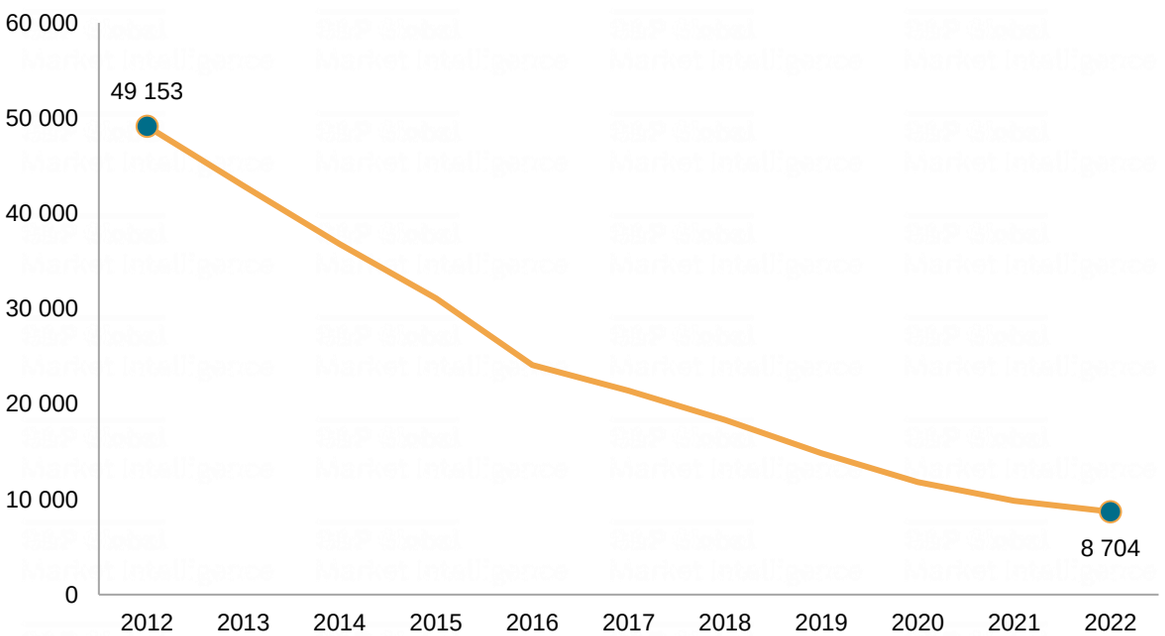
Chris Hani District Municipality had a total number of 11 300 (4.66%) households with electricity for lighting only, a total of 222 000 (91.74%) households had electricity for lighting and other purposes and a total number of 8 700 (3.60%) households did not use electricity.

Households by type of electrical connection - Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo, Sakhisizwe and Enoch Mgijima local municipalities, 2022 [Number]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Inxuba Yethemba	224	21,767	213	22,203
Intsika Yethu	3,094	39,470	2,428	44,992
Emalahleni	1,242	33,495	1,023	35,760
Engcobo	4,492	34,538	2,809	41,839
Sakhisizwe	721	16,771	508	18,000
Enoch Mgijima	1,515	76,042	1,723	79,280
Total Chris Hani	**11,288**	**222,083**	**8,704**	**242,075**

Source: Statistics South Africa.

The region within Chris Hani with the highest number of households with electricity for lighting and other purposes is Enoch Mgijima Local Municipality with 76 000 or a share of 34.24% of the households with electricity for lighting and other purposes within Chris Hani District Municipality. The Region with the lowest number of households with electricity for lighting and other purposes is Sakhisizwe Local Municipality with a total of 16 800 or a share of 7.55% of the total households with electricity for lighting and other purposes within Chris Hani District Municipality.



Electricity connection - Chris Hani District Municipality, 2012-2022 [Number of households with no electrical connection]

Source: Statistics South Africa.

When looking at the number of households with no electrical connection over time, it can be seen that in 2012 the households without an electrical connection in Chris Hani District Municipality was 49 200, this decreased annually at -15.90% per annum to 8 700 in 2022.

Households by refuse disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as “formal refuse removal”. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuge is taken away, thus leading to the following categories:

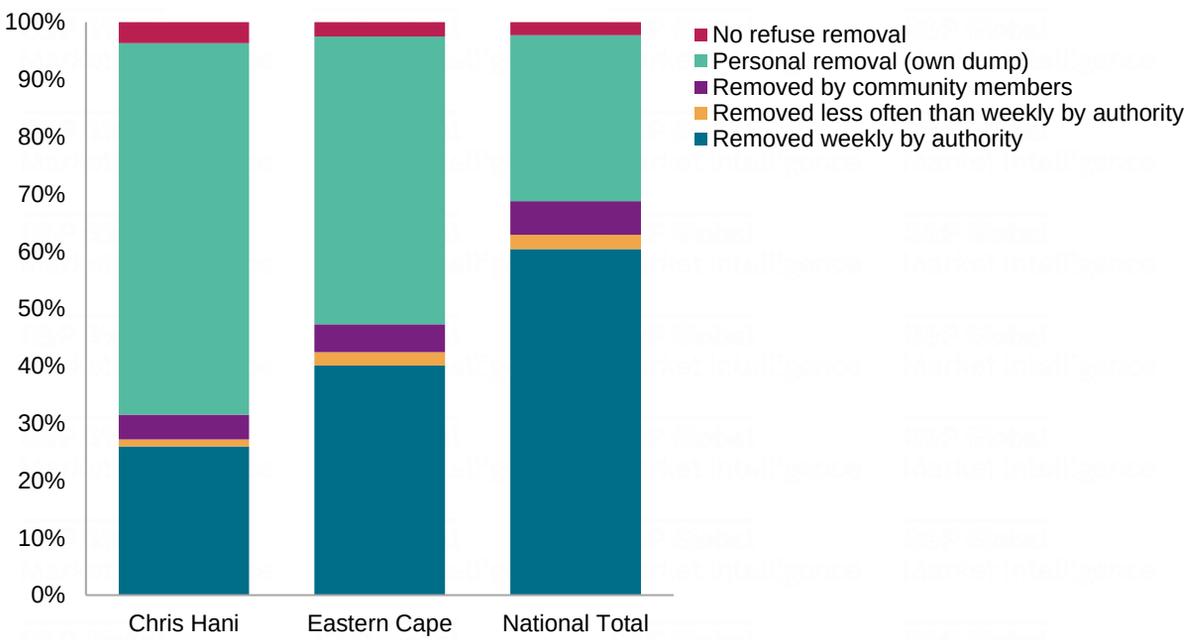
Removed weekly by authority

Removed less often than weekly by authority

Removed by community members

Personal removal / (own dump)

No refuse removal



Households by refuse disposal - Chris Hani, Eastern Cape and National Total, 2022 [Percentage]

Source: Statistics South Africa.

Chris Hani District Municipality had a total number of 62 900 (25.97%) households which had their refuse removed weekly by the authority, a total of 2 850 (1.18%) households had their refuse removed less often than weekly by the authority and a total number of 157 000 (64.86%) households which had to remove their refuse personally (own dump).

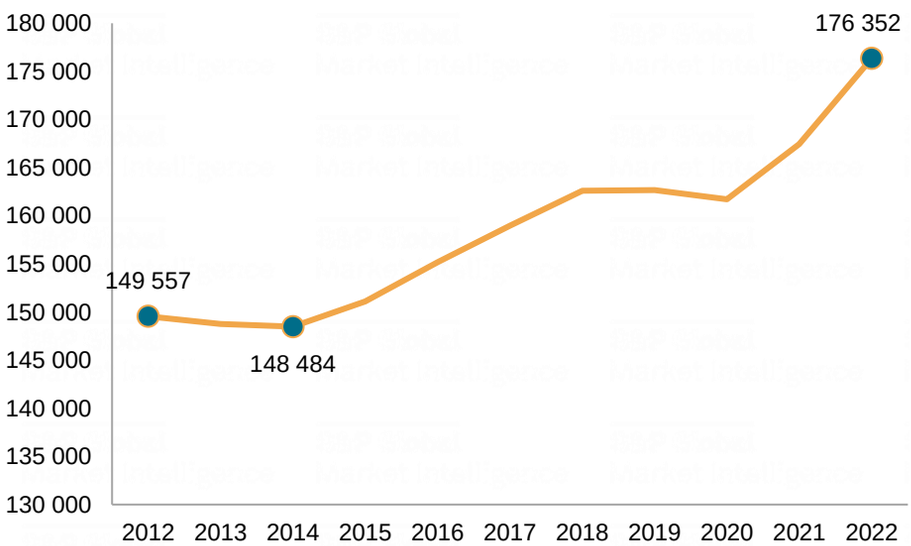
Households by refuse disposal - Inxuba Yethemba, Intsika Yethu, Emalahleni, Engcobo, Sakhisizwe and Enoch Mgijima local municipalities, 2022 [Number]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Inxuba Yethemba	17,254	1,095	771	2,972	111	22,203
Intsika Yethu	1,184	181	1,891	39,390	2,346	44,992

Emalahleni	3,973	129	1,508	28,752	1,398	35,760
Engcobo	827	407	1,321	36,563	2,722	41,839
Sakhisizwe	1,611	164	1,286	13,800	1,139	18,000
Enoch Mgijima	38,021	876	3,675	35,530	1,178	79,280
Total Chris Hani	**62,870**	**2,852**	**10,453**	**157,007**	**8,892**	**242,075**

Source: Statistics South Africa.

The region within Chris Hani with the highest number of households where the refuse is removed weekly by the authority is Enoch Mgijima Local Municipality with 38 000 or a share of 60.48% of the households where the refuse is removed weekly by the authority within Chris Hani. The region with the lowest number of households where the refuse is removed weekly by the authority is Engcobo Local Municipality with a total of 827 or a share of 1.31% of the total households where the refuse is removed weekly by the authority within the district municipality.



Refuse removal - Chris Hani District Municipality, 2012-2022 [Number of households with no formal refuse removal]

Source: Statistics South Africa.

When looking at the number of households with no formal refuse removal, it can be seen that in 2012 the households with no formal refuse removal in Chris Hani District Municipality was 150 000, this increased annually at 1.66% per annum to 176 000 in 2022.

The total number of households within Chris Hani District Municipality increased at an average annual rate of 1.11% from 2012 to 2022, which is higher than the annual increase of 1.62% in the number of households in South Africa.

According to the latest SAWIC database (South African Waste Information Centre), there are 7 active landfill sites in the Chris Hani District. The currently active Engcobo and Lukhanji sites have

been operational the longest from 2003 and 2004 respectively while the Buy-back Centre in Komani has only started in 2021.

Households by Other Infrastructure

There are several municipal cemeteries in the district that satisfy the existing service demand but there is urgent need to expand current capacity and ensure that all communities have access to adequate burial facilities. Cemeteries also need to be secured in order to ensure preservation of heritage and prevent vandalism of graves and tombstones. Almost all the rural settlements in the district have cemeteries of various sizes, shapes and capacities. These rural cemeteries are informally managed by the local communities. They are also located in places the communities find fit, meaning that no proper geo-technical investigations have been carried out to ascertain their suitability in terms of underground water contamination. The table below shows the number of cemeteries in the district municipality.

CHDM Cemeteries

Municipality	No of cemeteries	Remarks
Intsika Yethu	146	There is a total of 146 unlicensed/ unregistered cemeteries distributed within the wards of the municipal area which need some improvement and re-organization to ensure effective delivery. It should be acknowledged that most of these cemeteries have not undergone geo-technical investigation to avoid the likelihood to underground water contamination.
Enoch Mgijima	12	All the cemeteries under the municipal jurisdiction are almost full thus availability of space for new cemeteries and related services are fast becoming a problem. Upgrading of the graveyards will be done on an ongoing basis. All new township developments should make provision for cemeteries and be included in the EIA process to prevent duplication of processes.
Engcobo	1	It is currently being fence. A new site will be required in the future (2 to 3 yrs.)
Sakhisizwe	4	There is no ward that has no cemetery at all now; the only challenge is that existing facilities fall short of required expectations in terms of quality of service. Ward 4&5 cemeteries are properly maintained while 1 & 2 are not because communities do not pay for services. For example, some cemeteries are not properly fenced, and this cases stray animals to roam and destroy valuable assets. Others are in areas that

		have geological challenges resulting in prevalent dampness and potential risk to underground water by contamination.
Emalahleni	9	The Municipality has nine (9) cemeteries; there are two in operation in Indwe, one in Dordrecht and two in Lady Frere. Each Cemetery has an existing cemetery Register. Dordrecht currently offers sale of site and grave digging services. Indwe and Lady Frere are only offering sale of site. Cemetery layout plan has been developed for Dordrecht and is to be submitted to Council for adoption. Roads and storm water channelling constructed.
Inxuba Yethemba	2	Managed by the municipality and found in Cradock and Middleburg

There are a number of sport facilities within the district. The table below shows number of sport facilities which are in the district. Many sport clubs and codes have a proud tradition and have been going for many years within the district. However, there is a significant lack of sports and recreational facilities within the District, especially in the former homeland areas.

ChDM Sport Facilities

Municipality	No of sport facilities	Remarks
Enoch Mgijima	19	Majority of sport facilities require maintenance
Engcobo	2	Engcobo and Nkondlo sport fields are in good working condition.
Sakhisizwe	10	The main challenge is that existing facilities are poorly planned and do not respond appropriately to the needs of target user communities.
Emalahleni	5	Require maintenance
Inxuba Yethemba	4	Require upgrading and maintenance. They are as follows: Kwanonzame, Midros Lingelihle, Lusaka, Michausdal

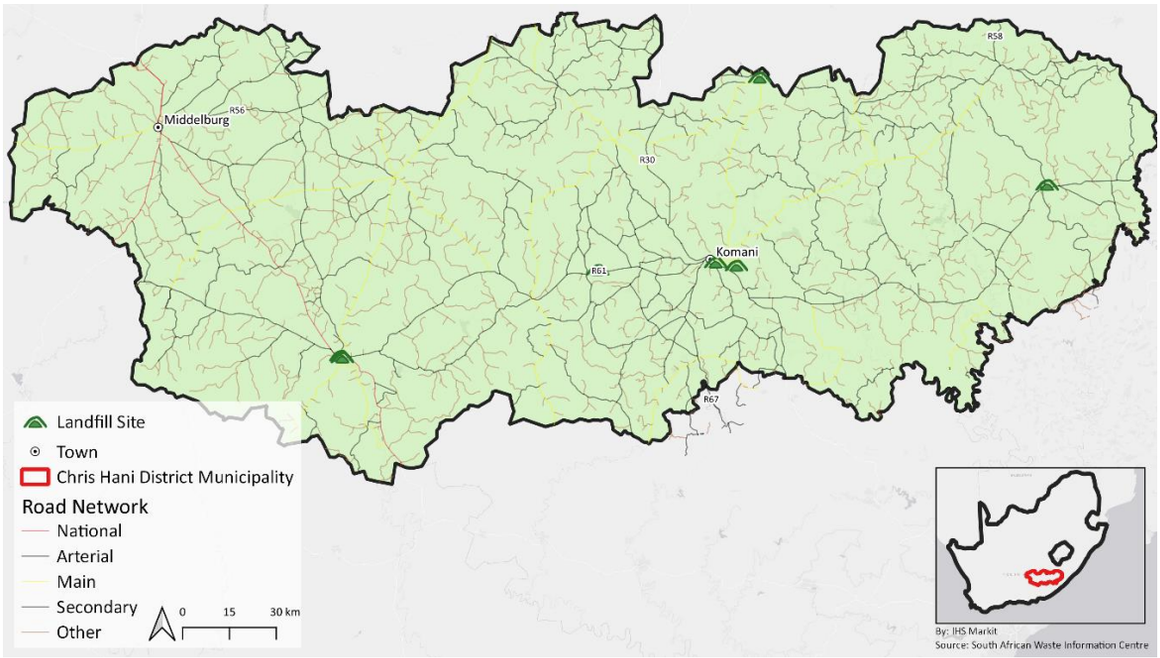
There are 23 libraries in the district. There is a significant lack of libraries within the District, resulting in school children and other learners being unable to access information they require for their studies. It is noted, however, that some progress is being made in this regard. Intsika Yethu Municipality with DSRAC has also built the library in Cofimvaba Town for the purposes of assisting learners with information. Secondly Through the liberation Heritage programme another library has been built at Sabalele Village with the collaboration of Chris Hani District Municipality and DSRAC, the library is packed with books to assist the learners around the area of Sabalele.

CHDM Libraries

Municipality	No of library	Remarks
Enoch Mgijima	10	The libraries are faced with over population and limited resources. There is still a need to intensify the extension of the library services to the rural communities that are still experiencing limited access to information. The municipality endeavours to continuously upgrade and improve the standard of the libraries to match the increasing technological development that requires and challenges the libraries to be abreast with the latest and updated innovation in ICT (Information Communication Technology). It is envisaged that the municipal libraries will in future have adequate computers to offer effective self-help computer services to the community at large.
Intsika Yethu	2	The library facilities are located in Cofimvaba and Tsomo. The functioning of Libraries is supported by DSRAC at an amount of R250 000.
Engcobo	0	There is no library in the municipality.
Sakhisizwe	3	There are three main libraries located in Elliot and Cala and a modula library in Askeaton to service greater Sakhisizwe areas. The new Elliot library project is underway and we are in negotiation with DSRAC for its speedy delivery and operation.
Emalahleni	6	Insufficient budget for maintenance of libraries and they are Bengu Modular Library, Mhlanga Library, Tsembeyi Modular Library, Lady Frere Library, Indwe Public Library and Dordrecht Public Library
Inxuba Yethemba	2	The libraries are found in Cradock and Middleburg

Landfill Sites

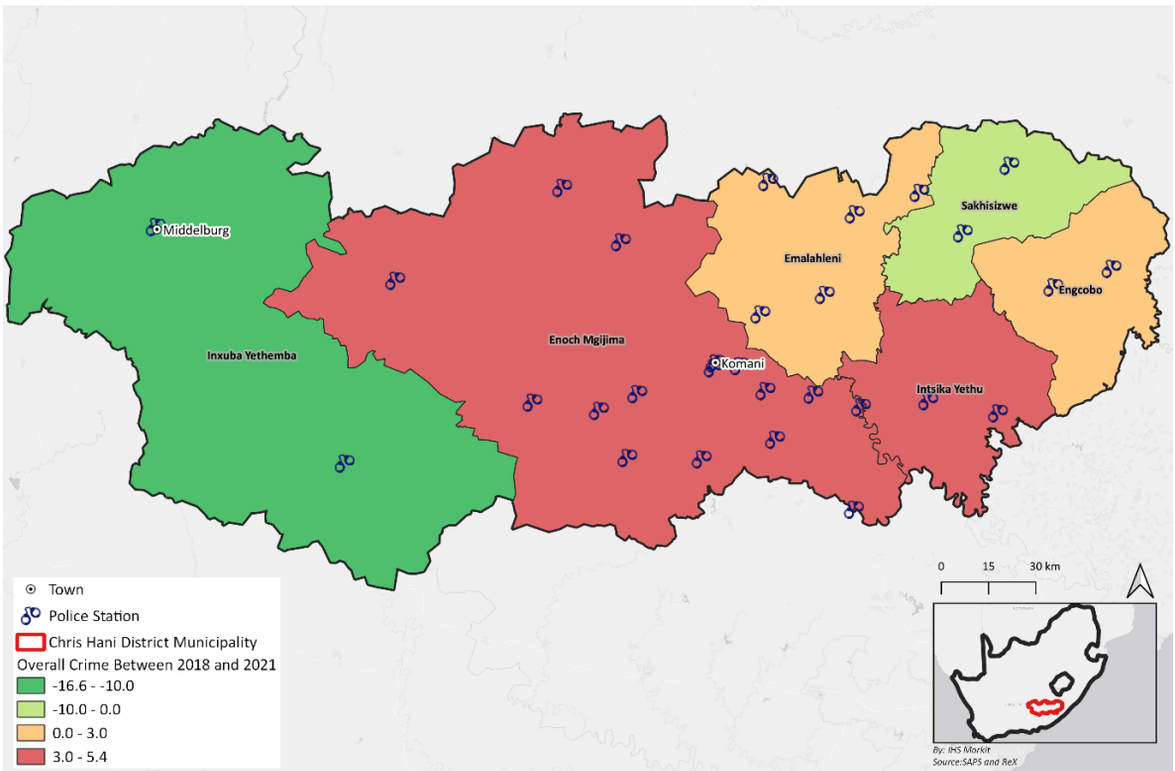
Map 7 Chris Hani District Active Landfill Sites



Source: IHS Markit GIS

4.

Chris Hani District Overall Crime Index Change Between 2018 and 2021



Source: IHS Markit GIS

There are 29 police stations within the Chris Hani District where Sakhisizwe, Inxuba Yethemba, Intsika Yethu and Engcobo have only 2 police stations each and Emalahleni and Enoch Mgijima have 5 and 16 police stations respectively. Furthermore, Sakhisizwe and Inxuba Yethemba experienced the greatest decrease the Overall Crime Rate between 2018 and 2021. Whereas Enoch Mgjima and Instika Yethu experienced an increase in the Overall Crime Rate between 2018 and 2021. It is important to note that Enoch Mgjima has the greatest number of police while having the highest increase in Crime Rate between 2018 and 2021.

Tourism

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

Trips by purpose of trips

As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. S&P Global likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:

Leisure / Holiday

Business

Visits to friends and relatives

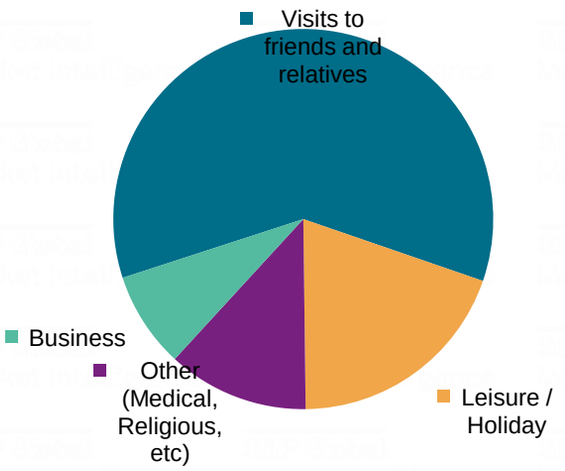
Other (Medical, Religious, etc.)

Number of trips by purpose of trips - Chris Hani District Municipality, 2012-2022 [Number Percentage]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2012	73,800	28,700	379,000	53,100	535,000
2013	64,300	26,300	335,000	52,500	478,000
2014	59,200	25,100	314,000	54,000	452,000
2015	54,200	24,100	298,000	52,900	429,000
2016	54,000	24,500	304,000	56,000	439,000
2017	58,200	24,500	327,000	60,600	470,000
2018	65,100	25,200	355,000	62,900	508,000
2019	68,100	24,400	352,000	60,300	505,000
2020	61,000	22,100	316,000	52,700	452,000
2021	65,400	27,500	284,000	50,800	428,000
2022	96,900	40,600	299,000	59,700	496,000
Average Annual growth					
2012-2022	2.76%	3.53%	-2.35%	1.17%	-0.75%

Source: Statistics South Africa

In Chris Hani District Municipality, the Business, relative to the other tourism, recorded the highest average annual growth rate from 2012 (28 700) to 2022 (40 600) at 3.53%. Visits to friends and relatives recorded the highest number of visits in 2022 at 299 000, with an average annual growth rate of -2.35%. The tourism type that recorded the lowest growth was Visits to friends and relatives' tourism with an average annual growth rate of -2.35% from 2012 (379 000) to 2022 (299 000).



Trips by purpose of trip - Chris Hani District Municipality, 2022 [Percentage]

Source: Statistics South Africa

The Visits to friends and relatives at 60.28% has largest share the total tourism within Chris Hani District Municipality. Leisure / Holiday tourism had the second highest share at 19.53%, followed by Other (Medical, Religious, etc) tourism at 12.02% and the Business tourism with the smallest share of 8.17% of the total tourism within Chris Hani District Municipality.

Origin of tourists

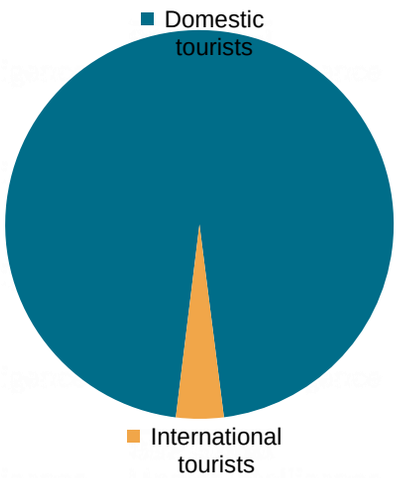
In the following table, the number of tourists that visited Chris Hani District Municipality from both domestic origins, as well as those coming from international places, are listed.

Total number of trips by origin tourists - Chris Hani District Municipality, 2012-2022 [Number]

	Domestic tourists	International tourists	Total tourists
2012	508,000	26,700	535,000
2013	450,000	28,100	478,000
2014	423,000	29,400	452,000
2015	402,000	27,500	429,000
2016	407,000	31,800	439,000
2017	438,000	32,800	470,000
2018	474,000	33,600	508,000
2019	472,000	32,600	505,000
2020	441,000	11,400	452,000
2021	419,000	8,310	428,000
2022	477,000	19,700	496,000
Average Annual growth			
2012-2022	-0.64%	-3.01%	-0.75%

Source: Statistics South Africa

The number of trips by tourists visiting Chris Hani District Municipality from other regions in South Africa has decreased at an average annual rate of -0.64% from 2012 (508 000) to 2022 (477 000). The tourists visiting from other countries decreased at an average annual growth rate of -3.01% (from 26 700 in 2012 to 19 700). International tourists constitute 3.96% of the total number of trips, with domestic tourism representing the balance of 96.04%.



Tourists by origin - Chris Hani District Municipality, 2022 [Percentage]

Source: Statistics South Africa

Bednights by origin of tourist

A bed night is the tourism industry measurement of one night away from home on a single person trip.

The following is a summary of the number of bed nights spent by domestic and international tourist within Chris Hani District Municipality between 2012 and 2022.

Bednights by origin of tourist - Chris Hani District Municipality, 2012-2022 [Number]

	Domestic tourists	International tourists	Total tourists
2012	1,860,000	304,000	2,170,000
2013	1,610,000	312,000	1,920,000
2014	1,470,000	326,000	1,800,000
2015	1,390,000	317,000	1,710,000
2016	1,300,000	382,000	1,680,000
2017	1,240,000	429,000	1,670,000
2018	1,160,000	1,020,000	2,170,000
2019	974,000	1,380,000	2,360,000
2020	699,000	609,000	1,310,000
2021	606,000	609,000	1,210,000
2022	703,000	1,510,000	2,210,000
Average Annual growth			
2012-2022	-9.28%	17.36%	0.20%

Source: Statistics South Africa

From 2012 to 2022, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -9.28%, while in the same period the international tourists had an average annual increase of 17.36%. The total number of bed nights spent by tourists increased at an average annual growth rate of 0.20% from 2.17 million in 2012 to 2.21 million in 2022.



Growth in tourism (using bednights) by origin - Chris Hani District Municipality, 2012-2022 [Number]

Source: Statistics South Africa

From 2012 to 2022 the number of bed nights spent by international tourists overtook the number of bed nights spent by domestic tourists. This is as a result of negative growth in the domestic

tourists compared to the positive growth seen in the number of bed nights spent by international tourists in Chris Hani District Municipality.

Tourism spending

In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

Total tourism spending - Chris Hani, Eastern Cape and National Total, 2012-2022 [R billions, Current Prices]

	Chris Hani	Eastern Cape	National Total
2012	1.1	16.4	229.8
2013	1.2	17.8	253.3
2014	1.3	19.4	275.4
2015	1.1	17.5	253.9
2016	1.3	19.3	277.6
2017	1.1	18.2	264.0
2018	1.4	20.8	293.2
2019	2.4	32.1	411.3
2020	1.5	20.0	241.5
2021	2.0	25.8	290.8
2022	2.4	29.9	333.1
Average Annual growth			
2012-2022	7.83%	6.22%	3.78%

Source: Statistics South Africa

Chris Hani District Municipality had a total tourism spending of R 2.36 billion in 2022 with an average annual growth rate of 7.8% since 2012 (R 1.11 billion). Eastern Cape Province had a total tourism spending of R 29.9 billion in 2022 and an average annual growth rate of 6.2% over the period. Total tourism spending in South Africa increased from R 230 billion in 2012 to R 333 billion in 2022 at an average annual rate of 3.8%.

Tourism spend per resident capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

Tourism spend per resident capita - Chris Hani District Municipality and the rest of Eastern Cape, 2012,2017 and 2022 [R Thousands]

	2012	2017	2022
Chris Hani	R 1,352	R 1,348	R 2,656
Nelson Mandela Bay	R 4,480	R 4,551	R 5,325
Buffalo City	R 3,859	R 3,980	R 5,252
Sarah Baartman	R 6,306	R 6,898	R 13,633
Amatole	R 1,468	R 1,647	R 3,115
Joe Gqabi	R 1,130	R 1,151	R 2,483
O.R.Tambo	R 976	R 1,054	R 1,757
Alfred Nzo	R 961	R 1,015	R 1,734

Source: Statistics South Africa

In 2022, Chris Hani District Municipality had a tourism spend per capita of R 2,660 and an average annual growth rate of 6.99%, Chris Hani District Municipality ranked fifth amongst all the regions within Eastern Cape in terms of tourism spend per capita. The region within Eastern Cape Province that ranked first in terms of tourism spend per capita is Sarah Baartman District Municipality with a total per capita spending of R 13,600 which reflects an average annual increase of 8.01% from 2012. The district municipality that ranked lowest in terms of tourism spend per capita is Alfred Nzo with a total of R 1,730 which reflects an increase at an average annual rate of 6.08% from 2012.

Tourism spends as a share of GDP

This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

Total spending as % share of GDP - Chris Hani, Eastern Cape and National Total, 2012-2022 [Percentage]

	Chris Hani	Eastern Cape	National Total
2012	5.1%	5.7%	6.4%
2013	5.3%	5.8%	6.5%

2014	5.4%	5.9%	6.7%
2015	4.3%	4.9%	5.7%
2016	4.4%	5.1%	5.8%
2017	3.7%	4.5%	5.2%
2018	4.3%	4.9%	5.5%
2019	7.1%	7.3%	7.3%
2020	4.6%	4.7%	4.3%
2021	5.6%	5.5%	4.7%
2022	6.2%	6.0%	5.0%

Source: Statistics South Africa

In Chris Hani District Municipality the tourism spending as a percentage of GDP in 2022 was 6.21%. Tourism spending as a percentage of GDP for 2022 was 5.97% in Eastern Cape Province, 5.02% in South Africa.

International trade

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

Relative importance of international trade

In the table below, the Chris Hani District Municipality is compared to Eastern Cape and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

Merchandise exports and imports - Chris Hani, Eastern Cape and National Total, 2022 [R 1000, current prices]

	Chris Hani	Eastern Cape	National Total
Exports (R 1000)	184,082	73,461,195	2,013,485,000
Imports (R 1000)	90,940	74,201,008	1,791,905,000
Total Trade (R 1000)	275,022	147,662,203	3,805,390,000
Trade Balance (R 1000)	93,143	-739,813	221,580,000
Exports as % of GDP	0.5%	14.7%	30.4%
Total trade as % of GDP	0.7%	29.5%	57.4%
Regional share - Exports	0.0%	3.6%	100.0%
Regional share - Imports	0.0%	4.1%	100.0%
Regional share - Total Trade	0.0%	3.9%	100.0%

Source: Statistics South Africa

The merchandise export from Chris Hani District Municipality amounts to R 184 million and as a percentage of total national exports constitutes about 0.01%. The exports from Chris Hani District Municipality constitute 0.48% of total Chris Hani District Municipality's GDP. Merchandise imports of R 90.9 million constitute about 0.01% of the national imports. Total trade within Chris

Hani is about 0.01% of total national trade. Chris Hani District Municipality had a positive trade balance in 2022 to the value of R 93.1 million.

Section D: Demographic and Economic Outlook

This section will present a summary of salient features and key implications drawn from the above profile. These features will need to be carefully considered when drafting the rest of the CHDM IDP to ensure that the strategy aligns to the needs of the people. The section will first provide forecast and projection of main indicators to be used for regional long-term planning in the region. This section will also need to be updated yearly in order to provide the IDP strategy and implementation process with a proper foundation.

1. Development Outlook

1.1 Population projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Chris Hani's population is projected to grow at an average annual rate of 0.9% from 872 000 in 2020 to 914 000 in 2025.

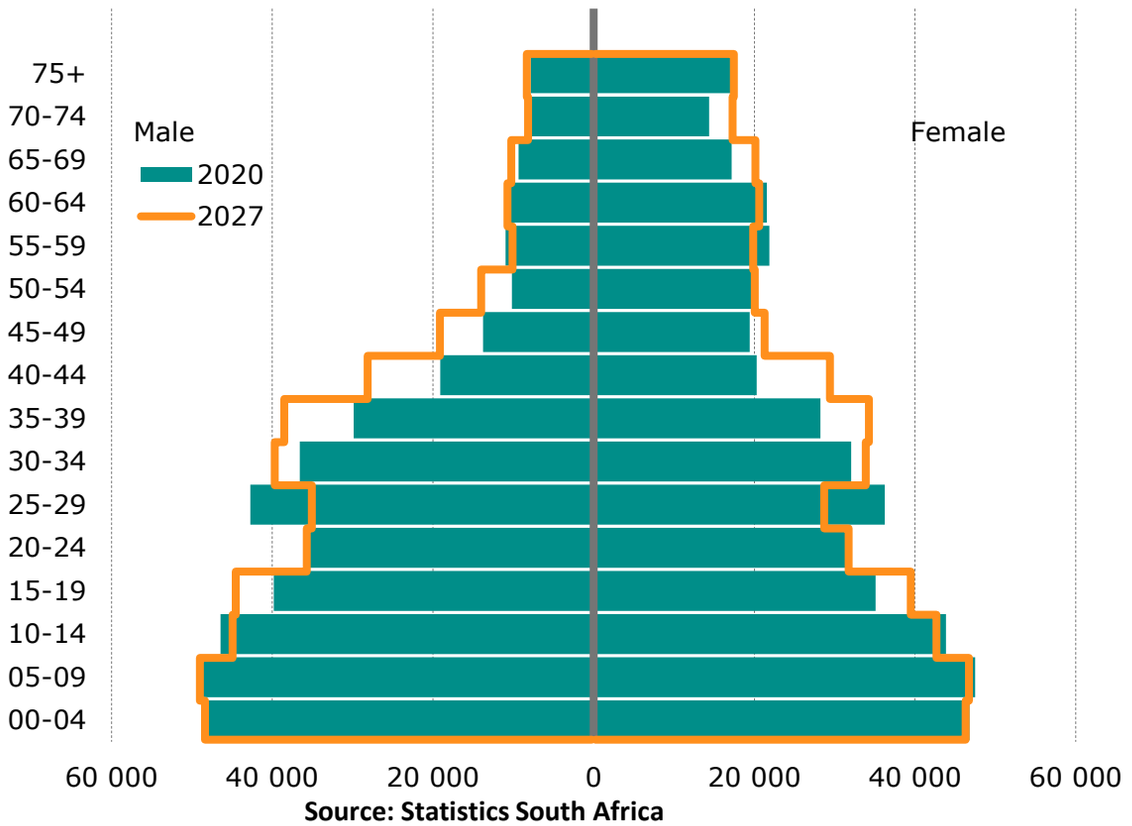
Population projections - Chris Hani, Eastern Cape and National Total, 2020-2025 [Numbers percentage]

	Chris Hani	Eastern Cape	National Total	Chris Hani as % of province	Chris Hani as % of national
2020	872,000	7,330,000	59,600,000	11.9%	1.46%
2021	879,000	7,400,000	60,300,000	11.9%	1.46%
2022	887,000	7,470,000	61,100,000	11.9%	1.45%
2023	896,000	7,550,000	61,900,000	11.9%	1.45%
2024	905,000	7,630,000	62,700,000	11.9%	1.44%
2025	914,000	7,710,000	63,500,000	11.9%	1.44%
2026	923,000	7,782,000	64,300,000	11.9%	1.44%
2027	933,000	7,859,000	65,300,000	11.9%	1.43%
Average Annual growth					
2020-2027	1.00%	1.00%	1.20%		

Source: Statistics South Africa

The population projection of Chris Hani District Municipality shows an estimated average annual growth rate of 0.9% between 2020 and 2025. The average annual growth rate in the population over the forecasted period for Eastern Cape Province and South Africa is 1.0% and 1.3% respectively. The Eastern Cape Province is estimated to have average growth rate of 1.0% which is higher than the Chris Hani District Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is higher than that of Chris Hani's growth rate.

Population pyramid - Chris Hani District Municipality, 2020 vs. 2025 [Percentage]



Source: Statistics South Africa

The population pyramid reflects a projected change in the structure of the population from 2020 and 2025. The differences can be explained as follows:

In 2020, there is a significantly larger share of young working age people between 20 and 34 (24.7%), compared to what is estimated in 2025 (22.4%). This age category of young working age population will decrease over time.

The fertility rate in 2025 is estimated to be slightly higher compared to that experienced in 2020.

The share of children between the ages of 0 to 14 years is projected to be significant smaller (30.4%) in 2025 when compared to 2020 (32.4%).

In 2020, the female population for the 20 to 34 years age group amounts to 11.5% of the total female population while the male population group for the same age amounts to 13.2% of the total male population. In 2025, the male working age population at 12.1% still exceeds that of the female population working age population at 10.3%, although both are at a lower level compared to 2020.

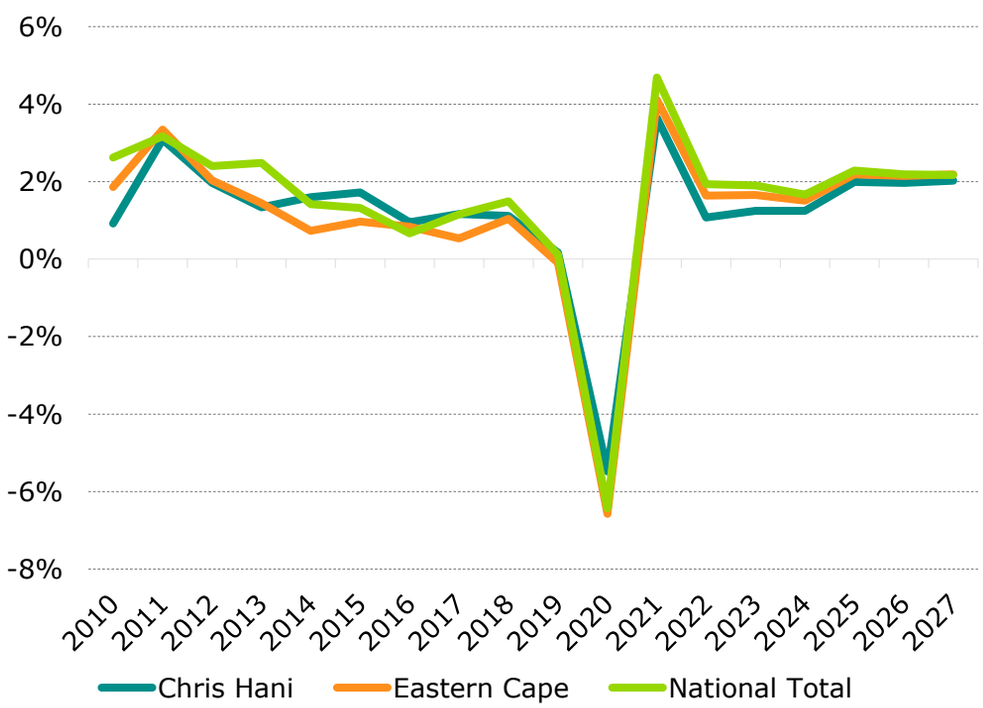
2. Sectoral Outlook

The purpose of this section is to identify regional and sectoral potential for business growth and investments by assessing the sectoral challenges and opportunities faced by local municipalities within CHDM.

2.1 Economic Growth Forecast

It is expected that Chris Hani District Municipality will grow at an average annual rate of 1.84% from 2020 to 2025. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 2.22% and 2.49% respectively.

Gross Domestic Product (GDP) - Chris Hani, Eastern Cape and National Total, 2010-2027 [Average annual growth rate, constant 2010 prices]



Source: Statistics South Africa

In 2025, Chris Hani's forecasted GDP will be an estimated R 29.4 billion (constant 2010 prices) or 8.1% of the total GDP of Eastern Cape Province. The ranking in terms of size of the Chris Hani District Municipality will remain the same between 2020 and 2025, with a contribution to the Eastern Cape Province GDP of 8.1% in 2025 compared to the 8.2% in 2020. At a 1.84% average annual GDP growth rate between 2020 and 2025, Chris Hani ranked the seventh compared to the other regional economies.

Gross Domestic Product (GDP) - local municipalities of Chris Hani District Municipality, 2020 to 2027, share and growth

	2027 (Current prices)	Share of district municipality	2020 (Constant prices)	2027 (Constant prices)	Average Annual growth
Inxuba Yethemba	10.23	19.02%	5.19	5.88	1.13%
Intsika Yethu	5.77	10.73%	2.72	3.24	1.19%
Emalahleni	3.47	6.45%	1.76	1.93	1.09%
Engcobo	4.85	9.02%	2.41	2.74	1.14%
Sakhisizwe	3.22	5.98%	1.57	1.80	1.15%
Enoch Mgijima	26.24	48.79%	13.20	15.0	1.14%
Chris Hani	53.77		26.86	30.60	

Source: Statistics South Africa

When looking at the regions within the Chris Hani District Municipality it is expected that from 2020 to 2027 the Intsika Yethu Local Municipality will achieve the highest average annual growth rate of 1.19%. The region that is expected to achieve the second highest average annual growth rate is that of Sakhisizwe Local Municipality, averaging 1.15% between 2020 and 2027. On the other hand the region that performed the poorest relative to the other regions within Chris Hani District Municipality was the Emalahleni Local Municipality with an average annual growth rate of 1.09%.

2.2 Sector Growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

Gross value added (GVA) by broad economic sector - Chris Hani District Municipality, 2020-2025 [R millions, constant 2015 prices]

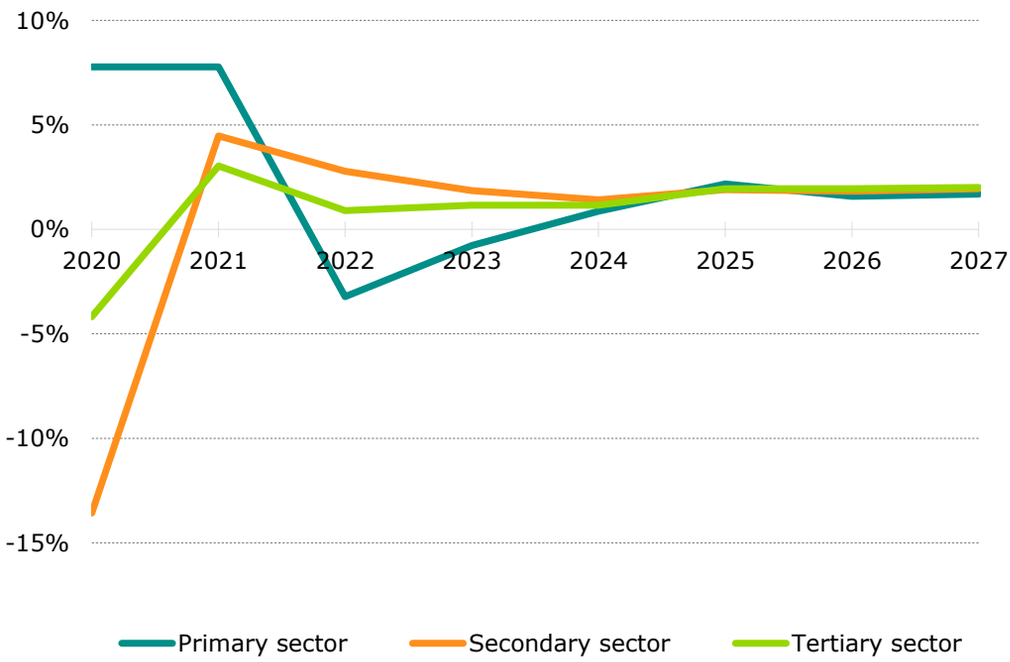
	2020	2021	2022	2023	2024	2025	2026	2027	Average Annual

									growth
Agriculture	606,1	647,4	626,7	623,2	629,7	644,7	656,3	668,9	1.92%
Mining	35,8	44,5	42,9	41,3	40,6	40,1	39,3	38,4	-2.15%
Manufacturing	1,287,5	1,384,7	1,417,9	1,437,7	1,447,5	1,465,3	1,482,0	1,501,5	1.31%
Electricity	308.7	322.5	332.3	340.0	347.9	357.8	367.1	376.9	2.67%
Construction	747.7	741.5	766.5	785.6	804.2	825.7	848.2	871.6	2.76%
Trade	4,303.4	4,578.0	4,665.3	4,746.6	4,807.9	4,890.5	4,944.2	5,076.1	1.99%
Transport	1,565.3	1,630.9	1,659.5	1,694.8	1,728.3	1,774.2	1,820.2	1,863.0	2.35%
Finance	4,635.9	4,867.5	5,022.8	5,146.8	5,260.6	5,408.4	5,553.0	5,697.1	2.60%
Community services	11,369.3	11,461.3	11,390.9	11,413.6	11,471.2	11,647.3	11,832.2	12,032,0	1.69%
Total Industries	**24,859.8**	**25,678.3**	**25,924.7**	**26,229.6**	**26,537.7**	**27,054.0**	**27,575.4**	**28,125.5**	**1.99%**

Source: Statistics South Africa

The finance sector is expected to grow fastest at an average of 3.13% annually from R 4.64 billion in Chris Hani District Municipality to R 5.41 billion in 2025. The community services sector is estimated to be the largest sector within the Chris Hani District Municipality in 2025, with a total share of 43.1% of the total GVA (as measured in current prices), growing at an average annual rate of 0.5%. The sector that is estimated to grow the slowest is the community services sector with an average annual growth rate of 0.48%.

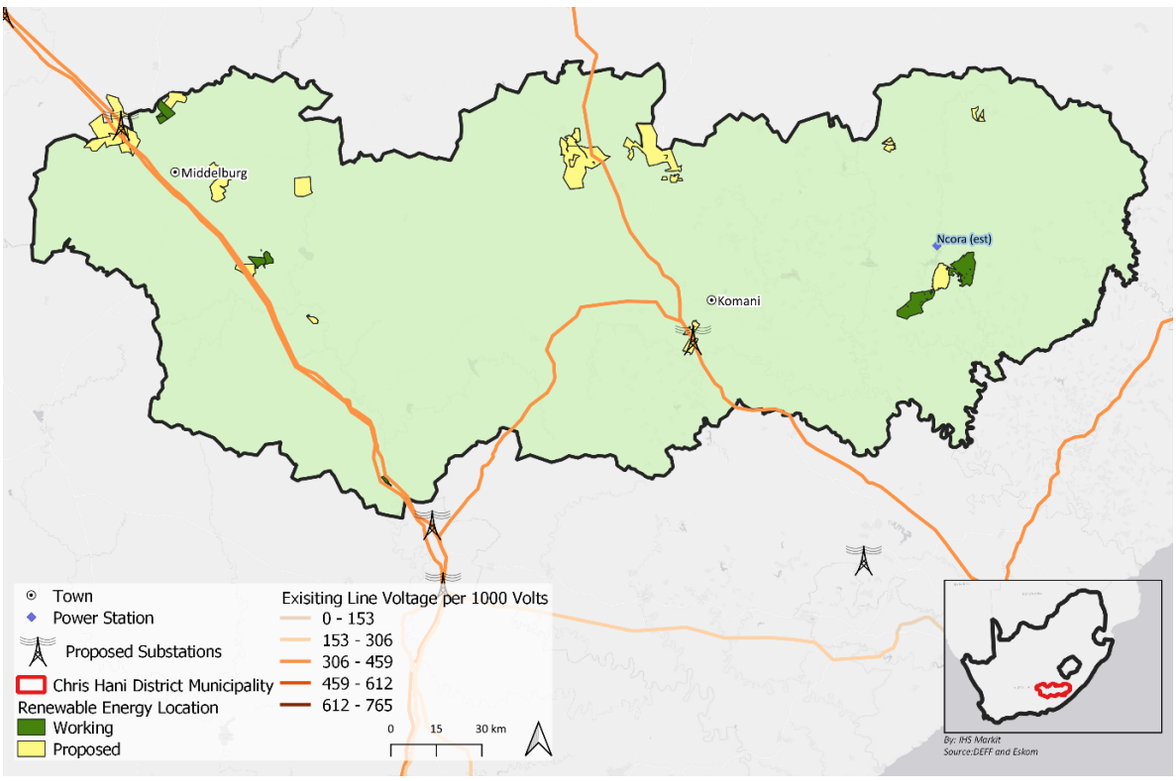
Gross value added (GVA) by aggregate economic sector - Chris Hani District Municipality, 2020-2025 [Annual growth rate, constant 2015 prices]



Source: Statistics South Africa

The Primary sector is expected to grow at an average annual rate of 1.30% between 2020 and 2027, with the Secondary sector growing at 2.48% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.63% for the same period.

Map 9. Chris Hani District Proposed Renewable Energy Sites and Substations



Source: IHS Markit GIS

The Chris Hani District currently has 1 Power Station, Ncora, and 4 power lines and 2 proposed substations through the district. Additionally, the District has 14 working renewable energy locations and 39 proposed renewable energy locations. There are a total of 10 exisiting and proposed Wind Energy Sites, 11 existing and proposed Solar Energy Sites, the remaining proposed sites have been classified as No Technology. No Technology means that there the type of technology has not been classified yet.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

4.3. OVERVIEW OF FIVE KEY PERFORMANCE AREAS (KPA)

4.3.1 **Local Economic Development**

Introduction

Local economic development (LED) as a concept evolving around economic discipline draws from a range of academic fields and theories. LED has primarily established itself in the field of economics and regional or spatial sciences. The field has also been influenced by sociology, political science, business science and to some extent agricultural sciences. While LED is constantly evolving through trial and error it does revolve around a number of central ideas or themes that are based on the historic model of Meier (2001). Such themes include governance, development, economic growth, location, policy and LED strategies and programmes. Each of the theme's theoretical basis is found in either economics, spatial sciences, sociology, political science, business science or a combination there-of.

The White Paper on Local Government1 (1998) introduces the concept of "developmental local government" which is defined as: "Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives." However the same document makes it clear that:

"LED is the process by which public, business and NGO sector partners work collectely to create better conditions for economic growth and employment generation. The

"Local Government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities."

Thus, local economic development is about creating a platform and environment to engage stakeholders in implementing strategies and programmes. The White Paper goes on to state that:

"The powers and functions of local government should be exercised in a way that has a maximum impact on the social development of communities – in particular meeting the basic needs of the poor – and on the growth of the local economy. Development goals therefore primarily focus on ensuring that the community members live a long and healthy life, have access to education and maintain a decent standard of living. While not primarily tasked with employment creation, local government is responsible for ensuring that economic conditions are favourable for economic growth which will lead to employment creation. The robust economic growth experienced in developing counties during the 1990s coincided with strong employment growth.

The National Framework for LED then sets out a clear framework and specific objectives to guide Local Economic Development.

Economic Development Principles

There are various different approaches to local economic development

The position taken by the Chris Hani Regional Economic Development Strategy is that the government, unless it expands the public service, does not create jobs and that government's primary responsibility is to:-

Improve the socio-economic support to prepare people to take up economic opportunities;

Drivers of economic growth in our province

a) Our economic development planning is informed partly by the NSDP (National Spatial Development Perspective) which advocates the following expenditure principles: Focus economic growth and employment creation in areas where this is most effective and sustainable as economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
b) Foster development on the basis of local potential by ensuring that government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities) is focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
c) Address past and current social inequalities by focusing on people not places so that in localities where there are high levels of poverty and development potential capital investment expands beyond basic service provision to exploit the potential. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence to enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
d) Overcome the spatial distortions of apartheid by channeling future settlement and economic development opportunities into activity corridors and nodes that are adjacent to or link the main growth centres to create regional gateways to the global economy. The NSDP categorization gives Chris Hani District Municipality low to medium resource potential, low human need and low economic activity thereby implying that the District should focus on the provision of basic infrastructure but increase expenditure on social infrastructure and particularly on human resource development.

The Eastern Cape Vision 2030 advocates the "Systematic eradication of poverty through a holistic, integrated and multi-dimensional approach to Pro-poor programming, Agrarian transformation and strengthening of household food security, Consolidation, development and diversification of the manufacturing base and tourism potential".

These objectives are realised through the support of the three foundation objectives of infrastructure development, human resource development and public sector and institutional transformation.

The Eastern Cape Vision 2030 further goes to highlight areas of potential developmental activity in the Eastern Cape Provincial Spatial Development Plan (PSDP) which in the Chris Hani District Municipality are the:

a) Friendly N6 and R61 routes
b) Conservation of Forests in Dr AB Xuma Local Municipality
c) Potential for Coal Mining at Indwe, Emalahleni Local Municipality/Coal belt
d) Industrial potential of Queenstown/Komani
e) Karoo heartland i.e. Cradock and Middelburg
f) Potential for Agriculture through Industrial Parks Concept

The Eastern Cape Province has since identified the following High Impact Priority Projects (HIPPs).

Economic growth and Infrastructure cluster,

Infrastructure development

Umzimvubu Catchment Basin

Agricultural beneficiation & forestry

Social Needs Cluster.

Scaling-up Prevention and Treatment of HIV/AIDS

Community Mobilisation Against Crime

Governance and administration Cluster

Strategic skills Project (NSF)

Financial Viability for local government

Planning , Monitoring and Evaluation

Regional Economic Development Strategy in the Chris Hani District Municipality

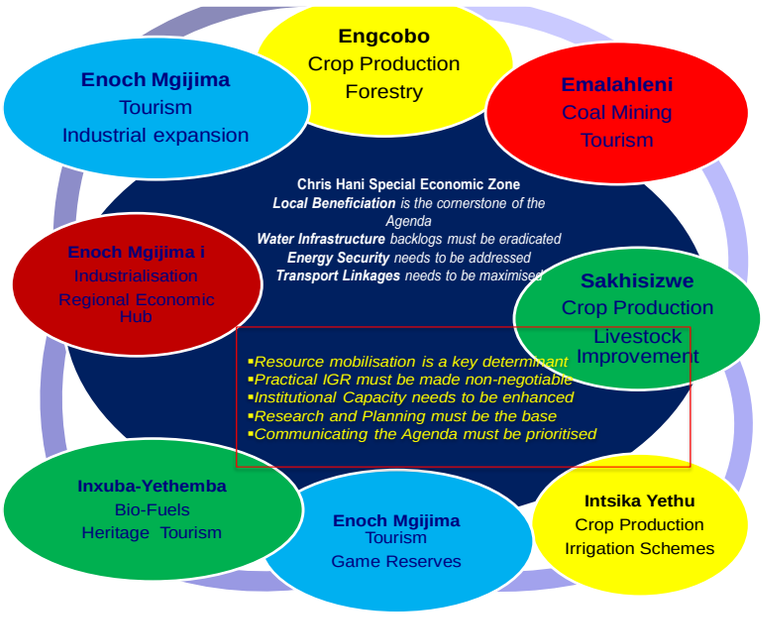
The CHDM Regional Economic Development Strategy was developed in 2009, the Strategy was reviewed over the years and adopted by Council and has since been last adopted by 2020/21 financial year, through an intensive consultative process with the participation of key stakeholders from the public and private sectors and civil society informed by current agreements, District, Provincial and National policy positions and plans, and relevant legislation. The CHREDS is reviewed bi-annually so as to conform to changing circumstances. Particular emphasis has been placed in the 2022 Chris Hani Investment Summit agreement in the review of this strategy. The strategy acknowledges our rural situation and therefore advocates for promotion of rural urban equity in infrastructure development, services expansion and stimulation of economic opportunities. In an attempt to follow up and give the way forward on the resolutions of both the Chris Hani District Municipality's Investment Summit, as well as Agricultural Investment Summit, the Agricultural Indaba as held in February 2018. Amongst other things, the Indaba sought to facilitate a set of solutions to improve planning and coordination that would result in a vibrant agricultural sector in the district. CHREDS has to further incorporate the Development Agenda

Concept which the district has followed. All these are pinned and has objective of achieving Vision 2030 as adopted by Council.

The Chris Hani District Municipality developed and adopted a District Development Agenda that focuses on the development of all its Six Local Municipalities through the identification of competitive advantages of its local municipalities. This was later translated into an Agro Industrial Plan that has been used as a spring board to the envisaged Special Economic Zone. As part of that process the Coega Development Corporation was commissioned to conduct a feasibility study to ensure that the future plans, productive capacity and economies of scale of each LM are properly captured and articulated to inform the establishment of the clusters. Further to the above attempts towards the advancement of the Agrarian and Rural Development in the region, Chris Hani District Municipality has adopted a “Developmental Agenda” that seeks to guide development in its area of jurisdiction.

This explained by a slide below and covers the Six local municipalities within the district.

Developmental agenda/5 priority areas



5 Priority areas of Govt

I. Creation of decent work and sustainable livelihoods
II. Education
III. Health
IV. Rural development, food security and land reform
V. Fight against crime and corruption

To further emphase the importance economic development the institution held an Investment summit by May 2022 which was focusing on ensuring measurable economic growth and creation of a substantial number of jobs in the CHDM area. As the perfect showcase of business and growth opportunities, CHDM Investment Summit was to facilitate encounters between investors, government, business sector and relevant development finance institutions at all levels, and highlight bankable projects and investment packages. The Summit assisted in providing opportunities for private sector engagement, focusing on key development areas (as specified in the Chris Hani Developmental Agenda, with the goal of making a real impact on job creation and poverty alleviation.

The highlights include a road map of how constraints hampering development are to be overcome by government and private sector, and strategies to improve competitiveness of key economic sectors through taking advantage of the strategic endowments of the district. Chris Hani Regional Development Strategy provides focused areas around which resources can be leveraged and mobilised in order to contribute to the broad overall objective of ensuring that all people in the district are able to benefit from the economy.

<u>These are the Investment Summit Resolutions:</u>

- Resolved towards Infrastructure planning, water distribution, management, and network, especially agriculture for production.
- Resolved towards integrated solution (nexus), on food-water-energy and land, through partnership with EC-Province Infrastructure Development Unit, DRDAR, CHDA, DBSA, DRDLR, Eskom, DTIC and ECDC, through corridor development program.

- The Summit resolved on Agri-Input and Supply Infrastructure, warehousing, transport infrastructure (rail, etc)
- The summit resolved on prioritizing the Grain and Fodder Production Infrastructure towards Fodder Bank establishment, along Great Fish River, Irrigation Schemes, and other potential agricultural land.
- Revolved to commit on Dairy Production Infrastructure, and Livestock Production Infrastructure for Commercialization.
- CHDA to undertake comprehensive Feasibility Studies, working with mandated Partners.
- Establishment and support of Agri-Input Finance Facility, and inputs like the fertilizer blending plant, mechanization Centers, and Production Management Unit.
- Summit resolved to focus on Fruit Production Corridor (Gubenxa valley, Shiloh, Ntabethemba Pomegranate, and other potential areas),
- The Summit to note the investment value for Gubenxa Valley, as per phase one feasibility study, of 1716ha to a tune of R635m excluding the infrastructure requirement (roads, etc)
- To note and accept the designation of Komani Industrial Park, as a Hub, and the Corridor Development Model, mandating the CHDA to develop comprehensive Corridor Development Master Plans, and clear Investment value of these Corridor Commodities
- Summit welcomes the written communication from SunFarming, German Renewable Investment, focusing in Inxuba Yethemba LM, Enoch Mgijima LM and Emalahleni LM as phase one, to the tune of R500m,
- The Summit to note and accept the Business Case to be developed in partnership with CHDA, and Coega Development Corporation.
- Fresh Produce Production Corridor in partnership with Farmwise need to be developed, and appreciation of initial investment value of R120m, combining Private and Public Sector
- SMME Support through compliance with 30% for SMME
- Accept and note the blended finance scheme from Department of Small Business Development and Eastern Cape Rural Development Agency (ECRDA)
- Automotive sector requires infrastructure investment, and incentivize the transport infrastructure
- Summit resolved to explore the energy and water incentive schemes,
- AIDEC resolve to establish the Automotive Hub, about an R80m
- To focus on Energy Infrastructure with Renewable Energy Infrastructure
- The Summit resolved towards the Development of Mining Corridor and Investment Facilitation.
- The Summit to note and accept the Investment pledge of 50 million litres of available market through Crickley Dairy with a tune of R400m.

- The Summit to note and accept the investment from Amadlelo toward aggregation with emerging farmers,
- The resolution towards forestry development of more than 10,000ha in CHDM, working with ECRDA.
- Usizo Engineering pledged an investment for renewable energy for total amount of R765m, to cover Emalahleni LM for 10MW, Inxuba Yethemba LM for 20MW and Enoch Mgijima LM for 30MW.
- CHDA to explore licensing of Cannabis and Hemp, and feasibility study development
- Summit resolve on the establishment of Agro-Industry Forum for District.
- To support the Farmers and Co-ops towards production and supply to the Chris Hani Fresh Produce Pack House
- The summit resolved the partnership with Renewable Energy and Sustainable Energy Studies (University of Stellenbosch) through Chris Hani Development Agency.
- Note and accept the partnership towards RAIN Agri-Fund.
- The Summit resolved for establishment of an Investment Council, which will be Chaired by CHDM-Executive Mayor
- The Summit resolved for establishment of the Chris Hani Investment Advisory Committee.

Agricultural Sector as Competitive Advantage of the District

The achievement of sustained economic growth and development and the creation of a competitive advantage for the District rely absolutely on the prioritisation of interventions which will have the greatest impact both socially and economically. The Competitive Advantage therefore for the district points to the broadly defined agricultural sector as the one with the most potential to contribute to job creation, promoting of livelihoods opportunities and contributing to sustained social and economic growth and development.

The prioritisation of a particular sector implies:

- Dedicated allocation of resources
- Strategic decisions on the distribution of limited resources and funds
- Clear publicly stated focus
- Spin off benefits for other sectors
- Prioritisation within the sector

The two sub-sectors within the broadly defined Agriculture sector that have the strongest comparative advantage and which are best positioned to result in job creation and improvement in livelihood opportunities are:

Timber production and processing

Livestock production and processing

Whilst crop production and agro-processing sector remain important areas of intervention within the District, the present cost of transport to high volume markets will most likely render local production uncompetitive until substantial economies of scale and consistent quality can be achieved. Furthermore, the current business model of irrigations schemes has been reviewed (CHDM, in partnership with the Provincial Department of Agriculture and Rural Development through its agency ECRDA has developed a comprehensive business plans for the irrigation schemes) in order to ensure the establishment of professional management, encouragement of entrepreneurship, and inclusion of integrated business development support. This sector is of political significance and has the potential to contribute to regional food security, service local markets and social development. This remains an important strategic area of focus for the CHDM and requires a detailed and specific intervention. The timber and livestock production and processing sub-sectors are already positioned to significantly contribute to the economic growth and development of the District. These two sub-sectors require "special" attention and are to become the focus of a special purpose vehicle or a regional economic development agency.

Corridors, value chain integration and cluster development

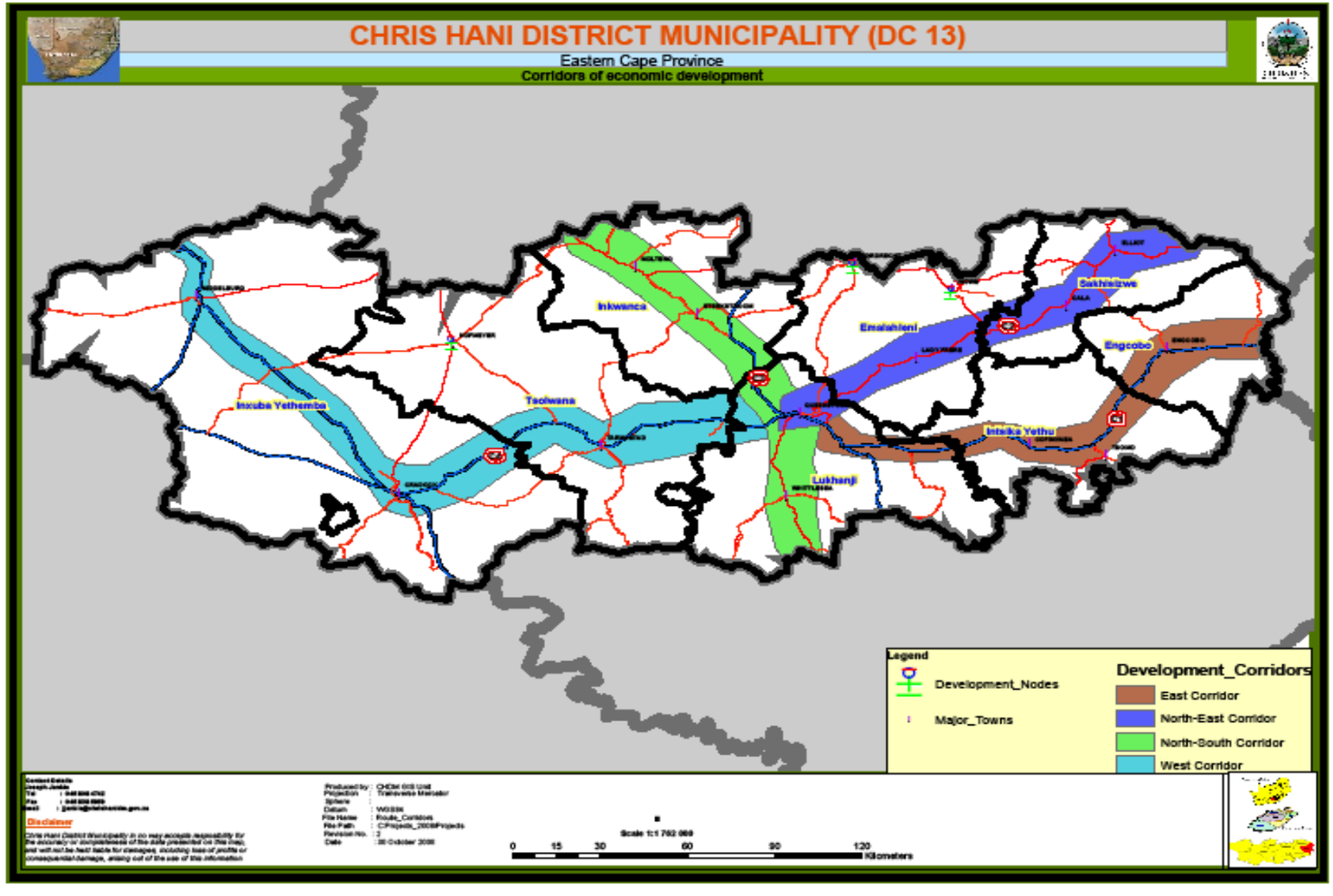
The CHDM REDS has adopted a specific approach which is integral to its regional economic development. The first component of this approach is that of Corridor Development. The second component is that of Value Chain Integration, and the third that of Cluster Development. It is important to recognize how these approaches differ and how these relate to one another.

The Concept Paper on LED Multi-Sector Based Corridor and Value Chain Addition which was developed way back in 2009. It has been able to come up with a contextual definition of the Corridor Develpment and Value Chain Addition where it has defined as: "The LED corridor plans is based on ward profiles that identify communities with common synergies, relation and connection or similarities of economic activities in terms of sector programmes which cut across from ward to ward, wards to local municipalities, Local Municipalities to District Municipalities and District Municipalities to the Province. The LED Corridor Multi-Sector approach is expected to be supported by Value Chain Addition Programmes aimed at creating marketing edge with sound Corridor Projects". However the concept document has also managed to further define the approach makes it clear that:

"The purpose of the LED Multi-Sector Based Corridors approach is to support CHDM, during IDP processes, REDS and LEDS in their endeavors to facilitate an enabling socio-economic environment for the eight local municipalities that will unlock the economic potential of the communities or wards within the District". This will go a long way in income generation and job creation, premised on changing the lives of the citizens for better." CHDM is committed to a corridor development approach. Integral to this approach is a focus on geographic and spatial initiatives and interventions which link the node towns and small towns surrounding these nodes in an integrated economic development process. Small town regeneration initiatives are central to this approach.

A) The Walter Sisulu (East) Corridor outlined in brown on the map below runs along the R 61 and links Ngcobo, Cofimvaba and Tsomo to Komani.
B) The Bathandwa Ndondo (North-East) Corridor links Elliot, Cala and Lady Frere to Queenstown.
C) The Calata (West) Corridor links Middelburg to Cradock along the N10 and then links Cradock, Tarkastad to Komani along the R61.
D) The Friendly N6 (North –South) corridor links Whittelsea to Queenstown and Molteno.

One of the main objectives of the corridor development approach is to ensure integration and alignment of economic development plans with spatial development plans, land use plans, infrastructure development plans and other relevant sector plans. It allows CHDM to implement a wide range of generic and routine LED initiatives, whilst simultaneously focusing on the defined area of strategic differentiation and the concept of value chain integration.


CHRIS HANI DISTRICT MUNICIPALITY (DC 13)
Eastern Cape Province
Corridors of economic development
Inkwanca
Emalahleni
Sakhisizwe
Engcobo
Inxuba Yethemba
Tsolwana
Intsika Yethu
Lukhanji
Legend
Development_Nodes
Major_Towns
Development_Corridors
East Corridor
North-East Corridor
North-South Corridor
West Corridor
Disclaimer
Produced by: CHDM GIS Unit
Projection: Transverse Mercator
Sphere:
Datum: WGS84
File Name: Route_Corridors
File Path: C:\Projects_2008\Projects
Revision No.: 2
Date: 30 October 2008
Scale 1:1 782 068
0 15 30 60 90 120
Kilometers

Value Chain Integration

Value chain integration implies looking at all the components of a particular sector and subsector and identifying what can be done or put in place to add value to what already exists, and in doing so, promote job creation and provide more livelihood opportunities.

The timber production value chain is predominantly located within the North Eastern Corridor and the North West Corridor. Timber value adding activities are predominantly located in Queenstown, with potential for early gaps in the value chain (e.g. sawmills, treatment, processing of waste, etc) to be strengthened and/or established within towns along the two defined corridors.

The livestock value chain extends across all corridors in the District, with particular points of focus around the strengthening / establishment of strategically located public goods investments (e.g. abattoirs, tanneries and other value adding facilities. Value chain analysis can be used to identify "gaps" in a locality or along a corridor in order to make strategic decisions about what interventions to implement (or what not to implement). The value chain integration approach is particularly important in the development of a competitive advantage for the district and in the understanding of the need to make strategic decisions to allow the district to competitively position itself nationally and globally. Choices then arise as to whether to focus on trying to develop all the components of all the value chains or to focus on part of those value chains where one has a comparative advantage with the most potential to be converted into a competitive advantage.

Cluster Development

In order to build a regionally or globally competitive position it is necessary to determine in which part of each value chain one can compete and then relentlessly cluster in all the resources, competencies and technology that will be demanded from everyone who can add value or influence moving forward to achieving the strategic intent.The cluster approach to develop focused and strategically located value chains may well provide the momentum needed to begin the rebuilding and rejuvenating of small towns within these municipalities.

Facilitation of Economic Development

The overall responsibility for the facilitation of economic development lies with the District Municipality. The key issues as identified by the REDS were identified through a consultative process include:

Building on sector specific comparative advantages

Creation of an enabling environment

Corridor development

Regular, mandatory and opportune economic development functions

SMALL MEDIUM AND MICRO ENTERPRISES

Small and Medium Enterprises have a significant contribution (collectively 29%) to the provincial economy as opposed to informal and micro businesses (collectively 6%) in the Eastern Cape. The same scenario prevails in terms of employment contribution by both the small and medium-sized enterprises (collectively 37%).

Estimates suggest that there could well be more than 30 000 small business operators. The majority of businesses are owner-managed or sole proprietors with few business partnerships particularly in the rural areas (ECMAC Database 2021). However, there has been an increase in the number of cooperatives being established as part of government's drive to promote the cooperatives movement. More than 50% of the small businesses have been in existence for more than 5 years which demonstrates resilience by local enterprises. More than half of the enterprises are in the trade sector, followed by community, social and personal services sector businesses. Catering and accommodation represents a third sector with a relatively high level of commercial activity in terms of district entrepreneurship.

Few enterprises are involved in commercial agriculture despite the numerous agriculturally based poverty alleviation projects being supported by the ISRDP programme. The majority of businesses fall within the micro and small business categories in terms of turnover levels and employ an average of 7.5% employees (Local Business Enabling Environment Study 2021). 37% of business owners are between the age group of 30 – 39 years with those under 30-years only making 13% of local businesses (Local Business Enabling Environment Study 2021).

The SMME business environment within Chris Hani District Municipality

As depicted on the situational analysis of the district, In general the area lacks business support services as business people have to either travel to Komani or outside the municipal area to access business support services. Enoch Mgijima has the most developed business environment as the area is the main urban centre of the district and its primary economic node. SMMEs face a swathe of constraints related to the legal and regulatory environment; market access; access to finance and suitable business premises; the acquisition of skills and managerial expertise; access to appropriate resources and technology; the quality of infrastructure, especially in poverty and rural areas; bureaucratic hurdles; and in some cases, the tax regime. The district developed its own SMME Development Strategy in an attempt to address the mentioned constraints, this strategy was last reviewed in 2018 and has currently been reviewed in 2023-2024 financial year and aligned accordingly to the new developments in the country so that it will address issues of the area and will be adopted by council within 2024-2025 financial year.

The District's Investment Summit held in 2021/22 financial year was a historic milestone to strengthen private-public dialogue and commitment to a shared pro-poor economic and investment growth path for the district. One of the key and relevant resolutions taken at the Summit relate to the strengthening of district-wide business forum, with various local business forums in each local municipality set up to allow dialogue between the public and private sectors that would act as a single interface to lobby advice and partner government to further common course. To further strengthen the summit resolutions the municipality is planning to conduct the follow up session on resolution taken so as to track commitments make. The Chris Hani District Business Forum has been established as that structure with five local business forums out of the six local municipalities in the district.

The government identified the development of cooperatives as one of its flagship programmes to develop the second economy that supports the majority of the population in as far as creating jobs, increasing household income, reducing poverty, and improving the overall standard of living is concerned. It was for this reason that the in 2008 district actively supported and facilitated the establishment of the Chris Hani District Cooperative Forum and by extension the six local cooperative forums that exist in the district. The district also assisted with strong financial support in the coordination of a three day cooperative indaba that was held in the past. The indaba was characterized by interactive seminars and commissions on a variety of subjects affecting the development of cooperatives. The cooperatives were also exposed to a variety of funding, procurement, marketing, networking and other opportunities. The SMME and Cooperatives Business Development programmes were created to, among other things, promote the development of sustainable SMMEs and Cooperatives, thereby increasing the number and variety of economic enterprises operating in the formal economy and to create jobs.

The CHDM has always viewed itself as an important node to synergising, coordinating, and aligning with various actors who invest and contribute in other ways to business development efforts. This is the main reason for CHDM's participation in these Imbizos. It is hoped that the Imbizos, amongst other things, will address the poor economic activity within the District. They will also assist in strengthening the skills and business structures of the SMMEs, allowing them to become sustainable and in a better position to tender on private sector and public sector contracts.

Agriculture Development

Agriculture forms one of the key potential growth sectors in the CHDM. The CHREDS as adopted highlights agriculture as the main sector within CHDM. It prioritised the following sectors for investment:

Agro – processing e.g. cheese production

Livestock farming particularly Goats, Sheep and Cattle

High Value crop production e.g. hydroponics and bio-fuels

Advantage of Irrigation schemes

Livestock farming is an important source of income for both commercial and communal farming. The western part of the region is increasingly turning to game farming especially in the areas around Komani, Cradock, Tarkastad and Molteno. The District Municipality has engaged in partnerships with National Wool Growers Association (NWGA) to improve the quality of wool sheep, develop Wool Growers Associations, train farmers on livestock and veld management and build appropriate infrastructure such as shearing sheds and fences. In the past financial year a number of Shearing sheds were built and completed at Intsika Yethu LM, Enoch Mgijima and Dr AB Xuma municipalities.

Further partnerships with the Agricultural Research Council and Department of Agriculture and Rural Development have resulted in the construction of livestock handling facilities. ECRDA and Umngcunube are assisting with development of the livestock improvement programme by introducing the concept of Village Link Persons (VLPs) where community members received training in livestock handling and treatment, in certain areas where infrastructure is in good condition animals are introduced with the main aim of improving livestock quality (goats, sheep and cattle), quality rams and provision of veterinary services. The District Municipality has in the past financial year formed partnership with Zulukama Investment Trust, a community owned organisation with the main aim of improving livestock quality in 5 Villages in Hewu area. The programme was planned to run for a long period as the affected Institutions are expected to provide after care support.

The greatest challenge to livestock production remains low skills level, access to land, poor veld and livestock management, limited access to market, limited access to financial and credit access by emerging farmers due in part to insecure land tenure, limited mentoring and information from DRDAR and dilapidated and insufficient infrastructure such as roads, fencing, stock dams and dipping tanks. Dryland cropping is only feasible in small parts of CHDM within the Intsika Yethu, Sakhisizwe and Dr AB Xuma municipalities. The District Municipality in collaboration with both the DARD and Emalahleni Local Municipality is involved in the Sorghum production programme in Emalahleni LM the main aim of this undertaking is to provide adequate raw material to the Mill Plant so as to maintain the project sustainability, DRDAR have prioritised these areas under the Massive Food Programme. The Siyazondla homestead food production programme assists with improving household food security. Under High Value Crop Production, the DM supported the pilot project for Hazel Nuts production at Glenbrook irrigation, partnering with ECDC and an Italian Company. The project was initiated by Agri-SA and Eastern Cape Development Corporation (ECDC) as a Community Development Project with contributions by various other role players including the Department of Agriculture and Rural Development (DARD).

The project was a pilot project for the evaluation of hazelnut production viability in the area with added value in the form of a successful vegetable business and training programme. There is presently 8000 ha under irrigation with CHDM containing two of the largest irrigation schemes in the Eastern Cape i.e. Ncora and Qamata. . However there are vast areas of underutilised land within the existing schemes such as Shiloh where only 4,6% of the scheme is currently utilised. In addition to these schemes there are several large scale commercial farming enterprises. Any future irrigation development must consider the recommendations from the District's WSDP (Water Services Development Plan) that CHDM should not consider developing any more irrigation schemes apart from the already established schemes and must look at other methods of irrigation such as drip irrigation which ensure that water evaporation is minimised.

CHDM and Department of Rural Development and Agrarian Reforms have prioritised irrigation schemes under their respective revitalisation and resuscitation programmes. Their collaborative efforts are focussed towards attracting investors to run the schemes under private, public partnerships. Funding has been provided for setting up the correct institutions to run the schemes, building of lay dams, centre pivots and irrigation systems, upgrading of office facilities, seed, planting and harvesting operations as well as equipment such as tractors, ploughs and trailers. However due to the complex community structures residing within the schemes, the effort of the District and its partners has not yet resulted in independent and financially sustainable irrigation schemes although considerable progress has occurred.

There is a clear development approach being followed by CHDM and DARD in developing the irrigation schemes. The developments have started at Shiloh Irrigation Scheme (where a Dairy Enterprise has been established). The CHDM and DARD have co-funded the project focusing at developing Ncora Irrigation Scheme. The following year focus on Qamata and Bilatye Irrigation Schemes. CHDM and DARD are also facilitating the development of comprehensive business plans (commissioned by ASGISA-EC now called ECRDA) for Ncora, Qamata and Bilatye Irrigation Scheme. The plans will assist in directing future developments in the schemes.

FORESTRY, TIMBER AND WOOD PRODUCTION

CHDM has developed and adopted a Forestry Strategy in 2019 financial year which highlights that Chris Hani District Municipality is richly endowed with a number of forest plantation resources. Most of these forest plantations are found in Intsika Yethu and Dr AB Xuma Local Municipalities and are owned by DAFF. There are also some woodlots and few hectors of category A plantations (Pine stands) in Sakhisizwe Municipality. The Forestry development in the district is informed by the Regional Development Strategy which highlights matters around forestry. Forestry Strategy has been developed for the first time as the area has potential and rich in forestry. Despite the existence of raw material, land for afforestation and market opportunities, the forestry sector in Chris Hani District Municipality remained uninspiring, with very little significance to and impact on the economy of the region. In order to address this and to take advantage of a number of opportunities that the sector presents, specifically in relation to SMME promotion and community empowerment, Chris Hani Municipality and the Local Municipalities have prioritized forestry as one of the sectors that are key to economic development of the region.

The situational analysis of the forest plantations and woodlots in Chris Hani District Municipality revealed that their management is poor. The operational costs of the forest plantations and woodlots far outweigh the income generated by these plantations. This, in other words, means that these forests are operated at a loss. The quality that is produced is not good. In order to address these issues, the strategy with the following components was proposed:

Proper management of forest plantations

Value adding processes.

Investment promotion

Meaningful empowerment of communities

Continued monitoring and evaluation of the process to address the problem areas.

Capacitation of the existing small sawmillers

The DTI co-funded the Sawmill project for the implementation plan development. A challenge of inadequate supply of raw material for this project is being investigated. The DTI conducted a special study on the sawmillers around Chris Hani on aspects of productivity, yields, safety, technology and skills. Through the study it has been discovered that there is a need for skills development and technology upgrading to improve the productivity and competitiveness.

Since the DTI has started a National Training Programme on small-scale sawmilling, the district municipality was chosen as a pilot. The DTI approached SEDA to conduct training for the Sawmillers on Co-operatives core principles and Business plan development. From the training conducted SEDA has assisted by registering of the sawmillers as primary Co-operatives. A skills development programme was conducted by Forestry SETA at Engcobo charcoal project. A number of projects were identified as the key pillars of the Forestry Strategy. Interventions in the form of feasibility studies, business plan development, skills development, workshops and establishment of Project steering committee have all been the build up to the implementation of the Chris Hani Forestry strategy, which together with the business plan were endorsed by the Council. The local Municipalities have been consulted and brought on board in terms of the projects identified for their areas and programme to unfold in respect of the implementation of the projects. Project beneficiaries and other relevant stakeholders have been brought on board and roles and responsibilities are outlined on individual projects. Suppliers of services and products for the implementation of the projects have also been identified and some already approached to commence delivery. The projects that were identified are as follows:

Sawmill project

Afforestation programme

Pole treatment plant

Engcobo Charcoal Manufacturing project

Sakhisizwe Charcoal manufacturing project

Tree Nursery Project

Progress on Charcoal Projects:

(a) Engcobo Charcoal Manufacturing project running at Goso Villag in Dr AB Xuma LM

Project was registered as Spring Forest Trading cc. Two charcoal kilns have been installed, fencing of the site is still in progress, offices, stores and ablution structures have been ordered. Project is operational and 32 people are employed (Beneficiaries) and 1 project coordinator employed on 6 months contract for infrastructural development and skills transfer. Sasol has been brought on board to assist on market identification, skills development and value-chain establishment. Charcoal tests were done by SASOL and the results were 82% compliant. Training for the beneficiaries was conducted by the Forestry SETA on Charcoal production.

(b) Sakhisizwe Charcoal Manufacturing Project

The project has started in August 2010. The purpose of the project was to fight alien vegetation. This in turn will create job opportunities through the Charcoal project. The Sakhisizwe project has been having challenges and it is not as fully functional as in the case of Engcobo project. However, the project will take the same form of Engcobo project in terms of operation and institutional arrangements.

Construction and Coal mining

The District has a high development profile in terms of the ISRDP nodal status. Its high infrastructure budget allocation presents opportunities for the establishment of a local construction industry and may enhance competitiveness by addressing critical shortcomings in economic infrastructure. The strong growth and development in public housing and construction comes with a huge demand for construction material such as clay and cement bricks. At present illegal brick making activities are prevalent throughout the district mainly to fulfill the demand of private construction needs. Due to low quality and illegal operations, these bricks cannot be used for public sector construction.

The EC Vision 2030 has identified coal mining at Indwe and Molteno as a HIPPS project which is at Emalahleni Local Municipality. The exploitation of the Molteno/Indwe coalfields is currently being investigated to access their viability. A public private partnership company has been established with Elitheni in the past financial years. Prospective rights for the Indwe Coal Mines have begun and the results look promising. By 2008 the site was set up for the first blast and currently the coal is shipped to countries like Brazil. Coal Mining has been doing very but currently it has experienced some Socio-Political Challenges. To further enhance and resuscitate the coal mining CHDM and OTEP EC commissioned Council for Geo Science an entity under Dept of Minerals and Energy to conduct Feasibility Study of the Coal Mining and deposits at Indwe. Report was presented to relevant stakeholders and it reflects a positive result.

Manufacturing

Manufacturing represents a significant proportion of the CHDM economy at 8 % GGP and 5 % employment. Enoch Mgijima Local municipality especially Komani has a small furniture, dairy processing and wood products industry and operates as the prime manufacturing centre of the District. Middelburg and Cradock have food processing activities.

Manufacturing mainly takes place in Komani and the major activities are furniture making, food processing and pressed metal.

The three biggest employers in Komani are manufacturers' viz. Twizza, Crickley Dairy and Stateline Pressed Metal. Other manufacturing industries are biltong processing, cheese making, leather processing and bone meal production etc.

Agro-Processing

While the districts' agricultural potential is obvious, primary agricultural projects have had a minimal impact on unemployment. This situation necessitates strategies to increase value-added production by exploiting opportunities that exist along the various crop and livestock value chains.

Particular advantages lie in food-processing based on resource and crop availability, existing factory infrastructure, as well as relatively well developed road infrastructure when compared to other rural districts. The bulk of the districts' farm output goes for processing outside the district e.g. milk, beef, wool, fruit etc which regulates the district to the bottom of the value chain. Opportunities exist in food-processing especially in the areas on convenience food, specialty foods and organic foods. Beside food –processing the District can promote high value crops such as cotton as well as bio-diesel.

Biofuel Development at Cradock

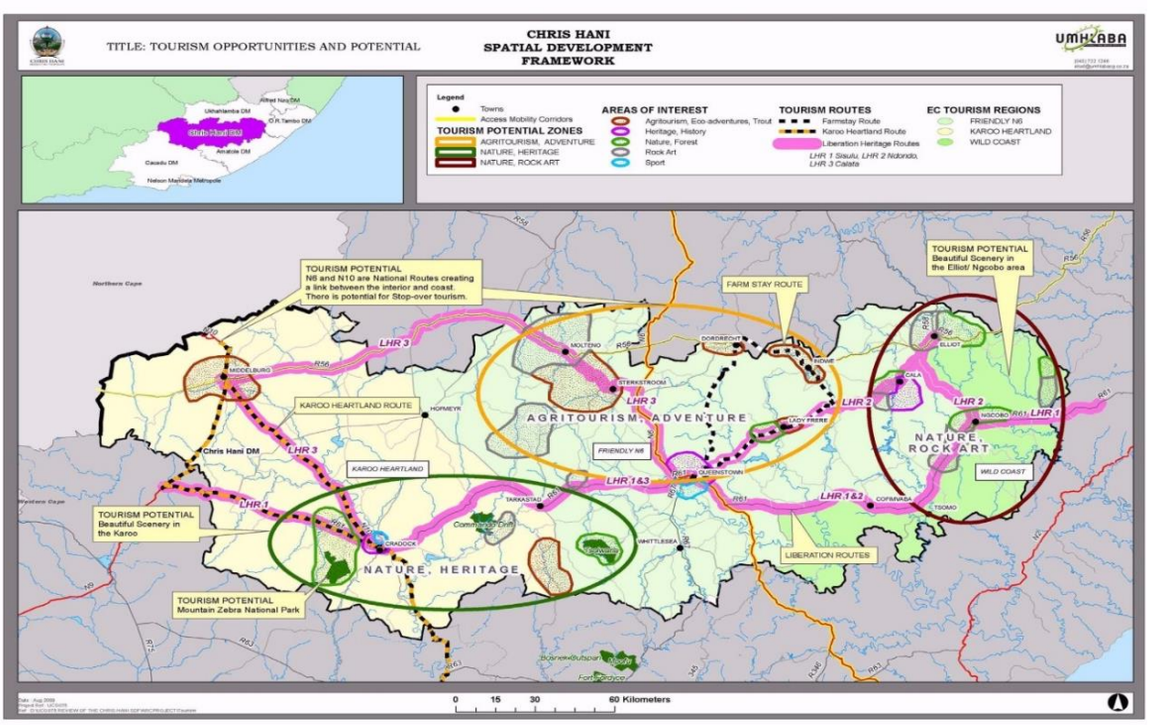
Bio-diesel iniatives present huge opportunities especially around the existing sugar-beet project near Cradock where Sugarbeet SA, Central energy Funds and the IDC have entered into a partnership that will see 6000ha of sugarbeet planted, construction of Ethanol production plant and buying of the ethanol by PetroSA to blend into their stock. It is estimated that this project will create up to 2000 temporary jobs and 500 permanent jobs only in the Ethanol plant construction phase. The economy of the Eastern Cape Province is poised for re-engineering, revival and vibrancy now that the R2 Billion Cradock bio fuel plant construction has been put into process by the government departments responsible for this national pilot project.

This bio fuel project is developed under the auspices of the Industrial Development Corporation (IDC), Department of Trade and Industry (DTI) and Department of Rural Development and Land Reform (DRDLR). The last is playing a leading role and is providing the needed land where the required sorghum and sugar beet will be growth. The agriculture leg of this project is that it will have as its spinoff the development of livestock in the CHDM region and adjacent farming towns because the bio fuel farms will also produce animal feed that will be used to develop quality beef cattle- a process that will bolster the red meat industry of the province. The sleepy town of Cradock is set for a re-awakening. There will be jobs and opportunities to establish businesses for the local people. The Cradock bio fuel project is set to revive the economy of the Eastern Cape in that it will re-activate all sectors of the economy of this motor province. The multi-million rand Cradock bio fuel plant is a catalyst for industrial revolution in the Eastern Cape and hence lifted by the President of RSA and Premier of Eastern Cape as one of projects to be funded and looked into.

TOURISM & LIBERATION HERITAGE DEVELOPMENT

The CHDM has a rich history and natural resources that can promote tourism development in the region. These resources are untapped and are not adequately budgeted for within the District and local municipalities. The District has access to a number of major routes, the friendly N6 and the N10 which link the District with East London, Bloemfontein and Port Elizabeth and the R61 linking Komani with Mthatha and the Wild Coast. The region's emergence as a malaria free game farming and nature reserve location has contributed to tourism revenue, a trend that looks set to continue.

The growth of this sector may crowd in private sector investment and support the emergence of supporting industry and services. The District offers a variety of tourism experiences ranging from wildlife (MT. Zebra National Park game, game or nature reserves, game farm etc); Adventure activities e.g. Fish River Canoe Marathon, Hiking trails, abseiling, Fishing etc.: Historical buildings, battle s sites, Rock Art, Anglo- Boer War Memorials to Liberation Struggle Icons i.e. Chris Hani, Vuyisile Mini, Cradock Four, Walter Sisulu, DR AB. Xuma, Rev. James Calata etc.



The CHDM Tourism Integrated Master Plan as adopted by council 2021 and cites that Chris Hani District Municipality has a total of 204 tourist accommodation establishments, providing 3,409 tourist beds. The Plan is outdated and will be developed in 2024-2025 financial year so as to reflect the current levels and status of the Tourism within District.

Economic Impact of Tourism

The economic value of tourism to the Chris Hani area is derived from the direct spend of tourists in the area, and from the jobs supported by tourism. The direct contribution to GDP is calculated from the total tourist bed nights sold in the area, and the average daily spend of tourist. From this data, the projected economic impact of tourism is calculated using the international simulated Tourism Satellite Accounting (TSA) system developed by the World Travel & Tourism Council / Accenture, in conformance with the conceptual structure of the WTO/UN TSA. This model calculates the economic impact of tourism on a geographic economy using the basic direct spend of tourists into the tourism industry, and a system of economic multipliers which define how that direct spend recirculates in the economy., and is shown in Figure 20, Figure 21, Figure 22, Figure 23, and Figure 24. The potential growth of these economic contributions is also calculated, in four scenarios: Expected natural growth in demand – this growth is driven by the anticipated growth in tourism demand in the Eastern Cape (i.e. the baseline); Impact of additional 1% growth in demand; Impact of additional 3% growth in demand; Impact of additional 5% growth in demand.

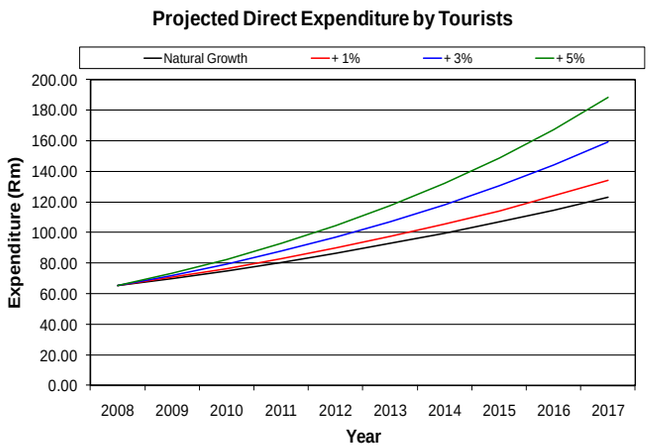


Figure 20: Economic impact of tourism: the projected direct expenditure by tourists in the Chris Hani District Municipality in 4 growth scenarios over the period 2008 to 2017.

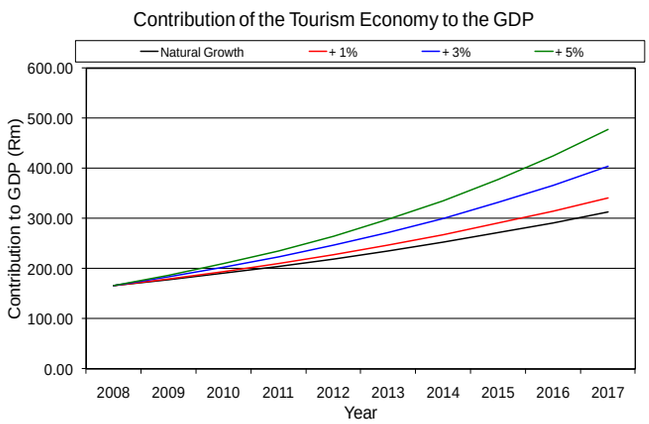


Figure 21: Economic impact of tourism: the projected contribution by the tourism economy to the GDP in the Chris Hani District Municipality in 4 growth scenarios over the period 2008 to 2016.

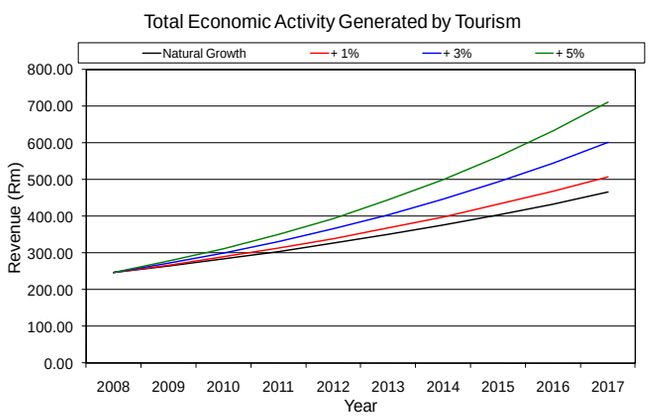


Figure 22: Economic impact of tourism: the projected total economic activity generated by tourism in the Chris Hani District Municipality in 4 growth scenarios over the period 2008 to 2016.

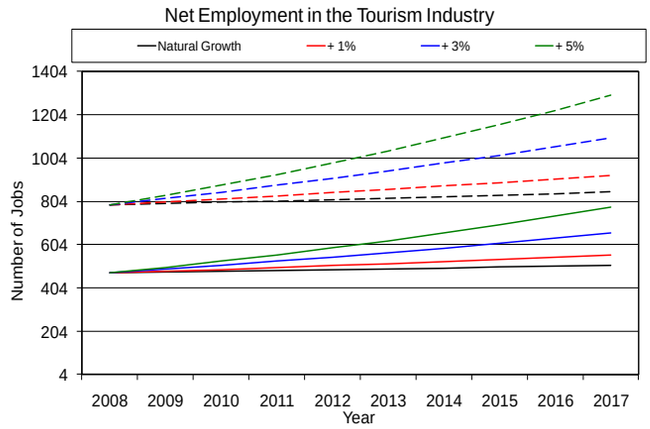


Figure 23: Economic impact of tourism: the projected net contribution of the tourism industry to employment in the Chris Hani District Municipality in 4 growth scenarios over the period 2008 to 2016. (Solid lines - WTTC / Accenture TSA average cost of creating a job; Dashed lines - cost which is 30% lower).

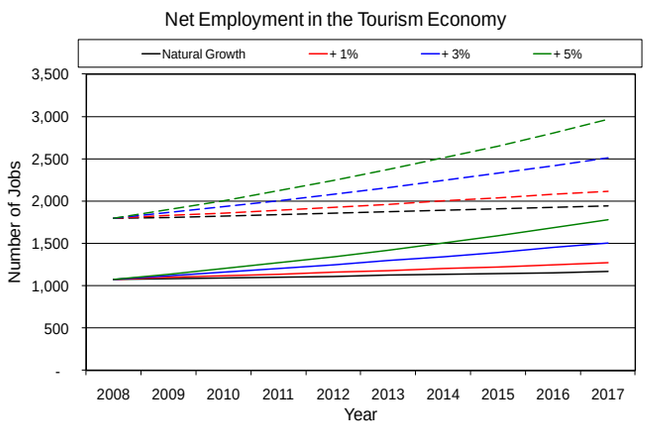


Figure 24: Economic impact of tourism: the projected total contribution of the tourism economy to employment in the Chris Hani District Municipality in 4 growth scenarios over the period 2008 to 2016. (Solid lines - WTTC / Accenture TSA average cost of creating a job; Dashed lines - cost which is 30% lower).

From the model it is calculated that tourism currently contributes as follows to the local economy of Chris Hani:

R65.3m in direct tourism spend; R166.1m contribution to the GDP by the tourism economy; R247.2m total economic activity generated by tourism (i.e. total demand); supports 473 jobs in the tourism industry; supports a total of 1,078 jobs in the tourism economy (including the tourism industry); Supports the equivalent of 72 SMMEs in the tourism economy, outside the tourism industry.

Progress Made so Far in Tourism Development

The District is currently focusing its tourism activities on branding and marketing the various activities available. In addition cultural and heritage sites are being marketed through the implementation of a Chris Hani Liberation Heritage route. The Chris Hani Liberation Heritage Route Icon Site Guide has been developed, launched and distributed nation-wide including the development of marketing materials for each of the individual routes; Sisulu, Ndondo and Calata. A tourism centre has been developed in Komani/Queenstown and is operational. The District has reviewed and adopted Tourism Integrated Plan during 2020 financial year and ensured the revival of local tourism structures such as the Intsika Yethu Local Tourism Organization, Middleburg Karoo Tourism, Cradock Karoo Tourism, Enoch Mgijima/Lukhanji Tourism and the District Tourism organisation.

The Liberation Heritage Route (LHR) was started by the National Heritage Council, the Eastern Cape Department of Arts and Culture, and the Nelson Mandela National Museum in the beginning of 2006. The LHR is about the reconstruction of the history of the liberation struggle and the exploration of this history starting from the Eastern Cape. The key objectives of the Liberation Heritage Route include the reinforcement of a national integrative identity whilst accepting cultural uniqueness and diversity, and to translate the wealth of heritage knowledge and resources into economic capital. It is about the narrative of events as part of the preservation of national memory for continuity and national identity. The Liberation Heritage Route will interpret the past to serve the needs of the present and the future. Chris Hani district municipality has embarked on a tourism development initiative of promoting tourism through the identification of heritage sites such as the liberation routes, places of importance, tombs, caves, and places with special, aesthetic, historic, scientific and environmental values.

Achievements of CHDM LHR Heritage Route to Date 56 Icons identified and described in Icon Site Guide. In addition to the Icon Site Guide, a Site Inventory of all Heritage Sites, including non-Liberation Heritage Sites has been developed and is currently in circulation. Mapping of Icon Sites has been done, Three Routes defined and described: Sisulu, Calata and Ndondo, Institutional Framework put in Place (Reference Group at District Level; 8 Steering Committees at Local Municipality level.)

Heritage Awareness enhanced at grass-roots level through processes of Icon identification, prioritisation and documentation.

Community Facilitators have been trained, and are thoroughly familiar with the Heritage processes generally and the Heritage resources of the LMs more specifically

Promotional DVD Has been developed and distributed

56 Information sign boards for Icon Sites been developed and erected

Directional Signage for 40 Icon sites have been erected

Directional Signboards – 9 National Sites; 13 Provincial Sites

Training of Tour Guides and Tourism Personnel

Promotional Material for Tour Guides (One-Day Packages)

Construction of a giant Statue of Chris Hani at Sabalele Village which is his birth place

The CHDM Council resolved to declare the month of April as **“Chris Hani Month**” and be celebrated annually. In order to commemorate this month a number of events are held at various municipalities that constitute the greater CHDM. The events range from launching of projects at local municipalities, sport activities, delivering of Chris Hani Memorial lectures with various themes promoting Local Economic Development through Tourism. The events are structured in such a way that they are in line with government priorities.

Objectives

- ✓ To honour and commemorate the life and death of Chris Hani
- ✓ To preserve and conserve Social Memory
- ✓ To increase Tourism products(Event s Tourism)cultural industries within the District
- ✓ To promote the Local Economic Development of the area

- ✓ To educate and create awareness on youth about significance of the Liberation Struggle and the Liberation Icons
- ✓ To profile and Market CHDM as a liberation heritage tourist destination
- ✓ To promote and market CHDM LHR
- ✓ To promote social cohesion, fight against crime and drug abuse within communities

Achievements of Chris Hani Month to Date

- ✓ Construction of fully equipped Library at Zigudu High and purchasing of sport equipment for the school
- ✓ Purchasing of fully equipped Mobile office at Gqoboza Jss, purchasing of sport equipment for the same school
- ✓ Donation of study material to schools(Bathandwa Ndondo High School, Gqoboza and Zigudu Combined School
- ✓ Profiled and Marketed CHDM as a liberation heritage tourist destination
- ✓ Education and awareness(4 Memorial Lectures have been conducted) on the significance of Liberation Struggle and Icons
- ✓ Unveiling of tombstones for the graves of parents of Comrade Chris Hani
- ✓ Guided tours of the Liberation sites and other sites of interests have been done
- ✓ Entertainment of locals
- ✓ Emergence of the Chris Hani Jazz Festival
- ✓ Local Economic Development of the area
- ✓ Construction of Sabalele Multi-Purpose Centre at Chris Hani Birth place which encompasses Museum, Early Childhood Centres, Library, Community Hall and some offices which are used by stakeholders like SASSA etc.
- ✓ Construction of 7 km tar road to Sabalele Multipupose centre

Heritage Sites

One hundred and two sites were identified in the Chris Hani District Municipal area, categorized according to their nature, namely whether they are human generated structures or natural artifacts. Out of these, the Chris Hani Liberation heritage route has identified iconic sites and a booklet has been printed containing these sites.

Number of sites in each category.

Category	Number of sites
Human Generated Artifacts	
Historical buildings	25
Monuments and memorials	6
Museums	9
Graves	5
Rock Art	6
Living Heritage	7
Open Land	7

CHRIS HANI DEVELOPMENT AGENCY

The Council of Chris Hani District Municipality took a decision to establish a Regional Economic Development Agency that would act as a mechanism to fast track major economic development programmes and to assist the District Municipality in addressing the many economic challenges it confronts. Its function would be to drive economic development within the district by playing a private partner role in sourcing funding, undertaking and owning financially viable projects for the betterment of the district.

The strategic focus of the agency will lead the following:

- ✓ Functional irrigation schemes and efficient use of irrigation scheme infrastructure
- ✓ Participation and tangible economic benefit to rural communities
- ✓ Emerging farmers producing the minimum sorghum production for bio-ethanol pilot plant
- ✓ Quality meat production as business case for local abattoirs and meat processing from the region
- ✓ Efficient use of state resources and infrastructure
- ✓ Value chain beneficiation from the agro-industrial value chain
- ✓ Sustainable Enterprise Development establishment and job creation

The council's decision to establish a development agency was based on an investigation of the feasibility and/or viability of establishing the CHDM Development Agency. This was done by looking at the lessons learnt from the development agencies that are doing well in the Province to those that are not performing well. The investigation was completed and lead to the recommendation to the Council for the establishment of a Development Agency as an option to assist in fast tracking economic development in the area. Strides had been undertaken by the Council as the Agency within its first years of existence managed to appoint a fulltime staff and a permanent Board for 5 years consisting of 6 members as it is on establishment phase. For the past years one of their main focuses was to manage skills development fund which is to support well performing students within the district on financial aid during their tertiary education mostly on scarce skills field, Implementation of RAFI programme, Industrial Park, Park House, Mechanisation etc.

Mandate of the Chris Hani Development Agency

The new mandate of the Chris Hani Development Agency is outlined as follows in the Memorandum of Agreement between the Chris Hani District Municipality and the Chris Hani Development Agency:

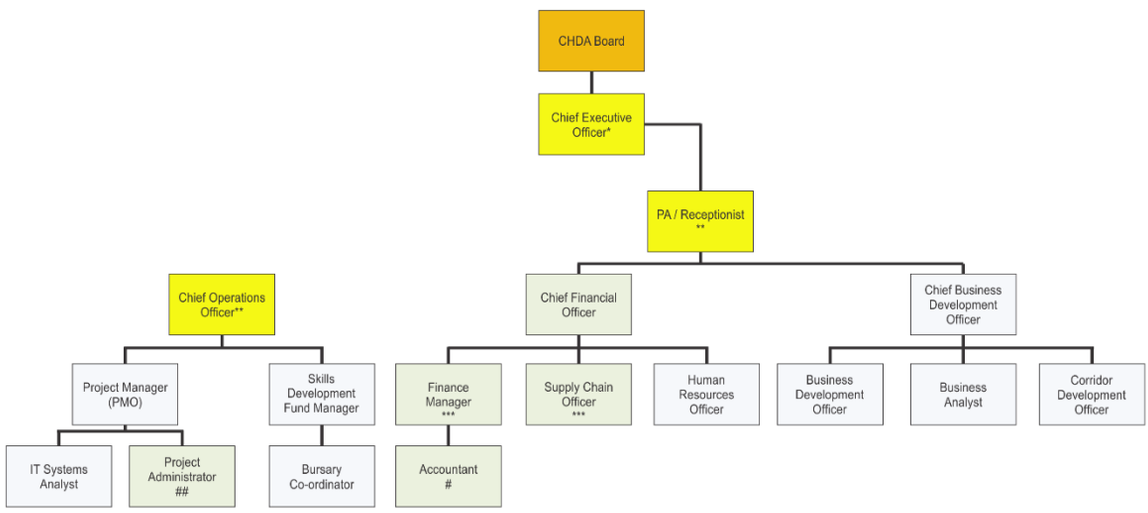
- ✓ Focus on the realization of the agro-industrial value chain linked to the SEZ model
- ✓ Leverage investment into irrigation schemes and maximize infrastructure potential thereof
- ✓ focus on the agro-value process
- ✓ Build research and economic modelling capacity to provide advisory support to economic project implementation.
- ✓ Focus on investment facilitation and support/ empower communities to engage with private capital to ensure balanced socio-economic beneficiation
- ✓ To be charged with the administration and management of the Community Skills Development Fund on behalf of the District Municipality;

Name of the Development Agency

The Development Agency is registered officially at CIPC as the Chris Hani Development Agency Pty (Ltd). It has about 9 members of the Board is currently managed by a CEO, Acting CFO and a COO on senior management.

Organisational Arrangements

The macro structure of the CHDA is appended hereunder:



Amongst the programmes of the CHDA is to ensure existence of Chris Hani Digital Hub existence which is detailed below.

The programme of Chris Hani Digital Hub will be a Media Information Communication Technology Innovation Centre which is intended to be the centre for innovation, for production of information technology software and hard- drives, assembly point for technology tools, the training centre for the media, information, communication and technology skills; and the business and community access centre for the services which are hosted at the centre and required to accelerate business through information and technology tools. As a sustainable innovation project that will strives to create a sustainable living to the community around Komani through the use of Information Communication Technology Innovation. This digital hub will be situated in the Komani Industrial Park which is state owned industrial in the underdeveloped township of Komani. The Digital Hub funding and development will be integrated to Komani Industrial park which has currently applied for phase 2 infrastructure funding from DTIC. Through innovative technology initiatives, the presence of the digital hub will lead to job creation and a boost to rural and township economy. The production activities will prioritise the products that could address the existing demand in the digital space, locally, nationally and internationally. This will position South Africa to contest globally in the production, local consumption and export.

The comparative advantage to the Chris Hani Digital Hub is the existing relations CHDA has with the Education Institutions, Private Businesses and that CHDA is the operator of the Komani Industrial Park with a long-term renewable lease of 50 years.

CHDM ENVIRONMENT & TOPOGRAPHY

Climate

The climate varies from Arid to very cold high veld and falls mainly into 2 climatic zones according to the "Agricultural Development Programme for the Eastern Cape' – 1986, namely:- Arid and Semi-Arid Moderate Midlands, and Arid and Semi-Arid Cold high lying land.



Rainfall

The rainfall varies dramatically over the area depending mostly on altitude and distance from the coast. In the western arid areas, the average annual precipitation is between 200mm and 300mm whereas in the astern high lying areas of Cofimvaba it is 700-800 mm. The greater part of the area is, however, arid to semi-arid and receives less than 400mm per annum. Rainfall distribution is poor and dry spells are a frequent occurrence. In his study, J.H van Wyk comes to the conclusion that the rainfall of the former Transkei shows little variation and can therefore be classified as reliable. He points out, however, that the variation of rainfall during the early summer months makes early planting of agronomic crops risky. (Wood & van Schoor, 1976).m

It is a summer rainfall area with 70% - 80% of the precipitation occurring during the summer months in the form of thunderstorms. These storms are often of high intensity and are sometimes accompanied by hail. Only 20 - 30% of the rainfall occurs during the winter month, which usually results in snowfalls on the Chris Hani District Municipality plateau and the high lying mountainous areas of the Compassberg and Winterberg. The further west, the poorer the rainfall distribution, with severe droughts occurring fairly frequently. The rainfall in the eastern area (Cofimvaba and Ngcobo) is more evenly spread, except for the early summer months when "dry" spells can be expected, which makes the early planting of agronomic crops risky (Wood & van Schoor, 1976).

Evaporation

Evaporation in the District is much higher than the average annual rainfall. The area thus experiences a negative water balance. The evaporation in the arid western area is 2 146 mm per annum, whereas it is approximately 1 700 mm per annum in the Lady Frere and Cofimvaba Districts. This phenomenon complicates crop production as it requires moisture conservation for dry land cropping and sophisticated irrigation management.

Temperatures

The temperature is characterised by extremes during the summer months, the maximum temperature often exceeds 40ºC in the lower lying areas in the western (arid) section of the study area. Minimum temperatures in the winter months in the high lying areas are often well below zero and frost and snow is a common occurrence throughout the area.The average commencing date for frost in most of the area is the Mid -April and the average last date for frost is the Mid October. Frost can, however, occur at any time of the year in the Molteno District. This area experiences the largest inter-diurnal variation (change from one day to the next) in temperature. (A.J. Roets & Associates, 1999). The temperature in the eastern part of the District is a bit more moderate with frost occurring from Mid- May to Mid -September.

Prevailing winds

During the summer months, the prevalent wind direction in the study area is north-westerly (berg winds) whereas south-easterly to south-westerly winds prevail during the winter months. Wind, however, is not regarded as a limiting factor in the study area.

Geology & Soils

The District consists mainly of Beaufort sediments intruded by Dolerite. These comprise Shale, Mudstone and Sandstone.The soils in the District area are mainly from the Beaufort and Molteno series of the Karoo sequence. As a result, the soils are poorly developed, shallow or duplex (rocky), which are mostly not suitable for crop production. In the valleys, however, deeper soils do occur. In the Fish River Valley as an example, there are 15 soil forms of which the Hutton, Clovelly and Oakleaf forms (Binomial Classification) are dominant. Soil salinity is, however, a major problem in the irrigation areas in the Cradock, Hofmeyr and Tarkastad Districts. The soils of the more arid areas of the study area are generally shallow and consist mainly of the Mispah, Glenrosa and Swartland forms. In the flood plains, watercourses and plains, deeper soils of the Oakleaf, Dundee and Valsrivier form are more common.

Topography, drainage and vegetation

The District is part of what is described as gradual “step” topography. The “steps” are formed by the Winterberg mountain range in the south and the Stormberg range north of Sterkstroom. The Stormberg Mountain range runs from east to west dividing the area into the high lying Stormberg plateau in the north and the generally lower altitude area in the south. The Winterberg range with an altitude of 2 370 m above sea level extends into the southernmost section of the area. The altitude of the Compassberg to the west of the Stormberg range is 2 502 m, whereas the Stormberg plateau is ± 1 800 m above sea level. The altitude of the lower lying area in the Cofimvaba District is ±600 m above sea level. The greater part of the area, however, lies between 500 m and 1000 m above sea level. The main drainage systems are the tributaries of the Great Fish, Great Kei Rivers and Mbashe river systems, which drain into the Indian Ocean. The western section of Chris Hani District Municipality consists mostly of mixed Nama Karoo veld whilst the eastern section consists mostly of moist upland grassland. What is important from a conservation aspect is the valley thicket occurring along the Kei and Mbhashe River systems and the pockets of afromantane forest occurring north of Engcobo.

Conservation Areas within CHDM

The known conservation areas in the Chris Hani District Municipality are listed in the table below. Only two of these conservation areas are under the direct control of the municipality, namely Lawrence de Lange and Longhill (Enoch Mgijima). In addition, a National Park (Mountain Zebra National Park), a number of private nature reserves (i.e. Blanco) and three natural heritage areas (i.e. Benghoil & Bushy Park, Carnarvon and Mhoge) are located, at least in part, within the Municipality. The formal protected area network is relatively extensive with the Mountain Zebra National Park (SANP) and the Commando Drift and Tsolwana provincial reserves. The early selection of protected reserves in the CHDM was based on ad hoc decisions to protect specific mammals rather than objective criteria based on biodiversity mapping. Control of all indigenous forests in the Eastern Cape including the CHDM, was handed over to the Directorate of Nature Conservation of the Eastern Cape Province authorities in 1996, and management plans for all forests are still in preparation. Formally protected water sources include a number of large water catchments, including the dams: Grassridge, Lake Arthur, Commando Drift, Xonxa, Lubisi and Ncora.

Water Resources

The CHDM falls within four river systems:

- ✓ The Great Fish River draining the central / western area southwards;
- ✓ The Kei River draining the central / eastern area southwards;
- ✓ The Mbashe River draining the eastern area southwards;
- ✓ The Orange River draining to the North.

Of these the Fish and Kei Rivers are the most significant rivers in terms of the catchment areas in the CHDM. The total surface water available in the district has been estimated from the Eastern Cape Water Resources Assessment as follows:

Potential maximum yield (including dams and transfers) = 1013.5 Mm 3 / annum

Probable total consumption and losses = 775.8 Mm 3 / annum

Available surface water resource = 237.7 Mm 3 / annum

It is clear that across the whole district, there is a positive surface water balance and that approximately 23,4% of the potential yield is still available for use, providing drought conditions do not exist.. It is however worth noting that the resource is concentrated at the major dams and rivers and as would be expected is not readily or cheaply accessible to all potential users located a distance from these resources.

DAMS, WETLANDS AND SPRINGS

Chris Hani is characterized by a number of major dams, which serve the towns and the various irrigation schemes.

The major dams in Chris Hani are:

- ✓ The Grassridge Dam between Cradock and Middelburg used as a balancing dam
- ✓ The Lake Arthur and Commandodrift Dams near Cradock used for irrigation
- ✓ The Xonxa, Lubisi and Ncora Dams between Lady Frere and Ngcobo used for irrigation.

Xonxa Dam is currently used to support Enoch Mgijima, Emalahleni with water as it has been founded that it has a potential to do that, so water is sourced from there to Komani/Queenstown as Enoch Mgijima area has been discovered to be challenged. Most of the wetlands occur in the Inxuba Yethemba municipality followed by the Emalahleni and Enoch Mgijima areas (4 each). The Engcobo, former Inkwanca and former Lukhanji municipalities only have one listed wetland. Wetlands occur in the catchments above the Commando Drift, Elands drift, Grassridge, Lake Arthur and Xonxa Dams. A number of wetlands are located upstream of the dam immediately west of Dordrecht and above what appears to be the Thrift Dam on the Black Kei, although not marked as such on the topographical map (3226BC).

All the riparian wetlands are located within Eastern Mixed Nama Karoo vegetation, with the exception of three found within Moist Upland Grassland (Lemoenfontein, Qumanco and Snowdale-Success) and four within South-eastern Mountain Grassland (Clarke's Siding, Dordrecht Town, Driefontein 188 and Geluksvlei). Springs are an important source of water in the district. They are also used for recreational purposes such as at the Cradock Spa. A number of endorhic pan wetlands occur in the district, two each in the Enoch Mgijima (Coldstream pan, Die Pan wetland complex) and Inxuba Yethemba (Helderwater pan, Rooikop) municipalities and one in the Enoch Mgijima municipality (Rotterdam wetland complex). The Helderwater pan, Rooikop wetland and Rotterdam wetland complex are located within Eastern Mixed Nama Karoo, whereas the Coldstream pan and Die Pan wetland complex are found within South-eastern Mountain Grassland. Artificial Wetlands in the form of dams, excavations, solar salt extraction works and wastewater treatment works occur to varying extents throughout the district. Solar salt extraction works have the most restricted distribution, being limited to an area west of Hofmeyer. They are all therefore located within the Enoch Mgijima. All these salt works are located within Eastern Mixed Nama Karoo. Although they have been classified here as artificial wetlands they are largely based on existing features, namely Landpan, Middelpan and Soutpan.

Environmental Challenges

Government and the District Municipality have long neglected environmental protection. This has led to many environmental disasters in the past, which could have been avoided if environmental policies had been in place and enforced. Lack of clean and unpolluted water is a major environmental problem in Enoch Mgijima former Tsolwana in particular Thornhill area. Limited access to clean water affects mainly Emalahleni, Intsika Yethu, Sakhisizwe, Engcobo and former Lukhanji. Former Inkwanca and Inxuba Yethemba suffer from lack of a guaranteed water supply, which should be rectified in the near future. Limited access to water impacts upon the ability of people to practice good personal and food hygiene. The old and people with disabilities are particularly affected as they have difficulty in gaining access to water. The growing of crops is limited as there is no water to spare for the crops, which creates many nutritional problems. Stock farming may also be limited due to insufficient water being available that has a notable impact upon people's livelihoods. Limited and poor sanitation creates numerous environmental problems, such as water pollution due to the waste being washed into the rivers by rain. Such water pollution is often directly attributable to a variety of diseases which children playing in these contaminated areas pick up. The smell from improper sanitation also affects quality of life for residents. The greatest challenge facing government and local government in particular is how to minimise harmful environmental practises that contribute to global warming and ultimately climate change. A summit was recently held on this topic in the District to promote awareness of the problems created by global warning.

Chris Hani District Municipality has produced an Environmental Management Plan (EMP) which was adopted by Council in 2022-2023 in order to point out areas of concern, the plan is reviewed for compliance and alignment annually so as to address current situation. The plan highlights areas of the environment which should be conserved and protected. Animal and vegetation species and cover are mapped and identified. In addition present and future environmental problems are identified per local municipality as well as all renewable resources. It highlights that:

The DM appoint dedicated environmental staff which has since been done

The DM develop an integrated environmental management system

The DM implement pollution control measures such as air pollution monitoring stations

The DM assist to develop the capacity of its LM's to deal with environmental issues

The DM undertake environmental impact assessments (EIA's) for all of its current and future project which is done currently by the municipality on all its projects that require EIA

However the District Municipality has been struggling to finance the implementation of this plan especially regarding pollution control mechanisms.

4.2 **SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT**

1. Water Services & Sanitation

The Chris Hani District Municipality is a Water Services Authority in all local Municipalities within the district in terms of powers and functions as developed by Municipal Structures Act, 117 of 1998. It therefore tasked with addressing a water services backlog. Water supply in larger towns is treated and subject to operational and compliance monitoring while there are small and remote rural communities whose supplies are seldom monitored. The DM is a legislated WSA for its entire area of jurisdiction hence it has completed an assessment of alternative water service provision mechanism, as required by Section 78 of Municipal Systems Act. CHDM shares its borders with Ukhahlamba, O.R.Tambo, Amathole and Cacadu of which some villages that are under jurisdiction of CHDM gets some water from those District Municipalities. An example of villages using water resources from other districts are villages at Tsomo as some are under Amathole and others under Chris Hani and importance of inter municipal planning has worked as the area is serviced by Chris Hani although it's under Amathole District Municipality And vice versa. All its 6 local municipalities were Water Service Providers but CHDM Council has resolved to take back the function of Water Provision due to various challenged experienced and this has infact been agreed upon and a Council resolution is in place in that regard. Prior this Council decision strong and healthy relationships with the LMs had resulted in the appointment of critical and technical staff that were deployed to different LMs.

These people have assisted in strengthening LM's water service provider staff and also ensured that staff inherited from Department of Water Affairs is managed at the LM level. This has also resulted in the improvement of the operational budget expenditure and vehicles and trucks amounting to R27 million were purchased. As a result an improved customer care relation and limited downtime has been observed. By due to the taking back of the function these staff deployed will be further absorbed through a clear HR system and be amalgamated to the staff of the district. This is in fact a process and will be managed by all parties involved.

The district has sixteen Waste Water Treatment works and five of that are Pond and one is a Packaging plant and further has 26 Water Treatment Works and out that four are Boreholes and two are Packaging plants.

Water Services Development Plan

With the publication of the Water Services Act (Act 108 of 1997), all South African water services authorities were required to prepare a Water Services Development Plan (WSDP). The WSDP is a business plan setting out the way in which a specific Water Services Authority delivers water services to individuals and businesses in its area of jurisdiction. It also describes the current and future consumer profile, the types of services that are provided, the infrastructure requirements, a water balance, organisational and financial arrangements to be used, an assessment of the viability of the approach, and an overview of environmental issues. Following these analyses, important issues that may impact on the provision of effective and sustainable water and sanitation services need to be identified and strategies must be formulated to improve service provision.

As a WSA the Water Services Development Plan, was developed submitted to Council during 2023-2024 financial year by May 2023 financial year with final IDP 2023-2024 and its being reviewed annually. The adopted WSDP is aligned and informed by 2022-2027 CHDM IDP and also to align and guide the provision of Water and Sanitation.

WSDP in general addresses the following matters

- Service Level Objectives
- Water Resources
- Water Conservation and Demand Management
- Bulk Infrastructure
- Institutional Arrangements
- Organisational Support,
- Financial Management & Tariff Policy

CHDM has also further developed the Water Conservation and Demand Management Plan which was adopted by council in June 2023. The sector plan seeks to conserve and manage water demand management within the district.

Water Resource Management Plan was for the first time developed by CHDM and it was developed and adopted by council on a Council Meeting of June 2023 where it states main sources of water and how these can be best managed.

As tabulated on Situational Analysis above it shows the percentage of water infrastructure backlog within the district as information and research conducted by HIS Markit Rex 2020 and further reviled by Stats SA Census conducted in 2022. It depicts that Dr AB Xuma has more backlog followed by Intsika Yethu Municipality with Enoch Mgijima being the least with water backlog. The overall figure of the backlog has not changed significantly year-on-year , what has changed it the distribution of the backlog between municipalities due to the demarcation boundary changes.

This means that most of the CHDM water infrastructure backlog has shifted to former Dr AB Xuma Local Municipality area previously called Engcobo LM. This means that there is a newly developed WSDP has to reflect these changes and to speak to how best to address the backlog going forward. The above interpretation has been sourced from STATS SA Census of 2022 which shows the water

backlog figures per municipality sourced from STATS SA Census 2022. The Water Services Development Plan (WSDP) which was adopted by council currently utilises Stats SA figures from the Census estimate that currently 87,4% of the total population of Chris Hani District Municipality (CHDM) is served with water services, whilst 94,6% are served with sanitation services.

According to the WSDP which has relied on household figures of the 2022 Stats SA figures delivers the following figures contained in the table below.

WATER				
	Households		Percentage	
	Served	Unserved	Served	Unserved
Emalahleni	13,746	20,569	40%	60%
Enoch Mgijima (Inkwanca)	3,912	-	100%	0%
Intsika Yethu	24,516	26,245	48%	52%
Inxuba Yethemba	13,256	-	100%	0%
Enoch Mgijima (Lukhanji0	42,434	14,555	74%	26%
Ngcobo (Dr AB Xuma)	10,353	26,889	28%	72%
Sakhisizwe	7,564	7,081	52%	48%
Enoch Mgijima (Tsolwana)	3,357	4,219	44%	56%
ECDMA13	24	-	100%	0%
TOTAL (2022)	119,162	99,558	54%	46%

The major challenge is meeting the backlog targets as set out by the national government due to the insufficient capital funds (i.e. MIG allocations).The collapsing infrastructure in towns is not included in the backlog. Looking at the Sanitation Backlog as informed by official STATS SA Census 2022 the below Pie Chart shows Intsika Yethu and Engcobo as municipalities within the district with more/high backlog and the least being Enoch Mgijima Municipality.

The CHDM has identified and quantified all villages with water and sanitation backlogs within their area of jurisdiction and put them into clusters. The District Municipality could not meet the targets it set of eradicating buckets due to financial and capacity constraints and as a result has committed itself in ensuring that it provides free basic services to its communities. Due to the allocated powers and functions the provision of basic level of services is limited to water and sanitation. Backlogs have made it difficult to provide these services in areas which do not have infrastructure especially in the former Ciskei and Transkei areas. The funding with respect to MIG falls short in eradicating the backlog. The WSDP presents a number of possible developmental scenarios. Given the available and potential resources and capacity, the most viable scenario envisages increasing resources so that the backlogs are addressed by 2025 but due to latest info it is envisaged that the backlog would be addresses by 2027 due to its huge volume.

Chris Hani DM has also developed a Water Services Backlog Eradication Strategy adopted by council in 2022-2023, whereby all areas with backlogs have been identified and quantified up to the village level. The affected villages have been grouped into nine clusters (i.e regional schemes. It is noted that there is a need to find alternate sources of funding if we are to increase our rate of delivery. More investment is required in utilising surface water resources. In addition the monitoring of the usage of groundwater requires improvement. A worrying challenge is the minimal pollution contingency measures in place in the district. In addition far more attention has to be paid towards ensuring and implementing water conservation and demand management.

Some of the greatest challenges in eradicating the backlogs are:

- ✓ MIG Allocated funds do not roll over to the next financial year
- ✓ MIG Funds not spent are forfeited
- ✓ MIG Funds are strictly to be spent only on approved projects that meet the MIG conditions
- ✓ MIG Projects must also be recommended by the respective sector departments
- ✓ Contravention of MIG conditions are regarded as unauthorized expenditure and are not reimbursable by MIG unless approved by MIG
- ✓ Serious drought conditions
- ✓ Limited staff with technical expertise wanting to work in the rural areas of Chris Hani District Municipality

Blue Drop Drinking Water and Green Drop Wastewater Quality Assessment and Compliance

Regular water quality testing at each of the water treatment works in the District is completed by operators as part of their daily routine. The results are recorded at each plant and are forwarded to the District for processing, interpretation and remedial action taken (if required). Monitoring of water quality at the point of consumption is undertaken by Environmental Health Practioners (EHPs) employed by each municipality in the District.

These EMPs sample water at a number of sampling points throughout each municipality and measure a number of water quality parameters.

- ✓ EColi
- ✓ pH
- ✓ Turbidity
- ✓ Total Dissolved Solids (TDS)
- ✓ Conductivity
- ✓ Free Chlorine
- ✓ Nitrates
- ✓ Sulphate
- ✓ Flouride

In the event that a sample fails to comply with the required standards, it is retested before remedial action is taken. For the eColi test, water is taken from an unsterilized tap and after it has been burned to sterilise the tap. This will give an indication if any pollution enters the water at the tap or prior to the tap.

Comments by Green Drop Inspectors:

“The Green Drop assessment revealed that wastewater management within this municipality ranges from acceptable to entirely unacceptable.

Management of the Komani wastewater system proved to be promising; within this system relatively good scores were achieved across the board accept for incident management, treatment capacity and asset management. A far less convincing performance was recorded at each of the remaining systems. This poor performance necessitates the Department to require the Water Services Authority to provide an explanation together with a turn-around plan within 30 days subsequent to the release of this report. (This to inform the appropriate intervention)

Special attention is required at Tsomo, Indwe, Cradock, Lady Frere, Middelburg and Comfimvaba since all of these systems reached the undesirable maximum risk rating. This means that it is squarely within the critical risk category; the situation will not turn around without a concerted planning and implementation effort from municipal decision makers and management.

Green Drop Findings:

A lack of operational information indicates ineffective management of the wastewater systems in general; this severely compromised the Green Drop performance of Chris Hani District Municipality and Water Service Providers (Local Municipalities):

Officials indicated a budget for operations and maintenance but could not produce any evidence of expenditure. This prevented the assessors of having complete confidence in the efficacy levels of asset management. The general lack of information bar one of the systems Chris Hani is responsible for, it is recommended that the compilation of asset registers and investment in operational monitoring will be prioritised, together with process optimisation in a serious endeavoured required for effluent quality compliance with authorization limits"

Conclusion:

"The Regulator is not satisfied with the overall performance of wastewater services management in Chris Hani DM. The WSA has to submit a Corrective Action Plan to DWA within 30 days of release of the Green Drop Report."

Comments by Blue Drop Inspectors:

"Chris Hani DM is another Eastern Cape Water Services Authority that impresses with its drive to improve drinking water quality management. An overall score improvement from 53.1% to 73.5% speaks volumes of the officials' commitment in this regard. This is sincerely a commendable performance under challenging circumstances. Nevertheless there would remain areas with dreadful microbiological compliances i.e. in systems such as Cala and Khowa (Elliot). Compliance percentages in these two systems are well below 50% and it can be expected that these communities are at risk. The municipality is required to inform the Department's regional office within 30 days as from the release of this report on an action plan for urgent improvement of treatment efficiency levels in these areas.

The Blue Drop inspectors noted: "The Water Services Providers responded very well to the deficiencies identified during the Blue Drop Assessment and come well prepared for the Confirmation Interviews. The WSPs were strongly supported by the Chris Hani District Municipality. The District Director personally led the interviews and made sure that each of his WSPs was represented in large numbers. This illustrates the commitment of the District towards the Blue Drop Certification Programme."

Findings: The worst performing systems would be the Rural Systems within the jurisdiction of Intsika Yethu Local Municipality.

Interventions required to address identified 'Blue Drop' compliance gaps. It is clear from the Blue Drop Assessment that, while the Municipality has made great progress in improving its water quality monitoring system; specific areas that require additional interventions include:

- ✓ Drinking Water Quality testing and compliance in rural areas (especially Intsika Yethu)
- ✓ Water Safety Plans in some areas (i.e. rural areas)
- ✓ Implementation of the comprehensive testing programme that will fully comply with SANS 241
- ✓ Build Capacity and reduce reliance on service providers for support and testing

Roads and Storm water

The road network in the Chris Hani District consists of a hierarchy of national, provincial and municipal roads. Two national routes pass through the Chris Hani District in a north-south direction i.e. the N10 and N6. The local Trunk and Main roads link the larger towns and villages and mostly run in an east-west direction. The best example is the R61, which runs from Cradock in the west through Komani to Mthatha in the east. The total length of the provincial road network amounts to approximately 43 465km. This is made up of approximately 5 102 km (12%) of surfaced roads and 38 363km (88%) of gravel roads. Only 707 km of the total network of nearly 8 900 km in Chris Hani is surfaced.

The overall condition of the road network in the Province and in the Chris Hani District has not improved, mainly due to insufficient funds for maintenance and inherited backlogs. Gravel roads require regular maintenance especially with heavy rains and high traffic volumes as can be seen in the photograph above. From an economic point of view, gravel roads suppress economic development since they lead to high vehicle operating costs and often lead to the damage of crops transported. The District used to be responsible for maintaining identified roads in the Inxuba Yethemba area on an agency basis on behalf of Department of Roads and Transport. As the custodian of the secondary roads in the North Western side of the district. It has met this responsibility in a stalwart manner with the Department of Roads & Public Works and is firmly recognized in the Office of the Premier as one of the trendsetters in Road Construction and Maintenance.

RURAL ROAD ASSET ANAGEMENT SYSTEM (RRAMS)

Assist rural DM's to set up RRAMS on behalf of LM's and collect road and traffic data in terms of RISFSA. National Treasury only provide funding for road infrastructure (MIG) to local, district and provincial authorities that have an approved RRAMS in place. Its Objectives is to ensure efficient and effective investment in roads, development and implementation of RRAMS, Collection of traffic data, road and bridge inventory and condition data, Create employment opportunities, Develop RRAMS and road maintenance planning capacity at DMs and LMs, Use of RRAMS for planning road infrastructure development and maintenance Road centerline set (GIS),Visual condition data (roads & bridges)

SANRAL covers a majority of the paved road network system (1 202.06 kms) in the Chris Hani Municipality as compared to the EC DRPW (336.6 kms). In addition, EC DRWP has a large proportion of unpaved roads that cover a distance of 7963.0 kms. With reference to local municipalities, the Enoch Mgijima Local Municipality has the most paved road network system (235.2 kms) as compared to the others; Emalahleni LM (13.7 kms), Dr AB Xuma LM (13.4 kms), IntsikaYethu LM (6.7 kms), Inxuba Yethemba LM (109.9 kms) and Sakhisizwe LM (14.9 kms).

However, there is a significant increase in the number of unpaved road network systems in the same local municipalities with Intsika Yethu LM having the highest number (1699.3 kms).

The second highest is Enoch Mgijima LM with a distance of 1407.0 kms. Other respective municipalities have the following distances of unpaved road network system; Emalahleni LM (782.2 kms), Engcobo (872.9 kms), Inxuba Yethemba LM (143.9 kms) and Sakhisizwe LM (451.0 kms). If put together the total of unpaved road network system amongst these municipalities amounts to a total of 5302.3 kms as compared to 393.8 kms of paved roads. Engcobo Local Municipality has the largest proportion of good condition in terms of paved roads (89%) as compared to the other local municipalities. Meanwhile, Enoch Mgijima LM recorded the highest number of fair conditions of paved road network systems (56%) amongst these six local municipalities.

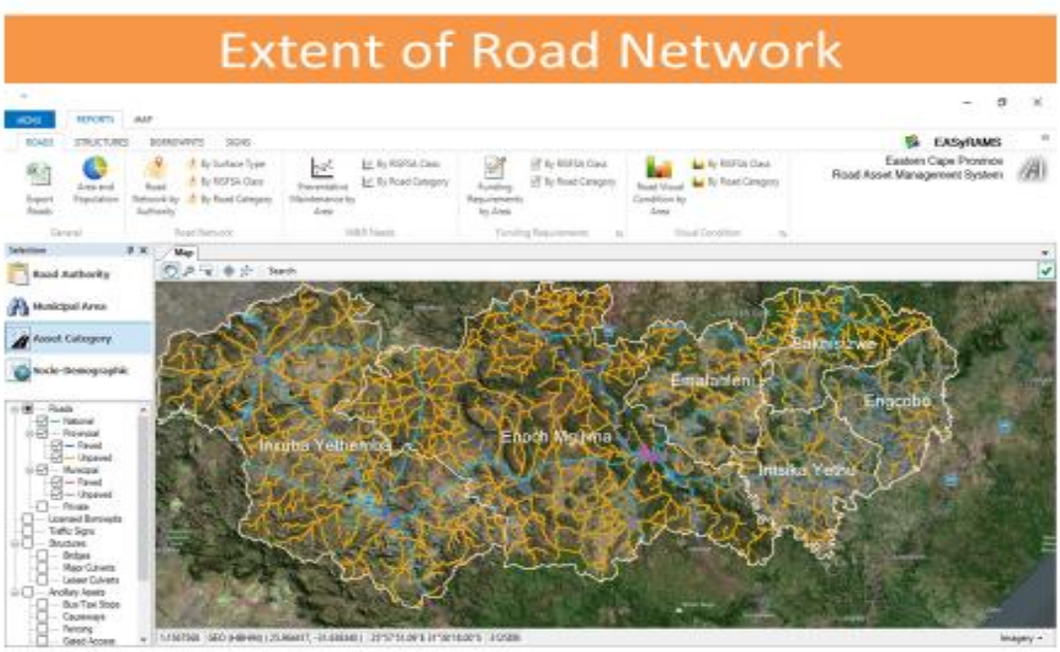
Sakhisizwe Local Municipality (34%) had the highest number of poor conditions of paved roads and recorded very poor conditions respectively (4%). Yet again, in Komani the majority of the roads are in a very poor condition and in some cases in a poor state. This means, there are very few roads that are in a good condition. When looking at the paved network needs of each municipality, these three needs were taken into consideration; rehabilitation, special maintenance and periodic maintenance. The main needs of the Emalahleni Local Municipality are periodic maintenance (45.9%) and rehabilitation (16.1 %). In Dr AB Xuma LM, findings indicate that there is need for periodic maintenance (6.8%). Meanwhile Enoch Mgijima LM paved road network system needs periodic maintenance (53.4%), rehabilitation (25.4%) and special needs (2.3%).

An assessment of Instika Yethu LM shows that most of the paved roads mostly need periodic maintenance (22.8%), special maintence (8.7%) and rehabilitation (3.1%). Paved roads in Inxuba Yethemba LM mostly need periodic maintenance (54.2%), rehabilitation (32.3%) and special maintenance (1.1%). In Sakhisizwe LM, paved roads need rehabilitation (38.7%). In total, a majority of these local municipalities (50.7%) need periodic maintenance of their paved roads as compared to rehabilitation (26.8%) and special maintenance (1.9%). The cost associated with doing a periodic maintenance of the paved roads in all these municipalities is well above R176, 25 million while costs associated with rehabilitation is above R676.12 million and special maintenance is tagged at R23.34 million respectively.

Concerning the condition of unpaved roads, Emalahleni LM has the highest proportion (97%) of very poor conditions. Engcobo LM has the highest number of fair condition (16%) and good condition (11%) of unpaved roads. A majority of these municipalities as per the findings of this measurement are in the very poor conditions (74%) category. The needs of unpaved roads were categorized into three needs; construction, regravelling and reshaping. A closer look at each municipality indicates that Emalahleni LM mostly needs construction (68.0%) and regravelling (32.0%). In Engcobo LM regravelling is mostly needed (49.5%) as compared to construction (21.6%) and reshaping (4.1%). Regravelling of the unpaved roads is mostly needed Enoch Mgijima LM (51.7%) while construction (31.6%) and reshaping (11.8%) are also a need. The needs of IntsikaYethu LM concerning the needs of unpaved roads are mostly based on construction (58.9%0 as compared to regravelling (23.2%) and reshaping (12.5%). Inxuba Yethemba mostly needs regravelling (89.1%) and construction (9.5%) meanwhile a small proportion needs reshaping (0.1%). The Sakhisizwe LM's needs are regravelling (41.8%), construction (35.1%) and reshaping (19.9%). Overall, a majority of the local municipalities need construction (44.2%) as compared to regravelling (39.2%) and reshaping (9.2%).

The costs associated with the construction of the unpaved roads in these local municipalities is well above R1.32 billion, while regravelling and reshaping will cost R722.62 million and R14.32 million respectively. The total cost of unpaved network needs in all the municipalities is an estimated R 2.06 billion.

Furthermore, this took into concern some of the structures found in these local municipalities. This mainly entailed looking at two structures, i.e. bridges and major culverts. A total of 27 bridges and 67 major culverts are found in these six local municipalities. Emalahleni LM has 3 bridges and 2 major culverts, Engcobo LM 7 bridges and 17 major culverts, Enoch Mgijima LM 10 bridges and 24 major culverts, IntsikaYethu LM 5 bridges and 16 major culverts, InxubaYethemba LM 1 bridge and 2 major culverts and Sakhisizwe LM has 1 bridge and 6 major culverts.



OPERATION & MAINTENANCE WITHIN CHDM

The O&M unit is tasked with maintaining the infrastructure within the district of which some of the functions of the unit includes:

- Routine Operation and Maintenance Procedures
- Start and Daily Operations
- Emergency flags
- Equipment Inventory
- Spare parts Inventory
- Equipment repair and Supply information
- Emergency Response and Action Plans
- Water Quality Monitoring
- Water Quality and Regulations Violation response Procedures
- Employee Training
- Monthly Inspection Reports and Observation Report
- System Description which include Source ,Treatment , Distribution and Storage

The technical guidelines assisting in the development of Operation and Maintenance Plans (O & M) for Water and Sanitation are developed so that they are in conjunction with conservation and demand management as they are in the course of development. The O & M Plan has been developed to satisfy the Licensing of Water Supply and Waste water Treatment system operator Regulations including the development of reporting all daily procedures of maintenance done on each and every Municipal asset and also a description of water supply source, treatment, storage and distribution.

This plan is intended to ensure that the system operates in a manner that satisfies all laws, rules and regulations and that all employees are acquainted with their individual responsibilities. The Unit has its own budget to run the programmes of maintaining its operations.

Climate Change and Drought Mitigation

After CHDM was declared as a drought affected District, the Department of Water Affairs allocated a Drought Relief Funding and the District Council adopted an action plan to address the crisis in the past. Subsequent to that the Municipality has developed a Climate Change Adaptation Strategy which was adopted by Council. Some of actions taken by council include the following decisions:

That to allocate the funds per Local Municipality.

Funds have been utilised to test, drill and equip boreholes and also to protect the springs.

Ground water protocol has to be conducted in all 6 local municipalities.

WSPs were required to use the existing CHDM tender for ground water protocol to fast-track the drought action plan implementation process.

CHDM to purchase 12 water carts for water supply which where needed

Springs are to be protected as alternative water supply.

The Drought Relief Programme is to continue throughout.

Libraries

There is a significant lack of libraries within the District, resulting in school children and other learners being unable to access information they require for their studies. It is noted, however, that some progress is being made in this regard. Intsika Yethu Municipality with DSRAC has also built the library in Cofimvaba Town for the purposes of assisting learners with information. Secondly Through the liberation Heritage programme another library has been built at Sabalele Village with the collaboration of Chris Hani District Municipality and DSRAC, the library is packed with books to assist the learners around the area of Sabalele.

Sports & Recreation Facilities

The District offers a wide display of sports from the more adventurous such as white water rafting, horse endurance trails to the more sedate such as bowls. Indigenous sporting activities such as horse races and stick fighting are promoted and competitions held throughout the rural areas.

Many sport clubs and codes have a proud tradition and have been going for many years. However, there is a significant lack of sports and recreational facilities within the District, especially in the former homeland areas. This may be directly attributed to the policies of the former government, which did not take into cognisance the health and welfare of people living in the then homelands. As a result many schools do not have their own playgrounds or sporting facilities.

Community Halls

Community halls provide multiple opportunities, including a place for people to gather for meetings, a place from which information may be disseminated, and a place from which services (such as pension payouts) may be provided. The lack of community halls means that local communities have no place to gather, partake in recreational and educational activities, and receive pensions or pertinent community information. As informed by powers and functions allocated to municipalities the district municipality is not allocated those powers to provide and build community halls as the function resides with LM's, but flowing from the discussions between DM and LM's it has been advised that community halls be built at each ward within the LM's and be used by ward councillors as their offices because they are closer to the people and therefore reachable. The building of these community halls is a function of Local Municipality as the district is focusing on mostly Municipal Health, Water and Sanitation.

STATUS CORE OF HUMAN SETTLEMENT IN THE DISTRICT

One of the key responsibilities of the Housing Unit in the district is to providing support and guidance to local municipalities that are faced with capacity challenges and financial constraints in housing delivery; to co-ordinate infrastructure projects that are directly affecting housing (sanitation and water) etc, to eliminate duplications; to assist in the monitoring of housing project etc. In trying to address those local challenges that are facing the District in terms of housing development, CHDM ensures that housing forums are coordinated every quarter and it is chaired by the portfolio council responsible for housing in the district.

The forum is comprised of portfolio heads and officials that deals with housing; infrastructure and town planning in the district and all its 6 local Municipalities; the Department of Human Settlement in the Province and the Region; Sector departments are also invited to form part of the forum. Various Human Settlements programmes and initiatives are discussed at the forum and further escalated to relevant platforms for information and buy in and endorsement.

Human Settlements Capacitating of LMs

To provide capacity and support to LMs and other stakeholders with regard to housing delivery in line with Housing Act. Guide LMs on how to develop their Human Settlement Sector Plans, assist in the monitoring of housing projects, give support on planning and implementation of subsidy projects towards integrated settlements, Coordinating the formulation and review of Human Settlement policy and legislation. CHDM plan intends to address the following issues; ensure that housing project benefit the local economy through all the housing programmes in the district. It will ensure that local people are the first preference in terms of employment in the housing project and that building material for the projects is purchased on the local suppliers of the district. These human settlement programmes are all driven by an existing Human Settlement Steering Forum which involves all Local municipalities in the district: -Human Settlement Portfolio Heads; Municipal Human settlement Managers/officials; Department of Human settlement in the district and other stakeholders are invited when it's necessary.

Amongst the main functions of the Human Settlement Forum are to discuss housing challenges and housing demands as to get solutions. To discuss progress reports submitted by the LMs on their housing projects. Identify ways of providing capacity to those LMs that are lacking and also discuss other related housing issues.

Telecommunication

Telkom is currently expanding its public phone infrastructure in the rural homeland areas with the result that the majority of Chris Hani residents do have access to some sort of telephones. Cellular phones cannot be used in all areas of the District due to the mountainous terrain, which disrupts television, radio and cell phone reception. The investment into telecommunications infrastructure is further hindered by vandalism and theft. Cellular and television providers should be lobbied to increase their network coverage in these areas so that consumers can experience a more satisfactory service.

There is still very limited access to fax and computer / internet facilities. GCIS has recently completed a survey whereby they wish to install a multi-purpose facility that will give community members access to all tele-communication facilities in each municipality.

The only existing facilities of this nature are currently located at the Qamata Great Place in the Intsika Yethu Local Municipal area, Thusong Centres and at Ngcobo town.

CHDM INTEGRATED TRANSPORT PLANNING

When considered from a transport perspective, the Chris Hani District is of importance not only to the local socio-economic climate, but also to the country as a whole. There are two national roads passing through the district in a north-south direction i.e. the N10 and N6 as well as two rail lines. The two rail routes links Port Elizabeth and East London to the interior. The main east-west road corridors are along the R61 from Cradock, through Queenstown and beyond, the R359 from Komani through Lady Frere and Cala to Khowa(Elliot) and the R56 from Komani through Sterkstroom, Molteno and Steynsburg to Middelburg.

The CHDM Integrated Transport Plan was adopted by Council as a draft by June 2023 and has been carried out to prepare the District meet the demand for safe transport services and facilities. The draft is at consultation stage with all relevant stakeholders. The ITP positions the district to offer maximum accessibility to the amenities offered in cities and towns throughout the District and the

many tourist facilities in the neighborhood. The ITP intends to provide guidance on the infrastructure requirements to improve major roads and key facilities in towns, signage to guide visitors and public transport services and facilities.

The district is currently committed to the implementation of the Integrated Transport Plan. Therefore the intention will be a joint effort with local Municipalities contributing to implementation in their areas.

The structure of the CHDM Integrated Transport Plan includes the following chapters:

- ✓ Travel Demand and Situational Analysis
- ✓ Data Collection and Assessment
- ✓ Transport Operational Plan:
- ✓ Infrastructure Plan
- ✓ Public Transport Plan
- ✓ Aviation Plan
- ✓ Rail Plan
- ✓ Local Mobility Plan
- ✓ Information and Signage Plan
- ✓ Safety and Security Plan
- ✓ Transport Management Plan
- ✓ Branding and Marketing
- ✓ Contingency Plans
- ✓ Implementation and Evaluation Plan

The CHDM Integrated Transport Plan also contains a clear set of recommendations to prepare the District to compliment the transportation services. By preparing this plan, the District shows its commitment and pursues the implementation of the Plan as a matter of priority.

Taxi services

There are 21 registered taxi associations operating in the 16 towns situated within the Chris Hani District. According to the Registrar there are approximately 1 600 active members in the different associations. This figure excludes operators who are using sedans and bakkies/LDV. It is evident that there are some differences between the Registrar and Taxi Associations due to the frequency of the update of the Registrar's database. From the records of the Registrar, there are currently 304 registered taxi routes in the Chris Hani District. Bakkie taxis comprise a significant percentage on the routes i.e. +/- 60 % and are dominant in Engcobo, Cofimvaba, Cala and Tsomo. The sedan operation is largest within the Enoch Mgijima Municipality and particularly Komani. Due to the large number of passengers using taxis in the District, as well as the flexibility of the taxi industry, taxis are the most prominent form of local public transport. The type of vehicles operating in the field varies from the typical minibus, to light delivery vehicles (LDVs) and sedan or passenger cars. There are also many more routes between settlements than there are within settlements. This can be explained by the fact that most of the settlements in Chris Hani are small and thus there is not a great demand for motorised travel within the settlement boundaries. Most daily activities can be accomplished on foot since the distance to be travelled is relatively small in comparison to the greater distances between settlements.

Bus Services

There are currently 29 bus operators in CHDM according to the local ECDRT office but only 11 of these have operating permits and the buses only operate in four of the eight district municipalities. The buses operate on 49 routes of which nine are subsidised. Operations on the subsidised routes were suspended due to feasibility and/or un-roadworthy vehicles. Africa's Best 350 scheme has brought 18 new buses to the CHDM routes.

Long distance travel

There are marked increases in the number of long distance journeys undertaken during holiday periods such as Christmas (December-January) and Easter (April school holidays), whereas during out-of season times there may be no services on those routes, depending on the mode. Long distance routes include a number of important destinations and include both road and rail based services. There is a close relationship between local and long distance public transport services – passengers from outlying areas would be transported on a local service to reach a main settlement and from there transfer onto a long distance service. Even though long distance travel in Chris Hani resembles a corridor and feeder system, there is little coordination between and within the schedules and frequencies of modes and equally little consolidated information available on long distance travel.

Freight Transport

In Chris Hani, the main freight movement corridors are mainly along the national routes. Cargo is transported nationally through the district from/to the coastal towns of East London and Port Elizabeth primarily to/from Gauteng. The freight is moved by either road or rail. There are no major freight generators within the Chris Hani District other than the typical economic activities in the larger urban area, such as Queenstown. The movement of freight has become more and more road based in the past few decades. The busiest route being the N10 carries more than 100 long/large heavy vehicles per day. This amount to approximately 10 interlinks per hour along the route.

Rail freight

There are two primary railway lines passing through the Chris Hani District in a north-south direction. They are the East London – Bethulie route (passing through Komani, Sterkstroom and Molteno) and the Port Elizabeth – Cradock – Carlton route. There were also a number of other lines in the district but these are not in use or the lines have been lifted.

Rail Services

The Shosholoza Meyi operated by Transnet Freight Rail use to operate along two north-south routes through the municipality. The two routes are the following:

- ✓ Johannesburg – Bloemfontein – Cradock – Port Elizabeth
- ✓ Johannesburg – Bloemfontein – Cradock – Port Elizabeth
- ✓ Johannesburg – Bloemfontein – Molteno – Sterkstroom – Komani –
- ✓ Cape Town – Colesberg – Molteno - Sterkstroom – Komani – East London

The area is served well with rail service. These services are used to be mostly passenger services but carry limited freight.

Air Services

There are not scheduled air services to and from any airports/airfields in the Chris Hani District. There are several airstrips near the larger towns. All the airstrips are unsurfaced, except the Komaniu6 airfield, which has one surfaced runway. There are a total of 10 airfields/airstrips located in Chris Hani. The airfields are mostly used for recreational and tourism activities.

Non-motorised Transport

Planning for non-motorised transport (NMT) has historically been neglected even though it is an important method of transport. The main issues witnessed during the assessment process were the unavailability of safe pedestrian facilities, such as walkways and shelters, and accommodation for people with disabilities. Walking is a major mode of transport in the CBD areas. The surveys indicated that the highest numbers of pedestrians are found in the CBD's of Komani, Cofimvaba, Engcobo, Lady Frere and in Cradock and Middelburg. Pedestrians face many problems due to the limited availability of pedestrian facilities.

Scholar Transport

The importance of intervention in a scholar transport system has its roots in the fact that education levels are low throughout the District, with a literacy rate of 47.1%. It has been found that one of the reasons that contribute to the low levels of education is the lack of convenient access to schools resulting in long travel times, mostly by walking to school. The issues that the Chris Hani District faces with respect to public transport are the following:

- ✓ Multiple small taxi operators that are tied to geographical locations are inflexible and are difficult to coordinate and integrate in a larger system
- ✓ Buying power of individual taxi operators is very low.
- ✓ Vehicle capacities are not necessarily suited to the demand
- ✓ Rail and subsidized buses operated at regional level and are not integrated into local planning
- ✓ Operator and regulatory fixation with vehicle type and layout discriminates against passenger volumes / needs and does not provide operational flexibility
- ✓ The overloading of heavy vehicles is a major contributor to the premature failure of road pavements.
- ✓ Gravel roads often become impassable in wet weather, isolating settlements that can only be reached by such means. .
- ✓ The large number of stray livestock on roads.
- ✓ Poor management and supply of transfer facilities.
- ✓ Derelict passenger rail lines and stations
- ✓ Insufficient vehicle testing and licensing facilities
- ✓ Unavailability of public transport facilities (including for the disabled)
- ✓ Lack of cooperation between Public Transport Operators and the Municipal Authorities
- ✓ Lack of Institutional capacity at Local and District level to manage transport planning and implementation.
- ✓ Insufficient supply of taxi related information, especially bakkie and sedan operations.
- ✓ Outdated information at the Taxi Registrar
- ✓ Lack of pedestrian and non-motorised transport facilities
- ✓ Lack of accident database for the Chris Hani District
- ✓ Lack of District Road Maintenance Programme

- ✓ Inadequate pedestrian signs and markings and off-loading areas especially within CBD areas
- ✓ Limited traffic calming measures within areas of high accidents
- ✓ Low visibility of traffic officials and law enforcement
- ✓ Insufficient supply of taxi related infrastructure
- ✓ Public transport in the rural areas is reliant on bakkies
- ✓ By-laws limiting the operation of hawkers on side-walks are not implemented or proclaimed.

Recommendations

- ✓ Public transport should provide connectivity where private transport is unfeasible
- ✓ Each settlement condition requires a particular development and transport approach
- ✓ Strong land use management should be accompanied by integrated transport provision to achieve more compact, efficient settlements and transport services
- ✓ Tourism potential should not be ruined by uncontrolled settlement growth or insensitive transport connections

MUNICIPAL HEATH SERVICES

Chris Hani District Municipality has a functional Municipal Health and Environmental Department and implements municipal health function as prescribed. CHDM Municipal Health encompass the following services as detailed in the Constitution of the RSA, part B of schedule 4, and National Health Act, 61 of 2003:

Water :-

To ensure monitoring water quality and availability, including mapping of water sources. Enforcement of laws and regulations related to water quality management. Ensuring water safety and acceptability in respect of quality (microbiological, physical and chemical), and access to an adequate quantity for domestic use as well as in respect of the quality of water for recreational, industrial, food production and any other human and animal use. Ensuring that water supplies are readily accessible to communities and to the planning, design, management and health surveillance. Ensuring monitoring of and effective waste water treatment and water pollution control, including the collection treatment and safe disposal of sewage and other water borne waste and surveillance of the quality of surface water (including the sea) and ground water. Advocacy on proper and safe water usage and waste water disposal. Water sampling and testing in the field and examination and analysis in a laboratory.

Food Control :-

To ensure food safety in respect of acceptable microbiological and chemical standards and quality of all food for human consumption and optimal hygiene control throughout the food supply chain from the point of origin, all primary ground, or raw products production up to the point of consumption. Food inspection at production, distribution and consumption area. Informal Street trading monitoring. Food premises inspection and control of statutory nuisances. Enforcement of food legislation and Codex Alimentarius. Food quality monitoring programmes and principles through various techniques e.g HACCP audits. Promote the safe transportation, handling, storage and preparation of foodstuffs used in the Primary School Nutrition programme (NSNP), Prisons and Health establishments, Airports etc.

Promotion of safe handling of meat and meat products including meat inspection and examination at abattoirs. Promote the safe handling of milk and milk products

Waste Management:-

Waste management and general hygiene monitoring includes ensuring proper refuse storage, collection, transportation and transfer, processing and materials recovery and final disposal. Liquid waste management including sewage and industrial effluents. Ensuring the proper storage, treatment collection, transportation, handling and disposal of health care waste and hazardous waste. Sampling and analysis of any waste or product (sewage) refuse or other wastes. Investigations and inspections of any activity relating to the waste stream or any product resulting there from. Advocacy on appropriate sanitation. Control of the handling and disposal of diseased animal tissue. Ensuring safe usage of treated sewage sludge and the health and safety of reclaimed waste. Ensuring waste management including auditing of waste management systems and ensuring the “cradle to grave” approach is adhered to.

Health Surveillance of Premises and these includes –

Environmental Health Impact Assessment including housing projects and indoor air quality monitoring. Assessment of factors including ventilation, lighting, moisture-proofing, thermal quality, structural safety and floor space. Assessment of an overcrowded, dirty or unsatisfactory condition in any residential, commercial, industrial or other occupied premises.

Monitoring all buildings and all other temporary or permanent physical structure for residential, public or institutional use (including health care and other care, detainment, work and recreation including travel, tourism, holiday resorts and camping sites) as well as the facilities in connection therewith and the immediate precincts thereof. Ensuring the urban and rural land-use planning and practices that are conducive to sustainable development through sound environmental health impact and other assessments. Ensuring prevention and abatement of any condition on any premises which is likely to constitute a danger to health. Ensuring the health safety of the public passenger transportation facilities such as busses, trains, taxis, boats and airplanes as well as all other facilities in connection therewith. Ensuring compliance with the principles of agenda 21, Healthy Cities approach to integrated service rendering and the practical minimizing of any detrimental environmental health risk.

Surveillance and prevention of Communicable diseases which excludes Immunizations.

Health and hygiene promotion aimed at prevention of environmentally induced diseases related communicable diseases. Collection, analysis and dissemination of epidemiological data and information. Use of Participatory Hygiene and Sanitation Training (PHAST) approaches for effective control measures at community level. Epidemiological surveillance of diseases. Establishment of effective Environmental Health Surveillance and Information System at different spheres of governance. Develop environmental health measures with protocols with reference to epidemics, emergencies, diseases and migrations of populations.

Vector control monitoring which includes: -

Ensuring identification of vectors, their habitats and breeding places. Vector control of public health interest including the control of arthropods, molluscs, rodents and other alternative hosts of diseases. Removal or remedying of conditions resulting in or favouring the prevalence or increase of rodents, insects, disease carriers or pest.

Residual spraying of premises and surrounds. Investigate zoonotic diseases and other vector borne diseases in the working and living environment. Surveillance of imported cargo and livestock for the prevalence of disease vectors. Serological tests of rodents, dogs and other pets.

Environmental Pollution Control

This by ensuring hygienic working, living and recreational environments. Identification of polluting agents and their sources, like air, land and water. Conducting environmental health impact assessment of development projects and policies, including Major Hazardous Installations. Identifying environmental health hazards and conduct risk assessment and mapping.

Accident prevention e.g. paraffin usage. Approval of environmental health impact reports and commenting on Environmental Impact Assessment applications. Ensuring clean and safe air externally (ambient and point sources), including emission inventories monitoring, modeling and toxicological reports reviews and complaint investigations. Control and prevention of vibration and noise pollution. Prevention and control of land pollution detrimental to human, animal or plant life. Ensuring compliance with the provisions of Occupational Health and Safety Act and its regulations including anticipation, identifying, evaluating and controlling of occupational hazards. Preventative measures required to ensure that the general environment is free from risk health. Ensuring the registration, permitting, monitoring and auditing of all industries, activities, trade, etc, which involves the control of internal impacts on the worker and external impacts on the community and the environment. Infrastructure integrity management including pipelines and tankage. Ensuring emergency preparedness under abnormal operating conditions and disasters jointly with other role players. Develop sustainable indicators appropriate for monitoring the effectiveness of environmental management systems of industry.

Disposal of the Dead

This by ensuring the control, restriction or prohibition of the business of an undertaker or embalmer, mortuaries and other places or facilities for the storage of dead bodies. Regulating, control and prohibition of graves, cemeteries/ crematoria and other facilities for the disposal of dead bodies. Manage, control and monitor exhumations and reburial or disposal of human remains.

Chemical Safety

Listing of all operators, fumigation firms, formal and informal retail premises, which deal with the manufacturing, application, transport and storage of chemicals. Permitting and auditing of premises e.g. Scheduled Trade permit. Facilitating pesticides and/or chemical safety advice, education and training.

Noise Control

This is done by assessment of the extent of noise pollution and its effect on human health and facilitate noise control measures. Measuring of ambient sound and noise levels.

Radiation (Ioning and Non Ionosing) Monitoring and Control

Ensuring that ionising and non-ionising radiation sources are registered with Department of Health. Ensuring that the registered ionising and non-ionising radiation sources meet the license conditions. Monitoring the safe transportation of radioactive material to ensure compliance. Ensuring that radioactive sources are licensed with the Nuclear Energy Council of South Africa.

Ensuring that all radiation material wastes from hospitals and other licensed establishments are properly disposed of. Ensuring safety against any form or sources of electro-magnetic radiation.

Control of Hazardous Substances

In terms of control/monitoring the following is undertaken by the district this by ensuring that substances are correctly labeled. Ensure that all active ingredients are indicated. Ensure that warning signs are indicated. Ensuring that precautions are taken during storage/transportation and appropriate protective gear is utilized during handling. Ensure that all substances are registered with the Departments of Agriculture and Environmental Affairs.

To ensure control of substances to prevent injury, ill-health or death by reason of their toxic, corrosive, irritant or flammable nature. To control the importation, manufacture, sale, operation, application, modification or dumping of such substance and undertake licensing and registration of premises. Inspection of premises to ensure safety, storage, compliance, precaution measures, etc. Ensure sampling is done according to approved procedure. Ensure that all labeling regulations are complied with. Check on all stock records and ensure hazardous substance register is up-dated. Ensure that empty containers are disposed of according to statutory requirements.

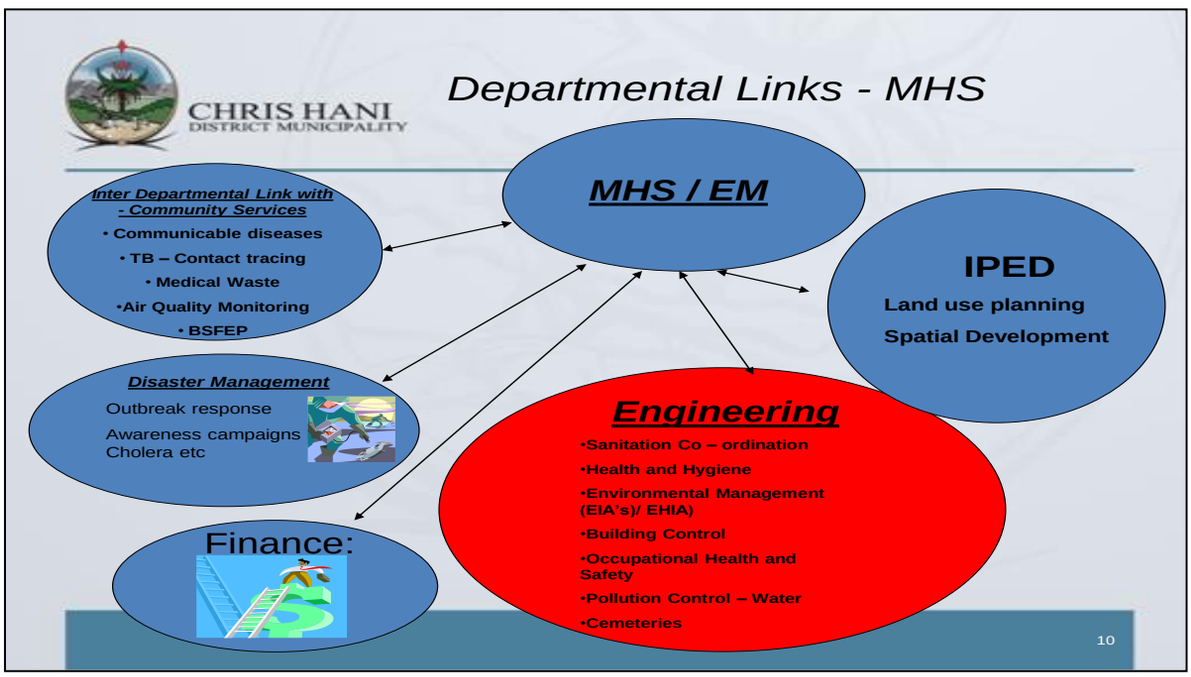
Background and Status of Municipal Health Services in the District Municipal area

The significant role that Environmental Health Services play in the economy and health systems of South Africa has been overlooked for many years and we hope that this process will open more doors for dialogue to promote and develop the service and the profession to serve its purpose to ensure that our communities live, work and recreate in accordance with their constitutional right, in a healthy and safe environment. Environmental Health Services were in the past and in some cases still are fragmented with the different service providers such as local, district and metropolitan municipalities as well as the provincial department of health that rendered the services in the same areas, everybody mainly focusing in another angle of environmental health. Governments aim was to rationalise the health services and therefore they introduced a local government based District Health System as the vehicle to render Primary Health Care services to the communities. Therefore the Constitution made mention of the term municipal health services as a local government function. The latest developments in the delivery of environmental health service by local authorities are influenced and directed therefore, by the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), that first promulgates three categories of municipalities, namely A – metropolitan municipalities, B – local municipalities and C –district municipalities. It also makes mention of municipal health services under Part B of Schedule 4 of the Constitution, which is a responsibility of the Metropolitan and District Municipalities in accordance with section 84(1) of the Municipal Structures Act, 1998 (Act 117 of 1998) and section 32(1) of the National Health Act, 2003 (Act 61 of 2003). Municipal health services are also included in the term health services in the last mentioned act. Nevertheless, the term municipal health services that are allocated to metropolitan and district municipalities, includes a list of selected environmental health services (EHS) activities and aspects. Therefore, the metropolitan and district municipalities are the authorities to implement and render municipal health services. In view of the latter, our Council had in 2006 conducted section 78 assessment in order to fully inform the process of transferring municipal health services from category B municipalities and the Province back to where they belong in terms of the afore mentioned pieces of legislation. Since that time, to date, this process presented a number of financial and human capital challenges. As a result, the transfer of staff although done it had some challenges which are to be ironed for good.

The matrix above will take cognisance of the population ratio as dictated by the national norms and standards, which categorically states that one (1) EHP per 15 000 population.

Internal stakeholder relations

The diagram below shows the relationship the unit has with other departments within CHDM that continuously support this unit in an endeavour to achieve its fundamental objectives and goals. This relationship is existing despite challenges that are however manageable.



Sanitation Resource Centre

The main purpose of the centre is to promote safe sanitation within the district and also educate communities on health and hygiene practices.

BY-LAW AS APPROVED BY COUNCIL AND AS GAZETTED IN PROVINCIAL GAZETTE.

It recognise the constitutional right of every person to an environment that is not harmful to his or her health, and the principles that underlie the National Health Act, 2003 (Act 61 of 2003) and the National Environmental Management Act, 1998 (Act 107 of 1998), the Council adopts these By-laws with the aim of protecting and promoting the health and well-being of all people in the Chris Hani District Municipality. Therefore this by-law, in conjunction with applicable laws, provides for a legal and administrative framework within which the municipality can manage and regulate activities that have the potential to constitute environmental health hazards and environmental health nuisances on persons, land or premises.

ENVIRONMENTAL MANAGEMENT

The Environmental Management mandate is underpinned by the Constitution and all other relevant legislation and policies. The Environmental Management function is mandated to give effect to Section 24 of the Constitution which is further realized by the National Environmental Management Act 107 of 1998. This unit strides to ensure realization of Section 24 of the Constitution wherein it is stated that everyone has the right to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation, ensuring conservation and ecologically sustainable development and use of natural resources.

Critical to this unit is the development of Environmental Planning Tools (i.e. Environmental Management Plan, Climate Change Strategy etc). These planning tools were developed in collaboration with all other interested and affected stakeholders. The strategic documents were adopted by Council in June 2018 and later reviewed and they seek to address adaptation & mitigation measures in an attempt to conserve the natural resources that exist within the district.

Waste Management

Chris Hani District Municipality is not performing the task of refuse removal but provides support to Local Municipalities in order to ensure that these function is improved. The refuse removal services are performed by the local municipalities and in this case the 6 local municipalities performing this task of refuse removal are Enoch Mgijima, Sakhisizwe, Inxuba Yethemba, Dr AB Xuma, Emalahleni and Intsika Yethu local municipalities. The local municipalities provide high quality standards of waste management services considering their rural nature and economic stress. Waste is collected on a daily basis in town and in urban residential areas and townships the waste is collected twice a week. There are refuse receptacles in a form of skips and rubbish bins in towns and the refuse removal vehicles, tractors and trucks are not in a good condition and most of the available fleet is dilapidated, therefore maintenance is problematic. Specialized vehicles for waste collection are required in the Local Municipalities and maintenance of waste infrastructure requires an urgent intervention. The waste is disposed in the landfill sites which are managed at a local municipal level and compliance in landfill sites within the District remains an area of concern as there is non-compliance in most of the sites.

Waste Management Planning and Projects

CHDM assisted 3 local municipalities by developing their Integrated Waste Management Plans (IWMP's) whilst Intsika Yethu LM, Dr A B Xuma LM and Emalahleni LM had already developed their IWMP's.

This means that all local municipalities within CHDM have integrated Waste Management Plans whereby they are endorsed by the MEC responsible for Environmental Affairs in the Province. The District Integrated Waste Management Plan was reviewed in the 2022/2023 financial year and was tabled to Council for adoption during the same period. Through CHDM's partnership with the Department of Environment, Forestry & Fisheries (DEFF previously known as Department of Environmental Affairs - DEA) , Ezibeleni Multi recycling facility, two transfer stations at Ilinge and Lessyton in Enoch Mgijima and one recycling facility in Elliot within Sakhisizwe are assisting on Waste Management programmes that are being implemented in the District. These programmes mainly focus on waste collection, recycling & sorting of waste as well as landfill sites management. DEFF has also provided funding for the Good Green Deeds & Youth Community Outreach Community programme in Chris Hani District, The programme is currently implemented in all six local Municipalities to assist in waste management programmes in the District. DEFF has embarked on a project to develop District Environmental Profile to assist the District in profiling all environmental programmes within the District and to identify gaps and interventions to be made in the District. Waste Management By Laws had been adopted by Council in 2023-2024 financial and in the process of gazetting with assistance of our Legal Services department.

CHDM Municipal Health Services also assist local municipalities by means of conducting quarterly reviews on compliance matters of Landfills to improve compliance to the Waste Act. All local municipalities are also assisted clearing and rehabilitation of illegal dumps sites which are converted into Mini Recreational Parks. Additional Waste Management Projects focusing on street cleaning, rehabilitation of illegal dumping sites and provision of waste equipment are currently implemented in Local Municipalities

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Greening and Land Care Programmes

In relation to greening, CHDM has resolved to 'green' its events by planting trees as means of striving to counteract the carbon footprint. Trees are planted for the purpose of greening especially in towns, villages and schools. As part of greening and land care programme, CHDM Council adopted an Alien Invasive and Bush Encroaching Plant Management Strategy. The implementation of this strategy provides for job creation projects for rectifying environmental degradation challenges by means of eradicating invasive alien plants and encroaching species (i.e Euryops (Lapesi), Black and Silver Wattle etc). The Wattle Eradication Programme and/or Land Care Management Programme are implemented in certain areas of Engcobo, Enoch Mgijima, Sakhisizwe, Emalahleni and Intsika Yethu municipalities. The greening and environmental rehabilitation programs have also been expanded to include research and a management program for Satansbos at Inxuba Yethemba municipalit. The main objectives for land care and greening programmes are as follows:

- ✓ Alleviate poverty through responsible environmental management
- ✓ Create employment for the communities
- ✓ Promote behavioral change with respect to environmental management
- ✓ Protect the environment and ensure the safe use of land through sustainable land management practices.
- ✓ Promote effective Biodiversity management practices.

Environmental Education and Awareness Programmes

Awareness programs are conducted on environmental quality management, Waste Management, land care management and sustainable development in relation to climate change. Observation of environmental days like Arbor Day, World Environment Day, Wetlands Day, Recycling Week and Water Week helps in raising the awareness in terms of identified themes for those programs on an annual basis. Environmental education programmes are also conducted in schools and communities within the District. The impact of these capacity building sessions cannot be overemphasized as we can see that CHDM is now ready to address the scourge of climate change and make it beneficial to the citizens of this region through greening, recycling, and renewable energy initiatives. .

Environmental Planning and Management

The Council adopted the CHDM Alien Invasive and Bush Encroaching Plant Management Strategy in 2021. In June 2021 the Chris Hani DM Council adopted the reviewed CHDM Environment and Climate Change Strategy and the CHDM Environmental Management Plan. The Air Quality Management Plan was adopted by Council in July 2022 and its intended to be reviewed by this 2024-2025 financial year. The Integrated Waste Management Plan for the District was reviewed in the 2022/2023 financial year and was adopted by Council.

District Wide Environment and Climate Change Forum

In February 2022, CHDM hosted a District Wide Institutional Strategic planning session in preparation for a 5 year IDP (2022 – 2027), wherein climate change was prioritized by all Departments in the name of mainstreaming and integration of climate change initiatives. Flowing from a climate change summit which was convened in 2015 with a resolution to functionalize a district climate change forum. It is against this background that the Environment and Climate Change Forum has since been operational. The Forum was then integrated to the Disaster Advisory Forum in as from 2019 as Climate Change and Disaster Management cannot be separated. The forum focuses on a wide scope of environment and climate change aspects affecting the district including local municipalities pertaining to:

- ✓ Education, awareness and capacity building
- ✓ Compliance, Legislation and policy (requirement and formulation)
- ✓ Biodiversity
- ✓ Waste Management and Air Quality
- ✓ Climate Change
- ✓ Air Quality Management
- ✓ Project Management (Environmental related projects)
- ✓ Waste Management
- ✓ Disaster Management

CLIMATE CHANGE

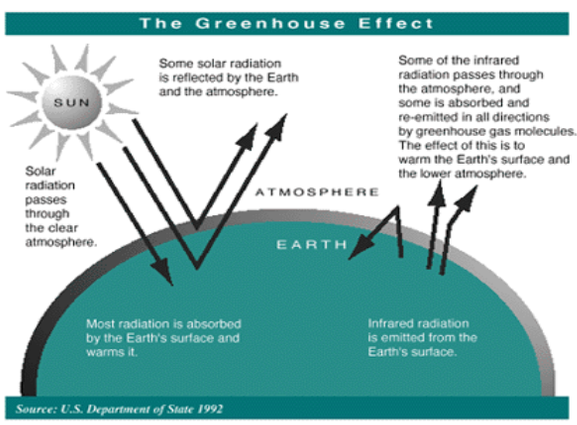
Climate change is defined as the statistical significant and lasting change in the characteristics of the climate system. Besides natural processes, climate change may result from human activities, as is the case with the current climate change concerns. The major concern as a significant of climate change is the increased emission of greenhouse gases, e.g. Carbon Dioxide, Methane, Nitrous oxide and Halocarbon gases that contain fluorine, chlorine and bromine – mainly used in aerosols.

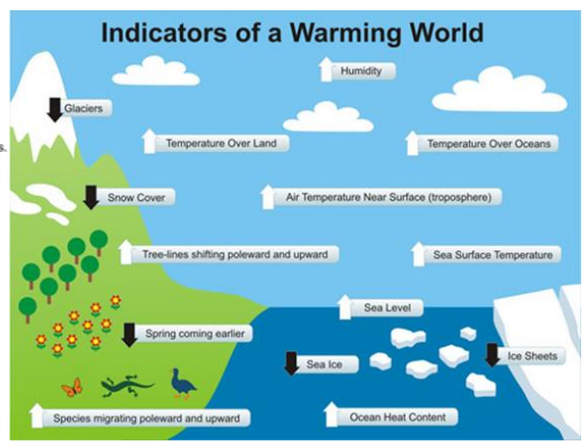
The Impact of Climate Change and International Efforts to deal with the Challenge:

A key characteristic of the current climate change is global warming which refers to the general increase in surface temperatures across the world. The main concern and urgency about dealing with climate change is that the process is irreversible.

Scientific evidence gathered from different research activities around the world strongly indicate that the climate is changing and the main contributor to these changes are human activities. The use of fossil fuel, e.g. coal, in energy generation is one of the major producers of greenhouse gases which are destroying the atmosphere resulting in the increase in surface temperature due to ozone depletion. Other factors that contribute to the climate change include the use of aerosols, cement manufacture, animal agriculture and deforestation.

The international community is alarmed by the current rapid change in climate, which is leading to global warming, and this has led to international consultation and attempts to reach consensus on measures that need to be adopted to reduce the impact of climate change, at forums such as the United Nations Framework Convention on Climate Change (UNFCCCC), the Kyoto Protocol (1997) and COP-17 which was held in South Africa in 2011 has not really yielded the intended results.





Some of the noticeable effects from climate change in South Africa include the change in the type, distribution and coverage of vegetation which has affected agricultural activities, especially in rural areas like Chris Hani District Municipality (CHDM) and areas with semi-desert especially the Eastern Cape Province. South Africa is already experiencing some effects of change in climate such as the recent extreme weather patterns e.g. very hot and cold seasons and heavy rains and flooding, with droughts hitting other parts of the country, these do not follow the known or anticipated climatic conditions.

The Need to Urgently Adapt and Mitigate the Impact of Climate Change:

Climate change requires that all nations, act now and together without exception. The impact of changes to the climate stretches beyond territorial boundaries. There is consensus among researchers that, adaptation policies and programmes need to be implemented without delay on a multi-scale level to reduce the envisaged crisis and disasters that are associated with climate change. According to some experts the projected climatic changes for Africa suggest a future of increasingly scarce water, collapsing agricultural yields, encroaching desert and damaged coastal infrastructure. South Africa is a water scarce country, and this natural resource is seriously threatened by the current global warming that characterizes climate change.

At provincial and local government levels including District like CHDM, this will require more collaboration in seeking solutions and adapting so that the contributing factors to this phenomenon are reduced. It is envisaged that the impacts of climate change 'will be magnified or moderated by underlying conditions of governance, poverty and resource management, as well as the nature of climate change impacts at local and regional levels'. In 2008, the Secretary General of the Organisation for Economic Cooperation and Development (OECD), Angela Guirra, made the following statement, during a Conference on "Competitive Cities and Climate Change", "In our cities, citizens, industries and institutions must respond to the challenges of technological change and globalisation. In our cities, as elsewhere, we must deal with the social implications of change (…) Urban areas could (also) play a central role in successfully addressing global environmental challenges (…) Cities generate almost 70% of total gas emission. There is no doubt that improvements in urban design, housing stock, traffic congestion and accessibility, disaster prevention and waste management, are crucial component of a strategy to combat global warming. If cities fail to deal effectively with environmental challenges, our planet is in serious trouble". - Competitive Cities and Climate Change. OECD Conference Proceedings, 9-10 October 2008, Milan, Italy.

The relevance of this statement can never be underestimated as we see the urgency of the need for all of us to act decisively in dealing with what has been described as one of the man-made security threats of this century. Experts gathered at the OECD 2008 Conference proposed that:

"Strong and effective urban policies that enable cities to benefit from globalising processes require flexible, multi-level forms of inter-governmental joint action. The need for a multi-level governance framework for urban development policies is particularly critical for addressing climate change. City and regional leaders are generally best suited to design strategies for addressing their own local climate change risks.

Likewise, local governments are needed as partners to implement nation-wide climate change response policies, while at the same time designing their own policy responses that are tailored to local contexts." It is within this background and within the context of South Africa's experiences and unique conditions that it has been deemed fit to develop and spearhead the programme on Climate Change within our CHDM, as part of a District wide adaptation strategy. The Department of Environment, Forestry & Fisheries is in the process of finalizing that Climate Change Bill which will further assist the Country in addressing issues of Climate Change. CHDM is involved in the process of developing the Climate Change Bill as it is an Interested & Affected party.

The District Climate Change Strategy is aligned to the requirements provided for in the Draft Climate Change Bill. The Climate Change Strategy also promotes the involvement of communities and schools in climate change related projects implemented by Government. CHDM, the Department of Economic Development, Environmental Affairs & Tourism (DEDEAT) and Wildlife Environment Society of South Africa (WESSA) are currently rolling out a sustainable resource management project in schools, using the robust integrated biogas and algal sanitation system linked to agro-ecological food garden production, that is linked to a number of positive social, financial and local economic impacts.

CHDM AIR QUALITY MANAGEMENT PLAN

This section of the Chris Hani District Municipality Air Quality Management Plan describes some background to emission sources and the baseline emissions inventory for the data that is available in the Chris Hani DM. An assessment of the current ambient air quality in the Chris Hani DM is undertaken through this emissions inventory.

Emission Sources

This section contains background information about the different sectors identified in the Chris Hani DM that emit criteria pollutants. These sectors include waste treatment and disposal, agricultural activities, biomass burning (veld fires), domestic fuel burning; denuded land, mining, landfills, vehicle tailpipe emissions and some industrial operations.

Listed Activities and Controlled Emitters

Large and small industries have the potential to emit pollutants, depending on their processes. South African legislation controls a large variety of industries through their classification as Listed Activities (Government Notice No. 893, 2013; Government Notice No. 551, 2015). In addition, where industries are not legislated as Listed Activities, they may be legislated under the Controlled Emitter regulations. Small boilers were declared controlled emitters in 2013 (Government Notice No. 831, 2013), temporary asphalt plants in 2014 (Government Notice No. 201, 2014) and small-scale char and small-scale charcoal plants in 2015 (Government Notice No. 602, 2015). Those industries that are not regulated under these laws are excluded from this study as their emission potential is considered negligible in comparison to the Listed Activities and Controlled Emitters. Data is not available for temporary asphalt plants, small-scale char plants or small-scale charcoal plants. As such, only the Listed Activities and Small Boiler industries are discussed hereafter. There are brick making facilities throughout the Chris Hani DM (Appendix 3), limited information regarding the size of the facilities or production quantities is not available as these facilities are informal, not registered and/or controlled. As such, they will not be included in the emissions inventory.

Listed Activities

Listed Activities were initially described in the Atmospheric Pollution Prevention Act (Act No. 45, 1965) as Scheduled Processes, based on the enterprises' process type. In 2004, Scheduled Processes were integrated into the NEM: AQA (Act No. 39, 2005) as Listed Activities that have or may have negative impacts on the environment, which includes health, social, economic, ecological and cultural environments. The Listed Activities are updated periodically, with the latest Listed Activities published in 2013 (Government Notice No. 893, 2013) and the latest amendment published in 2015 (Government Notice No. 551, 2015).

Small Boilers

Small boilers (boilers) are used not only by industries but also by schools, hotels, restaurants, municipal offices, hospitals and a variety of commercial enterprises.

Vehicles

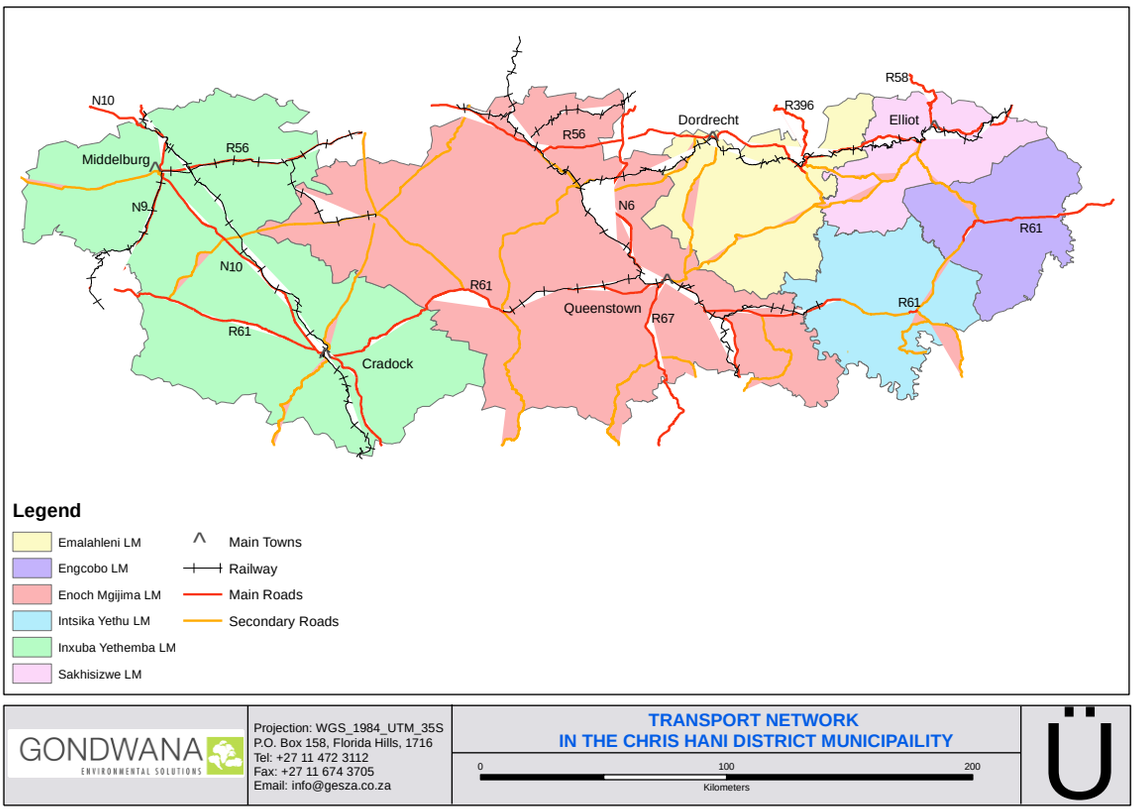
In developing countries, such as South Africa of ours, improved road networks can increase welfare benefits as well as growth, however, the detrimental effect on air quality and hence on human health should be taken into consideration (Berg, Deichmann, Liu, & Selod, 2016). Vehicles have the potential to contribute significant amounts of pollutants into the atmosphere, not only in localised areas but throughout the surrounding airsheds. The health impact from transport emissions is often located away from the source of contamination due to the effect of dispersion, nonetheless, vehicle emissions are considered a significant source of urban pollution (Stone & Bennett, 2001).

Greenhouse gases (GHG) are among the highest pollutants emitted from vehicles. Developing countries are considered to be the fastest growing sources of GHG emissions due to the rapid expansion of road networks in these countries. The South African transport sector contributes 8.8% of South Africa's total GHG emissions with the road transport sector contributing 91.2% of these emissions (WWF, 2016). The increase in atmospheric pollution results in increased negative health impacts from the release of hydrocarbons, nitrogen oxides (NOx), carbon monoxide (CO), carbon dioxide (CO2) and particulate matter (PM) (Silva, Gonçalves, Farias, & Mendes-Lopes, 2006).

Vehicle emission concentrations vary according to the vehicle's size, age, engine, fuel specification and speed travelled, with the newer vehicles having significantly reduced emissions compared with vehicles manufactured in the 1980s (Burger, Stead, & Moldan, 2009). Vehicle emissions in South Africa have been identified as a growing concern, with increased emissions as a result of the increase in the number of vehicles, the age of the vehicles and the lack of emission control devices in a significant portion of South African vehicles (Burger, Stead, & Moldan, 2009). South Africa's vehicle fleet produces on average 21% more CO2 emissions than the European fleet which indicates lower overall efficiency (Posada, 2017).

Increasing economic development has led to an increase in motorists on the road and an increased demand for fuel. The number of self-propelled vehicles has increased by 15% in South Africa and by 13% in the Eastern Cape Province between 28 February 2013 and 28 February 2018 (eNaTIS, 2013; eNaTIS, 2018). As the number of vehicles in the area increases, the amount of air pollution caused by vehicles is expected to increase. The large demand for vehicles in South Africa is due to the dispersed nature of land use in the country, requiring commuters to travel large distances between their residences and places of work. The road network in the Chris Hani DM incorporates National and Regional roads (Figure 25). These enable the Municipality to act as a corridor between various locations in the Eastern Cape Province.

Figure 25: The Chris Hani DM transport network (NGI, 2021)



Domestic Fuel Burning

Domestic fuel usage is mostly found in densely populated, low-income and informal settlements. Fuels such as wood, paraffin and coal are widely used for cooking and heating, especially in the colder months. Domestic fuel burning is a source of atmospheric emissions and it contributes to PM, SO2 and CO emissions. Human health impacts related to household coal and wood burning remains the most serious and pressing national air pollution problem (DEA, 2008; Vegter, 2016).

Coal burning emits a large amount of gaseous and particulate matter pollutants including SO2, PM, heavy metals and inorganic ash, CO, benzo(a)pyrene and polycyclic aromatic hydrocarbons (PAH), which are recognised as carcinogens. Pollutants resulting from the combustion of wood include PM, NO2, CO, PAH, particulate benzo(a)pyrene and formaldehyde. Particulate emissions from wood burning within South Africa have been found to contain about 50% elemental carbon and about 50% condensed hydrocarbons (DEA, 2008). Even though many people living in dense, low-income communities know and acknowledge that the burning of coal or wood may have a negative impact on their health and well-being, they continue to burn these fuels. The reason for this is simply that they cannot afford to use alternative energy sources to satisfy their needs (DEA, 2008).

Biomass Burning

The risk of veldfires in the various regions within Chris Hani DM ranges from low to extreme (Forsyth, Kruger, & Le Maitre, 2010). The vegetation types (figure 7) combined with the climatic conditions, result in the potential for a high number of veld fires to occur in some regions and fewer in others.

Each open fire, be it a veld fire or burning of garden refuse, adds CO, NOx, SO2, non-methane volatile organic compounds (NMVOCs), PM, ammonia (NH3) and GHG to the atmosphere.

Air pollution in the Chris Hani DM is exacerbated in the winter months when the incidences of veld fires (together with the increased use of domestic fuel burning for heating) coincides with an inversion layer (warmer air trapped under a layer of colder air) that prevents the vertical dispersion of pollutants from escaping into the upper atmosphere.

Figure 26: Distribution of natural land cover in the Chris Hani DM (DEA, 2021)

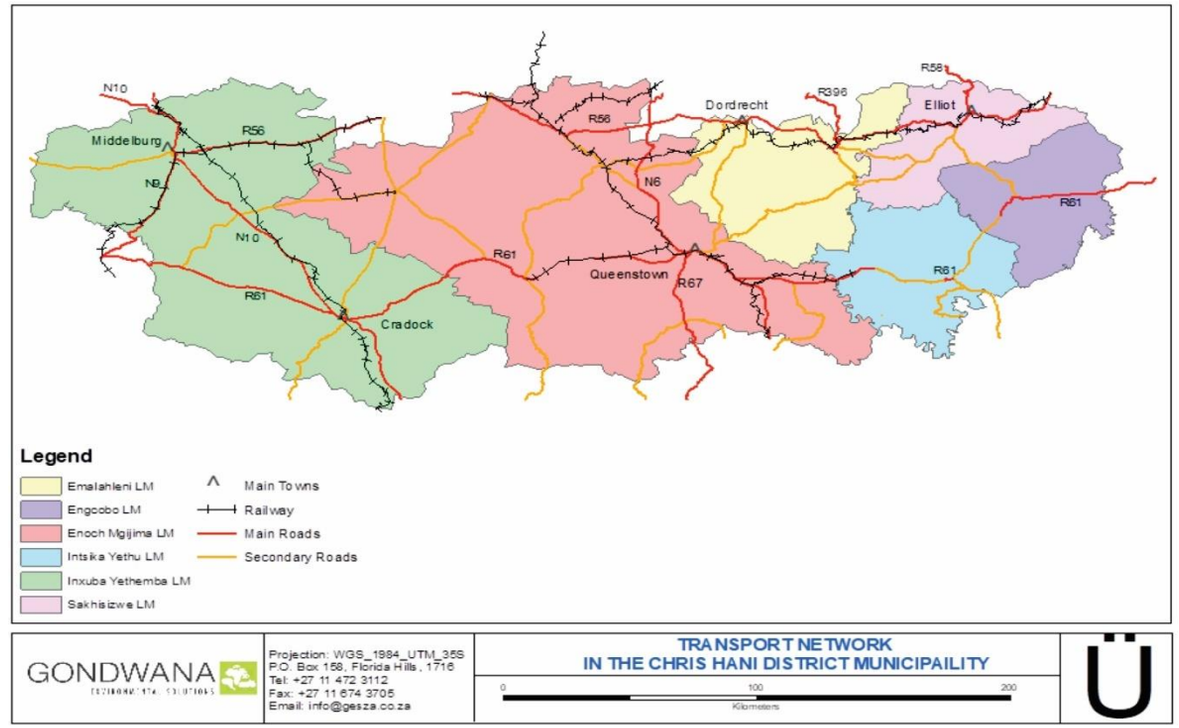
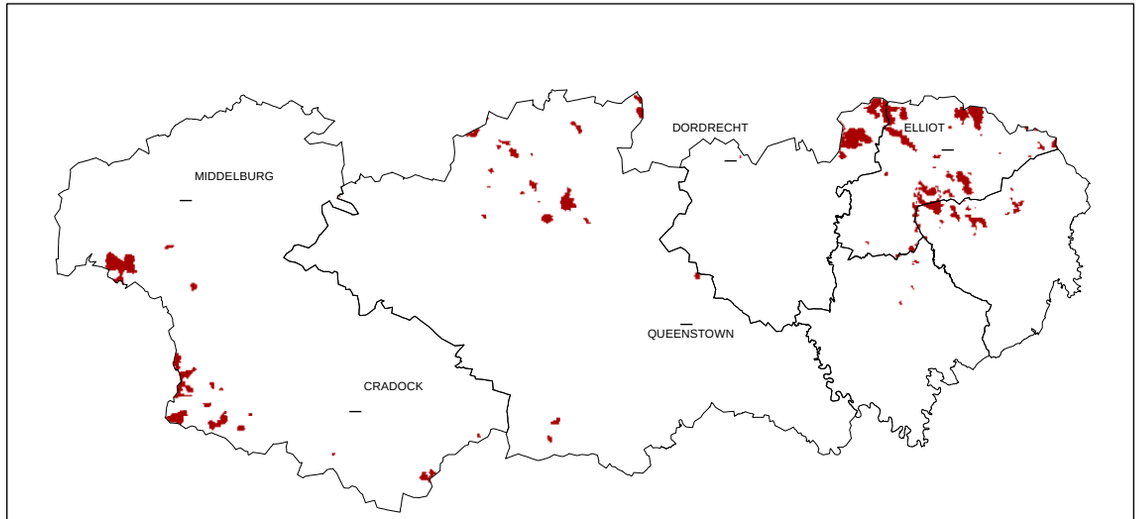


Figure 27: Distribution of burnt areas in the Chris Hani DM (Boschetti, Humber, Hoffmann, Roy, & Giglio, 2016)



LEGEND

- Main Towns
- Chris Hani Local Municipalities
- Burnt Area

GONDWANA
ENVIRONMENTAL SOLUTIONS

Projection: WGS_1984_UTM_35S
P.O. Box 158, Florida Hills, 1716
Tel: +27 11 472 3112
Fax: +27 11 674 3705
Email: info@gesza.co.za

BIOMASS BURNING (MODIS 2017)
IN THE CHRIS HANI DISTRICT MUNICIPAITY

0 30 60 90 120 150 180
Kilometers

Ü

Agricultural Activities

Agriculture is one of the main economic sectors within the Chris Hani DM and the Eastern Cape Province. Agricultural activities can be sub-divided into two groups – crop farming and livestock farming.

Crop Farming

There are four main sources of emissions from crop farming and agricultural soils, with each source responsible for a particular emission (denoted in brackets):

Fertiliser application (NH3);

Soil microbial processes (NO);

Crop processes (NH3 and NMVOCs); and

Soil cultivation and crop harvesting (PM).

NH3 emissions can cause acidification and eutrophication of natural ecosystems (EMEP/EEA, 2013). NH3 may also form secondary PM. NO and NMVOCs play a role in the formation of O3 which, near the surface of the Earth, can have an adverse effect on human health and plant growth. PM emissions also have an adverse impact on human health (EMEP/EEA, 2013). Emissions of gaseous NH3 and NO from crop farming and agricultural soils are generally closely related to the amount of nitrogen fertiliser applied. A fraction of N contained in the fertilizers is emitted into the atmosphere as NH3 and NO.

The emissions of NH3 are influenced by the types and amounts of fertilizers, methods and timing of fertilizer application, types of soils to which fertilizers are applied, and climate factors. In the absence of detailed information related to these influencing factors, the emissions of NO can be calculated as a fraction of the total amount of N fertilizers applied (SCMEIEA, 2011).

Crop farming and agricultural soils are currently estimated to emit < 1% of total NMVOC emissions (EMEP/EEA, 2013); therefore, NMVOC emissions are not calculated in this study. Windblown dust emissions from agricultural land can be influenced by non-climatic factors (Mansell, et al., 2003) as follows:

- ✓ Long-term effects of irrigation (i.e., soil “clodiness”);
- ✓ Short-term effects of irrigation (i.e., surface soil wetness);
- ✓ Crop canopy cover;
- ✓ Post-harvest vegetative cover (i.e., residue);
- ✓ Post-harvest replanting (i.e., multi-cropping);
- ✓ Bare soil (i.e., barren areas within an agricultural field that do not develop crop canopy for various reasons); and
- ✓ Field borders (i.e., bare areas surrounding and adjacent to agricultural fields).

This level of information, however, is not available for agricultural activities in Chris Hani DM. Furthermore, PM emissions from soil cultivation and crop harvesting together account for > 80% of total PM10 emissions from tillage land. The source strength of soil cultivation and crop harvesting depends on the crop, soil type, cultivation method and weather conditions before and during working. Because of the absence of information on soil type and cultivation method, Tier 1 emission factors, based on crop type only, were used in this study.

Crop farming is distributed throughout the Chris Hani DM and covers a large proportion of the land in the Municipality. Potatoes are the most grown crop in the District, followed by Lucerne and maize).

Figure 28: Distribution of agricultural activities in the Chris Hani DM (DEA, 2021).

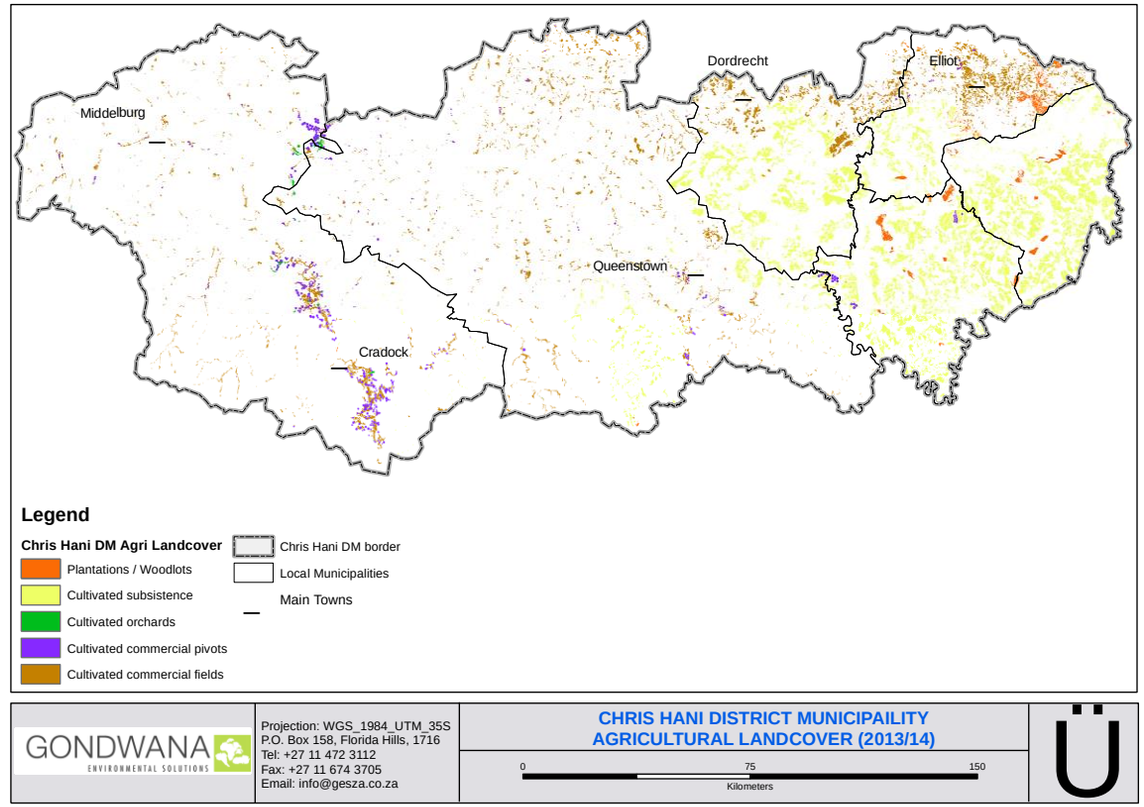


Table 1:Area planted within Chris Hani DM

Municipality	Commercial Area	Area Planted (ha)					
		Maize	Wheat	Lucerne	Potatoes	Oranges	Nartjies
Emalahleni LM	Indwe	35	0	186	0	0	0
Enoch Mgijima LM	Hofmeyr	211	35	587	0	13	0
	Molteno	35	0	366	0	0	0
	Queenstown	2 009	0	871	2 758	0	0
	Sterkstroom	0	0	630	0	0	0
	Tarka	110	0	307	0	0	0
Intsika Yethu LM	Wodehouse	261	330	1 975	0	0	0
Inxuba Yethemba LM	Cradock	2 346	162	7 105	967	204	6
	Middelburg	964	275	971	423	0	0
Sakhisizwe LM	Elliot	4 343	182	345	12 127	0	0
Total		10 314	984	13 343	16 275	217	6

Livestock Farming

There are four main sources of emissions from livestock farming with each source responsible for a particular emission (denoted in brackets):

Livestock housing (PM);

Livestock manure management (NH3, methane (CH4) and nitrous oxide (N2O));

Land spreading of manure (NOx and NH3); and

Land spreading of urea (NH3 and CO2).

Information on manure and urea management is not available for the Chris Hani DM; therefore, only PM emissions have been calculated.

Denuded Land

A source of PM pollution is windblown dust from denuded land. For the purposes of this report, both the ‘erosion dongas’ and the ‘bare non-vegetated’ land-cover categories from the National Land-Cover Data Set (DEA, 2015) have been included in the area defined as denuded land. Based on this classification, denuded land comprises approximately 0.94% of the total area of the Chris Hani DM.

Mining

The Chris Hani DM mining sector is scarcely spread throughout the Municipality. The mining industry in Chris Hani DM consists mainly of quarries, sand and coal mines. PM is the main pollutant emitted by coal mines with sources of PM including the use of vehicles on unpaved and paved roads for transporting ore, personnel, waste rock, etc.; blasting; overburden stripping; ore and overburden handling; crushing and screening of ore; and wind entrainment from stockpiles (Government Notice No. 144, 2012). Similarly, PM is the main pollutant emitted by sand mines.

Landfills

The disposal of waste at landfill sites has a potentially negative impact on the environment in a number of ways, including emissions to the atmosphere. These emissions can cause a nuisance, odour and health impact. Significant health effects occur within 500 m of a well-managed landfill (DEA, 2007). The impact of odour can occur between 200 m and 5 km from the landfill depending on the management of the facility (DEA, 2007). While landfills emit GHGs, the primary criteria pollutants emitted are PM and C6H6. Landfills are found near towns or cities. Although there may be many informal landfills, only licensed landfills and those in the process of becoming licensed have been quantified in this project.

Wastewater Treatment Works

According to the Department of Water and Sanitation and WSDP of CHDM, there are 16 Waste Water collection and treatment systems in Chris Hani DM (DWA, 2017; DWS, 2017). Wastewater treatment works (WWTW) are located near urban areas and, therefore, are not distributed evenly throughout the Municipality.

Other Emission Sources

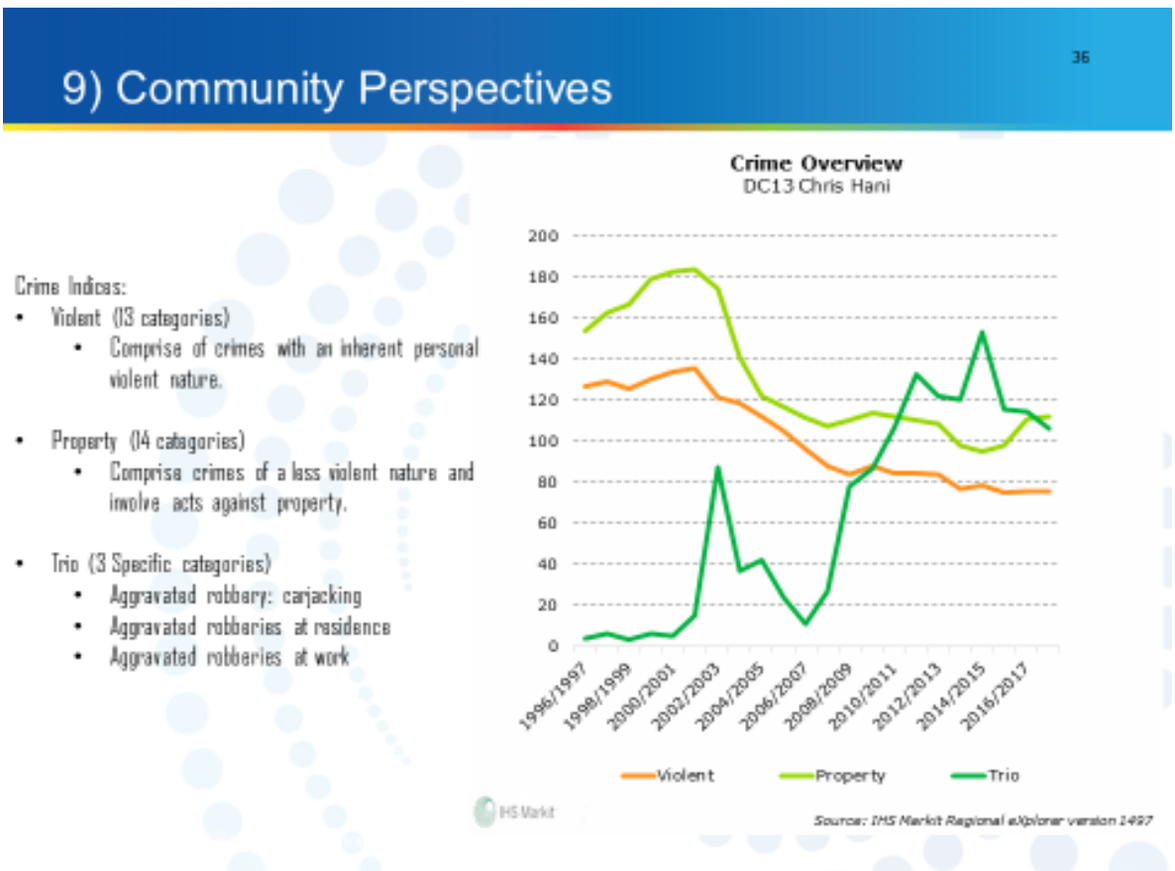
Sources of emissions to the atmosphere are widely varied and it is not possible to cover them all in this project. Some examples of sources that have not been quantified include:

- ✓ Aircraft;
- ✓ Illegal waste burning; and
- ✓ Emissions from unpaved roads by vehicle entrainment.

Safety and Security

Whilst crime remains a serious issue within the District, the SAPS are undertaking numerous strategies through which to combat crime. SAPS records the incidence of crime on a daily basis, and utilises this information to manage the crime situation in the region. The most significant rises in crime as indicated by the chart below are in indecent assault, residential burglary and theft not covered in other categories. CHDM hasn't been active on Community Safety coordination however for the 2023-2024 Strategies were in place to ensure the coordination of Community Safety through conducting Community Safety Forums. The process of organising them started by assisting Local Municipalities to have their Safety Forums which in turn will lead to the district having the District Community Safety Forum. It is intended that by the first quarter of 2024-2025 financial the first Community Safety Forum will be conducted. By Laws are in place to ensure that Community Safety is implemented through these recently adopted By Laws as a way of Community Safety Planning.

Crime Statistics that's has been released by SAPS have indicated that there is a rise in certain crimes.



Some of the key challenges faced by SAPS in addressing crime relate to the poor quality of some roads which lead to police stations. This is most notable in rural areas. The result is such that it is difficult for the residents of the area to access police stations. In addition, infrastructure capacity – particularly with regards to the holding cells is an issue. There is currently insufficient jail accommodation in the area. As a result, many convicted prisoners are kept in holding cells.

It is noteworthy that the SAPS boundaries and those of the Local and District Municipalities do not coincide. As a result, the coordination of activities is often a challenge. The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

Disaster Management & Fire Fighting Services

CHDM has a well-established Disaster Management Centre which was officially opened in 2005. It operates with some average staff and with limited resources, on the communication side this has since been addressed as a world class communication system has been installed and deals with disasters in terms of issuing of early warnings, receiving calls and dispatching response vehicles and making Incidents Reports.

Within the district there are six Satellite Centres in that are located in strategic municipalities which are operating with three officials each which are equipped with information communication systems and linked to all emergency responses agencies and it the responsibility of these centres to conduct vulnerability and risk assessment as they are closer to communities. These satellite centres are not fully equipped with all proper infrastructures and district is making in-roads in terms of addressing the bottlenecks. The officials in those satellite centres are responsible for educating the communities on disaster management risk reduction practices as embodied in the Disaster Management Act 57 of 2002 and Disaster Management Framework of 2005 respectively.

So as part of their daily operations they are to undertake these programmes of conducting community vulnerability and risk identification. In response to the climate change challenges, the district will conduct a scientific risk assessment in the next financial year that will inform the development of a Disaster Management Plan. The municipality adopted its Disaster Management Plan in 2012-13 and is annually reviewed and adopted by council together with all other sector plans and is the one that guides and inform how disasters must be managed and addressed looking into the Spatial sphere of the district as chapter 4 of the IDP document broadly explains the Spatial Development Framework of the district. Disaster Management Plan for the period 2022-2027 has been developed and adopted by council and has since been reviewed for the 2024-2025 financial year.

Within Disaster Management Centre Firefighting services are located at there, though the district is responsible for hazardous and veld fires it has also extended its services to the local municipal areas where resources are not available or insufficient to perform the services effectively. The district is on a mission of determining the roles and responsibilities of this function between category B municipalities and Chris Hani DM as this will give effect to formalization of working relations between these spheres of government as some functions tend to overlap between CHDM and its LM's, but this does not mean the function won't be undertaken as there is a co-operative agreement in between municipalities. Chapter 3 of this IDP indicates how this process will unfold.

For the year 2022-2027 CHDM has developed CHDM District Fire Services Plan with the understanding that Chris Hani District Municipality is prone to many human- induced and natural veld, forest and mountain fires which occasionally leads to loss of live-stock, lives or injuries, property, economical loss and environmental degradation (damage the natural resources base or adversely alter natural processes or ecosystem. In the past decade, these fire occurrences have become more frequently and severe. A detailed analysis is on the plan itself which can be assessed on municipal website. The District Fire Services Plan was adopted by Council in 2023-2024 financial year.

HIV & AIDS EPIDEMIC

The issue of HIV&AIDS Coordination needs to be clearly articulated as contained in the National Strategic Plan on HIV and AIDS, STIs and T.B., National COGTA framework and SALGA country plan of HIV&AIDS within the local government environment. This has been explicitly explained under the section of demographics above.

HIV AND AIDS PREVALENCE WITHIN CHRIS HANI DISTRICT MUNICIPALITY

CHDM continues to invest in its communities and its workplaces through implementation of community and workplace HIV&AIDS programs. In the workplace programmes within CHDM education and awareness programmes are conducted internally at departmental and at institutional levelI. HIV and AIDS workplace committees within CHDM and in the local municipalities have been established and they assist in planning and implementing HIV and AIDS workplace programmes. Peer educators as part of internal programs also assist in identifying departmental needs and implementation of departmental HIV and AIDS programmes. Peer educators also capacitated to provide counseling and support to their peer within the departments. They also assist in condom distribution and monitoring of consumption of condoms. The prevention programmes are aimed at preventing new HIV, STI and T.B. infections and re-infections to those already infected HIV Testing and Counseling Services are continually offered to the employees and councilors in line with programmes and events conducted to encourage employees and councilors to know their health status which includes HIV, STI's and T.B. These programmes are implemented as informed by HIV/AIDS, STI & TB Workplace Policy which has been adopted by Council towards end of 2018-2019 financial year and reviewed every two years.

The education programmes also focus on the human rights and as well as responsibilities of employees. Employees are informed about policies and other legislations to empower them to know their rights and responsibilities and to be able to exercise these in the context of HIV and AIDS. Other programmes which are conducted are care and support programmes which are aimed at providing support to the employees and councilors infected and affected by HIV and AIDS. These programmes are implemented in partnership with internal and external stakeholders such as Wellness programme, Special Programmes Unit and other stakeholders.

Individual employees are able to access individual counseling from HIV and AIDS section or Wellness Programme. Referrals are also made to external services. National and International calendar events are also commemorated however the focus is more on implementing programmes for maximum impact.

Chris Hani District Municipality HIV and AIDS unit also provides technical guidance and support to the Local Municipalities and other stakeholders within the district for the implementation of internal and external HIV and AIDS programmes. Partnerships have been made with all the local municipalities within Chris Hani District Municipality for both internal and external HIV and AIDS programmes in implementing programmes such as Sexually Transmitted Infections and Condom use promotion, Candlelight memorial and World AIDS day. A policy for Mainstreaming of HIV and AIDS by all departments within Chris Hani District Municipality, its local municipalities and district wide has since been developed and it involved all stakeholders in the process and they will be

capacitated for its implementation. All these programmes are aimed at reducing the impact of HIV and AIDS within the district.

CHDM also coordinates implementation of integrated HIV and AIDS programmes within the communities through forums such as District AIDS Council, Local AIDS Councils and Ward AIDS Councils. LACs have been established and inducted in all local municipalities. Ward AIDS Councils have been established and inducted in six local municipalities. These forums ensure integrated planning and implementation of HIV and AIDS programmes within the communities. Some of the programmes of DAC are research conducted during door to door campaigns which is aimed at identifying service delivery needs of communities as well as educating household on a numbers of issues such as health and social issues, HIV and AIDS, social grants and other issues. The District AIDS Council (DAC) has conducted door to door campaigns in the seven local municipalities.

DAC also provides capacity building for its stakeholders on identified capacity needs. As part of DAC programmes, partnerships have been held with various stakeholders such as Chris Hani Choral Music Society, Chris Hani Council of Churches, Department of Sport, Recreation, Arts and Culture and Walter Sisulu University. Policies and Strategies developed to address and mitigate impact of HIV/AIDS within the district and these were adopted by council.

HIV and AIDS Workplace Policy adopted in 2022 and later will be reviewed in 2024.

HIV and AIDS Strategic Plan Document for Workplace Programme developed in 2022, adopted by council.

District HIV and AIDS Strategy Document 2017 – 2022 has been reviewed in 2022-2023 as adopted by council for the term.

Mainstreaming of HIV/AIDS, STI & TB Mainstreaming Policy which has been adopted by Council towards end of 2021-2022 financial year.

Key issues within HIV/AIDS Workplace Strategic Plan reviewed in 2022 are:

Levels of HIV infection among the participants, according to five-year age bands, are tabulated on the strategy. HIV infection levels were highest among employees below age 50 years.

Due to the fact that the Chris Hani District Municipality has a relatively older workforce (with about 60% of the employees tested being over age 40 years) it can be expected that many employees with HIV infection may be moving into the later stages of infection and that increasing numbers will be getting sick.

Stigma levels are high, with 99% of the employees surveyed believing that they will lose their job if they disclose their HIV status. This means that the municipality's HIV and AIDS policy needs to be better communicated, and that there is a need for HIV and AIDS-related training among management personnel in order to enable communication and implementation of the policy.

The employees appear to face high levels of exposure to HIV; 2 out 3 of those surveyed reported that they had nursed a person with HIV. Thus, there is a need for more HIV and AIDS-related training for municipal employees.

Among the municipality's employees, the peer educators are not effectively training their peers, and meanwhile they require tool kits to training their peers. This is a serious gap in the current peer education programme.

The employees generally believe that the municipality's HIV and AIDS workplace programme is of value, but they would like it to focus more on HIV and AIDS-related treatment and life skills. About 50% of the employees surveyed knew their HIV status.

Overall, the employees would like VCT offered annually through the workplace. Several other health problems were reported by the employees: 88 reported having high blood pressure, 17 had asthma, 20 had diabetes, and 54 said they had symptoms of TB. Mental illness is perhaps the fastest-growing disability problem. The survey found significant levels of mental illness among the municipal staff who participated. A large number of employees reported symptoms of stress and depression. About 70 employees said they suffered from stress, did not sleep well at night, have headaches, or are tired all the time. About 30 employees said they were depressed.

More than 50% of the employees reported money problems and consequently needed financial training. The results also indicate that gambling is a problem as a large percentage of the employees reported that they gamble.

CHRIS HANI DISTRICT HIV AND AIDS MAINSTREAMING STRATEGY

The strategic plan document guides Multisectoral coordination of HIV and AIDS programmes within the district through the District AIDS Council (DAC). The DAC is a multisectoral, multi-stakeholder structure that is coordinated within the CHDM. It is located in the office of the Executive Mayor, Chaired by the Portfolio Councilor for SPU, Public Participation and HIV and AIDS and administratively coordinated within the office of the Director, Health and Community Services by the HIV and AIDS unit. The DAC has subcommittees that are formulated according to the priority areas mentioned above. The sub-committees ensure the implementation of the council programmes and projects that are related to HIV and AIDS within the entire district.

The Strategic Plan focused on 8 Priority areas in response to HIV & AIDS within the Chris Hani District Municipality area of jurisdiction.

Priority 1: Prevention, Education, Awareness and Condom distribution

Priority area 2: Care and support for people living with HIV and AIDS (PLWHA)

Priority area 3: Care and Support for orphans and vulnerable children (OVC)

Priority Area 4: Circumcision

Priority area 5: Access to Human Rights and Justice

Priority area 6: Research, Monitoring and Evaluation

For the year 2022 financial year CHDM did a major review of the HIV, AIDS, STIs and TB Mainstreaming Strategy. This workplace strategy is one of the Chris Hani District municipality's

contribution in the broader national and provincial integrated response to the challenges posed by the HIV and AIDS pandemic and its purpose is to bring into life the CHDM HIV and AIDS workplace policy framework through development, co-ordination and implementation of appropriate HIV and AIDS workplace programmes that include:

To help CHDM staff and partners understand the principles and stages in mainstreaming HIV and AIDS.

To develop a clearer understanding amongst staff and partners about integration activities and holistic mainstreaming.

To give practical advice about implementation, through user-friendly, adaptable steps towards mainstreaming

5. CHDM Anti-Poverty strategy

The institution developed its own Anti-Poverty Strategy taking a tune from the Eastern Cape Anti-Poverty strategy. The main purpose of the strategy is to work on identifying the challenges that are poverty related and put forward the fundamentals of what the district will consider as an appropriate responses to address those challenges in an comprehensive, multi – dimensional, sustainable and wellbeing manner. The mandate to formulate the strategy derived from various platforms; the Chris Hani District Municipal Council took a resolution that the strategy be developed.

The overall objective of this strategy is to eradicate poverty. In fighting poverty the strategy will focus on the creation of economic opportunities and enabling or empowering communities and individuals to access available opportunities in the district. The aim is ensure social assistance and provision of basic services and ensure sustainability of the program by equipping communities to support themselves. Most importantly we aim at resolving poverty through improving the economic situation of households, by ensuring and facilitating a coherent approach towards the implementation integrated programmes and strategies.

The strategy focuses on the following key elements:

- Comprehensive understanding of Poverty (definitions, determinants, indexes and measurements)
- Strategic targeting of areas, packaging of programmes that will have the strongest Poverty Reduction impact
- An acknowledgement of each department's responsibility, and other stakeholders' responsibilities in ensuring poverty eradication.
- Encouraging inclusive and participatory setting of targets and monitoring of outcomes or success indicators
- The facilitation of intergovernmental collaboration, resources mobilisation, allocation and interrogation

Expanded Public Works Programme & Community Works Programme

The institution is a beneficiary to the national programme of Expanded Public Works Programme and has developed a policy around EPWP which was adopted by Council in 2022 and will be reviewed annually. The policy identified Learnership and Job Creation as two key initiatives that CHDM can implement EPWP.

Learnership

From the programme 23 learner contractors had been appointed for the next intake of Learnership on EPWP. These contractors are appointed for the period of three years working in different project i.e. water and sanitation. The project Intsika Yethu Sanitation has been identified as one of the labour intensive project that will be done by these learner contractors. Job creation

Under the EPWP the municipality was allocated R4 642 000 million incentive grant for 2022/23 financial year. To earn this allocation, directorates/ departments within the institution, LED, Corporate, SMS and Municipal Health Services, are participating on EPWP. CHDM has a target of creating 2000 work opportunities and 670 Full Time Equivalent (FTE's) for 2022/2023 FY. A total number of 6127 work opportunities have been achieved and 612 FTE's achieved in all EPWP projects as was reported to the Department of Public Works. The municipality has received an amount of R 4 642 000.

Since there are Municipalities that are failing to achieve their target due to limited funding, the Department of Public Works has diverted from the Schedule 8 (performance based) to Schedule 5/6 (conditional) grant, starting from 1 July 2022. Municipalities will be given 40% of their allocation upfront and for them to claim the rest they are expected to spend the 40% first. The Planning Unit also does a programme of Paving, Beautification and Greening through the concept of Small Town Revitalization where labour is sourced from the affected areas and a paid through EPWP incentive.

Community Works Programme

Community works programme was launched as a pilot project under the auspices of the Presidency and Social Development in 2020 and was further included as EPWP new element in 2022. Its main aim was to provide a safety net by providing minimum level of regular work opportunities and to supplement the existing livelihood strategies and reduce poverty and deprivation amongst unemployed. For 2022-2023 participation rates were as follows

Intsika Yethu= 1200 Target Participants Rates with 1000 Original Participation Rate

Sakhisizwe = 1000 Target Participants Rates with 1000 Original Participation Rate

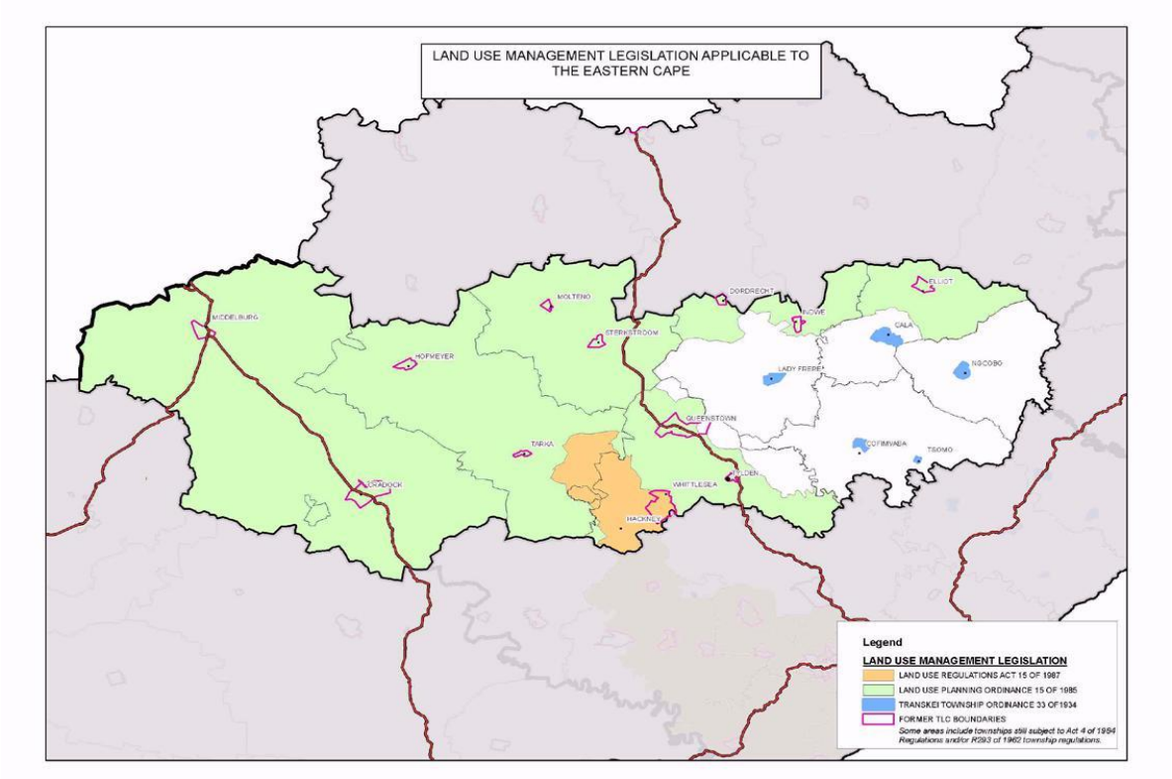
Dr AB Xuma = 1000 Target Participants Rates with 1000 Original Participation Rate

Enoch Mgijima=3000 Target Participants Rates with 3000 Original Participation Rate

Emalahleni=700 Target Participants Rates with 500 Original Participation Rate

Inxuba Yethemba=500 Target Participants Rates with 500 Original Participation Rate

5.1 SPATIAL ANALYSIS and RATIONALE (Refer to Chapter 4 detailed analysis of SDF)



The Map above illustrates the historic legislative environment that the district has been operating in prior to the new SPLUMA legislation. The implementation of the new SPLUMA legislation (including the establishment of enabling structures and procedures) provides an opportunity to create a more efficient and integrated settlement pattern in towns and settlement within the district. The district is further addressing spatial development challenges though it's District Spatial Development Framework which has been adopted by Council. The Spatial Development Framework forms part of this IDP document.

5.2 Land Tenure and Ownership

The Chris Hani District Municipality comprises parts of the former Transkei and Ciskei homelands and former RSA (Cape Province). The most common form of tenure in the former Transkei and Ciskei areas is the communal land tenure system. Ownership of land in the urban areas and former RSA areas is held by Free-hold Title Deeds. A considerable amount of land in the area of the former homelands remain in state ownership. This situation results in difficulty in obtaining land and use rights for developmental purposes. There have been calls from communities in the rural areas to be given title to their land on an individual basis. Spatial planning professionals working within the district are faced with developmental challenges due to the varying perceptions of communities and prevailing administrative practices which are largely still based on past legal frameworks. This has led the district to focus on creating of spatial development plans and guidelines that outline the development direction of the key nodes within our area, namely SDFs, Precinct / Small town development plans and Land Use Management systems. Although these initiative have are new to our district, it serves as evidence that the district and its LMs' are committed to create an environment to promote economic growth in both the urban and rural environs, that benefits the residents, the business community and the Local municipalities.

5.3 Small Town Development

In its endeavor to define the district's spatial rationale, the CHDM Spatial Development Framework focuses on the strengthening of linkages between the different centers within the CHDM area and their relationship with centers outside the boundaries of CHDM. This led to the CHDM adopting the Small Town Development Approach that is aimed at accelerating development through alignment of economic activities to ensure value chain addition. The Small Towns Development approach looks at the redesigning of the town layout with the aim of ensuring the potential of the space in and around the town are fully realised.

The Chris Hani Regional Economic Development Strategy highlighted the need to identify and prioritise Small Towns along the economic corridors that have the potential to participate actively in the value chain of the different sectors and implement small town development initiatives.

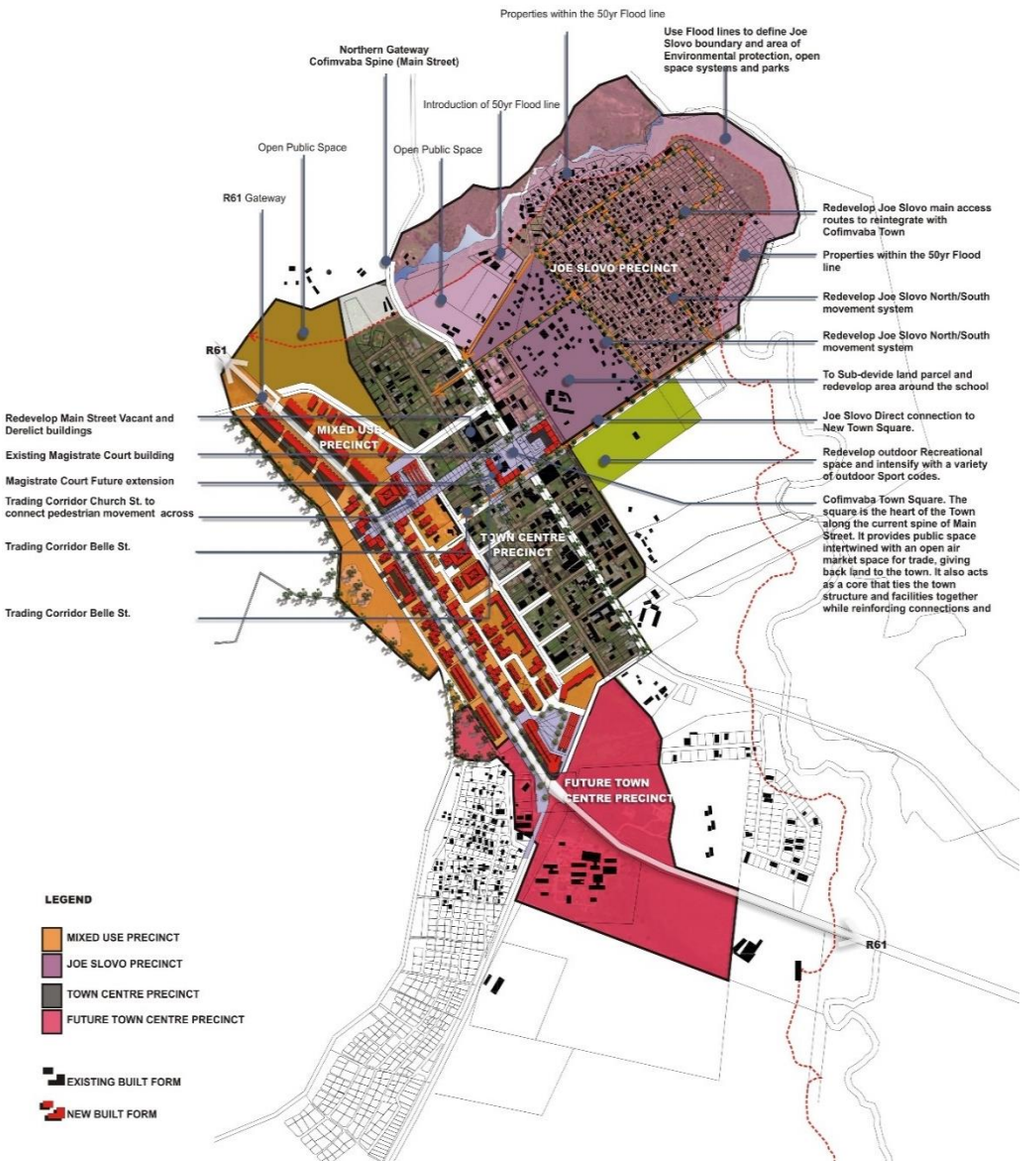
At Intsika Yethu Local Municipality, Cofimvaba was identified as one of the towns that had the potential to grow as it is one of the main service centers on the R61 east corridor, this culminated in CHDM and Intsika Yethu local municipality with the assistance of EC-COGTA embarking on the Small town Development plan for Cofimvaba and Tsomo town. Since 2017-2022 CHDM Council utilized more than R10 Million to address the decaying towns within the district hence focusing on Paving, Beatification and Greening. The amount was spread within our towns with Inxuba Yethemba focusing at Middleburg Lusaka Village and Cradock. In Enoch Mgijima the focus was on fencing of the Mlungisi Cemeteries, development of N6 Precinct Plan and beautification and greening of Hofmeyer, Molteno, Sterkstroom, Paving of Bells Road, Beautification of N6 and also Fencing of Komani Community Gardens. With regard to developing Small Town Revitilisation Strategies as from 2015 to date the CHDM has assisted Engcobo and former Tsolwana to develop their Small Town Revitalisation Strategies and from those strategies projects will be identified and implemented. For the Engcobo town, it is key to deal with congestion through construction of the Main Taxi Rank so as to remove them from the main road as well as beautification and paving all over the Engcobo Town.

A total budget of R25 Million was needed to develop the town of Engcobo and for 2021-2022 the council has set aside R2 Million for paving, beautification, street furniture, parking and hawker stalls within the CBD. The Office of the Premier (OTP) has come on board to partner with CHDM and Engcobo and committed an amount of about R24 Million for the Engcobo Small Town Revitilisation to finish up the Phase Two of the Engcobo Taxi Rank. For Tarkastad key is to pave sidewalks and beautify the town. CHDM Council in the past five years has also budgeted R10, 5 Million for the Small Town Revitalisation programme which focused on paving and beautification of towns of Cacadu, Hofmeyer, Mlungisi Township, Molteno, Cradock and Middleburg etc.

The Small Town Regeneration concept is aimed at creating a development plan with a 30 year future outlook of it growth potential and creating a plan that seeks to realise that potential. The plan does not place the district and Intsika Yethu LM as the sole role players in the realizing the developmental objectives of the Cofimvaba and Tsomo towns, Tarkastad and Hofmeyer as well as Engcobo, but instead looks at creating plans to be used as a spatial guiding foundation that assists stakeholders/ investors to define their role in the overall growth/development of these towns.

The following reflect the aim behind Small Town Development:

- Strengthen the retail, business, industrial and employment role of the Town Centres.
- To develop the community, civic and educational roles of the two Centres as key attributes of vibrant Town Centres.
- Build on the unique function of each of the sub-centres serviced by these major Centres as a defining characteristic of these areas and a contribution to the Corridor Development initiative in the District.
- Improve connections between the sub-centres and encourage activities adjoining access routes between the major Centres and the sub-centres to create a more physically contiguous and integrated Town Centre service area.
- Consolidate the individual roles of the Centres so that they can better serve the sub-centres, and act as destinations for sub-centre communities by providing an extensive and unique range of retail, community and leisure opportunities.
- Encourage new housing in and around the Town Centres that increases the range of housing choices.
- Create an attractive and distinctive built environment that supports the range of activities of the Town Centres.
- Create a positive urban image for each part of the Town Centres through the design of buildings and spaces.



Source: Cofimvaba Small town Development plan

REGIONAL SMALL TOWN DEVELOPMENT :

On 7 and 8 April 2016, the Karoo Small Town Regeneration (STR) and Regional Economic Development (RED) Conference was convened by SALGA in collaboration with local and district municipalities from the Western Cape, Eastern Cape (Chris Hani District Municipality and Inxuba Yethemba), Northern Cape and Free State in Beaufort West. In addition to the municipalities a number of key national and provincial stakeholders, together with a number of institutions of higher learning were in attendance.

A Conference Declaration was drafted mandating SALGA to specific actions and activities facilitating a regional approach towards planning and the economic development within parts of the Karoo across the four provinces. Post the 2016 Conference, SALGA together with key stakeholders have worked to implement these actions and activities, which in turn form the Karoo STR and RED Initiative. Building on the inaugural Conference held last year, the 3rd Karoo STR and RED Conference was held in De Aar on 10 and 11 July 2018. Karoo STR and RED Initiative is intended to be a strategic partnership between public, private, academic, non-government and community-based organisations. This is unique in that it is the first of its kind in South Africa as it is centered on formal collaboration (inter-municipal cooperation) within a specific biophysical functional region (namely the Karoo) which spans across four provinces (Eastern Cape, Northern Cape, Free State and Western Cape. Karoo Spatial Development Framework has since been developed and adopted by relevant Councils and various Legislatures as a blue print to guide development.

The purpose of the Initiative is to foster planning and development within the Karoo through leveraging resources in municipalities across the four provinces. Furthermore, the Initiative enables more structured processes for collaboration amongst municipalities. This allows municipalities to collectively negotiate for better development outcomes by ensuring local communities of the Karoo benefit from dividends derived from catalytic investments. It also aims to influence government planning priorities within the Karoo. Amongst the objectives of the conference are as follows:

Present progress on outcomes of the 2022 Conference Declaration;

- Formalise inter-municipal co-operation;
- Create a platform to engage catalytic projects within the Karoo,
- Co-ordination of Karoo programmes and projects;
- Ensure alignment of planning across municipalities within the Karoo Regional Initiative;
- Sharing of stakeholder initiatives within the Karoo;
- Improved socio-economic impact of catalytic projects/investments; and
- Foster development through leveraging resources amongst Karoo Municipalities.
- Adoption of Karoo Spatial Development Framework

Chris Hani District Municipality Council has adopted the Karoo Small Town Revitalization Concept as they are the beneficiary through the Inxuba Yethemba Local Municipality as it's on the Karoo Region.

5.4 Land restitution and redistribution

The Land Reform Area Based Plan is a sector plan of the Municipality, to be implemented in partnership with the Department of Rural Development and Land Reform, the Department of Agriculture, and Chris Hani District Municipality. The Area Based Plan is a plan aimed at ensuring the achievement of local land reform objectives and targets in a coordinated and integrated manner with other development initiatives.

The Land Reform ABP Vision is:

A transformed farming community that is:

Reflective of a racially diverse rural population living in harmony, with tenure, social and economic security;

Agriculturally productive in all municipal areas, producing food for the population in an economic and environmentally sustainable manner.

Transformed communal settlement and land areas that are:

Reflective of households with secure and defined tenure rights, which are protected by law;

Reflective of an efficient and effective system of administration of the land and the management of the use of the land;

Agriculturally productive, with allotments and commonages producing food for the household and, and where appropriate, on a commercial basis, in an economic and environmentally sustainable manner.

Objectives and Targets for the Municipal ABP are:

REDISTRIBUTION

In terms of the national policy objective of achieving a 30% redistribution of white owned farmland:

In terms of the national policy objective of productivity on redistributed farms: Farms redistributed achieve at least 80% of envisaged production output estimated in the Project Business Plan, and generate at least 75% of envisaged beneficiary income estimated in the Project Business Plan within 5 years from land occupation by the beneficiaries, with output and income steadily increasing from its baseline in year one.

COMMUNAL LAND MANAGEMENT

The key Focus Areas for land reform in the communal land areas have been identified as:

Land Administration (by which is meant, in this ABP, dealing with the key issues of land allocations, and recording and managing land rights in communal land areas);

Tenure reform or, more specifically, land rights clarification, upgrading or formalization (achieving recognized security of tenure); and

Dealing with issues of settlement planning and land use management (for example, to better permit natural resource utilisation for economic development and/or manage such natural resources to ensure appropriate land use and prevent resource degradation).

Strategies applied to deal with these focus areas are:

To implement a targeted programme of Local Planning Processes in areas prioritized by local municipalities.

To secure management support from the District Municipality and the Department of Rural Development and Land Reform for Local Planning Processes projects.

To establish a capacity building programme in support of local planning projects being implemented.

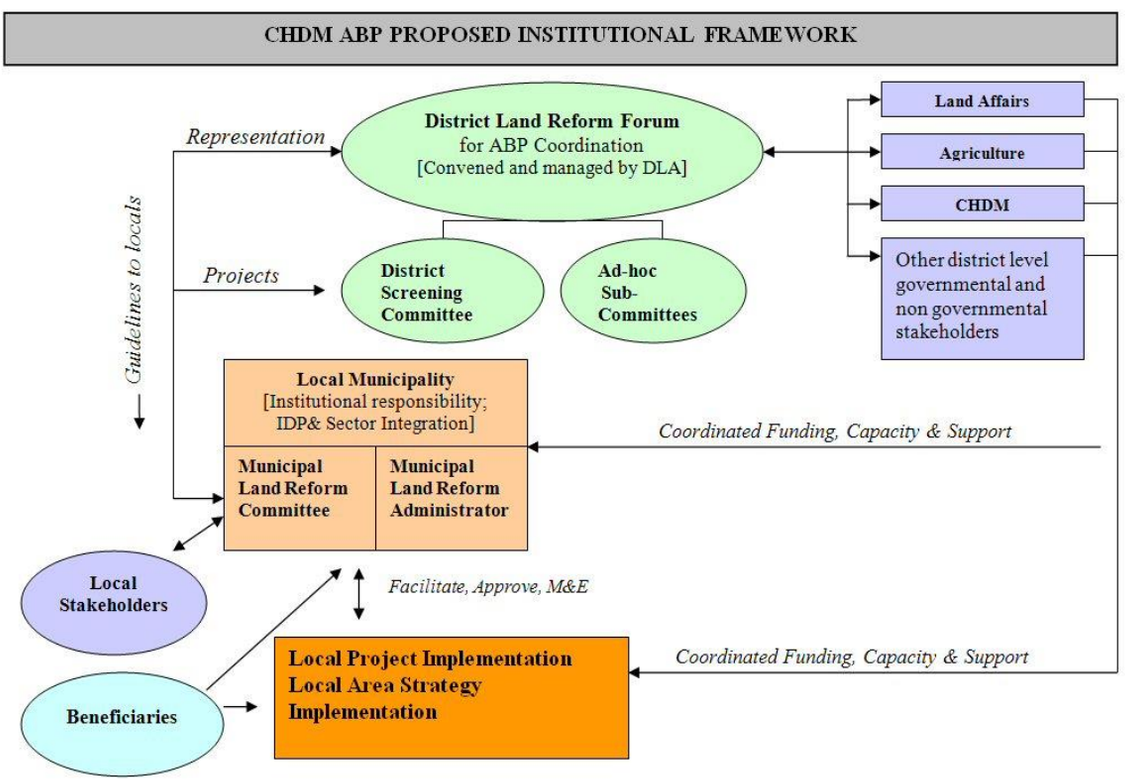
The Institutional Framework for Implementing the ABP is:

Establish local land reform offices with a Land Reform Administrator

Establish and convene the local Land Reform Committee

Participate in the District Land Reform Forum

Implement and manage the Small-Scale Farmer Support Programme



All projects are subject to implementation funding from the Department of Rural Development and Land Reform, and (for relevant aspects) from the Department of Agriculture or other Departments.

5.5 Land Administration Concerns

There is much concern about land administration in terms of land allocation, the recording of issued land rights, the management of land use processes in rural settlement areas, in the former Ciskei and Transkei area. This result from the breakdown of the formal system in the communal land areas which has resulted in formalization of practices whereby various role-players like, traditional Authorities, Department of Agriculture, ward Councilors, allocate land and record such allocations. The problem of land administration has repercussion on land management because it results in conflict between land uses in the rural areas. The issues are further clarified in the attached SDF.

Development issues

All the land for development in the urban areas is owned by the Municipality and private individuals whilst the State owns the rural land in the former Transkei and Ciskei. Whilst land is available for development, it is not quantified, some ownership issues are unclear hence as a municipality we are undertaking Land Audit and zoning schemes and spatial development frameworks are updated and reviewed frequently.

Land tenure issues whereby ownership of land in the urban areas and former CPA areas is held by free-hold Title Deeds but in the rural areas is generally communal is creating tension and delays in development projects. This current fragmented land tenure system and the different planning legislation aligned to it creates difficulty in: accessing of land for development, primarily for housing, grazing or farming. More effective utilization of existing land, addressing land rights, provision of title deeds and management and rights on the municipal commonage. Developing an effective land administration system

MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

Institutional Transformation and Organizational Development deals with the institutional arrangements that have been put in place to ensure that the municipality responds to the development needs of the communities on the one hand, and that it is able to effectively and efficiently deliver on its legislated powers and functions on the other hand.

MUNICIPAL POWERS AND FUNCTIONS

The Chris Hani District Municipality is a category C2 municipality mandated to perform those powers and functions vested in District Municipalities as contemplated in schedules 4 and 5 of the Constitution of the Republic of South Africa, Act 108 of 1996. In addition to these powers and functions as contemplated in the Act, the CHDM is mandated to perform such functions and powers as determined by the MEC responsible for Co-operative Government and as gazzetted by the province. In relation to this, therefore, the core mandate of the CHDM is the supply of Bulk Water and Sanitation Infrastructure, Disaster Management, Municipal Planning, Municipal Health Services, Environmental Services, Tourism, Local Economic Development. The table below depicts those powers and functions vested in the district and those allocated to the various local municipalities within the district jurisdiction.

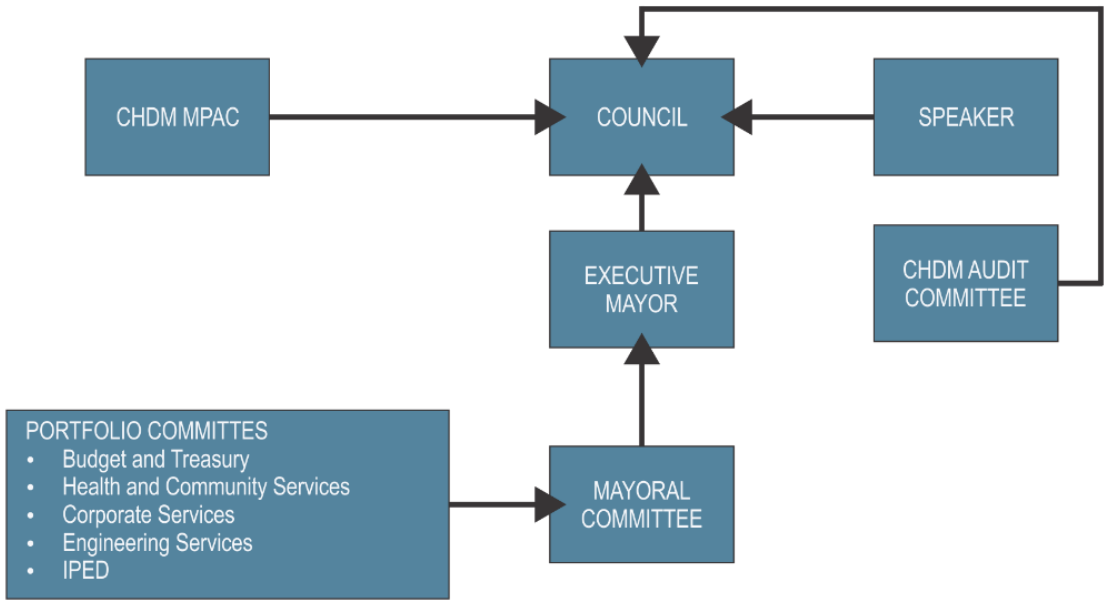
FUNCTION	CHRIS HANI DM	ENOCH MGIJIMA LM	INTSIKA YETHU LM	ENGCOBO LM	SAKHISIZWE LM	EMALAHLENI LM	INXUBA YETHEMBA LM
Air pollution	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Building regulations	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Child Care facilities	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Electricity reticulation	N/A						
Fire Fighting	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local Tourism	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Health Services	Yes	No	No	No	No	No	No
Municipal Public Transport	Regulation	Yes	Yes	Yes	Yes	Yes	Yes
Storm water	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Trading regulations	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Water (potable)	Bulk supply	Yes	Yes	Yes	Yes	Yes	Yes
Sanitation	Bulk supply	Yes	Yes	Yes	Yes	Yes	Yes
Billboards and the display of adverts in public places	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Cemeteries, Crematoria and funeral parlors	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Cleansing	N/A	Yes	Yes	Yes	Yes	Yes	Yes

FUNCTION	CHRIS HANI DM	ENOCH MGIJIMA LM	INTSIKA YETHU LM	ENGCOBO LM	SAKHISIZWE LM	EMALAHLENI LM	INXUBA YETHEMBA LM
Control of public nuisances	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Control of undertakings that sell liquor to the public	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Fencing and fences	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Licensing and control of undertakings that sell food to the public	Yes	No	No	No	No	No	No
Local amenities	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Local sport facilities	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Markets	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Municipal abattoirs	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Municipal parks and recreational facilities	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Municipal roads	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Noise pollution	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Pounds	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Public places	N/A	Yes	Yes		Yes	Yes	Yes
Refuse removal, refuse dumps and solid waste disposal	Management of solid waste sites	Yes	Yes	Yes	Yes	Yes	Yes
Street trading	N/A	Yes	Yes	Yes	Yes	Yes	Yes

FUNCTION	CHRIS HANI DM	ENOCH MGIJIMA LM	INTSIKA YETHU LM	ENGCOBO LM	SAKHISIZWE LM	EMALAHLENI LM	INXUBA YETHEMBA LM
Street lighting	N/A	Yes	Yes	Yes	Yes	Yes	Yes
Traffic and parking	N/A	Yes	Yes	yes	N/A	N/A	N/A
Licensing of vehicles	N/A	Yes	Yes	Yes	N/A	N/A	N/A
Road maintenance	Yes (Agent: DORT)	N/A	N/A	N/A	N/A	N/A	N/A
Libraries	N/A	Yes	Yes	Yes	Yes	Yes	Yes

POLITICAL GOVERNANCE

The Chris Hani District Municipality utilises the Mayoral Executive System where the exercise of executive authority is through the executive mayor in whom the executive leadership of the municipality is vested and who is assisted by a mayoral committee. Recently the CHDM has applied to MEC COGTA-EC for the position of Deputy Executive Mayor, this has been informed by the level on which the municipality is as it qualified. As such that request has since been approved. The Council of CHDM has various Section 79 committees (the portfolio committees as well as the Municipal Public Accounts Committee [MPAC]) each chaired by a Councillor elected from within Council and an audit committee established in terms of Section 166 of the Municipal Finance Management Act. The Speaker of Council is the chairperson of Council, convenes and presides over Council meetings. The diagram bellow illustrates the political structure of the CHDM.



The CHDM Council has a total of 42 Councilors of which 25 are on Proportional Representation (PR) and 17 Councilors that are Direct Representatives from Local Municipalities within the District. Seven of the PR Councillors are members of the Mayoral Committee. The table below depicts the composition of Council in terms of party representation of the PR Councillors:

The table below depicts the composition of Council in terms of party representation of the PR Councilors:

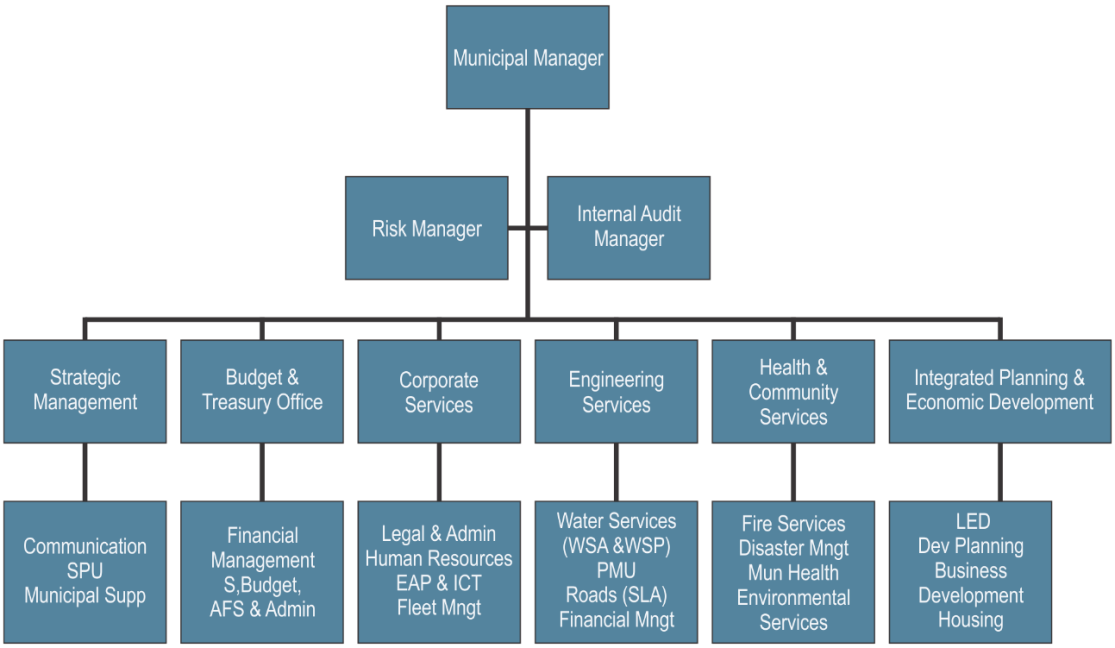
Councillor demographics and Political Parties

Political Party	Total Number of Councilors	Male Councillors	Female Councillors
ANC	30		
DA	5		
EFF	4		
UDM	1		
INDEPENDANT	2		
Total	42		

ADMINISTRATION

The Municipal Manager is the Head of the administration and Accounting Officer as defined in the Municipal Structures Act 117 of 1998. The responsibilities of the Municipal Manager include managing the financial affairs and service delivery in the municipality and is assisted and supported by the Chief Financial Officer and other Directors of respective departments as well as the Strategic Manager. The CFO, the Directors of the respective departments as well as the Strategic Manager are appointed in terms of Section 56 of the Municipal Systems Act. All Section 56/57 positions are filled. Positions are not gender balanced as out of seven Section 56/57 five are Males and the other two are females. The political leadership and the administration complement each other to achieve the objectives of the IDP.

The diagrams below reflect the administrative structure of the institution.



HUMAN RESOURCE

The Municipality is committed to an efficient human resources system and has reviewed a number of policies to ensure the effective development, compliance and welfare of employees. Currently, the municipality has in its employment 855 workforce all with clear Job Description of whom majority are employed in the core departments which are Engineering Services, Health and Community Services and Integrated Planning and Economic Development. All these positions are funded by the institution. Out of a total number of employees there are also contract employees. All CHDM workforce including Councillors are guided by the Code of Conduct of the institution which was developed and adopted by council. The municipal organogram is reviewed annually as informed by objectives of the municipality within that financial year. The institution is also implementing an internship programme and has 10 Interns which are allocated within the district in all six local municipalities. All these interns are funded by EPWP and NT.

The current approved organizational structure together with the proposed positions that will ensure attainment of the objective entailed in the IDP is attached at the back of the document for ease of reference. The process of prioritization, engagement, alignment and integration will be embarked on with all the relevant stakeholders.

Employment Equity

The Municipality strives to meet the Employment Equity targets to comply with the Employment Equity Act and redress past imbalances. 100 % of Section 57 employees are black (inclusive of African and Coloured) and 50 % of Section 57 employees are female. The Council of the Municipality has adopted an Employment Equity Plan for implementation for 2021-2022 and for 2022-2027 it is yet to be reviewed with clear numeric targets to be achieved in each year of the plan. The reviewed plan is reviewed annually and adopted by council together with all other policies for implementation in the next financial year. Current demographics of the workforce in terms of gender representation are as follows: Males 574 and Females 281. The institution makes submissions to Department of Labour around Equity targets.

Human Resource Development

Human resources policies were approved by Council and are being implemented and some of them are to be developed and redone due to some gaps identified due to operational requirements and legislative imperatives. The need for development of new human resources policies has also been identified. Policies that are had just been adopted by council during the current financial year include the following, Subsistence & Travelling Policy, Study Assistance Policy, Skills Development Policy and Health and Risk Assessment, OHS, Declaration of Interests, Staff Attraction and Retention Policy etc. All these are reviewed annually and are presented to all relevant stakeholders for inputs and comments. Amongst those still to be developed include Succession Plan Policy when need arises.

Work Place Skills Development Plan was adopted by Council and review annually for each financial year and is currently being implemented. A new WSP has been developed and submitted to Local Government Seta.

The Municipality also implemented a number of skills development-related programmes, which include:

- Implementation of the Workplace Skills Plan;
- Internships Programme
- Study Assistance Programme;
- National Treasury Minimum Competency Requirement

The Internships programme provided Graduates with practical learning experience from communities within Chris Hani area of jurisdiction. The Internship programme was made possible by the Engineering Department through the Expanded Public Works Programme which is funded by Public Works.

The municipality has implemented its approved Workplace Skills Plan in the previous financial year and for 2023-2024 it will be developed as well. Seventy nine [79] employees have received training within this financial year at a cost of R 1,042,886.00 during the mid-year. A total of nine [9] training interventions were implemented. In line with the Government Gazzette No 29967 on Minimum Competency Level, the municipality has commenced with the implementation of the regulations in that: Managers and Senior Managers, Councilors were capacitated through Wits Business School, and Fort Hare University, 5 managers and 2 Councilors in the past were capacitated through the Wits Business School.

Internships, Learnership and Experiential Training

Out of one hundred and eighty [180] interns that we had in the past financial year, one hundred and four [104] unemployed graduates concluded their two year internship programme and 76 participants left the programme before conclusion of the contract for various reasons. Currently there are fewer active interns within the institution and are receiving exposure in the working environment and provide assistance in service delivery.

Study Assistance for Employees

As part of building capacity of the workforce the District is providing study assistance to those employees who wish to further their studies. The above is of assistance to both the employee and the organization in that when the skills of employees are enhanced also the level of performance or productivity is also improved. Within this current financial year more than ten [10] employees have received assistance to further their studies in the following scarce skills fields: Financial Field, Engineering, Human Resources, Administration.

LABOUR RELATIONS

The Labour Relations division is to foster degree of cooperation through various structures which are formed by its own internal stake holders and to minimize the causes of unnecessary conflict or restrictive practices and to maintain sound Labour relations between unions and management .i.e to create micro and macro institutional structures which seeks to address the institutional challenges. To enhance productivity of the organization through advising and having workforce which is informed about all work related issues. Labour relations division has the authority to manage grievances, handling disciplinary hearings, facilitating Labour disputes and to facilitate Local Labour forum, The abovementioned structure serves as a consultative structure between labour and management and is functional. The structure is made up of Councillors, Managers and both two recognized union in the sector as prescribed in the Collective Agreement on Organizational rights which are SAMWU & IMATU.

Disciplinary Hearings

The Labour Relations officer handles and provide services of prosecution on various cases within the district and also support Local Municipalities.

EMPLOYEE ASSISTANCE PROGRAMME & EMPLOYEE WELLNESS

Employee wellness programme is an institutional strategic partner and enabler in realisation of IDP objectives by improving the employee, councillors and traditional leader's well-being & productivity through provision of the following integrated preventative, rehabilitative and after care programmes:

Counselling interventions were implemented for 166 employees, traditional leaders, councillors and their immediate family members. Group therapy sessions on how to deal with trauma, grief/loss and depression, stress management were implemented. These sessions contributed to improved work-life balance, emotional and psychological resilience.

Organizational wellness programmes

The organization has gone through political and administrative changes that affects the functioning of the institution, hence implementation of change management and team building programmes was effected for 300 employees.

Healthy lifestyle and health management programmes

Healthy lifestyle programmes were implemented for 150 employees and councillors at Komani, Emalahleni and Ngcobo .Through the healthy lifestyle programmes, there are noticeable improvements in weight loss, improvement in management of illnesses such as diabetes and hypertension, improvement in energy and sleeping patterns.

Substance abuse programme

The substance abuse programme is aimed at prevention, rehabilitation and to provide support to employees and councillors with substance abuse challenges as guided by substance abuse policy and strategy. There 80 participants in the programme, participating in outpatient, support groups and after care programmes. Success stories such as reduction in alcohol abuse, reduction in absenteeism, improvement in financial management and productivity have been achieved through this programme.

KAPB survey & medical assessments, Mainstreaming and capacity building programmes

Anonymous Knowledge Attitude practises behaviour survey and medical assessment was conducted for 527 employees , councillors and traditional leaders focusing on HIV&AIDS, cholesterol, diabetes , hypertension, financial management and job satisfaction. The survey revealed that there is insufficient knowledge on cholesterol, diabetes and hypertension in the ages between 25-35yrs whereas the older generation from 40-60years are more aware.

Mainstreaming and capacity building programmes were implemented for 275 employees and councilors and the focus was on educating employees, councilors and traditional leaders on STI, STD, TB, domestic violence, relationships and diabetes.

OCCUPATIONAL HEALTH AND SAFETY

Section 8 (2) (e) of the Occupational Health and Safety Act, Act 85 of 1995, mandates the employer to provide information ,instructions, training and supervision on health and safety in the workplace . In-line with the OHS strategy and policy the following programmes were implemented, OHS Policy was adopted by council and was developed with key focus on Personal Protective Equipment and clothing, provision of safety measures and conditions for the employees and councillors. In line with compliance with the Occupational Health and Safety Act the following strides were achieved:

Policy procedure manual for management of injuries on duty was developed

Training of SHE Reps and Incident investigators

Installation of first aid kits in cars

She awareness and educational programmes for high risks offices such as water and roads.

580 employees were provided with PPE

Provision of advice on compliance with OHSA to managers and the institution

Provision of medical and administrative assistance to employees and councillors with injuries of duty.

Technical support to Local Municipalities on how to improve their wellness progrmmes

CHALLENGES

Delays in the Compensation fund in registering the claims for Occupational injuries

Insufficient personnel to implement the programme

Health risks assessments of high risks occupations

Lack of medical aids for employees

Management of incapacity and chronic illnesses

INFORMATION COMMUNICATION TECHNOLOGY

The mandate of the unit is to provide ICT services and support to the District Municipality and to provide secure, reliable and consistent platform for information accessibility. The vision of the unit is to be a strategic support unit with highly capacitated human and computer based resource (s) for enhancing municipal service delivery. The Mission to identity, provide, support and maintain, business system and solutions, IT Infrastructure and to provide sound governance on management of ICT.

Amongst guiding legislations are :- SITA amendment (Act 38 of 2002), Promotion of Access to Information, Electronic communications and Transaction Act (27 of 2002)

Key functions of the unit are:

Ensure effective ICT governance

Enable effective operation of the municipality's support functions by ensuring development, implementation and maintenance of appropriate systems.

Provide the necessary, secure and sustainable infrastructure based on the most appropriate technology

The Municipality needs access to accurate and timely information at all times for executive and management decision support

To improve the management of 3rd party vendors (suppliers) by the efficient application of SLA's

Increasing efficiency and effectiveness through continuing assessment, quality improvement and accountability to stakeholders

To Support Local Municipalities in ICT related matters

ICT GOVERNANCE

CHDM Council in 2022-2023 financial year has adopted an ICT Governance Charter (Framework) in order to have effective governance. The CHDM adopted Prince2 as an ICT project management methodology embedded in the ICT Governance Framework. Prince2 provides a structured framework for managing organizational projects and is not limited to ICT projects. The DM established an Information Communication Technology Steering Committee (ICTSC) with terms of reference. The ICTSC was established as a governance mechanism in line with generally adopted IT governance frameworks such as COBIT, COSO & King reports. The steering committee meets quarterly. Other ICT governance structures as outlined in the ICT Governance Framework, namely the Business Architecture Forum and Information Security forums are to be established.

The following ICT policies were approved by Council during 2022-2023 financial year and are implemented.

- ICT Network Policy and Plan
- Disaster Recovery Policy and Plan
- Internet, Email and Intranet usage policy
- Computer Equipment Acquisition policy
- ICT Risk Management Policy
- Mobile Device Management Policy

The Information and Communication Technology Strategic Plan has been developed and adopted by Council during 2022-2023. The strategic plan is underpinned by the ICT governance Framework that Council approved together with industry best practices. The strategic plan, which will ensure alignment of technology initiatives with the business of the municipality and create an enabling technology environment. The main focus in implementation of the plan will be integration of the ICT organization and integration of ICT systems within the District Municipality.

NETWORK INFRASTRUCTURE AND SECURITY MANAGEMENT

The District Municipality has 5 remote sites that are connected by a wireless network. The unit maintains the network infrastructure to ensure a robust network with minimum downtimes. An ICT network audit is conducted every two years and a report is produced with recommendations to ensure that the network infrastructure meets at least minimum industry standards and security measures are in place. The CHDM revamped its main server room to ensure compliance with required server room industry standards. The

server room at Bells road has since been moved to the 1st floor and revamped to meet sever room industry standards. The District Municipality has a Service Level Agreement with a Service Provider to provide second line support to the unit and a contract with a wireless infrastructure service provider to ensure minimum system downtimes. A contract has been signed with Telkom to provide VPN supreme service which is a WAN solution managed and maintained by Telkom with improved scalability, flexibility and reliability attached to a Service Level Agreement.

INFORMATION SECURITY, ACCESSABILITY AND MANAGEMENT

The District Municipality has a website with address www.chrishanidm.gov.za managed by the communication section. The CHDM also has an intranet for internal access to information and systems. The Disaster Recovery Plan (DRP) is in place and implemented in phases. A disaster recovery site was established at the disaster management center. The CHDM will be acquiring the services of a Cloud services provider as the next implementation phase of the DRP to further ensure Business Continuity in case of a disaster. The CHDM is in the process maximizing the use of SharePoint portal to use its Document Management capabilities to ensure that the DM has an Electronic Document Management System (EDMS) to ensure compliance. The District Municipality ensures that it keeps up with the latest in terms of Microsoft application. The District upgraded its Microsoft Office from Office 2007 to the latest Microsoft Office 2013. An upgrade training was undertaken to avoid frustration on the users and the ICT unit in terms of support.

Legal and Admin Function

CHDM has the fully fledged unitand the mandate of this unit is to provide is to manage administration and legal services. The unit also provide legal support service to senior management, departments and Council on the exercise of powers and functions and decision making through analysis and evaluation of attitudes of the municipality. It's governed by the following legal framework, Municipal Systems Act, Municipal Finance Management Act, Constitution of the Republic of South Africa, High Court Rules, and Magistrate's Court Rules. To ensure security within the institution Biometrics were installed in buildings to ensure safety of employees and councillors and safety plan is in place in implemented. On legal matters, Legal claims register is monitored and updated continuously as a well as some matters of litigation between CHDM and some other parties do take place, key being SAMWU who represent its members challenging the institution.

Workshop on litigations for managers was conducted by a registered firm who are our attorneys of record for purposes of equipping them. Matters of council are fairly attended as Council resolution register is continuously updated and the IT Software will be installed by Business Connexion. Developed council calendar, council diary and council resolution register. Various workshops and awarenesses that are of legal by nature are conducted to the management.

Fleet Management

The unit of is responsible for Management of Fleet of the institution as a result Reviewed Fleet Management Policy has been adopted by council during 2022-2023 financial year and is implemented and monitoring is continuously done, 95% pass rate of employees who were taken to Enoch Mgijima driving licence testing centre, for evaluation of their driving skills before using council vehicles. The institution has bought more than 100 vehicles which are dispersed to six Satellites offices for utilisation by Water Services which is our key function. CHDM has a total of 160 Fleet to be managed on a day to day basis.

RECORDS MANAGEMENT

Facilitation of disposal of old records in line with legislation was done. 50% of unsuccessful applications for employment from 2014 to 2019 were disposed. Electronic Document Management System will be installed by the institution but it remains a challenge.

5.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The Municipal Finance Management Act 56 of 2003 (MFMA) prescribes that the Council of a municipality must for each financial year approve an Annual Budget for the municipality before the start of that financial year. Section 16 (2) of the same Act stipulates that in order for the municipality to perform what is prescribed, the Mayor of the municipality must table the Annual Budget at a Council meeting at least 90 days before the start of the financial year. The processes involved during the 90 day period enable transparent engagements amongst the Communities, Councilors, the Executive and Administration to finalize the budget. The consultative and Public Participation processes also promote oversight over the adoption and implementation of the budget. The departmental budget statements provide Council with information on how different departments within Chris Hani District Municipality (CHDM) intend to spend the funds that will be appropriated by Council, to enable Council and communities keep departments accountable for their delivery commitments contained in the Service Delivery Budget Implementation Plans (SDBIP) and to ensure that Council Committees effectively perform their oversight functions.

5.6.1. REVENUE MANAGEMENT

Chris Hani District Municipality is largely 68%% Grant dependent. Our major source of revenue is on Water as a Water Services Authority and Water Services Provider. This function was in the past been done by LM through contract signed as LMs were given WSP function, this has since been overturned due to end of contract or agreement. Collection rate is very minimal as most of our communities are indigent and therefore not paying for services. We have received a support from COGTA through their Municipal Infrastructure Support Agency (MISA) which is assisting us in reviewing our Revenue Enhancement Strategy. The Revenue Enhancement Strategy as adopted by council by 2022-2023 is therefore implemented but due to above mentioned challenge of indigence we still face some difficulties on Revenue enhancement. Revenue Enhancement Strategy is to ensure that we assist the Municipality to improve revenue collection. By 2022/23 Collection rate at was very minimal due to some challenges however the seem to have some improvement in 2022-2023 financial with the hope that by 2023-2024 going forward a lot will improve especially with the avenues being implemented. This will inform the municipality on ways of addressing recovery and enhancing revenue through

Billing

Enforcement of By –laws

Data Cleansing

Reviewal and implementation of revenue related policies

Management of indigent consumers

Installation of Meters

The major sources of revenue consist of:

- Operational Grants
- Equitable Share
- Finance Management Grant (FMG)
- Expanded Public Works Programme (EPWP)
- Rural Roads Asset Management Grant
- Other Operational Programs

Capital Grants

- Municipal Infrastructure Grant (MIG)
- Regional Bulk Infrastructure Grant (RBIG)
- Water Service Infrastructure Grant (WSIG)
- Other Capital Programs
- Accelerated Community Infrastructure Program (ACIP)
- Department of Housing Unblocking Program

There are other incomes sources which are not significant are listed below

- Interest from investment

Rental Income

REVENUE ENHANCEMENT STRATEGY

CHDM has developed the Revenue Enhancement Strategy and was adopted by Council and for 2022-2023 it will be reviewed to cater for all the gaps identified. The purpose of this strategy is to ensure that all possible avenues are explored to Maximize the receipt of any monies available to Council by way of intergovernmental transfers and Grants or Donations, including expanding the billing database and maximize income opportunities on every registered serviced site within the CHDM' jurisdiction.

The second component of this strategy focuses on strengthening and building capacity within credit control and debt management practices and processes of Council, ensuring the attainment and exceeding of collection rates in line with key budgetary requirements. The third component of the strategy focuses on maximize the registration of households eligible for participation within the Free Basic Services programme of Council, this component is aimed at arresting spiraling debts associated with this user group, and limiting consumption of services in line with the FBS allocation threshold. Financial performance as per the adopted mid termed assessment (2021/2022) reveals that maximize on is poised to achieve the anticipated revenue inflows underpinning the budget framework adopted, being minimum of 20%.

The targeted debt collection rate over the 2023/2024 MTREF is positioned at 60%.

2022-2023 CREDIT CONTROL AND DEBT COLLECTION POLICY

The Policy was adopted by council during 2022-2023 financial year and its sets out to control and manage the recovery of outstanding debt due to Council. This policy is in place and is subject to regular updates .The policy lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment, with strong focus on management reporting requirements pursuant of key legislative requirements and performance management. Giving effect to the administration of this policy, Council through the appointment of a revenue specialist has invested in a Revenue Management and Debt collection System fully compliant with Municipal Bylaws and objectives of the policy framework, the system effects have result in macro approach to debt management and collection being effected, in an effective and efficient manner, maximize the return on investment and per household.

TARIFF POLICY

This policy was adopted by council during 2022-2023 financial year and it sets key guidelines on what should be considered when pricing services and guiding principles for the compilation of water, sanitation, solid waste and electricity tariffs. This policy is subject to constant review, given significant reforms within the electrification and water sectors, which impact on the price cost of services rendered, and ultimately on the sustainability of trading services. Through the policy framework adopted and implemented, Council has for the 2023/2024 MTREF prioritized the continuation of the revenue protection strategy employed during 2022/2023 to further reduce existing losses of about 20% to an acceptable technical loss of 10%.

THE INDIGENT SUPPORT POLICY

The basic principle of this policy as adopted by council in 2022-2023 are captured by indicating that the policy is to ensure that the poor households are not denied their constitutional right of access to services, the Chris Hani District Municipality is required to implement an indigent support policy that makes adequate financial provision to ensure the provision of efficient and sustainable services to all residents within the area of jurisdiction. The indigent support policy is an integral part of the CHDM tariff policy that is developed and implemented in a transparent manner to ensure the sustainability of local public services to all of its citizens at an affordable cost. The indigent policy is intended to provide poor households ongoing access to a specified level of services. The subsidies contained in the policy should not compromise the quality or efficiency of service delivery. Critically as part of CHDM commitment to improve continued access to services and provide a basket of free services as part of the poverty alleviation programme, to this effect the service delivery targets have been amended to reflect this target, indigent support funding envelop has significantly increased to over the .

FREE BASIS SERVICES

CHDM has an Indigent Coordinator who's responsible for the following:

Coordinate and Manage the Indigent register and re-application process. Communicating with Indigent Coordinators of LMs within Chris Hani District and other stakeholders to ensure that Free Basic Services is sustainable through partnerships. Provide support with respect to enquiries relating to Free Basic Services.

Preparing Monthly Reports on Free Basic Services.

The CHDM Indigent Steering Committee has been established in July 2020. The main objectives to be achieved are as follows:

- The provision of Free Basic Services to the community in a sustainable manner within the financial & administrative capacity of the Council.
- The financial sustainability of free basic Services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidisation.
- Furthermore, the following objectives are also important for the committee to pursue;
- To ensure that the Indigent Policy is suitably crafted to achieve the optimum support to Indigent Households.
- To serve as a platform in which the Municipalities will share lessons and best practises as well as coordinated support.

The Structure of the Indigent Steering Committee is composed of the following Members:

- Portfolio Head – Budget & Treasury Office (Chairperson)
- Portfolio Head – Health and Community Services

- Portfolio Head – Technical Services
- Portfolio Heads of Budget & Treasury from all 6 Local Municipalities
- Director – Community Services
- Chief Financial Officer, Manager Revenue from CHDM
- Director – Engineering
- Indigent Coordinators from all Local Municipalities

Interaction with Local Municipalities

CHDM interacts with the local Municipalities periodically by inviting them to join on Indigent Registration Campaigns and throughout the registration period. CHDM is continuing to partner with all Local Municipalities within the District during registration Campaigns, share lessons and best practices and giving support as well. The Indigent Register is for 3 Years the current register started in July 2020 and will expire in June 2024 and from then the register is compared with the one from LMs as that seem to be credible.

Total 2023-2024 Budget for Indigent Subsidy based on monthly subsidies paid was as follows

SERVICE AMOUNT

Basic Water R3 002 539.44

Basic Sanitation R3 089 568.84

Water Consumption R3 106 419.12

TOTOAL R9 200 000.00

WATER AND SANITATION TARIFFS

CHDM has developed New Tariff's for the year 2023-2024 financial year, such Tarriffs have undergone all required stages as adopted by Council. The Chris Hani District Municipality as a Water Services Authority and Provider delivers the service in the area of the six (formerly eight) local municipal areas within its jurisdiction. The National Treasury is encouraging all Municipalities to implement tariff structure that reflect the following;

- Water tariffs that are fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs that are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs that are designed to encourage efficient and sustainable consumption.

Chris Hani District Municipality as a Water Services Provider therefore has to raise sufficient own revenue from the rendering of water and sanitation services. Since the municipality has not increased the water and sanitation tariffs for past two years, the level of own revenue raised from the service is not sustainable to maintain, repair and ensure the sustainability of the water infrastructure assets that should generate a revenue base for the municipality in order to cover operational and capital costs. The proposed tariff increase below is based on the guidelines provided by the National Treasury for the 2022/2023 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK. In terms of the proposal, the increase should be linked to the consumer price index (CPI) for 2023/ 2024.

The tariff will be applicable for the following period; Starting date: 01 JULY 2023 and ending date: 30 JUNE 2024

TARIFFS: WATER SUPPLY SERVICES AND INCIDENTAL CHARGES

The amounts due for water services for the 2023/2024 financial year will be paid on dates indicated on accounts which will be rendered from 1 July 2023.

The Sewerage Charges will be linked to the account where either a waterborne sewer connection or septic tank sewer is available.

Reference to "per month" in the tariffs is based on a meter reading period of 30 days with regard to the calculation of a charge for the free consumption portion.

Use is the determining factor for tariff application but where a mixed use occurs on any given property the property zoning will be the determining factor in the tariff Application.

ALL TARIFFS LISTED BELOW OR TO BE CALCULATED IN TERMS OF THIS SCHEDULE OF TARIFFS INCLUDE VAT.

WATER TARIFFS

Charges shall be levied in respect of each separate connection for water. The tariffs relating to consumption of water will be levied as from 01 July 2023 on all accounts linked to water and accounts opened after July 2023 will be levied for the applicable period of the year.

SANITATION TARIFFS

A flat rate shall be levied in respect of each household / business / institution relating to sanitation. The tariffs applicable for sanitation services shall apply from 01 July 2023 and accounts opened after July 2023 will be levied for the applicable period of the year.

5.6.2 CONSUMPTION TARIFFS BASED ON WATER RELATED SERVICES

The tariffs listed under this section shall be payable where water, used solely for household purposes, including temporarily connections for this purpose, has been supplied. In the case of hostels and old age homes, every 4 beds shall be deemed to be a residential unit. Where the Housing Department officially accommodates two or three beneficiaries (families) per stand, each beneficiary (family) is deemed to be a residential unit.

5.6.3 Domestic / Household Water Use

This tariff is only applicable to properties used exclusively for household purposes.

In the event that a small business is conducted as a primary right in terms of a Town Planning Scheme, or home enterprise in terms of the Council's policy, from a property used for household purposes, and the connection size is either a 15mm or 20mm connection, the tariffs in the table below shall apply. However, any connection which is greater than 20mm and the property is not exclusively used for residential purposes, shall be charged in terms of the tariffs. Spaza Shops, defined as an area of a dwelling unit and or associated immovable outbuilding not more than 20m² in extent, used by the occupant of such a dwelling unit for the purposes of selling basic household goods, is also included in this tariff, provided the connection size is either a 15mm or 20mm connection.

LINKAGE OF BUDGET TO IDP (LINKAGE AND ALIGNMENT)

Operations budget: the linkage between Budget & IDP are aligned and compliant as the committees are in place as the Steering committee it's called IDP/PMS/Budget Steering cause the three go together. All operations are incurred in terms of IDP. The capital allocation is mainly for the Water & Sanitation services as informed by Powers and Functions.

Capital expenditure consists of MIG, RBIG, WSIG, ACIP and WSOG which are 100% aligned to IDP as they are spent on water & sanitation services. CHDM Municipal IDP gives attention to building its own delivery capacities and IDP's have improved over the last few years and are generally aligned to PGDP in terms of agrarian transformation, human resource development, economic diversification and tourism, infrastructure provision, and fighting poverty. However, there are some important gaps in the context of provincial alignment (e.g. housing, EPWP etc). The Chris Hani IDP devotes considerable attention to building its own capacity and that of the local municipalities. Perhaps more attention could be given to how to improve co-operation with other arms of Government

5.6.4. ASSET MANAGEMENT

The institution currently operate with a less staffed Asset Management unit. Asset management is incorporated under Budget and Reporting which was making the scope of work to be performed by the section to be huge and complex.

CHDM has an Asset Register which is updated on a monthly basis for the movable assets and we have also procured an Asset Software which is also assisting in the proper management of asset. The area that still to be strengthened is the management of Infrastructure Assets. Infrastructure asset register is only updated at the end of the financial year which sometimes possess challenge during the end of the financial year. An Asset Management Strategy has been developed and adopted in 2022-2023 financial year by council and we do have an Asset Management Policy and was developed and adopted by council and will be reviewed in line with 2022-2027 term of council. In the event of loss and stolen assets is reported to the asset manager and the asset register is updated. This is a plan to unify the asset management function and financial management system.

SUPPLY CHAIN MANAGEMENT

The institution has a fully fledged Supply Chain Management Unit and the unit is the custodian of the institution's Supply Chain Management Policy which has been adopted by Council during 2022-2023 financial this policy has been reviewed annually and ensures its implementation in its procurement processes at all times. The policy itself is in line with Treasury Guidelines and is renewable annually.

The unit has the following key priority areas:

- To ensure that the municipality has and implements a supply chain management policy, this gives effect to the provisions of the act.
- To ensure procurement of goods and services in a fair, equitable, transparent, competitive and cost effective and comply with the prescribed regulatory framework
- That all reasonable steps are taken to ensure that proper mechanisms are in place and separation of duties in the supply chain management system is implemented to minimise likelihood of fraud, corruption, favouritism and unfair and irregular practises.
- To ensure that all contracts/agreement are in writing and are procured in line with the Supply Chain Management
- To ensure that the supply chain management delegations are properly enforced and managed
- That the municipal bid structures are in place and effective, to ensure competitive bidding process.
- Ensure submission of proper, accurate and applicable reports as per MFMA
- To ensure the disposal of municipal assets in accordance with the applicable legislation.
- Ensure that municipal inventory levels are kept at an acceptable levels as per the Municipal SCM policy

The institution is implementing a Database Rotation system for the procurement for goods and services for the operational budget depending on delegation as per legislation, and is using an electronic order system for purchases. Also the bidding system is followed as per legislation in terms of capital appointments and according to the delegations. There are three bid committee structures that are active and have own set of dates that they normally follow to attend to matters.

The Bid Committees are: The Adjudication Committee that is comprised of HoDs, SCM Senior Manager and is chaired by the CFO of the institution. Specification and Evaluation Committees are appointed by Municipal Manager in line with MFMA and as well SCM officials assist in sitting of these committees.

CHDM has the following elements of SCM that are fully functional:-

Demand management: This is the beginning of the supply chain, and must begin with a needs assessment, to ensure that goods or services are required in order to deliver the agreed service, that specifications are precisely determined, that requirements are linked to the budget and that the supplying industry has been analyzed.

Acquisition management: It is the management of procurement by the municipality to decide on the manner in which the market will be approached; to establish the total cost of ownership of a particular type of asset; to ensure that bid documentation is complete, including evaluation criteria.

Logistics management: This aspect addresses the setting of inventory levels, placing of orders, receiving and distribution of material and goods, stores, warehouse and transport management, expediting orders, the review of vendor performance, maintenance and contract administration.

Disposal management: A supply chain management policy must provide for an effective system of disposal or letting of assets no longer needed, including unserviceable, redundant or obsolete assets, subject to sections 14 and 90 of the MFMA.

Contract Management: This section addresses the validity of our contracts in terms of compliance and applicable deliverables. It also monitors any variations that may be incurred.

Risk management: Risk management is maintained in all elements of SCM by putting in place proper controls. Risk management includes identification of risks on a case-by-case basis;

Performance management: This is a monitoring process, undertaking a retrospective analysis to determine whether the desired objectives were achieved. Some of the issues that may be reviewed are: compliance to norms and standards; cost efficiency of procurement process (I e the cost of the process itself).

6. ACCOUNTING SYSTEMS ADMINISTRATION

The unit is under Budget and Treasury department and its main Objective is to maintain the financial management systems for the District Municipality and its Local Municipalities as well as Integration of data and or information between the systems that the district municipality use.

Unit uses various systems on a day to day basis. Systems that are in use are as follows

eVenus

The institution uses this financial Management System for:-

- Processing of payments
- General Ledger
- Bank control
- Assets and Fleet management
- Cashdrawer

For receipting all income received and general enquiries.

Pay Day Software

The system helps us with Payroll, Human resources, Posts, Equity, Skills.

Bankit

We use the system for uploading payments for creditors and salaries to our FNB account. Collection of money from our debtors and down loading the bank statements.

Supplier Database (Saratoga)

This system does supplier database management including rotation of suppliers.

CaseWare

This tool assists us in the preparation of GRAP compliant Financial Statements and it also generates financial reports as per National Treasury Guidelines i.e. S71 reports and Budget forms.

Asset Ware

It is a financial tool for Asset tracking and Management

Time Zone

Financial security system

This Unit of Accounting Systems Administration gives support to some of our local municipalities which are using the same accounting packages as the district. They get shared support, skills transfer and systems administration on the systems above with district municipality.

7. ANNUAL FINANCIAL STATEMENT AND AUDIT

Budget and Treasury office have a section responsible for preparation of Annual Financial Statement and Audit Coordination. The key areas of this section are

- Preparation and submission of Annual Financial Statements
- Ensuring that audit is performed well by Auditor General and required information is submitted to them timeously
- Ensure that Audit Action plan is developed and implemented

MSCOA

Section 216(1) of the constitution states that national government must establish a National Treasury and prescribe measures to ensure both transparency and expenditure control in each sphere of government. Uniform expenditure classification in the form of Standards Chart of Accounts (SCOA) have already been rolled out to the National and Provincial Government Departments. mSCOA was introduced in the Local Government sphere in 2014 and is currently being rolled out for full implementation.

The Minister of Finance promulgated the Municipal Regulations on Standard Chart of Accounts (mSCOA) on 22 April 2014. The objective of the regulations was to provide national standards with uniform recording and classification of municipal budget and financial information at a transactional level by providing a standard chart of accounts.

In accordance with these regulations, all municipalities and municipal entities are required to be mSCOA compliant by 1 July 2017.

CHDM CURRENT STATUS

CHDM embarked on the project for mSCOA as from 1 July 2016 for early implementation on version 5.4

1 July 2017 CHDM officially went live on mSCOA version 6.1 and all required legislated implementation plans met, Audit file up to date and all Treasury submission done on time. Monthly reports are uploaded on LGPortal database monthly and we are keeping up with Treasury changes on the project. CHDM employees have been informed about mSCOA change and requirements.

7.1 AG'S OPINION AND AUDIT ACTION PLAN

Municipality has shown an improvement on the Audit of the past financial year where-in we are currently on Qualification, In the past audit has been on Disclaimer and Adverse. Qualified Audit has been caused mainly by Property Plant and Equipment, Assets, Water Losses and Revenue. To ensure that matters raised by AG are addressed promptly, CHDM has established Audit Task Team which mainly looks into Audit Action Plan which has been developed and adopted by Council. Audit Task Team sits weekly to make tasks easy for the Steering Committee. Key areas of focus that the institution needs to focus on are issues of Compliance, Performance Management, and Reconciliations of Grants which were not disclosed properly in the previous financial years. An action plan has been developed which details the process to be followed in rectifying the findings raised in the audit report. The AFS and Audit Coordination section is responsible for ensuring that the institution work on improving the audit opinion by ensuring that action plan is being implemented and report is prepared and submitted to council on progress.

Financial Policies	
Title	Existence
Tariffs Policy	Yes
Credit Control and Debt Collection Policy	Yes
Fraud and Prevention Policy	Yes
Investment Policy	Yes
Supply Chain Management Policy	Yes
SCM Infrastructure Policy	Yes
Irregular and Fruitless Expenditure Policy	Yes
Asset Management and Disposal Policy	Yes
Indigent Support Policy	Yes
Budget and Virement Policy	Yes
Borrowing Policy	No

7.2 GOOD GOVERNANCE and PUBLIC PARTICIPATION

Good Corporate Governance will underpins all the programmes and projects that will be presented in 2022-2027 IDP. Good governance dictates that the Municipality should conduct its business in an Open, Transparent and Accountable manner. For this to be realised, community participation is essential hence the municipality developed policies and strategies to liaise and interact with communities, amongst those are Stakeholder Mobilisation Strategy, Public Participation Strategy, and Communication Strategy etc. The establishment of a caring environment requires emphasis not only on community participation, but also on customer care and responsiveness. With regard to Customer Care, the Municipality has embarked on a programme to engage customers with regard to their level of satisfaction with municipal services and the development of a new Customer Care Framework. In the current IDP review period, foundational work has been done in terms of the completion of a comprehensive survey of all types of customers. Soon thereafter, the focus will shift to embedding a robust system of customer relations management, anchored in clear service standards, customer responsiveness, and the monitoring and evaluation of ongoing customer perceptions and feedback. The revival of the Batho Pele Campaign will complement this effort and galvanise the institution to embrace a culture of putting people first.

COMMUNICATIONS

Government communication is a strategic and planned process aimed at ensuring effective dialogue between government and communities. The Communications unit was, thus established to realize the legislative imperatives as outlined, amongst others, in The Constitution of the Republic of South Africa, 1996, which gives every citizen a Right to Access any Information held by the state ; the Local Government Municipal Systems Act, 2000, which compels municipalities to actively engage with citizens and encourage participation ; the Municipal Finance Management Act, 2003, which emphasizes on publication and consultation with the communities on financial activities of the municipalities. The Unit exists to enhance communication with stakeholders and uphold municipal identity and image internally and externally, servicing all CHDM business units.

CHDM communication, therefore, must, encourage meaningful public participation through promotion of municipal programs; promote and articulate CHDM plans, policies and achievements; facilitate proactive communication on matters of disaster risk management, health and environmental issues; strengthen and improve internal communication systems; reinforce intergovernmental relations through coordination of communication programmes (District Communication Forum) and establish and maintain sound relations with the media. Hence it is imperative to develop a guiding document.

Integrated Communication Strategy

A Communication Strategy and implementation plan aligned to the term of Council has been developed and approved by Council for the 2022-2027 period and is reviewed annual and adopted before the start of each financial year. The strategy guides communication activities and is designed such that it supports all Key Performance Areas as articulated in the municipal Integrated Development Plan. The implementation plan is reviewed annually to allow for environmental factors that influence communication posture in the district which includes responsiveness and proactivity.

A comprehensive consultative process, involving all internal and external stakeholders, is undertaken to ensure production of an all-inclusive enriched document that prioritizes facilitation of information sharing with all stakeholders and community at large.

The objectives of the strategy are:

- To encourage open, honest and accountable two-way dialogue with our stakeholders and CHDM citizenry
- To strengthen and improve internal communication systems
- To promote a consistent corporate identity
- To market CHDM as a preferred investment destination and an institution of excellence.

The Strategy encompasses activities supported through the following communication elements:

- External Communication and Media Relations Management
- Internal Communication Management
- Marketing, Branding and Events Communication
- Website and Social Networks Management
- Coordination of District Communication Forum

District Communication activities are reported quarterly in the Technical and Political IGR Fora, whilst performance reporting is undertaken in line with municipal processes and time lines.

Communication and Media Policy

A Communication Policy has been developed and adopted by Council in 2022- 2023 and is reviewed annually. The policy advocates for communication with the stakeholders and broader community of Chris Hani DM in an open, consistent and ethical manner in line with relevant legislation. It regulates a coordinated communication with internal and external community of Chris Hani District Municipality to inform, empower and encourage participation whilst safeguarding the municipal identity.

Amongst others, the policy requires that:

- CHDM provides the public with timely, accurate, clear and complete information about its policies, programs, services and initiatives (including its IDP and Budget).
- Continuously ensure that the municipality is visible and accessible to the public;
- Ensure that municipal communication messages reach the higher trajectory of development and diverse needs; important and crucial issues for communities are identified and addressed through implementation of a clear Program of Action (POA);
- CHDM to consult with the public, listens to and takes account of people's interests and concerns when establishing priorities, developing policies and planning programs and services.
- CHDM continuously ensure that information service is managed in a citizen-centred and client-focused manner thereby putting people first.

Importantly, the policy suggest periodic public opinion research to assist Council in understanding the community in its diversity and manage citizen needs and expectations.

Presidential Hotline Queries

The unit is also charged with monitoring and coordination of hotline queries on line, facilitate responses and report.

Customer Care

CHDM Customer Care Unit was established as a foundation upon which to build excellence in customer service and make it part of the day-to-day corporate culture within the CHDM. The core business of the unit is deeply rooted on the Batho Pele Principles as entrenched in a series of policies and legislative frameworks as stated below:

The Constitution of the Republic of South Africa of 1996 (as amended); Section 32 of the Constitution provides for the universal right of access to information held by the State to facilitate the exercise or protection of any right by citizens e.g. the right to access public services in an equitable, convenient and cost-effective manner; The White Paper on the Transformation of the Public Service of 1995 (WPTPS); Public Service Regulations of 1999 and 2001; The Electronic Communications and Transactions Bill of 2002 to promote the harnessing of innovative IT based solutions to make service as well as information on services within and across government and municipalities more accessible in an integrated manner, particularly to people in under-serviced areas; E-Government Strategy of 2001 these include e-government services, electronic communications and transactions with public/private bodies, institutions and citizens and development of electronic transactions services, which are responsive to the needs of citizens and consumers.

Customer Care Objectives

- To maintain a high level of customer care that is responsive to the requirements of our customers.
- To set up effective and efficient customer care satellite offices across the district in order to build relations with our consumers.

- To provide a personal and caring service which will contribute to our customer satisfaction.
- To stablish electronic systems to ease communication barriers, receiving and resolving customer complaints, queries and services.

Customer Care Strategy Implementation

The municipality has developed a 5 year Customer Care Strategy which was adopted by Council during 2022-2027 financial year with an action plan that provides a sequence of activities that will be performed for the customer care strategy to succeed. The action plan is focuses on a district wide approach which recognises the importance of partnering with other units internally and other departments across all spheres of government to:

Conduct education awareness campaigns and public relations events

Awareness and educational campaigns are an important tool for CHDM in delivering its core functions; water and sanitation, municipal health services. Over the years water and sanitation resource management and collection of revenue has become an increasingly important issue in achieving our IDP objectives. However, without changes in the way CHDM customers use resources such as water; ecologically sustainable water resource management and enough infrastructure developments will remain impossible.

Our campaigns and awareness focuses mainly on two broad models; Public relations (PR) & Advocacy and Educational Programs in schools

Ratepayers/Stakeholder/Community Liaison

The Customer Care Strategy emphasise the need of stakeholder engagement throughout the financial years as a tool to ensure sound customer care management. The strategy recognises that in order for CHDM to provide an effective and efficient customer care service, we require a strong driven stakeholder engagement and communication component supported and guided by the necessary technical and institutional components. Customer oriented stakeholder engagement focuses only on Ratepayers, not in isolation with broader stakeholder engagements as outlined in the public participation strategy.

The Customer Care Unit conducts at least 40 engagements to:

- Build relations and reduce the potential for future conflict
- Enable the CHDM and its stakeholders to share knowledge and expertise
- Inform, share knowledge and educate stakeholders about the CHDM functions and responsibilities

Complaints Management Procedure

Complaints Registration

All CHDM customer complaints/disputes/enquiries are registered with the customer care unit. Customers may contact the call centre 0800 100 100 or and/or email customercare@chrishanidm.gov.za. Walk-in complaints/disputes/enquiries are registered with customer care satellite offices. Recorded either in the complaints register book and/or customer call centre. This means every employee should take reasonable steps to take complaints/disputes/enquiries from customers and redirect it to the call centre and/or customer care unit. Customer care satellite offices situated in all local municipalities have access to the call centre system at all times in order to register walk-in complaints and other complaints. Every complaint/dispute/enquiry is recorded, a reference number generated and an acknowledgement of receipt given to the complainant.

Assigning a Complaint

Communication quoting the complaint reference number must be given to the relevant technician/officer/plumber who will carry out the work required to address the complaint. A job card must be issued and marked with the reference number. Depending on the complexity of the matter coupled with the availability of resources, a complaint shall be attended according to the time lines as per customer service policy and charter

Unresolved Complaints/Disputes/Enquiries

All complaints/disputes/enquiries are resolved within stipulated time frames and/or not to the satisfaction of the customer shall be referred to the Mayoral Committee. The customer may as well write a letter of appeal directly to the Mayor. The Customer Care Unit must submit a report pertaining all complaints/disputes/enquiries to the Mayoral Committee for further investigation and intervention. The Mayoral Committee's decision is final and binding. There shall be no further investigation with the complaint.

PETION MANAGEMENT

CHDM has a unit responsible for Petition Management headed by a manager as processing of petitions is one of the mechanisms used by the district municipality on implement one of its constitutional mandates which is public participation /community involvement. Petitions are submitted in the Office of the Speaker. The office has a responsibility to determine a suitable course of response to the petition determined by consideration of the following factors:

- How urgent is the petition- does it require rapid response by a task team?
- Can it be resolved through a technical or administrative response – the principle of maximum devolution of authority should be applied to ensure that responses are technically accurate and informed?
- Does the matter need to be escalated to a political or executive level? If so, the Petitioner will be informed of this process.

Having considered these factors and implemented the necessary procedures, the Petitions Committee must:

- Decide or recommendation in respect of a petition and ensure that this is communicated to the petitioner.
- Initiate any further investigation or consultation to achieve the above
- When necessary, require a directorate or council structure to furnish the Petitions Committee with a detailed report in respect of the steps to be taken to address the substance of the petition.
- Submit petitions that could not be finalized in accordance with the powers delegated to it, for consideration to the Mayoral Committee.

To address all the petitions CHDM develops the Petition Register which guides and inform the institution on all the submitted petitions so as to be able to track their status and be able to resolve them.

SPECIAL PROGRAMMES UNIT

CHDM has a fully functional Special Programmes Unit (SPU) which is a developmental office coordinating the upliftment of designated groups (i.e. Gender, Youth, and People with Disabilities, Children and The Elderly) and ensures that all CHDM Directorates mainstream their programmes. CHDM has developed an SPU Strategy and was adopted by Council in 2023. The Special Programmes Unit is located in the Strategic Management Directorate. This function is a legislative requirement guided by The Constitution of the Republic of South Africa, Act 108 of 1996, Section 9 that declares everyone is equal before the law and has the right to equal protection and benefit of the law. The Local Government Municipal Systems Act 32 of 2000 Chapter 4 which requires public participation of communities and Municipalities to take into account the

special needs of designated groups. The Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 and South Africa's National Policy Framework for Women's Empowerment and Gender Equality of 2000 that promote and protect women's rights towards achieving gender equality. The Integrated National Disability Strategy of 1997 requires us to drive the government's equity, equality and empowerment agenda in terms of those living with disabilities.

The National Youth Policy of 2008 is a framework for youth development across the country which endeavours to ensure that all young women and men are given meaningful opportunities to reach their full potential, both as individuals and as active participants in society.

The Constitution of the Republic of SA, The South African Children's Charter, and Children's Act 38 of 2005 encourages government to develop a non-sexist, discrimination-free, equitable and inclusive society that protects and develops the human potential of its children. The Older Persons Act 13 of 2006 seeks to promote the rights, prevent and combat the abuse of older persons. The District IDP which seeks to obtain the vision, mission and promote the values of a caring society.

STRATEGIC OBJECTIVES OF THE SPECIAL PROGRAMMES

To assist CHDM in monitoring and evaluation of the integration and mainstreaming of Special Programmes in the IDP and sector plans.

To facilitate and coordinate the development of District Gender Policy, District Integrated Disability Strategy, District Youth Strategy and Coordinate and Monitor the implementation of Children's and Older Persons Rights Strategies.

To coordinate the participation of vulnerable groups in development through their designated forums.

To capacitate designated group's forums in order to manage their programmes and projects effectively.

To promote civic education on legislation, policies and programmes affecting designated groups to strengthen social cohesion.

To coordinate the commemoration of institutionalized days.

The unit develops a holistic policy that responds to the changing conditions of vulnerable groups in partnership with other stakeholders to ensure that they grow, develop and prosper as fully engaged responsive and productive citizens. It shall articulate the values of respect, participation, access, equity, diversity, redress, responsiveness, transparency, gender sensitive, team work and ubuntu. The unit shall develop and implement a responsive special programmes strategy with a clear programme of action that is aligned to the district IDP linked to the term of council. The SPU Strategy has been developed and adopted by Council during 2023 financial and it was reviewed by all relevant stakeholders hence adopted by council.

The strategy highlights priority targets and interventions to be actioned for the betterment of the vulnerable groups in areas such as education and skills development, employment and economic development, health and wellbeing, social cohesion and public participation, information and communication, violence and abuse against women and children, access and integration of people with disabilities, arts, sports and culture.

The unit has a functional District Special Programmes Unit Forum to support, coordinate and mainstream the programmes in the departments and the IDP. This forum is made up by representatives from all local municipalities and the district. The district technical task team is established to support the local municipalities to plan and integrate their programmes adequately. The Special Programmes shall the requisite personnel to attend to the challenges of the designated as recommended by SALGA and COGTA. The unit shall support and advise the local municipalities, monitor the implementation of the strategy, liaise

with Chapter 9 institutions, advice and brief the political and administrative heads respectively on all matters affecting designated groups.

The SPU Section has identified areas which need to be resolved to ensure that youth, people with disabilities, the elderly, children and gender issues are addressed within the institution:

Strategic focus responds to a need for skills development through education and training. Demographic analysis does not provide accurate picture about youth. It provides no information about the levels and types of disability. It provides no information about children. This unclear picture compromises targeted programming, impact benchmarking and evaluations. IDP does not provide a district skills profile.

It only assumes the need for education and training on the basis of high number of youth in the district, without even quantifying that number. Information is neither disaggregated according to gender nor disability. In the absence of such skills profile training interventions are compromised in terms of impact benchmarking and evaluation. It is not clear how the 26% youth ownership of SMMEs is distributed across economic sectors in the district. same is not said about women ownership, except that their dress-making enterprises make up 44% of the manufacturing sector. Nothing is said about disability. The determination of any support for promotion of enterprise development would be compromised if based on such inadequate planning information.

IDP emphasizes the lack of recreational facilities for youth especially in former homeland areas as well lack of facilities for women and people with disability, children and the elderly. Need to focus on land tenure is limited only to youth and women, to the exclusion of people with disabilities. This may lead to this group being excluded from housing beneficiation as well as land for commercial purposes.

IDP acknowledges need for appropriate baseline information for proper planning. It acknowledges need for policies, mechanisms, processes and procedures for mainstreaming. It acknowledges need for improving coordination.

Inter-Governmental Relations (IGR)

CHDM also has a functional IGR Unit responsible for coordinating IGR function. The function of the structure is to align the planning cycles of the different spheres of government to ensure that IDP is a reflection of national plans at a local level. CHDM has developed and adopted by council an IGR Strategy for 2022-2027 financial year and for this financial year key is implementation of IGR Strategy as driven by IGR Core Team and adopted by council. The IGR subscribe to the principles of District Development Model (DDM) where the centre of development are districts and coordination has to be strengthened at the level of district.

The Departmental officials in the District

The Technical IGR Forum also is operational as chaired by Municipal Manager of CHDM, this forum seats quarterly and is attended by all senior management of the institution as well as all sector departments' senior management. This forum discusses service delivery issues and issues discussed are alleviated to the District Mayors Forum for endorsement and for political buy-inn, meaning it further informs the agenda of the DIMAFO. Technical advice on policy / program debate, Develop an agenda and Report on progress.

The Executive Mayor of the CHDM is convening and chairs the District Mayors Forum also called DIMAFO of the District which is the highest structure of IGR and important matters from here are lifted to Council for programme of action. The DIMAFO is importantly composed of Mayors in six Local Municipalities, Accounting Officers, District Directors of all government departments and any other key person within the district.

The Executive Mayor attends the Premier's Co-ordinating Forum to raise issues that talk to Strategic positioning of the CHDM in the fight against poverty and betterment of the community of CHDM. The CHDM Municipal Manager attends the Technical Forum with the Director General of the Province as part of IGR. SALGA is an integral part of all these processes as the organized body of the local government

Some of the challenges includes failure by government structures to utilise Intergovernmental Relations as a planning tool and also lack of joint implementation of projects by government structures. To rectify all these the President has established DDM where district would act as centres of planning and development through utilisation of One Plan One Budget by All.

Risk Management

The District has developed and adopted Risk Management Policy developed and adopted by council in 2022-2023 financial yearl and the unit headed by Risk Manager manages the process and the Municipal Manager assesses the implementation of Risk Management Plans. The progress on the implementation of risk management plans is monitored by the Anti-Fraud and Risk Management Committee. Some of the duties of committee includes the following

The following policies were adopted by Council during 2022-2023 financial for implementation in 2023-2024 financial year :- Risk Management Policy, Risk Management Strategy, Fraud Prevention Policy, Fraud Prevention Plan, and Whistle Blowing Policy, Investigation Policy, Private Work and Declaration of Interest Policy and Reviewed the Risk Appetite and Tolerance and recommend for approval by Council.

The unit Review the Institution Risk Identification and Assessment Methodologies to obtain reasonable assurance of the completeness and accuracy of the Risk Register. Committee also provides Oversight and ensuring that mechanisms are in place to monitor Fraud Risk and ensure that Fraud Risk is controlled within the acceptable and approved Risk Tolerance and Risk appetite of the municipality.

Internal Audit Function

The Internal Audit Unit of the Chris Hani District Municipality is established in terms section 165 of the Municipal Finance Management Act, Act 56 of 2003 ('MFMA') which states that each Municipality and each Municipal entity must have an internal audit unit. The mission of the Internal Audit Activity is to provide the Chris Hani District Municipality with a value adding internal audit function by assisting management in controlling risk, monitoring compliance, corporate governance and improving efficiency and effectiveness of the internal control system. CHDM has developed the Internal Charter during 2023-2024 and the Charter Internal Audit Charter was submitted to Audit Committee for approval and Committee submits to Council for adoption.

The key objectives of the Internal Audit are:

- To provide an independent, objective assurance and consulting activity designed to add value and improve the municipality's operations.
- To evaluate and improve the effectiveness of the Risk Management and Internal Control processes.
- To assess, evaluate and improve the effectiveness of the Corporate Governance processes.

Based on the results of the risk assessment, the internal auditors evaluate the adequacy and effectiveness of how risks are identified and managed in the above areas. They also assess other aspects such as ethics and values within the organization, performance management, communication of risk and control information within the organization in order to facilitate a good governance process. The internal auditors provide recommendations for improvement in those areas where opportunities or deficiencies are identified. While management is responsible for internal controls, the internal audit activity provides assurance to management and the audit committee that internal controls are effective and working as intended.

The internal audit activity is led by the Internal Audit Manager and the Manager delineates the scope of activities, authority, and independence for internal auditing in a written charter that is approved by the audit committee and adopted by Council

The Internal Audit Activity is manned by capable Internal Audit practitioners who are members of the Institute of Internal Auditors. The IIA is the primary body for the internal audit profession; it maintains the International Standards for the Professional Practice of Internal Auditing and the profession s Code of Ethics. IIA members are required to adhere to the Standards and Code of Ethics.

The Performance and Audit Committee

The Audit Committee is established in terms of Section 166 of the Municipal Finance Management Act, Act 56 of 2003 ('MFMA') which states that ''Each Municipality and each municipal entity must have an Audit committee."The purpose of the Committee is to assist and advise the Council in fulfilling its oversight on matters relating to:

- Internal financial control and internal audits.
- Risk management.
- Accounting policies.
- Adequacy, reliability and accuracy of financial reporting and information.
- Performance management and evaluation.
- Effective governance.
- Statutory compliance.

An audit committee typically serves as the liaison among the Council, external auditors, internal auditors, and financial management. Generally, the audit committee's purpose is to assist the Council in overseeing the:

Functions of the Performance Audit Committee

More and above the provision of credible view of the efficiency and effectiveness of the performance management of the municipality this Committee facilitates consideration of the annual report in its entirety and also performs the following functions: Review quarterly reports, the Annual Financial Statements (AFS) and any other reports deemed necessary, regarding the performance of management of the CHDM; Review quarterly reports of Internal Audit regarding auditing of performance measurements; Reviewing significant differences of opinion between management and the internal audit function; Review the Municipality's performance management system and make recommendations in this regard to Council; and, In reviewing the performance management system, the committee focuses on economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by the municipality are concerned; In this regard it is provided with the relevant Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plans (SDBIP).

Accountability

The Chairperson of the Performance Audit Committee report to Council. The Chairperson of the Performance Audit Committee prepares a statement, for inclusion in the annual report, commenting on performance management and performance evaluation. The Chairperson advise and makes recommendations of any material findings to the Executive Mayor via the Municipal Manager.

The Chairperson of the Performance Audit Committee serves on the Assessment Panel for Section 57 Employees according to the performance regulations.

Public Participation

A recent study by the Department of Social Development has indicated that residents in ISRDP nodes rate their local authorities higher than other spheres of government but cynicism is beginning to increase. There is a growing perception that all spheres are not doing anything to improve the lives of residents. In addition there is a growing sense of alienation i.e. that a person has no influence on their surrounds or community and a growing lack of apathy towards attending community participation programmes like the IDP. It is therefore even more important that CHDM increases its public participation and feedback mechanisms. For the 2022-2027 financial CHDM has developed the Public Participation Strategy which was adopted in 2022 by Council and also reviewed during 2023-2024 financial year and this guides and inform all these initiatives.

CHDM currently runs IDP and Budget roadshows on an annual basis in all municipalities. In addition it hosts several public knowledge sharing days on health issues, hygiene, water and sanitation usage, supply chain management, disaster and fire prevention strategies and fire, occupational health and safety, LED, GIS and Planning. To strengthen the relations with Traditional Leadership the House of Traditional Leadership of the region is a stakeholder that sits on our Representatives Forum. In accordance with the Local Government Municipal Systems Act, the CHDM holds regular Integrated Development Plan (IDP) Representative Forum meetings in drafting its IDP. At the beginning of the planning cycle, advertisements are placed in the local newspapers calling for interested parties to contact the CHDM.

Once the IDP and budget have been drafted and tabled at Council, the CHDM places another advertisement calling for public comments. Copies of the document are lodged at all the Libraries within the district and at Local Municipalities. After this process, the CHDM further embarks upon IDP and Budget Roadshows to the

communities' at all local municipalities. This is done in conjunction with the support and assistance of the local municipalities who assist the CHDM's officers, through their Ward Councillors, to mobilize the ward community members to attend the roadshow events. The Draft IDP is summarized and presented to communities in English and isiXhosa for comment and discussion. Records of these meetings are kept and a document is drafted to keep track of the responses and to disseminate to other government departments for follow up and actioning, where necessary, through intergovernmental forum meetings and Rep Forum.

Once all the comments and discussions have been taken into consideration towards an amended IDP and Budget, the above process is followed up by a Council Open Day, where Committees and members of the community are invited to a Council meeting. The amended/Draft IDP and Budget is again presented for the last time before they are submitted to Council for adoption. Council procedures are relaxed for the Council Open Day to allow the communities to speak and voice their comments after the presentations have been made. These comments are again collated into a document.

As part of such adopted IDP Process Plan CHDM visited local municipalities as per below mentioned schedule.

MUNICIPALITY NAME	PROPOSED VENUE	DATE
Dr A.B Xuma LM	Engcobo Town (New Council Chamber)	January 2024
Sakhisizwe LM	Cala Town (Council Chamber)	January 2024
Inxuba Yethemba LM	Cradock Town (Vusubuntu Centre)	January 2024
Emalahleni LM	Cacadu Town (Council Chamber)	January 2024
Enoch Mgijima LM	Komani (CHDM Council Chambers)	January 2024
Intsika Yethu LM	Cofimvaba Town (Council Chamber)	January 2024

The IDP/Budget Road-shows were in the past financial years conducted and all Local Municipalities within the district were visited, the mayoral committee champions the initiative. During the month of April 2023 IDP live radio shows at Vukani Community Radio were conducted on top of planned physical visits to all six CHDM local municipalities as detailed below.

Dates: 2024/25 IDP and BUDGET RADIO SHOWS

Date	Time Slot	Municipality
April 2024	10h00	Dr A.B Xuma
April2024	10h00	Intsika Yethu
April 2024	10h00	Sakhisizwe & Emalahleni
April 2024	10h00	Enoch Mgijima & Inxuba Yethemba

LOCAL MUNICIPALITIES TOP PRIOROTIES AS INFORMED BY WARD/COMMUNITY CONSULTATIONS

Intsika Yethu Local Municipality

- Water and Bridges
- Water and Sanitation
- Electricity
- LED -Agriculture
- RDP Houses
- Education – scholar transportation and renovation of pre-schools and schools
- Safety and Security - Police Stations and Mobile Police Stations
- Construction of Health Facilities
- Public Amenities
- Construction of Sport Fields

Inxuba Yethemba Local Municipality

- Roads Upgrading/Maintanance
- Electricity Infrastructure Upgrade and Installation of High Mast Lights
- Upgrading of Amenities (Sportsfields, Halls, Parks, Youth Centres)
- Provision of Youth Programmes
- Water Infrastructure Upgrade
- Draining System Upgrade
- Economic Development (Job Creation and SMME Training)

Emalahleni Local Municipality

- Roads (Access roads, Causeways, Bridges)
- Electricity (Extensions and Infills)
- Water and Sanitation
- RDP Houses
- Eradication of alien plants (Lapesi)

Dr AB Xuma Local Municipality

No.	Focus Areas	Key Performance Indicator/Measurement	5 year term Target 2022/2027	Budget 2022/2027	Project Status (Existing, New)
1	Agriculture	Feed-Mill	Construction	R49m	Existing (Feasibility study and Business Plan)
2	Agriculture	Poultry Value Chain	Construction	R35m	Existing (Feasibility study, Business Plan and site plans)
3	SMME	hawkers village	Construction	R25m	New
4	SMME	Rural market centre	Construction	R25m	New
5	SMME	Light Industrial Area	Construction	R30m	New

No.	Focus Areas	Key Performance Indicator/Measurement	5 year term Target 2022/2027	Budget 2022/2027	Project Status (Existing, New)
6	Tourism	Engcobo Conference centre and VIC	Construction	R40m	Existing (Feasibility study, Business Plan and site plans)
7	Tourism	Qoba Game reserve	Fencing, construction of chalets, Games	R30m	Existing (EIA)
8	Tourism	Mjanyana Hiking Trail	Establishment of trail	R2m	Existing (EIA)
9	Tourism	Zadungeni Adventure Trail	Construction of zip line, establishment of camp site, rock climbing, construction of reception office	R40m	Existing (EIA)
10	Tourism	Tourism & Heritage Events	Ubuntu Bethu cultural festival & Dr A.B Xuma month, support of Inkciyo Programme	R1,5m	Existing

CHAPTER 3

CHDM BROAD STRATEGIC OBJECTIVES FOR THE YEAR 2024-2025

CHDM long term vision has been born out of Analysis of the Chris Hani Status Quo and developed through intensive participatory processes. Our Vision and Mission as well as Objectives, Strategies and Programmes are informed by the Development Agenda of the district which in one way or the other seem to be aligned to the National Development Plan 2030 as these programmes seek to address the three challenges that South Africa in general face , which are Inequality, Poverty and Job Creation. The NDP 2030 seeks to help us to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. CHDM through its adopted Vision 2030 strives to focus on eliminating Poverty and reduce Inequality by 2030 and by this objectives of Constitution of RSA Sec 152 and Sec 153, the sections refers to promotion of Economic and Social Growth.

According to NDP 2030 everything is aimed at reducing Poverty and Inequality. Our view as CHDM same as the National government view is to shift the balance of spending towards programmes that help people improve their own lives and those of their children and the communities they live in South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan. This IDP Review of 2024-2025 seeks to address exactly those three challenges. Furthermore the institution further believes that these objectives, Strategies and Indicators would lead to us focusing on the very same principles of 'Back to Basics" through the concept of District Development Model.

This is explained through a programme that CHDM Council together with its Councils of Local Municipalities has committed to follow.



Vision:

"Leaders in sustainable economic growth and improved quality of life"

Mission:

"To co-ordinate governance and quality service for vibrant communities"

Values:

C=Commitment
H=Humanity
R=Respect
I=Integrity
S=Sincerity
H=Honesty
A=Accountability
N=Nurturing
I=Innovative

In an effort to realize the institutional vision, CHDM has developed 5 Broad Strategic Objective as aligned to the National KPA. These are a way of responding to key issues confronting the municipality and as said are aligned to the 5 National KPA's (5 year Local Government Strategic Agenda).

The below Broad Strategic Objective were developed during the various strategic session of the institution and were applied for the period 2017-2022 IDP and the Strategic Planning Session for the period 2022-2027 further resolved to maintain the same Vision, Mission and Values as was applying in the previous 5 year IDP (2017-2022 and also on this second review of the 2022-2027 IDP which is for 2024-2025 IDP Review.

CHDM 2024-2025 IDP REVIEW 5 KEY BROAD STRATEGIC OBJECTIVES LINKED TO 5 KPA's

1. **To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to Communities.**

2. **To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner.**

3. **To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economies of scale and social cohesion.**

4. **To Ensure an Effective, Efficient and Co-ordinated Financial Management that enables CHDM to deliver its mandate.**

5. **To create an Efficient, Effective, Accountable and Performance-oriented Administration.**

CHDM 2024-2025 STRATEGIC OBJECTIVES, KPIs and TARGETS

KPA 1: Municipal Transformation and Institutional Development -

Strategic Objective:- To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to communities

KPA STRATEGIC RISK : Non alignment to Municipal Staff regulations

PROGRAMME OBJECTIVE	5YR OUTCOME	STRATEGY	KPI	KPI Code	Baseline	Strategic Risk Identified		2024-2025 IDP REVIEW	2025-2026 IDP REVIEW	2026-2027 IDP REVIEW
To attract, retain and build a productive workforce	Increased productivity and improved service delivery	Implementation of Human Resources Management Strategy	Number of Integrated Human Resource Management programmes implemented	MTOD 1	04 Integrated Human Resources Management Programs	Non compliance with Municipal Staff regulations		04 Integrated Human Resources Management Programs implemented by 30 June 2025	04 Integrated Human Resources Management Programs implemented by 30 June 2026	04 Integrated Human Resources Management Programs implemented by 30 June 2027
	Increased productivity and improved service delivery	Implementation of Integrated Health, Wellness and Occupation Health and Safety Programme	Number of Integrated Health, Wellness and Occupational Health and Safety Programmes implemented	MTOD 2	03 Integrated Health, Wellness and Occupational Health and Safety Programmes	Increase in injury on duty, occupational diseases and low staff moral		03 Integrated Health Wellness and Occupational Health and Safety Programs implemented by 30 June 2025	03 Integrated Health, Wellness and Occupational Health and Safety Programs implemented by 30 June 2026	03 Integrated Health, Wellness and Occupational Health and Safety Programs implemented by 30 June 2027
To ensure effective Management of Municipal Vehicle.	Sustainable delivery of services	Implementation of Fleet Management Policy	Number of Municipal Vehicles Managed	MTOD 3	156 Municipal Vehicles Managed	Abuse/Misuse of municipal vehicles		156 Municipal Vehicles managed by 30 June 2025	156 Municipal Vehicles managed by 30 June 2026	156 Municipal Vehicles managed by 30 June 2027

To ensure effective maintenance of Municipal Buildings	Safe working environment	Implementation of Facility Management Plan	No of External funders consulted for the funding of Chris Hani Village construction	MTOD 4	Building Designs for CHDM Village	Inability to attract funders		02 potential external funders consulted for funding of CHDM Village construction by 30 June 2025	02 potential external funders consulted for funding of CHDM Village construction by 30 June 2026	02 potential external funders consulted for funding of CHDM Village construction by 30 June 2027
			No of Facility Management Plans developed and Implemented	MTOD 5	01 Facility Management Plan developed and implemented	Inability to maintain existing municipal buildings		01 Facility Management Plan developed and implemented by 30 June 2025	01 Facility Management Plan developed and implemented by 30 June 2026	01 Facility Management Plan developed and implemented by 30 June 2027
To ensure effective Safeguarding of Municipal assets.	Sustainable delivery of Municipal services	Development and Implementation of Security Management Plan	Number of Cluster Security Management Plans developed and implemented	MTOD 6	01 Security Management Plan	Lack of Safety to municipal buildings and assets		01 Security Management Plan implemented by 30 June 2025	01 Security Management Plan implemented by 30 June 2026	01 Security Management Plan implemented by 30 June 2027
To provide effective ICT Services	Sustainable delivery of Municipal Services	Implementation of ICT Strategic Plan	Number of ICT Programmes Implemented	MTOD 7	02 ICT Programme implemented	Inadequate ICT Service continuity controls and disaster management		02 ICT Programmes Implemented 30 June 2025	02 ICT Programmes Implemented 30 June 2026	02 ICT Programmes Implemented 30 June 2027

To ensure effective Administration support	Effective administrative support to Council	Implementation of Administration support Programme	Number of Administration Support programmes implemented	MTOD 8	02 Administration support programme implemented	Ineffective Administration and loss of institutional information		02 Administration support programme implemented by 30 June 2025	02 Administration support programme implemented by 30 June 2026	02 Administration support programme implemented by 30 June 2027

KPA 2: Service Delivery Infrastructure -

Strategic Objective:- To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner.

KPA STRATEGIC RISK: Inadequate delivery of municipal health, environmental management and basic services

PROGRAMME OBJECTIVE	**5YR OUTCOME**	**STRATEGY**	**KPI**	**KPI Code**	**Baseline**	**Strategic Risk identified**		**2024-2025 IDP REVIEW**	**2025-2026 IDP REVIEW**	**2026-2027 IDP REVIEW**
To ensure Universal coverage of Water and Sanitation by 2030	Quality Drinking Water	Implementation of WSDP	Number of households served with Quality basic water supply	SDI-1	24 634 Households served	Inadequate delivery of quality and sufficient water		754 households served with quality basic water supply by 30 June 2025	3400 households served with quality basic water supply by 30 June 2026	3400 households served with quality basic water supply by 30 June 2027
			Number of water Reticulation projects completed	SDI-2	82 Water Reticulation projects completed	Inadequate delivery of quality and sufficient water		03 Water reticulation projects completed by 30 June 2025	05 Water reticulation projects completed by 30 June 2026	05 Water reticulation projects completed by 30 June 2027

			Number of Bulk Water Supply projects completed	SDI-3	28 Bulk Water supply projects completed	Inadequate delivery of quality and sufficient water		09 Bulk Water supply projects completed by 30 June 2025	02 Bulk Water supply projects completed by 30 June 2026	02 Bulk Water supply projects completed by 30 June 2027
			Number of Full SANS Audit conducted on 17 functional water Treatment Works or water supply systems	SDI -4	1 Full SANS Audit Conducted on 19 functional water Treatment works or water supply systems	Insufficient water quality monitoring		Full SANS Audit conducted on 19 functional water Treatment Works or water supply systems by 30 June 2025	Full SANS Audit conducted on 19 functional water Treatment Works or water supply systems by 30 June 2026	Full SANS Audit conducted on 19 functional water Treatment Works or water supply systems by 30 June 2027
			Number of Water Treatment Works completed	SDI-5	30 Water treatment works completed	Inadequate delivery of quality and sufficient water		01 Water Treatment Works completed by 30 June 2025	01 Water Treatment Works completed by 30 June 2026	01 Water Treatment Works completed by 30 June 2027
			Number of Water Treatment works Upgraded	SDI-6	Nil	Inadequate delivery of quality and sufficient water		01 Water Treatment Works upgraded by 30 June 2025	01 Water Treatment Works upgraded by 30 June 2026	01 Water Treatment Works upgraded by 30 June 2027
			Number of Water Treatment works refurbished	SDI-7	6 Water Treatment Works refurbished	Inadequate delivery of quality and sufficient water		03 Water Treatment Works refurbished by 30 June 2025	02 Water Treatment Works refurbished by 30 June 2026	02 Water Treatment Works refurbished by 30 June 2027

			Number of Water Pump Stations refurbished	SDI-8	33 Water Pump Stations refurbished	Inadequate delivery of quality and sufficient water		16 Water Pump Stations refurbished by 30 June 2025	16 Water Pump Stations refurbished by 30 June 2026	16 Water Pump Stations refurbished by 30 June 2027
	Safe Sanitation		Number of households served with safe basic sanitation	SDI-9	18548 households served with safe basic sanitation	Failure to meet Sanitation Targets		2051 household served with safe basic sanitation by 30 June 2025	3864 household served with safe basic sanitation by 30 June 2026	3864 household served with safe basic sanitation by 30 June 2027
		Implementation of WSDP	% works on construction of Waste Water Treatment Works completed	SDI-10	19 Waste Water Treatment works completed	Failure to provide proper sanitation tour communities		100% of works on construction of 1 Waste Water Treatment works completed	0 % of works on construction of 1 Waste Water Treatment works completed	0% of works on construction of 1 Waste Water Treatment works completed
			Number of Waste Water Treatment works upgraded	SDI-11	03 Waste Water Treatment works upgraded	Failure to provide proper sanitations to our communities		02 Waste Water Treatment works completed by 30 June 2025	00 Waste Water Treatment works completed by 30 June 2026	01 Waste Water Treatment works completed by 30 June 2027
			Number of Waste Water Treatment Works refurbished	SDI-12	19 Waste water refurbished	Failure to provide proper sanitations to our communities		04 Waste Water Treatment works refurbished by 30 June 2025	05 Waste Water Treatment works refurbished 30 June 2026	05 Waste Water Treatment works refurbished 30 June 2027

			Number of Process Audit review conducted on 19 functional Waste Water Treatment Works	SDI-13	01 Process Audit review conducted on 19 functional Waste Water Treatment Works	Failure of process units on waste water treatment works		01 Process Audit review conducted on functional 19 Waste Water Treatment Works by 30 June 2025	01 Process Audit review conducted on functional 19 Waste Water Treatment Works by 30 June 2026	01 Process Audit review conducted on 19 functional Waste Water Treatment Works by 30 June 2027
			% reduction of water losses	SDI-14	32% of water lost	Aging Infrastructure		10% reduction of Water losses by 30 June 2025	10% reduction of Water losses by 30 June 2026	10% reduction of Water losses by 30 June 2027
			% reduction Non-Revenue water	SDI-15	32,5% of Non Revenue water lost	Aging Infrastructure		20 % reduction of Non-Revenue water 30 June 2025	20 % reduction of Non-Revenue water 30 June 2026	20 % reduction of Non-Revenue water 30 June 2027
		Implementation of WSDP	Number of Consumer and Bulk Water Meter replacement programmes implemented	SDI-16	02 Consumer and Bulk Water Meter replacement programmes implemented	Low revenue collection		02 Water Conservation and Demand Management Programmes implemented by 30 June 2025	02 Water Conservation and Demand Management Programmes implemented by 30 June 2026	02 Water Conservation and Demand Management Programmes implemented by 30 June 2027

To ensure Universal coverage of Water and Sanitation by 2030	Safe Sanitation	Implementation of WSDP	Number of Waste Water reticulation project phases completed	SDI-17	01 Waste Water reticulation Project completed	Failure to provide proper sanitations to our communities		01 Waste Water reticulation project phase 4 completed by 30 June 2025	00 Waste Water project reticulation phase completed by 30 June 2026	01 Waste Water project reticulation phase completed by 30 June 2027
			Number of Waste Water Pump Stations refurbished	SDI-18	35 Waste Water Pump Stations refurbished	Failure to provide proper sanitations to our communities		16 Waste Water Pump Stations refurbished by 30 June 2025	16 Waste Water Pump Stations refurbished by 30 June 2026	16 Waste Water Pump Stations refurbished by 30 June 2027
To facilitate implementation of Human Settlements programmes	Sustainable Livelihoods	Implementation of CHDM Integrated Human Settlement Sector Plan	No of Human Settlements programmes implemented	SD1-19	01 Human Settlements programme implemented	Failure to provide shelter		01 Human Settlements programme implemented by 30 June 2025	01 Human Settlements programme implemented by 30 June 2026	01 Human Settlements programme implemented by 30 June 2027

To provide municipal health services in accordance with relevant legislations	Healthy communities	Monitor compliance of waste water quality with relevant legislation	% Wastewater quality compliance in accordance with Regulations 991 and section 39 of National Water Act 36 of 1998 as amended for compliance	SDI-20	71 % of Waste Water Quality compliance in accordance with Regulations 991 and section 39 of National Water Act 36 of 1998 as amended for compliance	Poor water effluent quality		71% Waste Water Quality compliance in accordance with Regulations 991 and section 39 of National Water Act 36 of 1998 as amended for compliance by 30 June 2025	80% Waste Water Quality compliance in accordance with Regulations 991 and section 39 of National Water Act 36 of 1998 as amended for compliance by 30 June 2026	90% Waste Water Quality compliance in accordance with Regulations 991 and section 39 of National Water Act 36 of 1998 as amended for compliance by 30 June 2027
		Monitor compliance of drinking water quality with SANS 241	% of Drinking Water Compliance in line with SANS 241	SDI-21	100 % Drinking Water that Complied to SANS 241	Poor water quality		100% of Drinking water Compliance in line SANS 241 by 30 June 2025	100% of Drinking water Compliance in line SANS 241 by 30 June 2026	100% of Drinking water Compliance in line SANS 241 by 30 June 2027

	Healthy communities	Monitor Food Control, Management of Human remains, waste sites inspections and Sanitation structures in accordance with relevant legislation	Number of Municipal Public Health Programmes implemented.	SDI-22	04 Public Health Programmes implemented	Endagered Public Health		04 Municipal Public Health Programmes implemented by 30 June 2025	04 Municipal Public Health Programmes implemented by 30 June 2026	04 Municipal Public Health Programmes implemented by 30 June 2027
To ensure effects of disaster and fire are prevented or minimized	Reduced Disaster & Fire risk	Implementation of Disaster Management and District Fire Services Plans	Number of Disaster Risk Management and District Fire Services Programmes implemented as per DMP & DFSP	SDI-23	02 Programmes (1 Disaster Risk Management and 1 District Fire Services Programmes) implemented as per DMP & DFSP	Ineffective implementation of Fire services and disaster management		02 Disaster Risk Management and District Fire Services Programmes implemented as per DMP & DFSP by 30 June 2025	02 Disaster Risk Management and District Fire Services Programmes implemented as per DMP & DFSP by 30 June 2026	02 Disaster Risk Management and District Fire Services Programmes implemented as per DMP & DFSP by 30 June 2027

To promote functional ecosystems and healthy environment for all citizens	Minimized effects of Climate Change	Implementation of District Wide Environmental Management Plan	Number of Environmental Programmes implemented as per District Wide Environmental Plan	SDI-24	03 Environmental Programmes implemented as per DWEMP	Non compliance with environmental prescripts		03 Environmental Programmes implemented as per District Wide Environmental Management Plan by 30 June 2025	03 Environmental Programmes implemented as per District Wide Environmental Management Plan by 30 June 2026	03 Environmental Programmes implemented as per District Wide Environmental Management Plan by 30 June 2027
To ensure provision of basic services to indigent communities	Sustained Livelihoods	Implementation of Revenue Enhancement Strategy	Number of indigent Households with access to FBS water	SDI-25	23 000 of indigent households has access to FBS water	Failure to have complete and accurate Indigent Register		28 000 of Indigent Households with access to FBS by 2025	40 000 of Indigent Households with access to FBS by 2026	60 000 of Indigent Households with access to FBS by 2027
			Number of indigent Households with access to Free Basic Sanitation	SDI-26	23 000 of Indigent household has access to FREE Basic Sanitation	Failure to have complete and accurate Indigent Register		28 000 of Indigent Households with access to Free Basic Sanitation by 2025	40 000 of Indigent Households with access to Free Basic Sanitation by 2026	60 000 of Indigent Households with access to Free Basic Sanitation by 2027

KPA 3 - LOCAL ECONOMIC DEVELOPMENT -

Strategic Objective:- To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economies of scale and social cohesion.

KPA STRATEGIC RISK: Inability to create conducive environment for economic development opportunities and address land question.

PROGRAMME OBJECTIVE	5YR OUTCOME	STRATEGY	KPI	KPI Code	Baseline	Strategic Risk Identified		2024-2025 IDP REVIEW	2025-2026 IDP REVIEW	2026-2027 IDP REVIEW
To ensure provision for the inclusive, developmental, equitable and efficient spatial planning by 2030	Transformed spaces and inclusive land use	Implementation of SPLUMA	Number of Spatial Planning programmes implemented as per SPLUMA	LED -1	01 SPLUMA programme implemented	Non Compliance with SPLUMA		01 Spatial Planning programme implemented as per SPLUMA by 30 June 2025	01 Spatial Planning programme implemented as per SPLUMA by 30 June 2026	01 Spatial Planning programme implemented as per SPLUMA by 30 June 2027
		Implementation of Small Town Revitilisation programme	Number of Small Town Revitilisation programmes implemented	LED-2	01 Small Town Revilisation programme implemented	Deterioration of Small towns		01 Small Town Revitilisation programme implemented by 30 June 2025	01 Small Town Revitilisation programme implemented by 30 June 2026	01 Small Town Revitilisation programme implemented by 30 June 2027
To contribute to Economic Development and growth in the district as envisaged in the NDP 2030	Improved regional economy	Implementation of CHREDS	Number of Agricultural programmes implemented	LED -3	1 Agricultural Programmes implemented	In effective implementation of agricultural programmes		01 Agricultural programme implemented by 30 June 2025	01 Agricultural programme implemented by 30 June 2026	01 Agricultural programme implemented by 30 June 2027

			Number of SMME development and support programmes implemented	LED-4	1 SMME development and support programmes implemented	Ineffective Implementation of SMME support		01 SMME development and support programmes implemented by 30 June 2025	01 SMME development and support programmes implemented by 2026	01 SMME development and support programmes implemented by by 30 June 2027
			% of Budget spent on Local Businesses as per Preferential Procurement Regulation Monitored	LED-5	30% Budget spent on Local Businesses	In effective support to Local Businesses		30 % of Budget spent on Local Businesses as per Preferential Procurement Monitored by 30 June 2025	30 % of Budget spent on Local Businesses as per Preferential Procurement Monitored by 30 June 2026	30 % of Budget spent on Local Businesses as per Preferential Procurement Monitored by 30 June 2027
			Number of Tourism Development & Heritage Preservation programmes implemented	LED-6	02 programes (1 Tourism development & 1 Heritage Preservation) Programmes implemented	Ineffective support and implementation of Tourism and heritage programmes		02 Tourism development & Heritage Preservation Programmes implemented by 30 June 2025	02 Tourism development & Heritage Preservation Programmes implemented by 30 June 2026	02 Tourism development & Heritage Preservation Programmes implemented by 30 June 2027
			Number of Forestry programmes implemented	LED-7	01 Forestry programme implemented	Ineffective implementation of forestry programmes		01 Forestry programme implemented by 30 June 2025	01 Forestry programme implemented by 30 June 2026	01 Forestry programme implemented by 30 June 2027

		Implementation of EPWP	Number of work opportunities created and maintained through EPWP	LED-8	10128 work opportunities through EPWP	Non achievement of target employment of EPWP		1200 work opportunities through EPWP by 30 June 2025	1546 work opportunities through EPWP by 30 June 2026	1546 work opportunities through EPWP by 30 June 2027
KPA 4: FINANCIAL MANAGEMENT AND VIABILITY **Strategic Objective:-To Ensure an Effective, Efficient and Co-ordinated Financial Management that enables CHDM to deliver its mandate.** **KPA STRATEGIC RISK: Failure to be financially sound and viable**										
PROGRAMME OBJECTIVE	**5YR OUTCOME**	**STRATEGY**	**KPI**	**KPI Code**	**Baseline**			**2024-2025 IDP REVIEW**	**2025-2026 IDP REVIEW**	**2026-2027 IDP REVIEW**
Ensure sound financial management	Sound financial Management and compliance with legislation	Development of Funded Budgets in line with MFMFA Budget development guidelines and MFMA monitoring reports	Number of Funded budgets and MFMA Monitoring reports compiled and approved	FMV-1	01 Funded Budget and 01 MFMA Monitoring Report	Failure to prevent overspending on Budget		01 Funded budget and 01 MFMA reports approved by 30 June 2025	01 Funded budget and 01 00 MFMA reports approved by 30 June 2026	01 Funded budget and 01 MFMA reports approved by 30 June 2027

		Implementation of Revenue Enhancement Strategy	Number of Revenue Enhancement programmes implemented	FMV-2	01 Revenue Enhancement Programme	Failure to bill Customers correctly		01 Revenue Enhancement programme by 30 June 2025	01 Revenue Enhancement programme by 30 June 2026	01 Revenue Enhancement programme by 30 June 2027
		Implementation of SCM Policy	Number of SCM Compliance programmes implemented	FMV-3	01 SCM Compliance programme implemented	Failure to prevent, detect and investigate thefty, fraud and corruption		01 SCM Compliance programme implemented by 30 June 2025	01 SCM Compliance programme implemented by 30 June 2026	01 SCM Compliance programme implemented by 30 June 2027
		Implementation of MFMA Section 65	Percentage adherence to 30 days payment period in line with regulatory framework.	FMV-4	95 % adherence to 30 day payment	Failure to pay creditors within 30 days		100% adherence to 30 day payment period in line with regulatory framework by 30 June 2025	100% adherence to 30 day payment period in line with regulatory framework by 30 June 2026	100% adherence to 30 day payment period in line with regulatory framework by 30 June 2027
		Maintain an accurate complete Asset Register that is GRAP Compliant	Number of accurate and complete Asset Register that is GRAP compliant maintained	FMV-5	01 Accurate and Complete Asset Register that is GRAP Compliant	Failure to have a compliant Asset Register		01 Accurate and Complete Asset Register that is GRAP Compliant by 30 June 2025	01 Accurate and Complete Asset Register that is GRAP Compliant by 30 June 2026	01 Accurate and Complete Asset Register that is GRAP Compliant by 30 June 2027

		Preparation and submission of GRAP Compliant AFS	Number of GRAP Compliant AFS prepared and submitted	FMV-6	Audited 2021/22 AFS	Failure to comply to Section 122 and 126 of MFMA		04 GRAP Compliant AFS prepared and submitted by 30 June 2025	04 GRAP Compliant AFS prepared and submitted by 30 June 2026	04 GRAP Compliant AFS prepared and submitted by 30 June 2027
		Implementation of GRAP and MSCOA Compliant Financial Management systems	Number of GRAP and MSCOA Compliant Financial Management Systems implemented	FMV-7	Solar MSCOA Version 6.6	Failure to comply with MSCOA regulations and reporting		01 GRAP and MSCOA Compliant Financial Management system implemented by 30 June 2025	01 GRAP and MSCOA Compliant Financial Management system implemented by 30 June 2026	01 GRAP and MSCOA Compliant Financial Management system implemented by 30 June 2027

KPA N0 5 :- GOOD GOVERNANCE AND PUBLIC PARTICIPATION -
Strategic Objective: To create an Efficient, Effective, Accountable and Performance-oriented Administration.
KPA STRATEGIC RISK: Non-compliance with Laws and Regulations

PROGRAMME OBJECTIVE	5YR OUTCOME	Strategy	KPI	KPI code	Baseline	Strategic Risk Identified		2024-2025 IDP REVIEW	2025=2026 IDP REVIEW	2026-2027 IDP REVIEW
To empower Citizens through Communication, Public Participation and stakeholder engagement.	Informed Stakeholders	Implementation of Communication Strategy	No of Communication programmes implemented	GGPP-1	02 Communication Programmes implemented	Inconsistent flow of information both internal and external		02 Communication Programmes implemented by 20 June 2025	02 Communication Programmes implemented by 20 June 2026	02 Communication Programmes implemented by 20 June 2027
		Implementation of Public Participation Strategy	No of Citizen Empowerment Programmes implemented	GGPP -2	01 Citizen Empowerment Programme implemented	Non integration of Programmes and cordination		01 Citizen Empowerment Programme implemented by 30 June 2025	01 Citizen Empowerment Programme implemented by 30 June 2026	01 Citizen Empowerment Programme implemented by 30 June 2027
	Satisfied Customers	Implementation of Customer Care Charter	% Complaints resolved as per Norms and Standards for the Municipal Compliant Management System monitored	GGPP-3	70% Complaints Resolved as per Municipal Complaints Management System	Non adherence to the customer care service standards		100% complaints resolved as per Norms and Standards for Municipal Complaint Management System monitored by 30 June 2025	100% complaints resolved as per Norms and Standards for Municipal Complaint Management System monitored by 30 June 2026	100% complaints resolved as per Norms and Standards for Municipal Complaint Management System monitored by 30 June 2027

			No of Customer Care Management Programmes implemented	GGPP-4	01 Customer Care Management Programmes implemented	Non cooperation of stakeholders		01 Customer Care Management Programme Implemented by 30 June 2025	01 Customer Care Management Programme Implemented by 30 June 2026	01 Customer Care Management Programme Implemented by 30 June 2027
To ensure Clean Administration and Accountable governance	Good Governance	Development and Implementation of Risk-Based Internal Audit Operational Plan	Number of Risk based Internal Audit Plan developed and Implemented	GGPP-5	1 Risk Based Internal Audit Plan implemented	Ineffective implementation of Audit Action Plan		01 Risk-Based Internal Audit Plan developed and implemented by 30 June 2025	01 Risk-Based Internal Audit Plan developed and implemented by 30 June 2026	01 Risk-Based Internal Audit Plan developed and implemented by 30 June 2027
		Implementation of Risk Management Framework	Number of Risk Management Programmes implemented	GGPP-6	01 Risk Management Programmes implemented	In effective implementation of local government risk management framework		01 Risk Management Programme implemented by 30 June 2025	01 Risk Management Programme implemented by 30 June 2026	01 Risk Management Programme implemented by 30 June 2027
		Implementation of PMS Framework	Number of PMS Programmes implemented	GGPP-7	02 PMS Programmes Implemented	Non compliance to PMS Framework		02 PMS programmes implemented by 30 June 2025	02 PMS programmes implemented by 30 June 2026	02 PMS programmes implemented by 30 June 2027

To facilitate and coordinate integrated Special Programmes	Mainstreamed programmes	Implementation of STI,TB, HIV; Youth and Sport Development and Mainstreaming Groups Strategies	Number of Special Programmes implemented in line with of STI,TB, HIV; Youth and Sport Development and Mainstreaming Groups Strategies	GGPP-8	03 Special Programmes implemented	Inadequate participation of stakeholders and partners		03 Special programmes implemented in line with Mainstreaming Strategy by 30 June 2025	03 Special programmes implemented in line with Mainstreaming Strategy by 30 June 2026	03 Special programmes implemented in line with Mainstreaming Strategy by 30 June 2027
To ensure integrated approach to service delivery	Improved Service Delivery	Implementation of Integrated Service Delivery Model	Number of Integrated Service Delivery Programmes implemented	GGPP-9	02 Integrated Service Delivery Programme Implemented	Ineffective and Uncoordinated Service delivery		02 Integrated Service Delivery Programme implemented by 30 June 2025	02 Integrated Service Delivery Programme implemented by 30 June 2026	02 Integrated Service Delivery Programme implemented by 30 June 2027
	Improved service delivery	Implementation of adopted Municipal Support Framework	Number of Municipal Support programmes coordinated as per Adopted Municipal Framework	GGPP-10	01 Municipal Support programme coordinated as per adopted Municipal Framework	Uncoordinated Municipal Support programme		01 Municipal Support Programme coordinated as per adopted Municipal Framework by 30 June 2025	01 Municipal Support Programme coordinated as per adopted Municipal Model by 30 June 2026	01 Municipal Support Programme coordinated as per adopted Municipal Framework by 30 June 2027

To ensure integrated approach to service delivery	Improved Service Delivery	Implementation and coordination of Inter-Governmental Relations Strategy	Number of functional Inter-Governmental Relations (IGR) Programmes implemented and coordinated	GGPP-11	01 Inter-Governmental Relations Strategy Implemented	Non Implementation of IGR Strategy		01 Functional Inter-Governmental Relations Programmes implemented and coordinated by 30 June 2025	01 Functional Inter-Governmental Relations Programmes implemented and coordinated by 30 June 2026	01 Functional Inter-Governmental Relations Programmes implemented and coordinated by 30 June 2027
Development and implementation of Credible Plans aligned to NDP 2030	Improved Service Delivery	Development and review of Credible plans	Number of Sector plans developed, reviewed and implemented	GGPP-12	2022-2027 IDP	Uncoordinated service delivery		**04** Sector Plans developed, reviewed and implemented by 30 June 2025	07 Sector Plans developed, reviewed and implemented by 30 June 2026	04 Sector Plans developed, reviewed and implemented by 30 June 2027
Ensuring integration, coordination and functionality of executive support function	Well Governed municipality	Oversee the adherence of legislative prescripts applicable to the Executive Offices	Number of Executive support programmes developed, coordinated and implemented	GGPP-13	04 Executive support programmes implemented	Non Implementation of Executive support programmes		04 Executive Support Programmes developed, coordinated and implemented	04 Executive Support Programmes developed, coordinated and implemented	04 Executive Support Programmes developed, coordinated and implemented

To ensure effective Legal services	Minimize risk of Litigation against the municipality	Implementation of Litigation Management Strategy	Number of Legal Services programmes implemented	GGPP-14	01 Legal Services programmes	Lack of compliance with legal prescripts		01 Legal Services programme implemented by 30 June 2025	01 Legal Services programme implemented by 30 June 2026	01 Legal Services programme implemented by 30 June 2027
To ensure compliance with regulations	Good Governance	Development and Implementation of Municipal By-Laws	Number of approved By Laws gazzetted and implemented	GGPP-15	Gazzeted and Proclaimed By-Laws	Inadequate implemntation and monitoring of By-Laws		05 approved By Laws gazzeted and implemented by 30 June 2025	06 approved By Laws gazzeted and implemented by 30 June 2025	03 approved By Laws gazzeted and implemented by 30 June 2027

CHRIS HANI DISTRICT MUNICIPALITY AND SECTOR DEPARTMENTS 2024-2025/2026/2027 PROJECTS
TOTAL SUMMARY OF MIG PER LM

All the above mentioned Objectives, strategies, KPIs, Targets and projects strive to achieve the Vision 2030 of the district as adopted by Council paving the way for a better district. Vision 2030 of the district has identified pillars as mentioned below and further identified Catalytic projects form everyone to take part be it private and public sector. Below are identified Vision 2030 Pillars:-

- ✓ Economically Self-Sustained Rural Villages
- ✓ Infrastructure development linked to Economic Growth opportunities
- ✓ Transformed Land Use and Ownership
- ✓ Revived Small Towns
- ✓ Revitalised Industries
- ✓ Effective and Efficient Municipalities
- ✓ Active and Able Citizenry
- ✓ Entrepreneurial and Skills Development linked to key sector

Below are Catalyst Projects of Vision 2030 which are identified:-

- ✓ ***Crop Production and Agro- Processing Plant-Irrigation Schemes***
- ✓ ***Coal Belt & Brick Making***
- ✓ ***Heritage-Political Museum***
- ✓ ***Water Infrastructure-Dam Construction***
- ✓ ***Housing Development- Property Management***
- ✓ ***Feedlot/Livestock Development***
- ✓ ***Bio Fuel-Sugar-Beet***
- ✓ ***Industrial Park***
- ✓ ***Skills Centre-University/College/TVET***
- ✓ ***ICC Centre (Tourism/Accommodation)***
- ✓ ***Rail Transport***
- ✓ ***Road Network upgrade & By Pass in Komani town***
- ✓ ***Small Town Revitilisation Initiative's***

Both public and private sector are key to play a developmental role on all these catalytic projects.

CHAPTER 4

SPATIAL DEVELOPMENT FRAMEWORK

Introduction

The municipality must prepare Spatial Development Framework (SDF) as legally required in terms of Section 26 (e) of the Municipal Systems Act (Act No. 32 of 2000) as a component of the Municipality's Integrated Development Framework (IDP). The SDF provides a strategic, indicative and flexible forward planning instrument to guide decisions on land development and renders a set of policies, principles and directives for spatial development.

In accordance with the requirements of legislation governing municipal planning, the Chris Hani District Municipality (CHDM) currently implementing the revised SDF influenced by the Demarcation of boundaries done in 2015 and also various latest developments in line with the IDP review of 2024-2025 financial year. Chris Hani District Municipality Spatial Development Framework has been reviewed and adopted together with the reviewed 2024-2025 IDP and approved on the Chris Hani Council meeting as perc council resolution as a draft and later final document**.** There are no major changes on the review done on the 2024-2025 financial year SDF of CHDM.

In order to ensure that development will take place in an integrated and sustainable manner, the IDPs and SDFs of local and district authorities have to be updated and aligned with the goals and directives provided by various existing and new guiding documents, such as the NSDP and PSDF. Therefore IDPs and SDFs need to be reviewed on a continuous basis to ensure synergy between the three spheres of government. What happens on local level needs to "fit-in" and "contribute" to both provincial and national development goals.

The Chris Hani District Municipality is currently on the planning stage to develop Chris Hani District Municipality as required by Spatial Planning and Land Use Management Act, No. 16 of 2013 in terms of Section 12(1) & 18 for 2030 to ensure that development will take place in an integrated and sustainable manner, the IDPs and SDFs of local and district authorities have to be updated and aligned with the goals and directives provided by various existing and new guiding documents, such as the NSDP and PSDP. Therefore IDPs and SDFs need to be reviewed on a continuous basis to ensure synergy between the three spheres of government. What happens on local level needs to "fit-in" and "contribute" to both provincial and national development goals.

The Chris Hani District Spatial Development Framework is set to be in line with the function of the District Municipality to co-ordinate development activities within the district. The District SDF should be taken as a guide to where planning and development initiatives could best be directed by public and private sector agencies seeking to invest in development initiatives in the district. Therefore, the SDF should: -

- Identify the key spatial development features (trends and dynamics) currently applicable in the Chris Hani District Municipality;

- Establish clearly the objectives of the Chris Hani District Municipality in relation to spatial development in its area of jurisdiction, with particular emphasis on clarifying the principles to be followed in the management of such spatial development in the area;
- Identify the Municipality's strategies and policies that are adopted to achieve its spatial development objectives. These focus on establishing a hierarchy of settlement and delineating Special Development Areas, which are: -
    - Areas where strategic development intervention is required (areas of particular development potential and/or areas where current development activities represent a development opportunity); and
    - Areas where priority spending is required (areas of special need).
- Sets out basic guidelines for a land use management system in Chris Hani District Municipality.

The objective of a reviewed SDF are given to effect to the founding development principles set out in Section 7(a) of SPLUMA and the norm and standard set out in Chapter 2 Section 8 (2) of SPLUMA.

An overarching framework is required within which the evaluation and development of proposal can take place. This framework has 3 substantive spatial themes, biophysical, socio-economic and built environments and the proposed review of the Chris Hani District SDF must address these 3 themes specifically. Beyond the above mentioned generic objectives of an SDF, the review process of the SDF must include amongst others the following:

- Updating the refinement of the current SDF document in order to comply with the legal requirements and be conversant with the recent developments and planning within the region, especially with the reviewed SDF of the District;
- Amendments and expansion of the existing documentation based on the NSDP, EC Vision 2030, Draft Eastern Cape Spatial Development Framework, Eastern Cape Rural Development Plans, Integrated Urban Development Framework, CHDM GDS Agreement and IDP in order to ensure proper alignment;
- Incorporation and alignment of all relevant information and proposals deriving from spatial relevant plans (ABP) etc. All spatially relevant documents need to be sieved as considered as input;
- Incorporation of the assessment with the Eastern Cape Bio Diversity Conservation Plan;
- Ensuring horizontal integration between the neighbouring Local SDFs and vertical integration with the District SDF;
- Ensuring public and governmental participation of the concerned stakeholders in the planning process, namely (inter alia) the communities of the concerned Local Municipalities, CHDM and neighbouring municipalities, EC Provinces, sector departments, parastatals and business institutions , interest groups & traditional leaders;
- Creating a strategic framework to facilitate the development of an appropriate land use system;
- Mainstreaming of cross-cultural issues in the SDF planning process on local level; such as
    - HIV/Aids
    - Gender
    - Crime

- Environmental protection

CHDM Geographical Information System (GIS)

The complexity of Chris Hani development tasks requires tools that help to capture and understand the situation as well as forecast impacts of our intervention. Geographic Information Systems (GIS) is such a tool. CHDM GIS increasingly used in development cooperation. GIS support the implementation of different types of projects targeting objectives such as municipal development, regional economic development, agricultural development, sustainable resource management, good governance, etc.

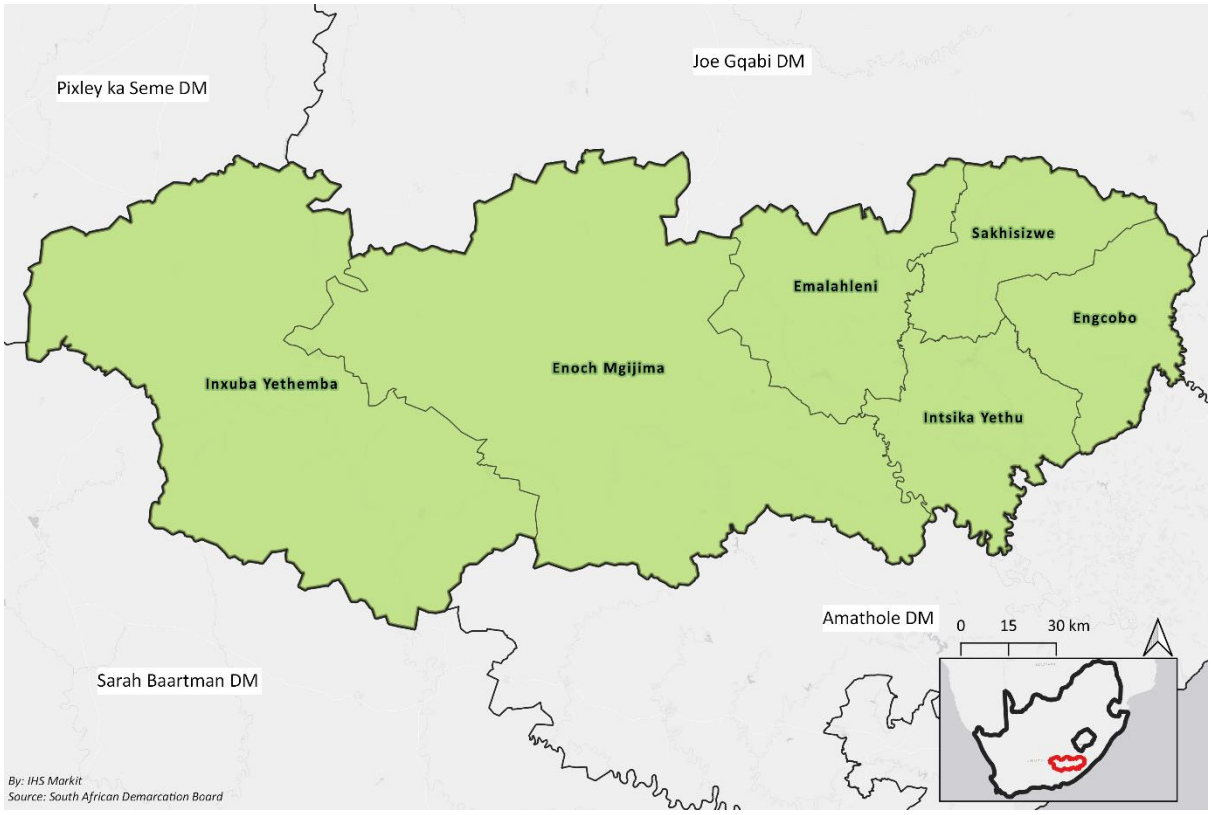
GIS department can be utilized by the CHDM institution to make decisions about regional and municipal development, land use planning, provision of infrastructure, transportation, investment planning, natural resources management, health initiatives, facility management, major construction work, security measures, disaster preparedness, emergency relief, etc. based on simple paper maps that are often outdated and derived from incomplete data and which normally require a lot of searching in the archives of different departments and institutions. Chris Hani GIS, therefore, is not only a land management tool also including to accelerate any kind of organization's many daily procedures and through quick supply of up-to-date data, support decision making on many important topics while ensuring high quality. Any decision that involves spatial aspects such as where or where not to do something can be solved with the help of GIS. Enquiries, which would otherwise take a lot of time, can be automated. Adequate areas for certain activities can be identified as easily as groups of citizens or properties that fall into the same category.

Chris Hani GIS major out-put of any GIS application is a thematic map visualizing the current situation and/or possible solutions. Just to state a few examples of the benefits of GIS:

- ✓ High-quality decision making with new possibilities of data analysis
- ✓ Faster insight into data
- ✓ Better communication between departments/institutions
- ✓ Handling of large data volumes
- ✓ Increased transparency and efficiency in public procedures
- ✓ Better resource allocation •
- ✓ Needs-oriented regional and municipal planning
- ✓ More efficient land tax collection
- ✓ Easy identification of appropriate sites for investments and conservation areas

CHDM has implemented an ESRI based cooperate GIS. Objective goal is to create a consolidated, single structure and documented spatial information system. GIS is vital technology for the business units of the municipality. We are currently looking for a suitable service provider that will develop a Infrastructure Asset Management. The project is on the tendering stage. Chris Hani District is continuing to advice and support the municipality various departments internally and entire Chris Hani municipalities in geospatial matters.

Boundary as per the demarcation board report 2015 are reflected to the Chris Hani as follows;



Source: IHS Markit GIS

Spatial overview of Chris Hani District Municipality

Chris Hani District Municipality is situated on the northern region of the Eastern Cape Province and covers a surface area of 36,756 Km^2. Only 35.2% of the district population live in areas classified as urban, while 63.8% live in predominantly rural areas. The district also shares borders with five other districts, namely, Pixley ka Seme DM, Joe Gqabi DM, Sarah Baartman DM, Amathole DM and O.R. Tambo DM.

After the 2016 Local Government Election (3 August 2016), the number of local municipalities decreased from eight to six with the merger of Tsolwana LM, Inkwanca LM and Lukanji LM into a newly established municipality, Enoch Mgijima LM, which also hosts the district municipal headquarters and council chambers in Komani.

The following list presents the six LMs of the district with their urban nodes:

- **Inxuba Yethemba LM:** Cradock and Middleburg.
- **Enoch Mgijima LM:** Komani, Whittlesea, Tarkastad, and Hofmeyer.
- **Emalahleni LM:** Lady Frere, Dordrecht and Indwe.

- **Intsika Yethu LM:** Cofimvaba and Tsomo.
- **Sakhisizwe LM:** Cala and Elliot.
- **Engcobo LM:** Engcobo.

The Chris Hani District is comprised of three historically distinct areas, the result of which is seen in the spatial development of the district. The former Ciskei – made up of Hewu and Glen Grey magisterial districts – and the former Transkei – which includes primarily the districts of Ngcobo, Cala, Cofimvaba, Tsomo and Lady Frere magisterial districts – are characterised by significant underdevelopment and a high level of poverty. Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

The balance of the Chris Hani District Municipality area is made up of former RSA magisterial districts. The settlement and land use patterns in the two former homeland areas are distinctively different. Settlement in the former Ciskei and Transkei is predominantly of the dispersed "traditional" rural village settlement type, where subsistence-farming practices (pastoral and dryland cultivation) are the dominant forms of land use activity apart from the residential function of these areas. In contrast, settlement and land use in the former RSA component of the district is largely characterised by nodal urban development (small service towns) and commercial farms. Largely, the spatial pattern of the Study Area is characterised by a "mismatch" of separate rural and urban areas, which are nevertheless functionally interrelated and dependent on a core area like Komani. It is important to note that the spatially fragmented settlement pattern of the Study Area is the result of different political historical factors, as well as administrative and ideological based development initiatives implemented in the area over the last century.

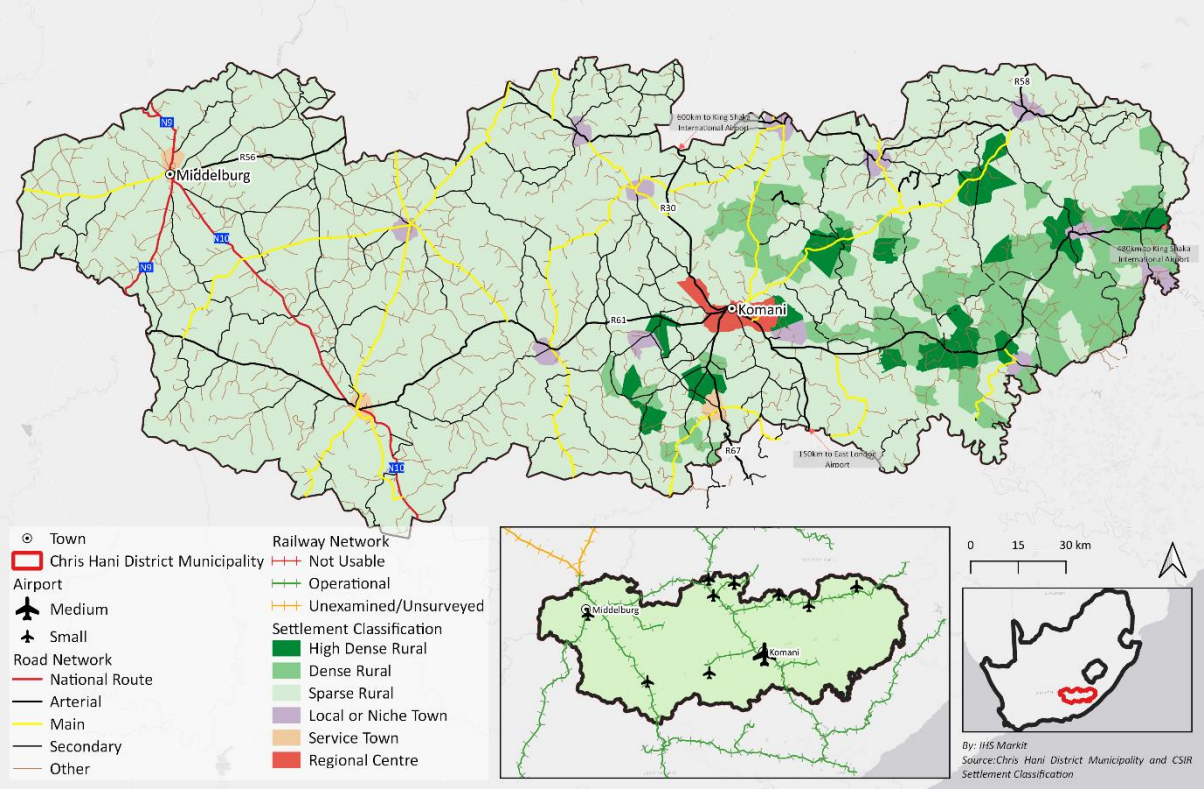
I. *Settlement Characteristics*

The district municipality is predominantly rural in character with a number of urban settlements. They are as follows: Cradock, Middleburg, Komani, Whittlesea, Tarkastad, Molteno, Hofmeyer, Cacadu (Lady Frere), Dordrecht, Indwe, Cofimvaba, Tsomo, Cala, Elliot and Engcobo.

Komani is an economic hub, due to its strategic position in the Chris Hani District Municipality. Komani has signs of more compactness compare to other small urban areas in the district municipality. The settlement patterns that occur within district municipality are in the form of rural sprawl and low-density urban sprawl in small towns in municipality.

This reflects the existent texture of the already existing urban centers together with the rural villages. These above-mentioned patterns are not sustainable or effective and has given rise to settlements that range from low density agrarian communities to relatively high density urban settlements. The layout of these rural villages is informal and are based firstly on family units and secondly on community units.

Map 8. Chris Hani District Human Settlements and Main Transport Modes



Source: IHS Markit GIS

Map 9. Chris Hani District Human Settlements: Major and Minor areas

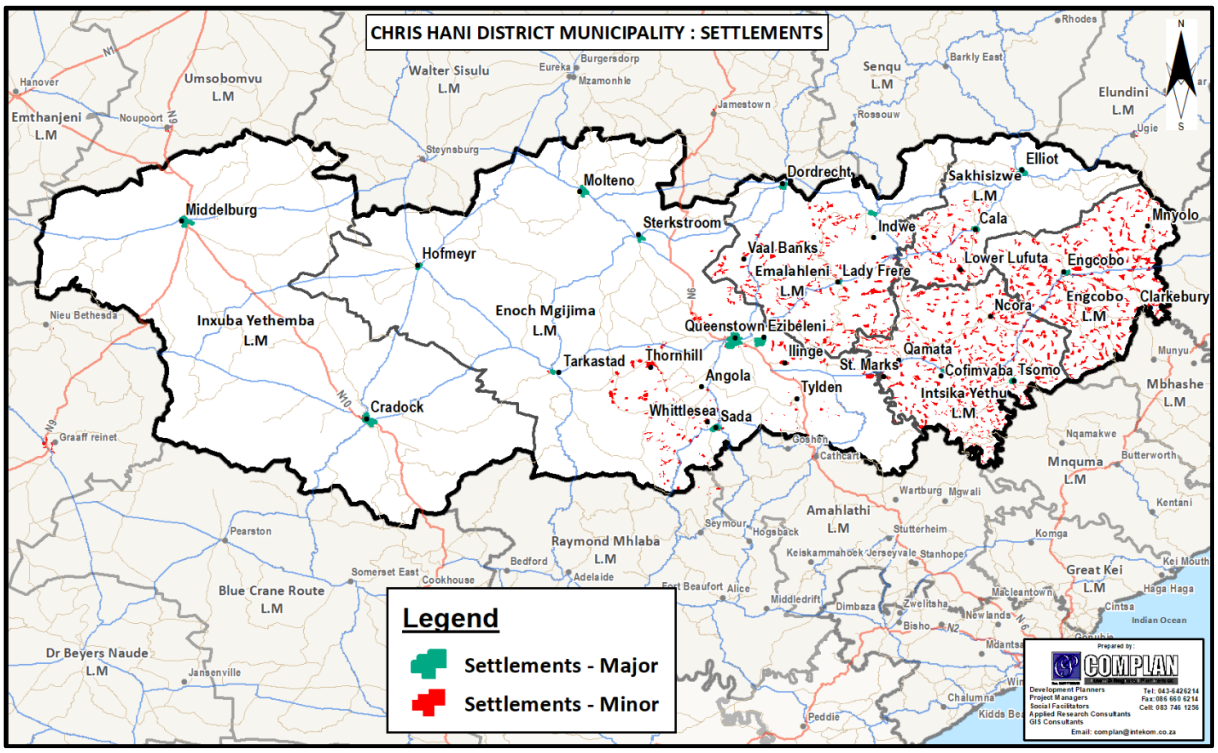


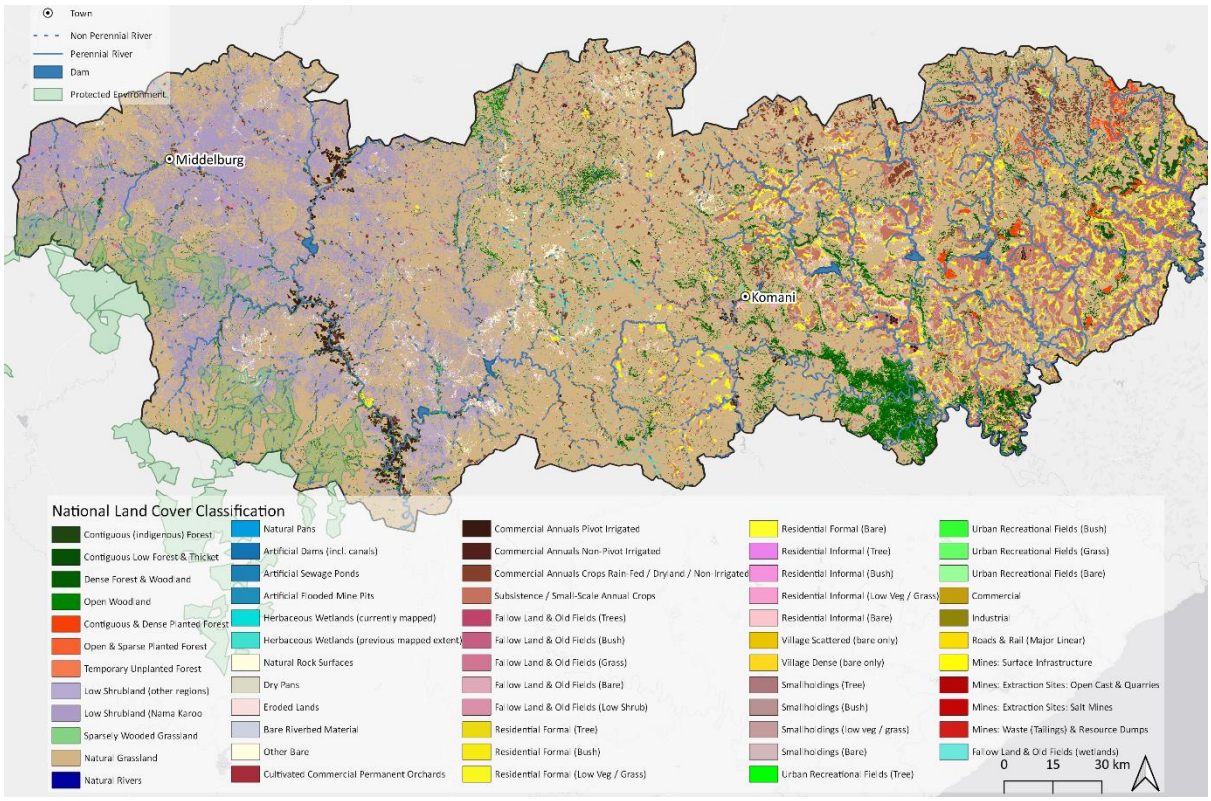
TABLE 1. Settlement nodes

Type	Location	Local Municipality	Function of Settlement and associated typical land uses
District Centre	Queenstown	Enoch Mgijima	• District-level Administrative centre • Major district service centre for commercial and social goods and services • Centre of educational excellence • Industrial centre for value adding processes and local based manufacturing • Residential development • covering full range of economic bands (High income – Low-income)
Sub-District Centres	Cradock	Inxuba Yethemba	• Municipal-scale Administrative Centre • Municipal-scale service centre for commercial and • social goods and services • Residential development covering limited range of economic bands (Middle income– Low-income) • Potential for value-adding agro-industrial processes • Potential for event-related tourism events
	Ngcobo	Engcobo	
	Cofimvaba	Intsika Yethu	
	Lady Frere	Emalahleni	
	Cala	Sakhisizwe	
Local Centres	Middelburg	Inxuba Yethemba	• Municipal-scale Administrative Centre • Local-scale Service Centre for commercial and social goods and services
	Tarkastad	Enoch Mgijima	
	Hofmeyer	Enoch Mgijima	
	Molteno	Enoch Mgijima	

Type	Location	Local Municipality	Function of Settlement and associated typical land uses
	Elliot	Sakhisizwe	• Residential development covering limited range of economic bands (Middle income– Low-income) • Potential for value-adding agro-industrial processes
	Dordrecht	Emalahleni	
Sub-Local Centres	Sterkstroom	Enoch Mgijima	• Minor Administrative Functions • Minor service centre for social goods and services • Focused support of local economic initiatives –agriculture-based
	Sada/Whittlesea	Enoch Mgijima	
	Indwe Vaal Banks	Emalahleni	
	Tsomo	Intsika Yethu	
	Ilinge	Enoch Mgijima	
	Thornhill	Enoch Mgijima	
	Lower Lufuta	Sakhisizwe	
	Clarkebury	Engcobo	
	Mnyolo,	Engcobo	
	Ncora	Intsika Yethu	
	Qamata	Intsika Yethu	
	St Marks	Intsika Yethu	
Rural Settlements	Rural settlements across the district	All Local Municipalities	• Primarily residential and livelihood subsistence function • Some provision of limited social goods and services

The Chris Hani District is classified into 58 of the 73 National Land cover Classes identified by the Department of Environmental Affairs Forestry and Fisheries. Currently, Natural Grassland covers a large portion of the District with an area of 22,889 Km^2 and Low Shrub land (Nama Karoo) has an area of 4183.123 Km^2 which is the second highest land cover class.

Map 10. Land Cover Classification in Chris Hani District



Source: IHS Markit GIS

The environment is constantly changing which is often caused by human activities and natural ecological processes thus the Land Cover Classes have changed as well over the period of 2018 to 2020. 30 classes experienced an increase in the area they cover, and 27 classes experienced a decrease in the area they cover. Residential Formal (Bare experienced the greatest percentage increase of 165% in the area covered between 2018 and 2020 however, Sparsely Wooded Grassland decreased 84% between 2018 and 2020. This was the greatest decrease amongst the 58 classes.

5 National LAND COVER CLASSES THAT HAD THE GREATEST increase in area coverage (2018-2020)

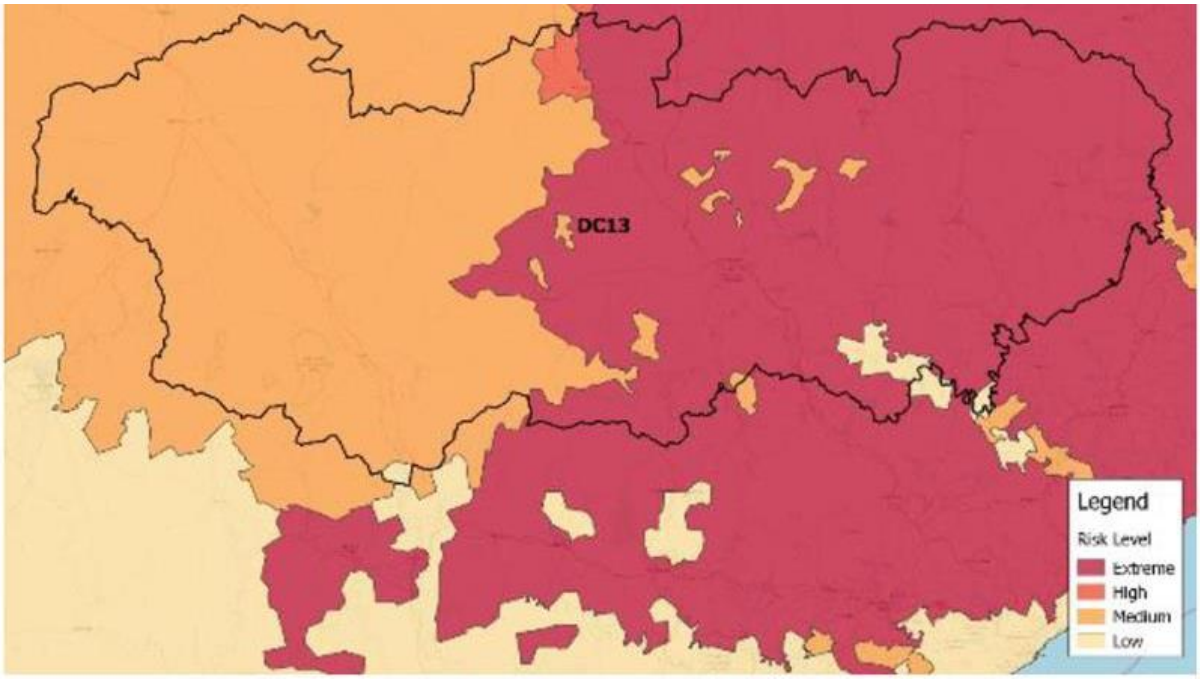
Class Names	2018 Area (Km^2)	2020 Area (Km^2)	Percentage Change (%)
Residential Formal (Bare)	25.974	69.021	165.73%
Industrial Commercial	1.586 2.381	3.705 5.427	133.61%

Cultivated Commercial Permanent Orchards	0.979	2.221	127.93%
Smallholdings (Bush)	0.061	0.118	126.86%
Residential Formal (Bush)	6.395	11.417	93.44%
Residential Formal (Tree)	34.662	53.877	78.53%
Dense Forest & Woodland	897.786	1343.77	55.44%
Temporary Unplanted Forest	17.282	24.609	49.68%
Fallow Land & Old Fields (Bush)	8.388	11.69	43.40%
Natural Pans	2.985	4.021	39.37%

10 National LAND COVER CLASSES THAT HAD THE GREATEST Decrease in area coverage (2022-2023)

Class Names	**2021 Area (Km^2)**	**2023 Area (Km^2)**	**Percentage Change (%)**
Sparsely Wooded Grassland	2.194	0.339	-84.55%
Other Bare	398.616	273.321	-31.43%
Mines: Extraction Sites: Salt Mines	0.543	0.374	-31.12%
Natural Rock Surfaces	287.481	228.478	-20.52%
Contiguous Low Forest & Thicket (combined classes)	227.568	197.943	-13.02%

Map 11. Chris Hani District Veldfire Risk



Source: CHDM Environmental Management and Climate Change Strategy 2018

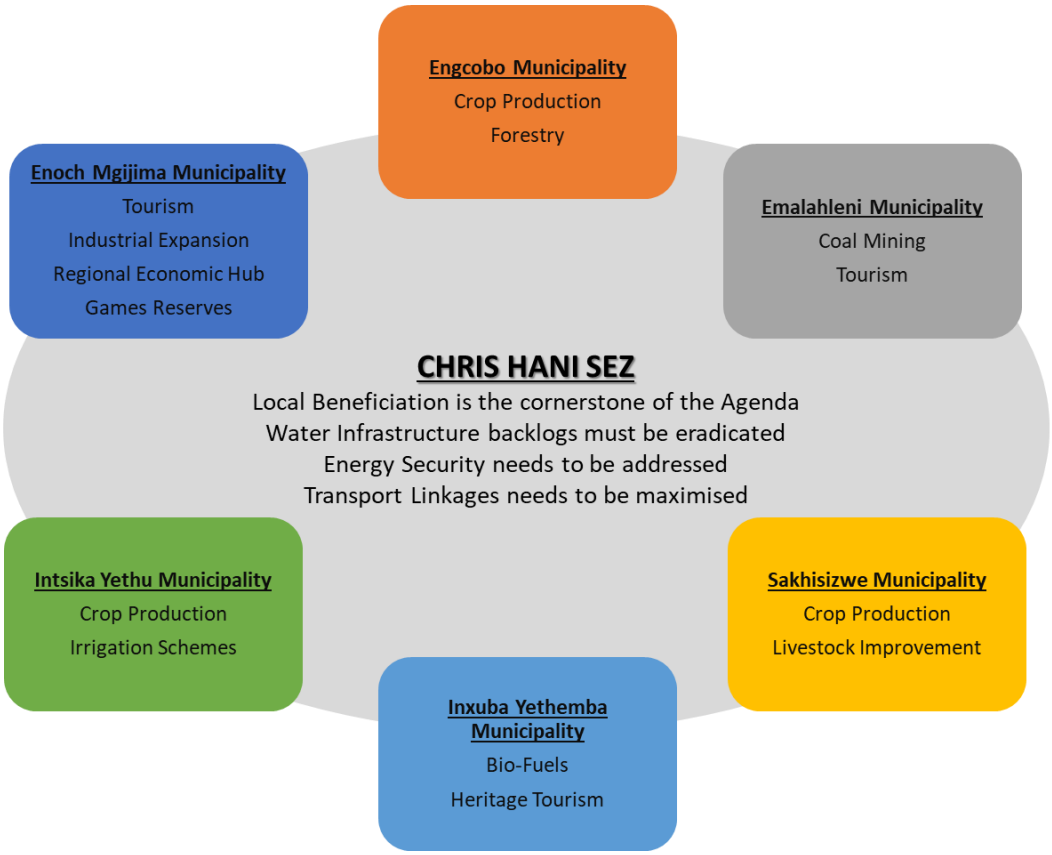
6. Chris Hani Nodal Areas and main towns

Municipality	Main Town	Area	% of the District
Emalahleni Municipality	Lady Frere Dodrecht Indwe	3 484km²	9.5%
Intsika Yethu Municipality	Cofimvaba Tsomo	2 873km²	7.5%
Engcobo Municipality	Ngcobo	2 484km²	6.8%
Inxuba Yethemba Municipality	Cradock Middleburg	11 663km²	32.2%
Enoch Mgijima Municipality	Queenstown Tarkastad	13 584km²	37.5%
Sakhisizwe Municipality	Cala	2 318km²	6.5%

	Elliot		
CHRIS HANI DISTRICT		**36 407km²**	

- Revised Priority Spatial Issues identified on the basis of a new Analysis as well as the revision of the related Spatial Development Objectives and Strategies, in line with the current CHDM IDP
- A revision of the Eastern Cape Provincial Spatial Development Framework to be aligned with Chris Hani District SDF;
- The inclusion of information on the agreed Chris Hani District Municipality Development Agenda.
- A revision of the Development Nodes and Corridors as well as the identified Special Development Areas to align with the inputs of the review of the Regional Economic Development Strategy (REDS);
- The inclusion of information emanating from the Special Economic Zone report
- A consideration of the likely requirements related to the implementation of the Spatial Planning & Land Use Management, Act 16 of 2013 (SPLUMA)

A Development Perspective of Chris Hani District



- The following 5 priority areas of Government identified in the REDS for Chris Hani include: (i) Creation of decent work and sustainable livelihoods, (ii) Education, (iii) Health, (iv) Rural development, food security and land reform, (v) fight against crime and corruption.
- The REDS has provided the strategic basis for an Agro-Industrial approach to development in the district, which has also taken form in the conceptualisation of a district Special Economic Zone (SEZ).
- The Chris Hani SEZ is proposed to have its Hub at the Queendustria industrial complex in Komani.

Spatial Development Framework Proposals

In recognition of the need to plan for the maximization of available human and natural resources within a context of achieving sustainability, the CHDM acknowledges that there is a need to focus limited public resources in areas of opportunity in order to achieve maximum impact. From a spatial planning perspective, this means certain structuring elements have been identified to guide future planning and expenditure. These structuring elements are clustered into four main components: -

- The district-scale Settlement Hierarchy;
- Development Corridors aligned with the REDS and the SEZ;
- Special Development Areas defined on the basis of specific development potential and/or development need; and
- Environmental Management Areas

District-Scale Settlement Hierarchy

The SDF Review has identified an amended hierarchy of settlements in order to guide the DM and LMs in the allocation of appropriate levels of investment in infrastructure and services and to be better able to implement appropriate land use management strategies.

It must be noted that the Hierarchy is defined from a district perspective and relates primarily to a consideration of both current status and function of a centre as well as its prospective future status. This takes into account the priority of Small-Town Regeneration, which forms part of the overall strategic approach of the REDS.

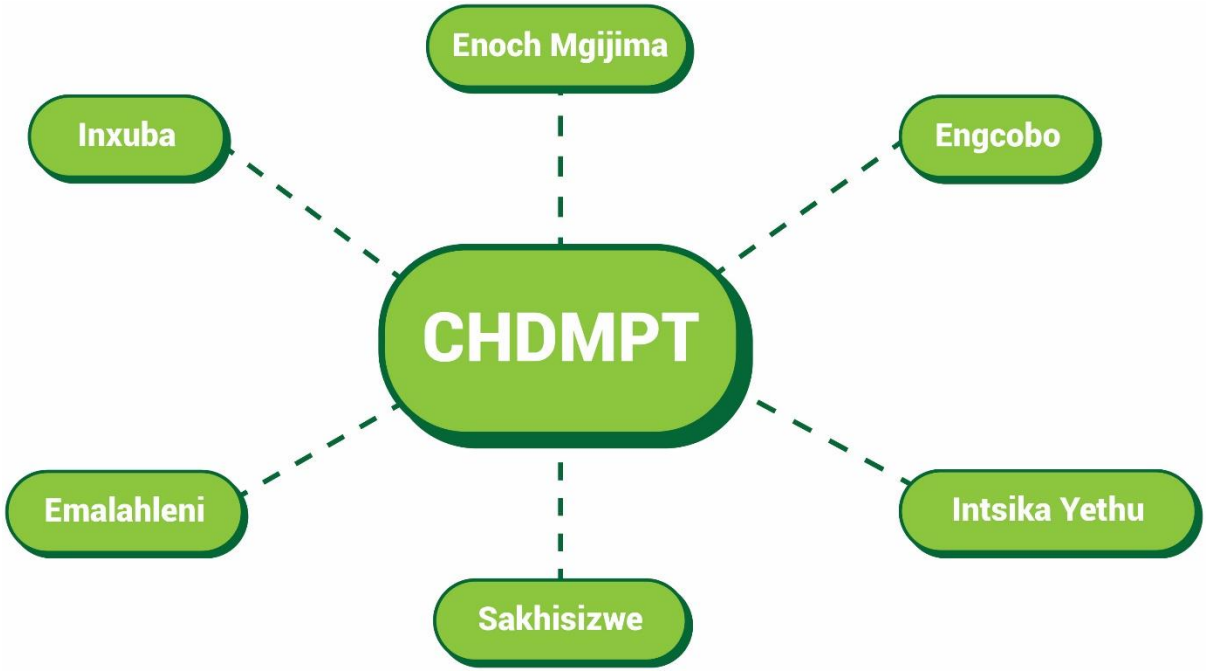
The SDF highlights the priority linkages within and the linkages that connect the district to surrounding districts and the greater Eastern Cape, Western Cape and Northern Cape, through the assessment of the surrounding District Spatial Development Frameworks.

Municipal Planning Tribunal

The Municipal Planning Tribunal for the Chris Hani District Municipality as part of the requirements of the Spatial Planning and Land Use Management Act, 2013 are legally obliged to establish a Municipal

Planning Tribunal (MPT) to assist all local municipalities within their area of jurisdiction with primarily processing of land development applications.

The MPT has been established and has representation from each of the following local municipalities within its area of jurisdiction but except for the Enoch Mgijima:



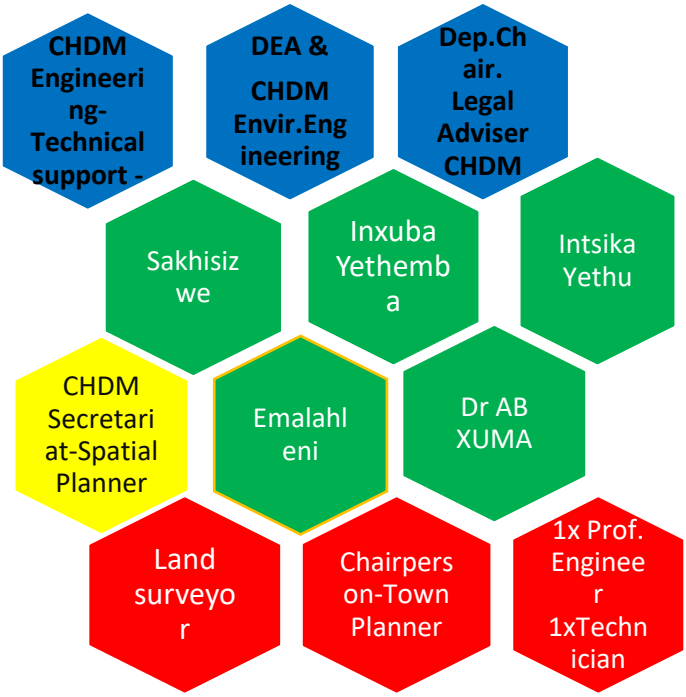
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Each municipality processes the relevant applications with theirs municipality and then sends the completed applications to be paved on the agenda for the next DMPT. DMPT meetings are held every second month subject to there being sufficient applications available for processing. The Chris Hani DMPT is chaired by a person with Legal background with the secretariat being someone with vast experience on Land Administration and an administrator. Following is the Chris Hani DMPT Composition, with the composed structured as follows:

- Cost effective approach.
- External members that establish a quorum – PRIVATE SECTOR
- Utilisation of existing and external District personnel – DEA
- All Government employed members not compensated for serving on the Tribunal.
- Nomination letters were submitted to CHDM.

For continuity purposes the municipal councils of Inxuba Yethemba, Intsika Yethu, Dr A B Xuma, Emalahleni and Sakhisizwe resolved to continue with forming the District Municipal Planning Tribunal (DMPT) for another period of 5 years on their ordinary council meeting held on 31 August 2022. Relevant administrative processes were followed to the later and DMPT was formed and nominees appointed by Council as per the required skills and competency. The District Municipal Planning Tribunal Member is for a period of 5 years till 2027.

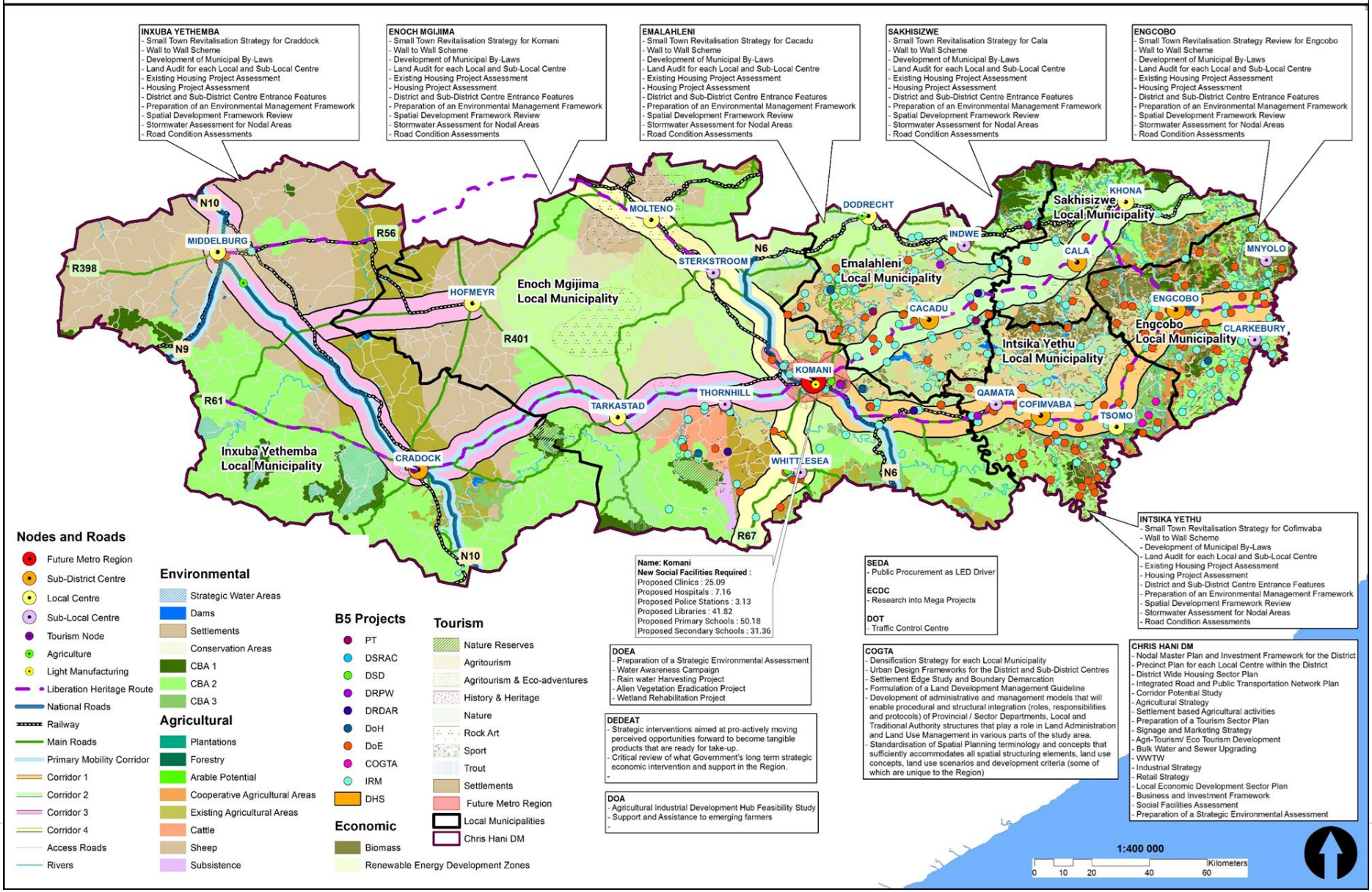
Following is the Chris Hani DMPT Composition, with the composed structured as follows:



Chris Hani District Spatial Development Framework Review 2018

IMPLEMENTATION PLAN

TSHANI CONSULTING C.C.



CHAPTER 5

SECTOR PLANS

The Situational Analysis has been conducted on all CHDM sector plans it has been discovered that some sector plans are still relevant and others are to be developed some from stretch whilst others just need a minor review and update.

CHDM SECTOR PLANS	YEAR ADOPTED	STATUS	KEY ISSUE
Regional Economic Development Strategy	2018	2018 Reviewed	The strategy acknowledges our rural situation and therefore advocates for promotion of rural urban equity in infrastructure development, services expansion and stimulation of economic opportunities.
Corridor Development Plan	2011	SDF Informed	"The Corridor plan is based on ward profiles that identify communities with common synergies, relation and connection or similarities of economic activities in terms of sector programmes which cut across from ward to ward, wards to local municipalities, Local Municipalities to District Municipalities and District Municipalities to the Province.
SMME Development Strategy	2016	2018 CHREDS Review reviewed	It is an attempt to address constraints related to the legal and regulatory environment; market access; access to finance and suitable business premises; the acquisition of skills and managerial expertise; access to appropriate resources and technology; the quality of infrastructure, especially in poverty and rural areas; bureaucratic hurdles for SMME's to benefit.
Integrated Agricultural Strategy	2007	Reviewed as part of CHREDS 2018	Revitalization of Irrigation Schemes, livestock improvement and development, Agro-processing, high value crop production are the key issues within the strategy.
Tourism Integrated Plan	2010	2018 reviewed as part of CHREDS	That the district has access to major routes N6 and N10 and R61 and that competitive advantage be utilized. Resurrection of LTO's such as Intsika Yethu LTO, Middleburg Karoo Tourism, Cradock Karoo Tourism, Enoch Mgijima LTO etc.
Environmental Management Plan {EMP}	2022	2023 Reviewed	The plan highlights areas of the environment which should be conserved and protected. Animal and vegetation species and cover are mapped and identified. In addition present and future environmental problems are identified per local municipality as well as all renewable resources

Water Service Development Plan {WSDP}	2020	2023 Reviewed	It states that 76% of the total population of CHDM is served with water services whilst 55% is served with sanitation services.
Climate Charge Adaptation Strategy	2011/ 12	2021 reviewed	
Human Settlement Sector Plan	New	2018-19 Developed and be reviewed	The plan will assist to guide and to direct the housing programmes and housing projects within the district when developed.
Integrated Waste Management Plan	2010	reviewed 2022-2023	It makes the recommendation about the development and implementation of an integrated waste management system/plan and intends to build the capacity of all LM's regarding waste management sites. This is done due to the fact that the majority of LM solid waste sites do not comply with legislation, are poorly managed and unlicensed
Disaster Management Policy Framework	2010	2022-23 reviewed	
HIV/AIDS STI & TB Workplace plan	2008	2022 reviewed	
Air Quality Management Plan	2019	Developed 2018-19	
Spatial Development Framework	2015	2023-2024 Reviewed	Highlights Spatial analysis and guides development
Employment Equity Plan	2010	2022-2027 annually review	This is an attempt to restore or improve employee's well-being holistically and job performance to acceptable levels with minimal interference in the private lives of individuals.
Workplace Skill Development	2010	2023 review annually	This plan is designed to provide opportunities for theoretical and practical learning, culminating in a nationally recognized qualification.
Asset Management Policy	2022-2027	2023 Annually review	
Revenue Enhancement Strategy	2022-2027	reviewed 2023	
Fraud Prevention Plan	2022-27	2023 reviewed	It is an attempt to combat crime and fraud in the municipality and it further aims to discourage

			fraudulent/corrupt activities in the municipal order of business.
Communication Strategy	2011/ 12	2023 Reviewed	
GIS Policy	Never adopted	Reworked	
Risk Management Plan	2017/ 2022	2023 reviewed	
Performance Management Framework	2009	2023 -2024 reviewed	It is there to provide a mechanism for ensuring increased accountability between the communities of Chris Hani district and the municipal council and as well between the political and administrative components of the municipality and between each department and the office of the municipal manager.
LIST OF SECTOR PLANS TO BE DEVELOPED 2024-2025			
Free Basic Services Sector Plan			
Forestry Sector Plan			
Vector Control Sector Plan			

Policy	**Directorate**	**Objective**
ISD Policy	Engineering	
ISD Strategy	Engineering	
Leave and attendance policy	Corporate services	To provide a workplace rule that ensures the standard time for commencement of duty, application of leave od absence from the work by all employees of the municipality
Fire services SOP	Health and community service	To implement Fire Service Plan that will address operational matters across the district
District Recycling Strategy	Health and community service	To identify and remove barriers and obstacles to achieve efficient recycling levels as means achieving socio-economic and environmental sustainability within the district

Fraud prevention policy	Strategic Management Services	To articulate Chris Hani District Municipality philosophy on fraud prevention plan
Risk Management Policy	Strategic Management services	To articulate Chris Hani District Municipality Risk Management Philosophy
Risk Management Strategy	Strategic Management Services	Promote a more innovative, less adverse culture in which the taking of calculated risks in pursuit of opportunities to benefit the organisation
Fraud prevention plan	Strategic Management Services	The Plan is premised on the organization's core ethical values driving the business of the Municipality, the development of its systems, policies and procedures; interactions with ratepayers ; public and stakeholders and even decisions making by individual managers representing the organisation
Whistle Blowing Policy	Strategic Management Services	To provide means by which councillors/ employees and stakeholders (whistleblowers) who believe they have discovered unethical conduct/behaviour are able to report such
Investigation Policy	Strategic Management Services	To provide guidance to enable the municipality to deal with investigation matters
Gift, Rewards and Favours Policy	Strategic Management Services	To prohibit officials and councillors in their capacity as CHDM employees; from using their positions to solicit favours, rewards and gifts
Policy & Procedure on Prevention and Management of Injury on Duty & Occupational Hazard Disease	Wellness and OHS	To prevent and minimise the occurrences of Injury on duty and occupational disease.
Occupational Health and Safety Policy	Wellness and OHS	To ensure compliance with Occupational health and safety legislative framework and regulations. To minimize the level of occupational injuries and diseases due exposure to occupational hazards.

Policy on Provision and management of personal protective clothing, equipment & uniform review	Wellness and OHS	To standardise provision of personal protective clothing and equipment. To minimise injuries on duty and occupational diseases associated with exposure to hazardous substances
Wellness Policy Review	Wellness and OHS	To standardise provision of professional and confidential wellness programmes to employees and councillors experiencing personal, social, spiritual, health and work-related challenges that may affect their well -being and performance.
Change Management Policy	Wellness and OHS	To standardize the process of introducing, managing, and sustaining change management within the institution. To align and integrate change management into institutional programmes, systems, procedures, operations, and policies
Substance Abuse Policy	Wellness and OHS	To provide and maintain a working environment that is safe and without risk to the health and safety of the employees and councillors. To aid and rehabilitation to employees and councillors who admit to the substance abuse problem

CHAPTER 6

CHDM FINANCIAL PLAN

Municipal Systems Act 32 of 2000 as Amended Sec 23 (1) states that " Municipal Planning to be developmentally oriented, meaning must strive to achieve objects of local government as set in Sec 152 of the Constitution and further gives effect to its developmental duties as required by Sec 153 of the Constitution of RSA."

Chapter Five (5) of the Municipal Systems Act (Act 32 of 2000) describes the IDP as a single, inclusive and strategic plan for the development of a municipality that will be the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality.

Municipal Finance Management Act 56 of 2003 Section 16 prescribes that the Council of a Municipality must for each financial year approve an Annual Budget for the municipality before the start of the financial year.

The process of developing the municipality's annual budget is largely guided by the strategic thrusts and operational priorities of CHDM's IDP as well as the MTREF that sets out the expected annual revenue and projected expenditure for the budget year under consideration, plus the two outer years.

1. Budget Assumptions

Description	2023/24	2024/25	2025/26	2026/27
National Treasury Headline Inflation	5.30%	4.9%	4.60%	4.60%
Salaries	7.8% (5.3%+2.5%)	7.4% (4.9%+2.5%)	4.60%	4.60%
Free Basic Services – Water	6kl	6kl	6kl	6kl
Free Basic Services – Sanitation	4kl	4kl	4kl	4kl
LG Equitable Allocation	695 711 000	736 966 000	778 541 000	821 440 000
Water Tariff	5.30%	6.00%	4.60%	4.60%
Sanitation Tariff	5.30%	6.00%	4.60%	4.60%
Sundry Revenue	5.30%	6.00%	4.60%	4.60%
Other Expenditure	5.30%	6.00%	4.60%	4.60%

2. **The following budget principles and guidelines were considered for the compilation of the 2024/2025 to 2026/2027 MTREF –**

- National Treasury's MFMA Circulars were used as guidelines in compilation of the MTREF;
- Headline inflation predictions;
- National and Provincial outcomes and priorities;
- The priorities and targets in relation to the key strategic focus areas as determined in the IDP;
- The 2023/2024 Adjustments Budget priorities, targets and base line allocations were taken as guideline for future revenue and expenditure stream projections;
- Tariff rates revenue stream increases should be affordable, and the NT guideline is that it generally should not exceed inflation as measured by the CPI, although many input costs in rendering services are beyond the control of the municipality and posing a challenge on continuous repair and maintenance. In addition, tariffs must be cost reflective, and should take into account the need to address infrastructure projects;
- The consideration made in the gazetted annual Division of Revenue Act for capital projects from funding of both National and Provincial.

3. **The main challenges experienced during the compilation of the 2024/2025 to 2026/2027 MTREF can be summarised as follows –**

- Reprioritisation of capital projects and operating expenditure within the financial affordability limits of the budget, taking the cash and financial viability position into account;
- The increased costs associated with bulk water, diesel and fuel, litigations and electricity, placing upward pressure on tariff increases to consumers. Continued high tariff increases may soon render municipal services financially unaffordable;
- Maintaining revenue collection rates at the targeted levels, despite the realities on the metering and the growing culture of no-payment by consumers;
- The on-going improvement and enhancement of the Capital Replacement Reserve that are being resuscitated and gradually enhanced, impacting on the Municipality's ability to fund capital expenditure from own internal revenue sources;
- The on-going difficulties in the national and local economy post COVID-19 recovery and the on-going disasters impacting negatively to the municipality's financial sustainability;
- Aging and poorly maintained water and sanitation infrastructure; and persistent infrastructure breakages.

4. **The process followed during the compilation of the 2024/25 to 2026/2027 MTREF can be summarised as follows –**

   The 2024/25 budget process commenced with Departmental Strategic sessions held during the month of February 2024, led by the Head of Departments or Directors. The purpose of these sessions was to review the envisaged strategies of the Municipality towards improved serviced delivery.

   The IDP and Budget engagements with all Directorates were held until **11 March 2024** to address the departmental budget requests. The last consultation was held with the Budget Steering Committee on the **19 March 2023**, the Budget and Treasury Office (BTO) developed an MTREF budget for the consolidated budget for CHDM and Chris Hani Development Agency (CHDA) and thereafter submit an institutional MTREF Budget, for Mayoral and Council's considerations. After the consideration by Mayoral and Council Committees, the tabled budget and IDP has been taken through a public participation or roadshow between the **6th and 8th May 2024**.

5. **The High-level Overview 2024/25 MTREF Budget can be summarised as follows (Operating Revenue and Capital + Operating Expenditure and Capital) –**

Table 1: Overall Operating Revenue and Expenditure 2024/25 MTREF Budget

Description	Adjusted Budget	Final Budget 2024/25	Budget Increase/(Decrease)	Budget Year +1 2025/26	Budget Year +2 2026/27
Total Revenue	1 693 340 583.00	1 720 783 370.00	27 442 787.00	1 724 640 368.00	1 812 873 006.00
Total Expenditure	1 415 738 819.00	1 365 365 828.00	- 50 372 991.00	1 572 009 239.64	1 664 139 574.80
Surplus(Deficit)	**277 601 764.00**	**355 417 542.00**	**- 22 930 204.00**	**152 631 128.36**	**148 733 431.20**
Transfers and Subsidies Capital	632 778 000.00	499 270 599.00	- 133 507 401.00	532 479 084.00	534 639 537.00
Surplus (Deficit) for the year	**910 379 764.00**	**854 688 141.00**	**- 156 437 605.00**	**685 110 212.36**	**683 372 968.20**

Anticipated Operating Revenue for 2024/2025 is estimated at **R1,720,783,370** or **R27,442,787.00 (2%)** more than the 2023/2024 approved adjustments budget revenue of **R1, 693,340,583.00**.

The increase is due to the annual tariff increase and the anticipated revenue from the SMART Meter implementation programme which the municipality has started piloting on and will be on full scale during the 2024/25 financial year.

Table 2: Overall Total Grant Allocation per the DoRa - 2024/25 MTREF Budget

GRANTS ALLOCATIONS FOR 2024/25-2026/27				
Type of Grants	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Equitable Share (LGEQ)	695 711 000	736 966 000	778 541 000	821 440 000
Expanded Public Work Programme (EPWP)	2 712 000	2 118 000	-	-
Regional Bulk Infrastructure Grant (RBIG)	205 083 193	116 822 000	74 535 000	60 598 000
Financial Management Grant (FMG)	1 000 000	2 300 000	2 300 000	2 500 000
Municipal Infrastructure Grant (MIG)	322 848 000	330 979 000	348 028 000	379 760 000
Rural Road Asset Systems (RRAMS)	3 868 172	3 624 000	3 786 000	3 959 000
Water Services Infrastructure Grant (WSIG)	61 517 000	83 600 000	80 755 000	75 000 000
Municipal Disaster Recovery Grant (MDRG)	38 750 000	20 742 000	20 743 000	-
Total	**1 331 489 365**	**1 297 151 000**	**1 308 688 000**	**1 343 257 000**
Total excluding Equitable share	**635 778 365**	**560 185 000**	**530 147 000**	**521 817 000**

The total grants are estimated to be **R1.30 billion** for the 2024/25 financial year of which the largest grant allocation is **LGES** with an allocation of **R736.97 million**, followed by **MIG** with a budget of **R330.98 million**, **RBIG** with a significant reduction from **R205.08 million** to **R116.82 million**, whilst **WSIG** has a budget of **R83.60 million**. **MDRG** has been allocated **R20.74 million. RRAMS** received a budget allocation of **R3.62 million** and **FMG** received an increase of **R1.3 million** with an allocation of **R2.3 million**. **EPWP** however has a budget allocation of **R2.12 million** and the current DoRA allocation indicates that this grant will be discontinued after the 2024/25 financial period.

6. The Operating Revenue Budget Overview 2024/25 MTREF Budget can be summarised as follows per Revenue Source–

Table 3: Overall Operating Revenue 2024/25 MTREF Budget (Table A4 Revenue only)

DC13 Chris Hani - Table A4 Budgeted Financial Performance (revenue and expenditure)					
Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework			Increase/ (Decrease) Comparisons
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
Revenue					
Exchange Revenue					
Service charges - Water	340 634	391 072	414 536	439 408	50 438
Service charges - Waste Water Management	88 167	108 457	114 965	121 863	20 290
Sale of Goods and Rendering of Services	633	671	711	754	38
Interest earned from Receivables	134 950	143 047	151 630	160 728	8 097
Interest earned from Current and Non Current Assets	43 095	45 680	48 421	51 326	2 586
Licence and permits	299	317	336	356	18
Operational Revenue	274 981	178 878	189 610	200 987	(96 103)
Non-Exchange Revenue					-
Fines, penalties and forfeits	99	105	111	118	6
Transfer and subsidies - Operational	807 198	849 074	805 370	827 899	41 876
Gains on disposal of Assets	3 285	3 482	3 691	3 913	197
Total Revenue (excluding capital transfers and contributions)	**1 693 341**	**1 720 783**	**1 729 382**	**1 807 351**	**27 443**

Anticipated Operating Revenue for 2024/2025 is estimated at **R1,720,783,370** which is a slight increase of **R27,442,787.00 (2%)** more than the 2023/2024 approved adjustments budget revenue of **R1, 693,340,583.00**.This is due to the anticipated annual tariff increase together with the implementation of the SMART Meter project.

Majority of the funding source of the CHDM's operational expenditure are largely from national government grants such as Local Government Equitable Share (LGES) and a fraction of service charges. Although the municipality is grant depended, there are other revenue strategies that are envisaged to optimise its current revenue base. There is a rollout of SMART metering, the disconnections that has attracted the attention of consumers who are still trapped in the culture of non-payment, down payments are made, government departments have made undertakings of paying after receiving their equitable share portion in April 2024.

The following are the major funding sources for the operations of CHDM:

- **LGES R 736.97 million;**
- **Water charges R 361.06 million; and**
- **Sanitation charges R 93.46 million; -**

Services charges relating to water and sanitation constitutes the second biggest component of the revenue basket of the Municipality totalling **R499.53 million** for 2024/25 which is an increase of **16%** in 2023/24 of **R428.80 million**. This increase is mainly due to the annual increase of 6

percent and the additional billing anticipated from the new housing development in the Komani area.

The **interest on debtors** were estimated to increase from **R134.9 million** to **R143.0 million** for 2024/25 financial year denoting an increase of **6%** in line with the CPI as recommended the relevant MFMA Budget Circulars. This is affected by the high number of outstanding debtors which attracts more interest and penalties.

The **interest earned on Current and Non-Current Assets** were estimated to increase by **6%** in the 2024/25 financial year and estimated to be **R45.68 million**. This is informed by the strategy of recovering the old outstanding debt, rollout of the SMART Meters, debt incentive schemes rollout, the appointment of the Debt Collectors and the large sums of the down payment by defaulting consumers.

Transfers and Subsidies: Operational – This item includes the Local Government Equitable Share, MIG Operational projects, MDRG, FMG, RRAMS and EPWP grants from national and provincial government. This allocation is informed by the DoRA gazette as stipulated in the above **Table 2**.

Other revenue (Operational Revenue) is estimated to decrease to be **R178.88 million** in 2024/25 financial year. This decrease is informed by the VAT under recoveries anticipation based on the SARS assessment.

The gains are estimated to be **R3.48 million** for the 2024/25 financial year, which is informed by the auction that will be conducted during the 2024/25 financial to dispose off the assets in line with the Council policies and other relevant regulations.

Operating surplus is estimated to increase to be **R211.07 million** in 2024/25 financial year. This is due to the inflationary tariff increases and other revenue enhancement strategies such as rollout of SMART Meters and appointment of Debt Collection Team.

7. The Operating Revenue Budget Overview 2024/25 MTREF Budget can be summarised as follows per Directorate –

Table 4: Overall Operating Revenue 2024/25 MTREF Budget per Directorate (Table A3 Revenue only)

DC13 Chris Hani - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote	1									
Vote 01 - Council		-	-	-	-	-	-	-	-	-
Vote 02 - Municipal Manager		682	518	399	-	481	481	450	-	-
Vote 03 - Budget & Treasury		722 957	714 124	847 153	1 123 654	1 153 654	1 153 654	1 111 023	1 174 904	1 241 647
Vote 04 - Community Services		545	707	845	2 898	1 917	1 917	1 400	448	474
Vote 05 - Corporate Services		2 483	2 021	2 165	372	463	463	430	-	-
Vote 06 - Planning & Development		4 453	1 293	980	-	249	249	260	-	-
Vote 07 - Technical Services		983 350	1 071 168	1 268 437	1 048 275	1 060 867	1 060 867	1 055 296	1 013 561	1 023 600
Total Revenue by Vote	2	**1 714 469**	**1 789 831**	**2 119 979**	**2 175 200**	**2 217 632**	**2 217 632**	**2 168 860**	**2 188 912**	**2 265 721**

The table above reflects the revenue projections for the 2024/25 MTREF which indicates that the municipality will mainly generate its revenue through the Budget & Treasury department by means of Service Charges and through Technical Services department by means of the Grants Allocations from National Treasury.

8. The Operating Expenditure Budget Overview 2024/25 MTREF Budget can be summarised as follows per Line Items –

Table 5: Overall Operating Expenditure 2024/25 MTREF Budget (Table A4 Expenditure only)

DC13 Chris Hani - Table A4 Budgeted Financial Performance (revenue and expenditure)					
Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework			Increase/ (Decrease) Comparisons
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
Expenditure					-
Employee related costs	420 124	452 001	483 249	517 474	31 877
Remuneration of councillors	13 223	13 871	14 509	15 162	648
Inventory consumed	57 310	61 497	64 326	67 220	4 187
Debt impairment	183 935	120 000	125 520	131 168	(63 935)
Depreciation and amortisation	189 540	197 027	206 091	215 365	7 487
Interest	500	500	-	-	-
Contracted services	309 569	310 765	293 958	287 213	1 196
Transfers and subsidies	87 119	65 298	49 528	59 448	(21 821)
Irrecoverable debts written off	-	-	-	-	-
Operational costs	154 419	144 406	148 984	155 718	(10 013)
Other Losses		-	-	-	-
Total Expenditure	**1 415 739**	**1 365 366**	**1 386 165**	**1 448 769**	**(50 373)**

Overall Operating Expenditure for 2024/2025 is estimated at **R1,365,365,828.00** or a decrease of **R50,372,991.00 or (4%)** less than the adjustments budget expenditure of **R 1,415,738,819.00** for 2023/2024. Employee related costs, contracted services, and other expenditures are the main cost drivers within the municipality and alternative operational efficiencies, or additional revenue sources will have to be identified to lessen the impact of wage and tariff increases in future years.

The general CPIX rates was used for the operating expenses increases for 2023/24 was **4.9%** for the 2024/25 financial period. However, **CPIX of 4.6 and 4.5** were used for the two outer years respectively. Some of the expenditures do not increase with the same percentage points due to the assessment of the year-to-date expenditures where the Municipality is trying to avoid any potential unauthorised expenditures.

Although the SALGBC expires by the 30 June 2024 , the municipality considered, the current SALGBC collective agreement and has budgeted for the **4.9%** for the 2024/25 financial period plus the notch increase of **2.5%** totalling to **7.4%** in line with the CPI. Based on the proposed salary, the Employee Related Costs budget have increased to **R452 million**, which represents a **7.4%** growth when compared to the previous financial year. The total salary costs are informed by the 2023/24 salary projections related to the current structure amounting to **R420.12 million**

and the vacant funded positions therefore, the actual salary increase is in line with the proposed increase by National Treasury of **7.4%** including the notch increase when compared to the 2023/24 adjusted budget.

The salary increases for Councillors is estimated to increase by **4.9%** to **R13.87 million** for 2024/25 financial year.

The **inventory consumed** is estimated to be **R61.42 million** and represent an increase of **4.9%** for 2024/25 financial year which is slightly higher than the CPI index.

Debt Impairment is estimated to decrease by **35%** to **R120 million** and this is due to a huge amount of debt that was written off in 2023/24 financial period which was as a result of data cleansing and included old debt. The municipality therefore does not anticipate to write off another substantial amount at least in the 2024/25 MTREF. The rollout of SMART Meters will further reduce this expenditure item.

The **deprecation and impairment** cost are estimated to be **R197 million** representing **4%** increase due to new assets and impairment assessment that is being conducted currently for the 2023/24 AFS process.

The **contracted services** are estimated to be **R310.77 million** and represent an increase of **R7.27 million** or **2%** for 2024/25 financial year. This increase is lower than the inflation and this is a deliberate move which is in line with the cost containment measures and financial prudency.

The **transfers and subsidies** are estimated to be **R65.30 million** and represent a decrease of **27%** for 2024/25 financial year. This expenditure item includes cost drivers such as Rural Sanitation to local municipalities which the municipalities has prioritised, CHDA subsidy and CDC subsidy. The decrease is due to lesser sanitation projects that will be done through the CHDA.

The **Operational Costs** are estimated to be **R144.41 million** and represent a decrease of **6%** for 2024/25 financial year. CHDM implements cost containment measures due to the current financial constraints.

9. The Operating Expenditure Budget Overview 2024/25 MTREF Budget can be summarised as follows per Department –

Table 7: Overall Operating Expenditure 2023/24 MTREF Budget per Directorate (Table A3 Expenditure only)

DC13 Chris Hani - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Expenditure by Vote *to be appropriated*	1									
Vote 01 - Council		24 123	22 929	25 242	25 790	25 825	25 825	26 291	27 718	29 199
Vote 02 - Municipal Manager		51 159	75 030	70 772	107 681	119 923	119 923	110 006	113 685	119 516
Vote 03 - Budget & Treasury		114 409	124 293	101 264	93 855	93 490	93 490	96 099	101 603	119 771
Vote 04 - Community Services		59 370	54 736	56 644	62 863	61 882	61 882	68 962	70 161	74 208
Vote 05 - Corporate Services		167 821	195 771	223 823	188 544	186 765	186 765	192 121	200 347	198 724
Vote 06 - Planning & Development		40 163	23 945	19 449	34 127	34 718	34 718	33 313	34 863	36 636
Vote 07 - Technical Services		862 987	1 003 924	1 123 454	904 870	891 494	888 411	836 811	835 899	868 695
Vote 08 - Roadworks		1 645	1 636	1 377	1 642	1 642	1 642	1 763	1 888	2 020
Total Expenditure by Vote	2	**1 321 676**	**1 502 263**	**1 622 024**	**1 419 373**	**1 415 739**	**1 412 656**	**1 365 366**	**1 386 165**	**1 448 769**

The above table depicts the appropriation of the Operational Expenditure per directorate. The majority of the operational budget (i.e. 61%) has been allocated towards the Technical Services department in order to deliver services effectively and efficiently within the district.

10. The Capital Expenditure Budget Overview 2024/25 MTREF Budget can be summarised as follows per Function –

Table 8: Overall Capital Expenditure 2024/25 MTREF Budget - Per Function

Vote Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital Expenditure - Functional										
Governance and administration	4 581	9 961	11 329	60 500	36 500	36 500	4 266	33 900	–	–
Executive and council	–	–	–	–	–	–	–	–	–	–
Finance and administration	4 581	9 961	11 329	60 500	36 500	36 500	4 266	33 900	–	–
Internal audit										
Community and public safety	–	–	–	–	–	–	–	–	–	–
Economic and environmental services	–	0	0	8 700	7 594	7 594	7 514	448 077	459 530	458 370
Planning and development	–	0	0	8 700	7 594	7 594	7 514			
Road transport										
Environmental protection										
Trading services	(2 939)	8 320	2 065	528 414	588 685	588 685	510 763	17 294	6 584	6 880
Energy sources										
Water management	(2 939)	7 913	2 060	494 764	565 383	565 383	486 607	17 294	6 584	6 880
Waste water management	(0)	407	4	33 650	23 301	23 301	24 156	448 077	459 530	458 370
Waste management										
Other										
Total Capital Expenditure - Functional	1 642	18 280	13 394	597 614	632 778	632 778	522 543	499 271	466 114	465 250
Funded by:										
National Government	(3 044)	8 524	1 623	537 114	534 378	534 378	510 772	448 077	459 530	458 370
Provincial Government	105	(204)	442	–	–	–	405	–	–	–
District Municipality										
Transfers recognised - capital	(2 939)	8 320	2 065	537 114	534 378	534 378	511 178	448 077	459 530	458 370
Internally generated funds	4 581	9 961	11 329	60 500	98 400	98 400	11 366	51 194	6 584	6 880
Total Capital Funding	1 642	18 280	13 394	597 614	632 778	632 778	522 543	499 271	466 114	465 250

Capital expenditure for the 2024/2025 financial year is estimated at **R499,270,599.00** with a decrease of **R133,507,764** which is less than the adjustments budget capital expenditure of **R632,778,363** for 2023/2024. This reduction is informed by the reduction of conditional grants like RBIG in the 2024/25 financial year. The majority of the capital budget (i.e. 90%) has been allocated towards the Wastewater Management to deal with the access to water services backlogs.

The available funding mix is very constrained due to the shrinking of the fiscus purse from the National government due to competing demands that require the country to have additional funding to fund various service delivery projects. This capital projects are funded from grants except for the CHDM assets of **R51.19 million** that are to be funded from own funding although the Municipality is financially constraint to fund from own revenue.

Table 9: Overall Capital Expenditure per Vote

Vote Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote										
Multi-year expenditure to be appropriated										
Vote 01 - Council	–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal Manager	–	–	–	–	–	–	–	–	–	–
Vote 03 - Budget & Treasury	1 414	7 260	11 329	60 500	36 500	36 500	4 266	31 000	–	–
Vote 04 - Community Services	–	–	–	–	–	–	–	–	–	–
Vote 05 - Corporate Services	3 167	2 701	–	–	–	–	–	2 900	–	–
Vote 06 - Planning & Development	–	0	0	–	–	–	(80)	–	–	–
Vote 07 - Technical Services	(2 939)	8 320	2 065	537 114	596 278	596 278	518 357	465 371	466 114	465 250
Capital multi-year expenditure sub-total	**1 642**	**18 280**	**13 394**	**597 614**	**632 778**	**632 778**	**522 543**	**499 271**	**466 114**	**465 250**

The source of funding for the whole Technical Services Department vote comes from the conditional grants' allocation such as MIG, RBIG, WSIG and RRAMS as depicted in Table 2 above. This shows that the municipality is grants dependent due to prevailing challenges of the inability to collect outstanding debt. CHDM however has put plans in place to ensure that services that are provided to our communities are paid for with the introduction of the SMART Metering System project.

Table 10: Overall Capital Expenditure for the 2023/24 MTREF Budget – Funding source

Vote Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
Funded by:										
National Government	(3 044)	8 524	1 623	537 114	534 378	534 378	510 772	448 077	459 530	458 370
Provincial Government	105	(204)	442	–	–	–	405	–	–	–
District Municipality										
Transfers recognised - capital	**(2 939)**	**8 320**	**2 065**	**537 114**	**534 378**	**534 378**	**511 178**	**448 077**	**459 530**	**458 370**
Internally generated funds	4 581	9 961	11 329	60 500	98 400	98 400	11 366	51 194	6 584	6 880
Total Capital Funding	**1 642**	**18 280**	**13 394**	**597 614**	**632 778**	**632 778**	**522 543**	**499 271**	**466 114**	**465 250**

Capital revenue source for the 2024/2025 financial year is estimated at **R499,270,599.00** with a decrease of **R126,807,764.00** which is less than the adjustments budget capital revenue source of **R632,778,000.00** for 2023/2024.

The table above depicts the Capital Grants allocation which indicates **R448 million** from National Treasury for **MIG (R247.65 million)** mainly for provision of bulk water and bulk sewer services,

WSIG (**R83.60 million)** mainly for provision of Wastewater Refurbishments and **RBIG (R116.82 million)** mainly for Water Backlogs.

The available funding mix is very constrained due to the shrinking of the fiscus purse from the National government due to numerous impacts with COVID 19 included. This capital projects are funded from grants except for the CHDM assets of **R51.19 million** that are to be funded from own funding although the Municipality is financially constraint to fund from own revenue. The detailed capital projects from own funded are reflected below.

The projected own funded capital projects are as follows:

Vote Number	Description	2024/25 Final Budget
15056420420H1CN4ZZWD	C_NI_NEW_TRANSPORT	7 500 000.00
15056456020H1CN3ZZWD	C_NI_NEW_MACHINERY & EQUIPMENT	10 000 000.00
15056460020H1CN2ZZWD	P-CNIN FURN & OFF EQUIP	6 500 000.00
15056470020H1CN1ZZWD	P-CNIN COMPUTER EQUIP	7 000 000.00
25256420420H1CN4ZZWD	JETTING MACH/TLB/WATER TANKS	2 900 000.00
35306445420H1ZXVZZWD	DEVELOP PROTECT OF SPRINGS AND WE-DAMS&W	5 000 000.00
3530644602GH1ZXVZZWD	DEVELO PROTECT OF SPRINGS AND WE-CIVIL W	6 000 000.00
35306456020H1CN3ZZWD	C_NI_NEW_MACHINERY & EQUIPMENT	6 294 000.00
	Total	**R51 194 000.00**

10. BUDGET SCHEDULES AND OTHER SUPPORTING DOCUMENTATION

(i) The following budget tables have been completed and are attached as Annexure A: -

- Table A1 – Budget Summary;
- Table A2 – Budgeted Financial Performance (Revenue and Expenditure by standard classification);
- Table A3 – Budgeted Financial Performance (Revenue and Expenditure by Municipal Vote);
- Table A4 – Budgeted Financial Performance (Revenue by Source and Expenditure by type);
- Table A5 – Budgeted Capital Expenditure by Vote, standard classification and funding;
- Table A6 – Budgeted Financial Position;
- Table A7 – Budgeted Cash Flows;
- Table A8 – Cash Backed reserves / accumulated surplus reconciliation;
- Table A9 – Asset Management; and
- Table A10 - Basic service delivery measurement.

(ii) The supporting schedules SA1 to SA 38 are also included as part of Annexure A.

(iii) The most recent MFMA Budget Circular no 126 and 128 is included in the budget documentation as **Annexure G.**

11. OTHER PARTIES CONSULTED

- Head of Departments
- Finance Standing Committee
- Budget Steering Committee
- IDP/PMS Sections
- Chris Hani District Agency

12. RECOMENDATIONS

12.1 That the Budget Steering Committee, acting in terms of section 24 of the MFMA to note, accepts and recommend as follows:

12.1.1 The Annual Budget of the Municipality for the 2024/25 MTREF and the multi-year and single year capital appropriations as set out in the following tables.

12.1.2. The Operating Revenue of **R1,720,783,370.00** for the 2024/25 annual MTREF budget and its two **2025/26** and **2026/27** as reflected in Table 1 and 3 above.

12.1.3. The Operating Expenditure of R**1,365,365,828.00** for the 2024/25 annual MTREF budget and its two **2025/26 and 2026/27** as reflected in Table 1 and 5 above.

12.1.4. The Capital Expenditure of **R499,270,599.00** for the 2024/25 annual MTREF budget and its two 2025/26 and 2026/27 as reflected in **Table 8** above.

12.1.5. The Capital Funding of **R499,270,599.00** for the 2024/25 annual MTREF budget and its two 2025/26 and 2026/27 as reflected in **Table 8** above.

12.1.6. The proposed total cost to municipality expenses for the salary, allowances and benefits of the Executive Mayor, Speaker, Deputy Executive Mayor, Chief Whip, Mayoral Committee members, ordinary councillors, Municipal Manager (MM), Chief Financial Officer (CFO) and Other Directors as set out in SA23 included in **Annexure D**.

12.1.7. The **Annexure A** reflecting the Budget schedules A1 to A10 and SA1 to SA 38, **Annexure B** capital budget per department, **Annexure C** (Detailed Capital Budget).

12.1.8. The Municipal Basic Service Level Agreements as contained in **Annexure E** for the 2024/25 budget year be noted and be forwarded to Council for approval.

12.1.9. The following Municipal Basic Services tariff increases as contained in **Annexure F** for the 2024/25 MTREF Annual Budget of the Municipality be noted and approved as follows:

(i) Water for 6.0%

(ii) Sanitation 6.0%

(iii) Flat rates 6.0%

12.1.10. To takes note of MFMA Budget Circular No.'s 126 and 128 attached as **Annexure G** be noted and be forwarded to Council for approval.

12.1.11 The Annual Reviewed and New Budget Related Policies of the Chris Hani District Municipality for the 2024/25 MTREF be noted and approved as set out in the annexures.

12.1.12. That the budget was prepared and developed on the **version 6.8** of the mSCOA classification framework be noted and be forwarded to Council for approval.

12.1.13. The Indigent subsidy be granted and approved for the registered indigent in terms of the Indigent Policy be noted and be forwarded to Council for approval.

12.1.14. The Consolidated Annual Budget of the Municipality for the 2024/25 MTREF and the multi-year and single year capital appropriations as set out in the annexures as tables be noted and be forwarded to Council for approval.

12.1.15. The Annual Budget of the Chris Hani Development Agency for the 2024/25 MTREF and the multi-year and single year capital appropriations as set out in the annexures as tables be noted and be forwarded to Council for approval as follows:

(i) Budgeted Financial Performance (Revenue by source and Expenditure by Type);

(ii) Budgeted Financial Position;

(iii) Budgeted Cash Flow;

2024/25 MTREF BUDGET SUPPORTING DOCUMENTATION FOR CHRIS HANI DISTRICT MUNICIPALITY



CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

ANNEXURE A

MUNICIPAL BUDGET REPORTING REGULATIONS A-SCHEDULES – VERSION 6.8

(Budget schedules A1 to A10 and SA1 to SA 38),

DC13 Chris Hani - Table A1 Budget Summary

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	370 644	369 105	425 661	428 801	428 801	428 801	370 030	499 529	529 501	561 271
Investment revenue	7 527	10 605	16 893	43 095	43 095	43 095	16 988	45 680	48 421	51 326
Transfer and subsidies - Operational	714 682	665 973	711 993	781 943	803 811	803 811	761 770	849 074	805 370	827 899
Other own revenue	65 109	101 958	174 883	384 247	414 247	414 247	227 278	326 499	346 089	366 855
Total Revenue (excluding capital transfers and contributions)	1 157 963	1 147 641	1 329 429	1 638 085	1 689 953	1 689 953	1 376 066	1 720 783	1 729 382	1 807 351
Employee costs	379 973	407 269	394 560	421 281	420 124	420 124	367 748	452 001	483 249	517 474
Remuneration of councillors	12 918	12 426	12 542	13 223	13 223	13 223	11 594	13 871	14 509	15 162
Depreciation and amortisation	181 858	260 297	188 210	189 540	189 540	189 540	89 069	197 027	206 091	215 365
Interest	456	2 842	492	500	500	500	244	500	–	–
Inventory consumed and bulk purchases	33 493	18 361	103 121	57 315	57 310	57 310	(89 856)	61 497	64 326	67 220
Transfers and subsidies	53 842	70 713	60 684	86 808	89 808	89 808	60 717	65 298	49 528	59 448
Other expenditure	632 432	699 439	833 383	650 706	642 151	642 151	511 095	575 171	568 462	574 100
Total Expenditure	1 294 972	1 471 347	1 592 992	1 419 373	1 412 656	1 412 656	950 611	1 365 366	1 386 165	1 448 769
Surplus/(Deficit)	(137 009)	(323 706)	(263 563)	218 713	277 297	277 297	425 455	355 418	343 217	358 583
Transfers and subsidies - capital (monetary allocations)	556 506	642 190	790 550	537 114	527 678	527 678	482 806	448 077	459 530	458 370
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	419 498	318 484	526 987	755 827	804 976	804 976	908 261	803 494	802 747	816 953
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	419 498	318 484	526 987	755 827	804 976	804 976	908 261	803 494	802 747	816 953
Capital expenditure & funds sources										
Capital expenditure	1 642	18 280	13 394	597 614	626 078	626 078	522 543	499 271	466 114	465 250
Transfers recognised - capital	(2 939)	8 320	2 065	537 114	527 678	527 678	511 178	448 077	459 530	458 370
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	4 581	9 961	11 329	60 500	98 400	98 400	11 366	51 194	6 584	6 880
Total sources of capital funds	1 642	18 280	13 394	597 614	626 078	626 078	522 543	499 271	466 114	465 250
Financial position										
Total current assets	1 748 455	1 663 176	1 660 492	2 194 072	2 194 072	2 194 072	2 027 454	1 895 095	2 095 934	2 305 637
Total non current assets	4 595 429	4 935 583	5 459 034	3 738 133	3 766 597	3 766 597	5 892 451	6 198 101	6 427 091	6 694 470
Total current liabilities	1 609 886	1 550 165	1 558 067	1 372 223	1 372 223	1 372 223	1 527 004	1 728 849	1 808 376	1 889 753
Total non current liabilities	73 073	72 366	78 568	72 366	72 366	72 366	78 568	20 000	20 920	21 861
Community wealth/Equity	4 719 886	4 964 348	6 456 486	4 483 781	4 512 245	4 512 245	6 386 920	3 245 448	3 549 315	3 785 794
Cash flows										
Net cash from (used) operating	1 356 183	431 972	683 007	1 039 768	1 008 198	1 008 198	788 612	848 318	668 627	678 012
Net cash from (used) investing	(350)	(17 963)	(10 225)	(594 329)	(606 828)	(606 828)	(493 054)	(514 882)	(528 788)	(530 727)
Net cash from (used) financing	–	–	–	–	–	–	138	–	–	–
Cash/cash equivalents at the year end	1 398 080	585 229	1 034 068	624 739	580 669	580 669	295 696	554 914	694 753	842 038
Cash backing/surplus reconciliation										
Cash and investments available	171 221	361 276	105 678	624 739	624 739	624 739	105 928	554 914	694 753	842 038
Application of cash and investments	(1 900 975)	377 286	507 165	278 001	268 638	268 638	461 775	587 242	732 868	765 847
Balance - surplus (shortfall)	2 072 195	(16 009)	(401 488)	346 738	356 101	356 101	(355 847)	(32 328)	(38 115)	76 191
Asset management										
Asset register summary (WDV)	3 549 079	3 687 852	3 696 402	3 736 633	3 765 097	3 765 097		5 697 257	5 959 331	6 227 500
Depreciation	181 858	260 297	188 210	189 540	189 540	189 540		197 027	206 091	215 365
Renewal and Upgrading of Existing Assets	(70)	481	(1 165)	72 120	87 262	87 262		109 133	143 062	146 854
Repairs and Maintenance	43 029	43 926	66 717	100 422	100 520	100 520		92 358	96 606	90 458
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–		–	–	–
Revenue cost of free services provided	–	–	–	–	–	–		–	–	–
Households below minimum service level										
Water:	0	–	–	319 398	319 398	319 398		467 082	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

DC13 Chris Hani - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional										
Governance and administration		**725 440**	**699 581**	**840 833**	**1 124 026**	**1 154 117**	**1 154 117**	**1 111 453**	**1 174 904**	**1 241 647**
Executive and council		–	–	–	–	–	–	–	–	–
Finance and administration		725 440	699 581	840 833	1 124 026	1 154 117	1 154 117	1 111 453	1 174 904	1 241 647
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community and social services		–	–	–	–	–	–	–	–	–
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		**618 385**	**704 581**	**845 001**	**622 372**	**595 964**	**595 964**	**537 135**	**463 764**	**462 803**
Planning and development		617 840	703 874	844 156	619 474	594 047	594 047	535 735	463 316	462 329
Road transport		–	–	–	–	–	–	–	–	–
Environmental protection		545	707	845	2 898	1 917	1 917	1 400	448	474
Trading services		**370 644**	**385 669**	**434 145**	**428 801**	**467 551**	**467 551**	**520 271**	**550 244**	**561 271**
Energy sources		–	–	–	–	–	–	–	–	–
Water management		307 984	304 388	358 800	340 634	379 384	379 384	411 814	435 279	439 408
Waste water management		62 660	81 281	75 345	88 167	88 167	88 167	108 457	114 965	121 863
Waste management		–	–	–	–	–	–	–	–	–
Other	4	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Revenue - Functional	2	**1 714 469**	**1 789 831**	**2 119 979**	**2 175 200**	**2 217 632**	**2 217 632**	**2 168 860**	**2 188 912**	**2 265 721**
Expenditure - Functional										
Governance and administration		**354 687**	**413 922**	**416 992**	**399 245**	**399 783**	**399 783**	**407 148**	**427 585**	**450 556**
Executive and council		53 108	72 372	70 744	81 124	80 900	80 900	81 113	85 410	89 860
Finance and administration		298 688	337 672	343 079	314 561	315 324	315 324	322 230	338 117	356 918
Internal audit		2 891	3 879	3 170	3 560	3 560	3 560	3 806	4 058	3 778
Community and public safety		**27 715**	**22 042**	**22 848**	**26 463**	**26 829**	**26 829**	**30 433**	**32 126**	**33 552**
Community and social services		21 071	14 982	16 510	17 682	18 088	18 088	20 813	21 908	22 707
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		5 600	5 844	5 253	5 913	6 129	6 129	6 260	6 683	7 129
Housing		–	–	–	–	–	–	–	–	–
Health		1 045	1 217	1 085	2 868	2 612	2 612	3 360	3 535	3 716
Economic and environmental services		**100 423**	**175 411**	**112 485**	**133 512**	**128 195**	**128 195**	**174 068**	**144 148**	**158 511**
Planning and development		67 124	141 081	77 312	95 470	91 500	91 500	133 775	104 224	115 835
Road transport		1 645	1 636	1 377	1 642	1 642	1 642	1 763	1 888	2 020
Environmental protection		31 654	32 694	33 795	36 400	35 053	35 053	38 530	38 035	40 656
Trading services		**838 850**	**890 887**	**1 069 699**	**860 152**	**857 849**	**857 849**	**753 717**	**782 306**	**806 150**
Energy sources		–	–	–	–	–	–	–	–	–
Water management		778 628	830 600	1 015 606	506 712	549 125	549 125	544 833	573 322	582 489
Waste water management		60 222	60 288	54 093	353 441	308 724	308 724	208 884	208 984	223 661
Waste management		–	–	–	–	–	–	–	–	–
Other	4	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Expenditure - Functional	3	**1 321 676**	**1 502 263**	**1 622 024**	**1 419 373**	**1 412 656**	**1 412 656**	**1 365 366**	**1 386 165**	**1 448 769**
Surplus/(Deficit) for the year		**392 793**	**287 568**	**497 954**	**755 827**	**804 976**	**804 976**	**803 494**	**802 747**	**816 953**

DC13 Chris Hani - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote	1									
Vote 01 - Council		–	–	–	–	–	–	–	–	–
Vote 02 - Municipal Manager		682	518	399	–	481	481	450	–	–
Vote 03 - Budget & Treasury		722 957	714 124	847 153	1 123 654	1 153 654	1 153 654	1 111 023	1 174 904	1 241 647
Vote 04 - Community Services		545	707	845	2 898	1 917	1 917	1 400	448	474
Vote 05 - Corporate Services		2 483	2 021	2 165	372	463	463	430	–	–
Vote 06 - Planning & Development		4 453	1 293	980	–	249	249	260	–	–
Vote 07 - Technical Services		983 350	1 071 168	1 268 437	1 048 275	1 060 867	1 060 867	1 055 296	1 013 561	1 023 600
Vote 08 - Roadworks		–	–	–	–	–	–	–	–	–
Vote 09 - Entity: Chis Hani Development Agency		–	–	–	–	–	–	–	–	–
Vote 10 - Vote 10		–	–	–	–	–	–	–	–	–
Vote 11 - Vote 11		–	–	–	–	–	–	–	–	–
Vote 12 - Vote 12		–	–	–	–	–	–	–	–	–
Vote 13 - Vote 13		–	–	–	–	–	–	–	–	–
Vote 14 - Vote 14		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**1 714 469**	**1 789 831**	**2 119 979**	**2 175 200**	**2 217 632**	**2 217 632**	**2 168 860**	**2 188 912**	**2 265 721**
Expenditure by Vote *to be appropriated*	1									
Vote 01 - Council		24 123	22 929	25 242	25 790	25 825	25 825	26 291	27 718	29 199
Vote 02 - Municipal Manager		51 159	75 030	70 772	107 681	119 923	119 923	110 006	113 685	119 516
Vote 03 - Budget & Treasury		114 409	124 293	101 264	93 855	93 490	93 490	96 099	101 603	119 771
Vote 04 - Community Services		59 370	54 736	56 644	62 863	61 882	61 882	68 962	70 161	74 208
Vote 05 - Corporate Services		167 821	195 771	223 823	188 544	186 765	186 765	192 121	200 347	198 724
Vote 06 - Planning & Development		40 163	23 945	19 449	34 127	34 718	34 718	33 313	34 863	36 636
Vote 07 - Technical Services		862 987	1 003 924	1 123 454	904 870	888 411	888 411	836 811	835 899	868 695
Vote 08 - Roadworks		1 645	1 636	1 377	1 642	1 642	1 642	1 763	1 888	2 020
Vote 09 - Entity: Chis Hani Development Agency		–	–	–	–	–	–	–	–	–
Vote 10 - Vote 10		–	–	–	–	–	–	–	–	–
Vote 11 - Vote 11		–	–	–	–	–	–	–	–	–
Vote 12 - Vote 12		–	–	–	–	–	–	–	–	–
Vote 13 - Vote 13		–	–	–	–	–	–	–	–	–
Vote 14 - Vote 14		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**1 321 676**	**1 502 263**	**1 622 024**	**1 419 373**	**1 412 656**	**1 412 656**	**1 365 366**	**1 386 165**	**1 448 769**
Surplus/(Deficit) for the year	2	**392 793**	**287 568**	**497 954**	**755 827**	**804 976**	**804 976**	**803 494**	**802 747**	**816 953**

DC13 Chris Hani - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	307 984	304 388	358 800	340 634	340 634	340 634	310 363	391 072	414 536	439 408
Service charges - Waste Water Management	2	62 660	64 717	66 861	88 167	88 167	88 167	59 667	108 457	114 965	121 863
Service charges - Waste Management	2	-	-	-	-	-	-	-	-	-	-
Sale of Goods and Rendering of Services		648	435	80	633	633	633	271	671	711	754
Agency services											
Interest											
Interest earned from Receivables		62 769	84 185	162 747	104 950	134 950	134 950	156 110	143 047	151 630	160 728
Interest earned from Current and Non Current Assets		7 527	10 605	16 893	43 095	43 095	43 095	16 988	45 680	48 421	51 326
Dividends											
Rent on Land											
Rental from Fixed Assets		-	-	-	-	-	-	-	-	-	-
Licence and permits		61	60	83	299	299	299	64	317	336	356
Operational Revenue		339	397	320	274 981	274 981	274 981	70 834	178 878	189 610	200 987
Non-Exchange Revenue											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	99	99	99	-	105	111	118
Licences or permits											
Transfer and subsidies - Operational		714 682	665 973	711 993	781 943	803 811	803 811	761 770	849 074	805 370	827 899
Interest											
Fuel Levy											
Operational Revenue											
Gains on disposal of Assets		1 292	317	3 169	3 285	3 285	3 285	-	3 482	3 691	3 913
Other Gains		-	16 563	8 484	-	-	-	-	-	-	-
Discontinued Operations											
Total Revenue (excluding capital transfers and contributions)		**1 157 963**	**1 147 641**	**1 329 429**	**1 638 085**	**1 689 953**	**1 689 953**	**1 376 066**	**1 720 783**	**1 729 382**	**1 807 351**
Expenditure											
Employee related costs	2	379 973	407 269	394 560	421 281	420 124	420 124	367 748	452 001	483 249	517 474
Remuneration of councillors		12 918	12 426	12 542	13 223	13 223	13 223	11 594	13 871	14 509	15 162
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	33 493	18 361	103 121	57 315	57 310	57 310	(89 856)	61 497	64 326	67 220
Debt impairment	3	-	-	-	223 935	183 935	183 935	-	120 000	125 520	131 168
Depreciation and amortisation		181 858	260 297	188 210	189 540	189 540	189 540	89 069	197 027	206 091	215 365
Interest		456	2 842	492	500	500	500	244	500	-	-
Contracted services		182 088	205 766	225 582	277 718	303 494	303 494	210 117	310 765	293 958	287 213
Transfers and subsidies		53 842	70 713	60 684	86 808	89 808	89 808	60 717	65 298	49 528	59 448
Irrecoverable debts written off		304 180	335 286	491 674	-	-	-	167 951	-	-	-
Operational costs		144 866	156 063	108 558	149 053	154 419	154 419	132 644	144 406	148 984	155 718
Losses on disposal of Assets		906	876	7 569	-	-	-	-	-	-	-
Other Losses		392	1 447	-	-	304	304	383	-	-	-
Total Expenditure		**1 294 972**	**1 471 347**	**1 592 992**	**1 419 373**	**1 412 656**	**1 412 656**	**950 611**	**1 365 366**	**1 386 165**	**1 448 769**
Surplus/(Deficit)		**(137 009)**	**(323 706)**	**(263 563)**	**218 713**	**277 297**	**277 297**	**425 455**	**355 418**	**343 217**	**358 583**
Transfers and subsidies - capital (monetary allocations)	6	556 506	642 190	790 550	537 114	527 678	527 678	482 806	448 077	459 530	458 370
Transfers and subsidies - capital (in-kind)	6										
Surplus/(Deficit) after capital transfers & contributions		**419 498**	**318 484**	**526 987**	**755 827**	**804 976**	**804 976**	**908 261**	**803 494**	**802 747**	**816 953**
Income Tax											
Surplus/(Deficit) after income tax		**419 498**	**318 484**	**526 987**	**755 827**	**804 976**	**804 976**	**908 261**	**803 494**	**802 747**	**816 953**
Share of Surplus/Deficit attributable to Joint Venture											
Share of Surplus/Deficit attributable to Minorities											
Surplus/(Deficit) attributable to municipality		**419 498**	**318 484**	**526 987**	**755 827**	**804 976**	**804 976**	**908 261**	**803 494**	**802 747**	**816 953**
Share of Surplus/Deficit attributable to Associate	7										
Intercompany/Parent subsidiary transactions											
Surplus/(Deficit) for the year	1	**419 498**	**318 484**	**526 987**	**755 827**	**804 976**	**804 976**	**908 261**	**803 494**	**802 747**	**816 953**

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 01 - Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 03 - Budget & Treasury		1 414	7 260	11 329	60 500	36 500	36 500	4 266	31 000	–	–
Vote 04 - Community Services		–	–	–	–	–	–	–	–	–	–
Vote 05 - Corporate Services		3 167	2 701	–	–	–	–	–	2 900	–	–
Vote 06 - Planning & Development		–	0	0	–	–	–	(80)	–	–	–
Vote 07 - Technical Services		(2 939)	8 320	2 065	537 114	589 578	589 578	518 357	465 371	466 114	465 250
Vote 08 - Roadworks		–	–	–	–	–	–	–	–	–	–
Vote 09 - Entity: Chis Hani Development Agency		–	–	–	–	–	–	–	–	–	–
Vote 10 - Vote 10		–	–	–	–	–	–	–	–	–	–
Vote 11 - Vote 11		–	–	–	–	–	–	–	–	–	–
Vote 12 - Vote 12		–	–	–	–	–	–	–	–	–	–
Vote 13 - Vote 13		–	–	–	–	–	–	–	–	–	–
Vote 14 - Vote 14		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**1 642**	**18 280**	**13 394**	**597 614**	**626 078**	**626 078**	**522 543**	**499 271**	**466 114**	**465 250**
Single-year expenditure *to be appropriated*	2										
Vote 01 - Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 03 - Budget & Treasury		–	–	–	–	–	–	–	–	–	–
Vote 04 - Community Services		–	–	–	–	–	–	–	–	–	–
Vote 05 - Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 06 - Planning & Development		–	–	–	–	–	–	–	–	–	–
Vote 07 - Technical Services		–	–	–	–	–	–	–	–	–	–
Vote 08 - Roadworks		–	–	–	–	–	–	–	–	–	–
Vote 09 - Entity: Chis Hani Development Agency		–	–	–	–	–	–	–	–	–	–
Vote 10 - Vote 10		–	–	–	–	–	–	–	–	–	–
Vote 11 - Vote 11		–	–	–	–	–	–	–	–	–	–
Vote 12 - Vote 12		–	–	–	–	–	–	–	–	–	–
Vote 13 - Vote 13		–	–	–	–	–	–	–	–	–	–
Vote 14 - Vote 14		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Capital Expenditure - Vote		**1 642**	**18 280**	**13 394**	**597 614**	**626 078**	**626 078**	**522 543**	**499 271**	**466 114**	**465 250**
Capital Expenditure - Functional											
Governance and administration		**4 581**	**9 961**	**11 329**	**60 500**	**36 500**	**36 500**	**4 266**	**33 900**	**–**	**–**
Executive and council		–	–	–	–	–	–	–	–	–	–
Finance and administration		4 581	9 961	11 329	60 500	36 500	36 500	4 266	33 900	–	–
Internal audit											
Community and public safety		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community and social services											
Sport and recreation											
Public safety											
Housing											
Health											
Economic and environmental services		**–**	**0**	**0**	**8 700**	**7 594**	**7 594**	**7 514**	**448 077**	**459 530**	**458 370**
Planning and development		–	0	0	8 700	7 594	7 594	7 514	448 077	459 530	458 370
Road transport											
Environmental protection											
Trading services		**(2 939)**	**8 320**	**2 065**	**528 414**	**581 985**	**581 985**	**510 763**	**17 294**	**6 584**	**6 880**
Energy sources											
Water management		(2 939)	7 913	2 060	494 764	558 683	558 683	486 607	17 294	6 584	6 880
Waste water management		(0)	407	4	33 650	23 301	23 301	24 156	–	–	–
Waste management											
Other											
Total Capital Expenditure - Functional	3	**1 642**	**18 280**	**13 394**	**597 614**	**626 078**	**626 078**	**522 543**	**499 271**	**466 114**	**465 250**
Funded by:											
National Government		(3 044)	8 524	1 623	537 114	527 678	527 678	510 772	448 077	459 530	458 370
Provincial Government		105	(204)	442	–	–	–	405	–	–	–
District Municipality											
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)											
Transfers recognised - capital	4	**(2 939)**	**8 320**	**2 065**	**537 114**	**527 678**	**527 678**	**511 178**	**448 077**	**459 530**	**458 370**
Borrowing	6										
Internally generated funds		4 581	9 961	11 329	60 500	98 400	98 400	11 366	51 194	6 584	6 880
Total Capital Funding	7	**1 642**	**18 280**	**13 394**	**597 614**	**626 078**	**626 078**	**522 543**	**499 271**	**466 114**	**465 250**

DC13 Chris Hani - Table A6 Budgeted Financial Position

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS											
Current assets											
Cash and cash equivalents		171 221	361 276	105 678	624 739	624 739	624 739	105 928	554 914	694 753	842 038
Trade and other receivables from exchange transactions	1	420 073	483 347	689 421	683 862	683 862	683 862	1 035 647	449 672	470 357	491 523
Receivables from non-exchange transactions	1	–	–	–	–	–	–	–	–	–	–
Current portion of non-current receivables		(194)	(207)	(207)	–	–	–	(207)	–	–	–
Inventory	2	14 001	20 925	14 111	14 111	14 111	14 111	14 111	14 111	14 111	14 111
VAT		1 129 193	783 131	835 461	871 360	871 360	871 360	856 012	876 398	916 713	957 965
Other current assets		14 161	14 704	16 028	–	–	–	15 964	–	–	–
Total current assets		**1 748 455**	**1 663 176**	**1 660 492**	**2 194 072**	**2 194 072**	**2 194 072**	**2 027 454**	**1 895 095**	**2 095 934**	**2 305 637**
Non current assets											
Investments											
Investment property											
Property, plant and equipment	3	4 593 316	4 933 612	5 452 664	3 736 430	3 764 894	3 764 894	5 886 082	6 191 789	6 420 488	6 687 571
Biological assets											
Living and non-living resources											
Heritage assets		–	–	963	–	–	–	963	1 010	1 057	1 104
Intangible assets		261	119	3 554	203	203	203	3 554	3 728	3 900	4 075
Trade and other receivables from exchange transactions		–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions		352	352	352	–	–	–	352	–	–	–
Other non-current assets		1 500	1 500	1 500	1 500	1 500	1 500	1 500	1 574	1 646	1 720
Total non current assets		**4 595 429**	**4 935 583**	**5 459 034**	**3 738 133**	**3 766 597**	**3 766 597**	**5 892 451**	**6 198 101**	**6 427 091**	**6 694 470**
TOTAL ASSETS		**6 343 884**	**6 598 759**	**7 119 526**	**5 932 206**	**5 960 670**	**5 960 670**	**7 919 906**	**8 093 196**	**8 523 024**	**9 000 107**
LIABILITIES											
Current liabilities											
Bank overdraft											
Financial liabilities		2 114	–	179	2 215	2 215	2 215	179	187	196	205
Consumer deposits		649	772	904	1 458	1 458	1 458	1 060	949	992	1 037
Trade and other payables from exchange transactions	4	271 967	416 649	349 280	164 321	164 321	164 321	249 096	365 261	382 062	399 255
Trade and other payables from non-exchange transactions	5	82 541	15 941	32 395	44 206	44 206	44 206	48 429	48 429	50 657	52 936
Provision		86 972	84 325	84 325	84 325	84 325	84 325	84 325	88 457	92 526	96 689
VAT		1 165 643	1 032 479	1 090 984	1 075 699	1 075 699	1 075 699	1 143 915	1 225 567	1 281 943	1 339 630
Other current liabilities											
Total current liabilities		**1 609 886**	**1 550 165**	**1 558 067**	**1 372 223**	**1 372 223**	**1 372 223**	**1 527 004**	**1 728 849**	**1 808 376**	**1 889 753**
Non current liabilities											
Financial liabilities	6	–	–	–	18 925	18 925	18 925	–	20 000	20 920	21 861
Provision	7	73 073	72 366	78 568	53 441	53 441	53 441	78 568	–	–	–
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities											
Total non current liabilities		**73 073**	**72 366**	**78 568**	**72 366**	**72 366**	**72 366**	**78 568**	**20 000**	**20 920**	**21 861**
TOTAL LIABILITIES		**1 682 958**	**1 622 531**	**1 636 635**	**1 444 589**	**1 444 589**	**1 444 589**	**1 605 572**	**1 748 849**	**1 829 296**	**1 911 614**
NET ASSETS		**4 660 926**	**4 976 228**	**5 482 891**	**4 487 616**	**4 516 081**	**4 516 081**	**6 314 334**	**6 344 347**	**6 693 728**	**7 088 493**
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	2 029 825	2 274 287	3 766 425	4 483 781	4 512 245	4 512 245	3 696 859	3 245 448	3 549 315	3 785 794
Reserves and funds	9	2 690 061	2 690 061	2 690 061	–	–	–	2 690 061	–	–	–
Other											
TOTAL COMMUNITY WEALTH/EQUITY	10	**4 719 886**	**4 964 348**	**6 456 486**	**4 483 781**	**4 512 245**	**4 512 245**	**6 386 920**	**3 245 448**	**3 549 315**	**3 785 794**

DC13 Chris Hani - Table A7 Budgeted Cash Flows

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates									-	-	-
Service charges		78 300	96 141	63 920	257 281	257 281	257 281	36 688	227 265	240 901	255 355
Other revenue		2 037 162	203 366	69 182	275 379	303 879	303 879	159 885	171 776	447	474
Transfers and Subsidies - Operational	1	7 803	459 193	674 927	781 943	781 943	781 943	730 258	850 286	848 329	883 983
Transfers and Subsidies - Capital	1	662 073	632 611	827 558	537 114	511 714	511 714	578 365	446 865	460 659	459 274
Interest		7 527	9 475	12 929	100 035	100 035	100 035	16 773	139 138	146 846	154 940
Dividends									-	-	-
Payments											
Suppliers and employees		(1 436 391)	(901 026)	(915 280)	(833 406)	(868 076)	(868 076)	(680 793)	(920 212)	(984 213)	(1 028 566)
Interest		(291)	(125)	61	(450)	(450)	(450)	(239)	(500)	(500)	(500)
Transfers and Subsidies	1	-	(67 663)	(50 290)	(78 127)	(78 127)	(78 127)	(52 326)	(66 296)	(43 842)	(46 948)
NET CASH FROM/(USED) OPERATING ACTIVITIES		**1 356 183**	**431 972**	**683 007**	**1 039 768**	**1 008 198**	**1 008 198**	**788 612**	**848 318**	**668 627**	**678 012**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		1 292	317	3 169	3 285	3 285	3 285	-	3 482	3 691	3 913
Decrease (increase) in non-current receivables		-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments									-	-	-
Payments											
Capital assets		(1 642)	(18 280)	(13 394)	(597 614)	(610 113)	(610 113)	(493 054)	(518 365)	(532 479)	(534 640)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(350)**	**(17 963)**	**(10 225)**	**(594 329)**	**(606 828)**	**(606 828)**	**(493 054)**	**(514 882)**	**(528 788)**	**(530 727)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									-	-	-
Borrowing long term/refinancing									-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	138	-	-	-
Payments											
Repayment of borrowing									-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		**-**	**-**	**-**	**-**	**-**	**-**	**138**	**-**	**-**	**-**
NET INCREASE/ (DECREASE) IN CASH HELD		**1 355 832**	**414 009**	**672 782**	**445 439**	**401 370**	**401 370**	**295 696**	**333 436**	**139 839**	**147 285**
Cash/cash equivalents at the year begin:	2	**42 247**	**171 221**	**361 286**	**179 300**	**179 300**	**179 300**	**-**	**221 477**	**554 914**	**694 753**
Cash/cash equivalents at the year end:	2	**1 398 080**	**585 229**	**1 034 068**	**624 739**	**580 669**	**580 669**	**295 696**	**554 914**	**694 753**	**842 038**

DC13 Chris Hani - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash and investments available											
Cash/cash equivalents at the year end	1	1 398 080	585 229	1 034 068	624 739	580 669	580 669	295 696	554 914	694 753	842 038
Other current investments > 90 days		(1 226 859)	(223 953)	(928 390)	–	44 070	44 070	(189 768)	–	–	–
Non current Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		**171 221**	**361 276**	**105 678**	**624 739**	**624 739**	**624 739**	**105 928**	**554 914**	**694 753**	**842 038**
Application of cash and investments											
Unspent conditional transfers		82 541	15 941	32 395	–	–	–	96 334	48 429	50 657	52 936
Unspent borrowing											
Statutory requirements	2	36 451	249 348	255 532	204 339	204 339	204 339	287 912	349 168	365 230	381 665
Other working capital requirements	3	(2 106 939)	27 673	134 913	(10 663)	(20 026)	(20 026)	(6 796)	101 188	224 455	234 556
Other provisions		86 972	84 325	84 325	84 325	84 325	84 325	84 325	88 457	92 526	96 689
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		**(1 900 975)**	**377 286**	**507 165**	**278 001**	**268 638**	**268 638**	**461 775**	**587 242**	**732 868**	**765 847**
Surplus(shortfall) - Excluding Non-Current Creditors Trf to Debt Relief Benefits		**2 072 195**	**(16 009)**	**(401 488)**	**346 738**	**356 101**	**356 101**	**(355 847)**	**(32 328)**	**(38 115)**	**76 191**
Creditors transferred to Debt Relief - Non-Current portion		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Surplus(shortfall) - Including Non-Current Creditors Trf to Debt Relief Benefits		**2 072 195**	**(16 009)**	**(401 488)**	**346 738**	**356 101**	**356 101**	**(355 847)**	**(32 328)**	**(38 115)**	**76 191**

DC13 Chris Hani - Table A9 Asset Management

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CAPITAL EXPENDITURE										
Total New Assets	1	1 712	17 799	14 560	525 494	538 816	538 816	390 137	323 052	318 396
Roads Infrastructure		–	30	–	17 714	7 947	7 947	2 100	–	–
Storm water Infrastructure		–	–	–	1 500	–	–	–	–	–
Water Supply Infrastructure		(2 819)	7 810	3 261	391 830	445 210	445 210	316 743	311 380	310 516
Sanitation Infrastructure		(50)	(1)	(31)	53 950	43 160	43 160	26 100	1 588	1 000
Infrastructure		***(2 869)***	***7 839***	***3 230***	***464 994***	***496 316***	***496 316***	***344 943***	***312 968***	***311 516***
Computer Equipment		**1 190**	**3 855**	**3 564**	**11 750**	**11 750**	**11 750**	**7 000**	**–**	**–**
Furniture and Office Equipment		**224**	**55**	**476**	**11 500**	**11 500**	**11 500**	**6 500**	**–**	**–**
Machinery and Equipment		**–**	**649**	**1 398**	**250**	**6 250**	**6 250**	**16 294**	**6 584**	**6 880**
Transport Assets		**3 167**	**5 402**	**5 892**	**37 000**	**13 000**	**13 000**	**10 400**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**5 000**	**3 500**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Renewal of Existing Assets	2	–	–	–	3 000	–	–	3 000	–	–
Information and Communication Infrastructure		–	–	–	3 000	–	–	3 000	–	–
Infrastructure		**–**	**–**	**–**	***3 000***	**–**	**–**	***3 000***	**–**	**–**
Total Upgrading of Existing Assets	6	(70)	481	(1 165)	69 120	87 262	87 262	106 133	143 062	146 854
Water Supply Infrastructure		(70)	207	–	–	5 000	5 000	40 967	33 171	36 459
Sanitation Infrastructure		–	274	(1 165)	69 120	82 262	82 262	65 166	109 891	110 395
Infrastructure		***(70)***	***481***	***(1 165)***	***69 120***	***87 262***	***87 262***	***106 133***	***143 062***	***146 854***
Total Capital Expenditure	4	1 642	18 280	13 394	597 614	626 078	626 078	499 271	466 114	465 250
Roads Infrastructure		–	30	–	17 714	7 947	7 947	2 100	–	–
Storm water Infrastructure		–	–	–	1 500	–	–	–	–	–
Water Supply Infrastructure		(2 889)	8 018	3 261	391 830	450 210	450 210	357 710	344 552	346 975
Sanitation Infrastructure		(50)	273	(1 196)	123 070	125 422	125 422	91 266	111 479	111 395
Information and Communication Infrastructure		–	–	–	3 000	–	–	3 000	–	–
Infrastructure		***(2 939)***	***8 320***	***2 065***	***537 114***	***583 578***	***583 578***	***454 077***	***456 030***	***458 370***
Computer Equipment		**1 190**	**3 855**	**3 564**	**11 750**	**11 750**	**11 750**	**7 000**	**–**	**–**
Furniture and Office Equipment		**224**	**55**	**476**	**11 500**	**11 500**	**11 500**	**6 500**	**–**	**–**
Machinery and Equipment		**–**	**649**	**1 398**	**250**	**6 250**	**6 250**	**16 294**	**6 584**	**6 880**
Transport Assets		**3 167**	**5 402**	**5 892**	**37 000**	**13 000**	**13 000**	**10 400**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**5 000**	**3 500**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
TOTAL CAPITAL EXPENDITURE - Asset class		1 642	18 280	13 394	597 614	626 078	626 078	499 271	466 114	465 250
ASSET REGISTER SUMMARY - PPE (WDV)	5	3 549 079	3 687 852	3 696 402	3 736 633	3 765 097	3 765 097	5 697 257	5 959 331	6 227 500
Roads Infrastructure		10 330	9 900	9 469	–	–	–	(1 295)	(1 355)	(1 416)
Water Supply Infrastructure		3 072 952	3 242 698	3 251 051	3 557 881	3 623 798	3 623 798	5 758 492	6 023 382	6 294 434
Sanitation Infrastructure		286 514	253 368	241 271	115 049	98 596	98 596	(39 435)	(41 249)	(43 105)
Information and Communication Infrastructure		1 210	1 210	1 210	3 000	–	–	–	–	–
Infrastructure		***3 371 005***	***3 507 176***	***3 503 000***	***3 675 930***	***3 722 394***	***3 722 394***	***5 717 761***	***5 980 778***	***6 249 913***
Community Assets		**–**	**–**	15 876	**–**	**–**	**–**	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**963**	**–**	**–**	**–**	**1 010**	**1 057**	**1 104**
Other Assets		70 940	68 202	65 351	–	–	–	(1 576)	(1 649)	(1 723)
Biological or Cultivated Assets										
Intangible Assets		261	119	3 554	203	203	203	3 728	3 900	4 075
Computer Equipment		**2 622**	**4 863**	**6 703**	**11 750**	**11 750**	**11 750**	**(2 608)**	**(2 728)**	**(2 851)**
Furniture and Office Equipment		**7 835**	**7 825**	**6 337**	**11 500**	**11 500**	**11 500**	**(5 577)**	**(5 834)**	**(6 096)**
Machinery and Equipment		**11 985**	**10 323**	**9 127**	**250**	**6 250**	**6 250**	**(4 787)**	**(5 008)**	**(5 233)**
Transport Assets		**54 086**	**58 999**	**55 144**	**37 000**	**13 000**	**13 000**	**(10 694)**	**(11 186)**	**(11 689)**
Land		**30 346**	**30 346**	**30 346**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	3 549 079	3 687 852	3 696 402	3 736 633	3 765 097	3 765 097	5 697 257	5 959 331	6 227 500
EXPENDITURE OTHER ITEMS		224 887	304 223	254 927	289 962	290 060	290 060	289 385	302 697	305 823
Depreciation	7	181 858	260 297	188 210	189 540	189 540	189 540	197 027	206 091	215 365
Repairs and Maintenance by Asset Class	3	43 029	43 926	66 717	100 422	100 520	100 520	92 358	96 606	90 458
Water Supply Infrastructure		15 963	17 358	37 123	44 052	43 565	43 565	40 055	41 897	43 782
Sanitation Infrastructure		17 630	14 823	17 836	36 848	37 535	37 535	35 857	37 506	39 188
Infrastructure		***33 593***	***32 181***	***54 959***	***80 900***	***81 099***	***81 099***	***75 911***	***79 403***	***82 971***
Operational Buildings		159	305	1 508	7 000	7 000	7 000	6 800	7 113	7 433
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***159***	***305***	***1 508***	***7 000***	***7 000***	***7 000***	***6 800***	***7 113***	***7 433***
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**–**	**–**	**24**	**522**	**522**	**522**	**647**	**676**	**55**
Transport Assets		**9 277**	**11 439**	**10 226**	**12 000**	**11 899**	**11 899**	**9 000**	**9 414**	**–**
TOTAL EXPENDITURE OTHER ITEMS		224 887	304 223	254 927	289 962	290 060	290 060	289 385	302 697	305 823
Renewal and upgrading of Existing Assets as % of total capex		*-4.3%*	*2.6%*	*-8.7%*	*12.1%*	*13.9%*	*13.9%*	*21.9%*	*30.7%*	*31.6%*
Renewal and upgrading of Existing Assets as % of deprecn		*0.0%*	*0.2%*	*-0.6%*	*38.1%*	*46.0%*	*46.0%*	*55.4%*	*69.4%*	*68.2%*
R&M as a % of PPE & Investment Property		*1.2%*	*1.2%*	*1.8%*	*2.7%*	*2.7%*	*2.7%*	*1.6%*	*1.6%*	*1.5%*
Renewal and upgrading and R&M as a % of PPE and Investment Property		*1.2%*	*1.2%*	*1.8%*	*4.6%*	*5.0%*	*5.0%*	*3.5%*	*4.0%*	*3.8%*

DC13 Chris Hani - Table A10 Basic service delivery measurement

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Household service targets	1									
Water:										
Piped water inside dwelling		–	–	–	–	–	–	–	–	–
Piped water inside yard (but not in dwelling)		–	–	–	–	–	–	–	–	–
Using public tap (at least min.service level)	2	–	–	–	–	–	–	–	–	–
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Using public tap (< min.service level)	3	–	–	–	–	–	–	–	–	–
Other water supply (< min.service level)	4	1	–	–	319 398 300	319 398 300	319 398 300	467 082 350	–	–
No water supply		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		1	–	–	319 398 300	319 398 300	319 398 300	467 082 350	–	–
Total number of households	5	**1**	**–**	**–**	**319 398 300**	**319 398 300**	**319 398 300**	**467 082 350**	**–**	**–**
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		932	–	–	184 351 700	184 351 700	184 351 700	94 130 650	–	–
Flush toilet (with septic tank)		–	–	–	–	–	–	–	–	–
Chemical toilet		–	–	–	–	–	–	–	–	–
Pit toilet (ventilated)		–	–	–	–	–	–	–	–	–
Other toilet provisions (> min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		932	–	–	184 351 700	184 351 700	184 351 700	94 130 650	–	–
Bucket toilet		–	–	–	–	–	–	–	–	–
Other toilet provisions (< min.service level)		–	–	–	–	–	–	–	–	–
No toilet provisions		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**932**	**–**	**–**	**184 351 700**	**184 351 700**	**184 351 700**	**94 130 650**	**–**	**–**
Energy:										
Electricity (at least min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Electricity (< min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (< min. service level)		–	–	–	–	–	–	–	–	–
Other energy sources		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Refuse:										
Removed at least once a week		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Removed less frequently than once a week		–	–	–	–	–	–	–	–	–
Using communal refuse dump		–	–	–	–	–	–	–	–	–
Using own refuse dump		–	–	–	–	–	–	–	–	–
Other rubbish disposal		–	–	–	–	–	–	–	–	–
No rubbish disposal		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (free minimum level service)		–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per household per month)		–	–	–	–	–	–	–	–	–
Refuse (removed at least once a week)		–	–	–	–	–	–	–	–	–
Informal Settlements		–	–	–	–	–	–	–	–	–
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per **indigent** household per month)		–	–	–	–	–	–	–	–	–
Sanitation (free sanitation service to **indigent households**)		–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per **indigent** household per month)		–	–	–	–	–	–	–	–	–
Refuse (removed once a week **for indigent households**)		–	–	–	–	–	–	–	–	–
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		–	–	–	–	–	–	–	–	–
Total cost of FBS provided	8	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates **(tariff adjustment)** (**impermissable values per section 17 of MPRA**)										
Property rates exemptions, reductions and rebates **and impermissable values in excess of section 17 of MPRA)**		–	–	–	–	–	–	–	–	–
Water **(in excess of 6 kilolitres per indigent household per month)**		–	–	–	–	–	–	–	–	–
Sanitation **(in excess of free sanitation service to indigent households)**		–	–	–	–	–	–	–	–	–
Electricity/other energy **(in excess of 50 kwh per indigent household per month)**		–	–	–	–	–	–	–	–	–
Refuse **(in excess of one removal a week for indigent households)**		–	–	–	–	–	–	–	–	–
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of subsidised services provided		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

ANNEXURE B

MUNICIPAL BUDGET REPORTING REGULATIONS A-SCHEDULES – VERSION 6.8

(capital budget per department)

		DETAILED MIG CAPITAL BUDGET		247 654 599.00	304 240 497.00	322 772 000.00
Year	Department	Vote No	Vote Description	2425	2526	2526
2425	Technical Services	35106680020K2AMPZZWD	CHDM INFRA ASSET MANAGEME	3 000 000.00	-	-
2425	Technical Services	35106680020K2C2GZZCY	C_INF_NEW_WATER SUPPLY_PUMP STATION	500 000.00	-	-
2425	Technical Services	35106680020K2C2HZZCS	CALA WASTE WATER TREATMENT WORKS	2 901 384.00	-	-
2425	Technical Services	35106680020K2C4YZZCB	CLT 8 WTR BKLG CHABA/GANY	500 000.00	-	-
2425	Technical Services	35106680020K2CBSZZCY	C_INF_NEW_SANITATION_CAPITAL SPARES	1 600 000.00	-	-
2425	Technical Services	35106680020K2CT8ZZCY	C_INF_NEW_WATER SUPPLY_DISTRIBUTION	1 000 000.00	-	-
2425	Technical Services	35106680020K2CTZZZCB	C_INF_NEW_WATER SUPPLY_DISTRIBUTION	-	-	-
2425	Technical Services	35106680020K2CU9ZZCB	C_INF_NEW_WATER SUPPLY_DISTRIBUTION	1 300 000.00	-	-
2425	Technical Services	35106680020K2CUZZZCN	C_INF_NEW_SANITATION_CAPITAL SPARES	-	1 000 000.00	1 000 000.00
2425	Technical Services	35106680020K2CVLZZCB	C_INF_NEW_ROADS INFRASTRUCTURE_ROADS	1 500 000.00	-	-
2425	Technical Services	35106680020K2CWFZZCB	C_INF_NEW_SANITATION_CAPITAL SPARES	5 000 000.00	-	-
2425	Technical Services	35106680020K2CWJZZCM	C_INF_EU_WATER SUPPLY_DISTRIBUTION	-	-	-
2425	Technical Services	35106680020K2YALZZCM	C_INF_NEW_WATER SUPPLY_CAPITAL SPARES	-	3 000 000.00	7 000 000.00
2425	Technical Services	35106680020K2YATZZCN	C_INF_NEW_WATER SUPPLY_CAPITAL SPARES	-	8 600 000.00	8 600 000.00
2425	Technical Services	35106680020K2YAVZZCM	DORD W&S SERV UPGR BLK WTR SUPPLY-PH4	-	-	-
2425	Technical Services	35106680020K2YBAZZCE	MOLTENO WTW	-	-	5 000 000.00
2425	Technical Services	35106680020K2YBEZZCE	C_INF_NEW_WATER SUPPLY_CAPITAL SPARES	-	-	-
2425	Technical Services	35106680020K2Z28ZZCB	CLUSTER 6 WTR SPPLY NGQONDO	-	5 000 000.00	7 540 902.00
2425	Technical Services	35106680020K2Z47ZZCE	TARKASTAD BULK SERVICES	-	-	1 000 000.00
2425	Technical Services	35106680020K2Z67ZZCE	NEW RATHWICK BLK SERV PH 5 WTR	-	-	3 000 000.00
2425	Technical Services	35106680020K2Z94ZZCB	CLT 5 BULK WATER SUPPLY PHASE 1	1 000 000.00	-	-
2425	Technical Services	35106680020K2Z96ZZCE	RA 60 HEWU BULK WTR SUPP(PH 10)	3 000 000.00	-	-
2425	Technical Services	35106680020K2Z97ZZCE	RA 60 HEWU BULK WTR SUPP(PH 11)	6 255 000.00	-	-
2425	Technical Services	35106680020K2ZD1ZZCM	CLT 1 WTR BLG MHLANGA/MAGWALA B W S	2 500 000.00	-	-
2425	Technical Services	35106680020K2ZP8ZZCB	CLT 6 SUNDWANA PHASE 2 WTR SUPPLY	-	3 000 000.00	-
2425	Technical Services	35106680020K2ZR8ZZCB	CLT 5 BULK WATER SUPPLY PHASE 3 WEST	345 000.00	-	-
2425	Technical Services	35106680020K2ZS5ZZCY	CLT 4 WTR BKLG GESINI(MAWUSHENI)/MATAFEN	8 900 000.00	-	-
2425	Technical Services	35106680020K2ZS7ZZCY	CLT 4 NQUQHU AND MPUNGA -WATER SUPLY	-	2 000 000.00	5 000 000.00
2425	Technical Services	35106680020K2ZY3ZZCY	COFIMVABA BULK WATER	-	2 400 000.00	4 800 000.00
2425	Technical Services	35106680020K2ZY4ZZCY	COFIMVABA BULK SEWER	-	800 000.00	1 200 000.00
2425	Technical Services	35106680020K2ZY5ZZCE	RA 60 HEWU BULK POPLAR GROVE TO MERINO	895 000.00	3 000 000.00	3 000 000.00
2425	Technical Services	35106680020K2ZYBZZCE	RA 60 HEWU BULK BUSHMAN KRANS	2 000 000.00	4 000 000.00	4 000 000.00
2425	Technical Services	35106680020K2ZYEZZCM	UPGRADING OF INDWE TOWN WATER SUPPLY	-	2 000 000.00	-
2425	Technical Services	35106680020K2ZYHZZCM	UPGRADING OF INDWE TOWN SANITATION INFRA	-	1 300 000.00	600 000.00
2425	Technical Services	35106680020K2ZYKZZCY	WTR SPPLY MAHLUNGULU	-	350 000.00	350 000.00
2425	Technical Services	35106680020K2ZYLZZCY	CLT 9 WTR BLG (XOLOBE PHASE 2)	-	2 500 000.00	2 500 000.00
2425	Technical Services	35106680020K2ZYMZZCY	CLT 9 WTR BLG (XOLOBE PHASE 3)	-	2 500 000.00	2 500 000.00
2425	Technical Services	35106680021K2C2HZZCS	CALA WASTE WATER TREATMENT WORKS	60 000.00	-	-
2425	Technical Services	35106680021K2CS7ZZCM	C_INF_NEW_SANITATION_CAPITAL SPARES	2 500 000.00	100 000.00	-
2425	Technical Services	35106680021K2U39ZZCB	CLT 7 WTR BKLG ELUHEWINI	40 000.00	-	-
2425	Technical Services	35106680021K2YALZZCM	C_INF_NEW_WATER SUPPLY_CAPITAL SPARES	100 000.00	500 000.00	500 000.00
2425	Technical Services	35106680021K2YAYZZCB	C_INF_NEW_SANITATION_CAPITAL SPARES	400 000.00	20 000.00	-
2425	Technical Services	35106680021K2YB4ZZCB	C_INF_NEW_WATER SUPPLY_CAPITAL SPARES	20 000.00	-	-
2425	Technical Services	35106680021K2YBAZZCE	MOLTENO WTW	-	-	1 000 000.00
2425	Technical Services	35106680021K2YBEZZCE	C_INF_NEW_WATER SUPPLY_CAPITAL SPARES	500 000.00	200 000.00	-
2425	Technical Services	35106680021K2YBHZZCE	REHABILITATION OF SEWER PONDS HOFMEYER	300 000.00	457 963.00	-
2425	Technical Services	35106680021K2Z28ZZCB	CLUSTER 6 WTR SPPLY NGQONDO	300 000.00	700 000.00	700 000.00
2425	Technical Services	35106680021K2Z47ZZCE	TARKASTAD BULK SERVICES	-	800 000.00	400 000.00
2425	Technical Services	35106680021K2Z60ZZCE	RA60 HEWU BLK WTR SPPLY P8 6ML RESEVOIR	150 000.00	100 000.00	-
2425	Technical Services	35106680021K2Z67ZZCE	NEW RATHWICK BLK SERV PH 5 WTR	-	500 000.00	462 790.00

		DETAILED MIG CAPITAL BUDGET CONTINUES		247 654 599.00	304 240 497.00	322 772 000.00
Year	Department	Vote No	Vote Description	2425	2526	2526
2425	Technical Services	35106680021K2Z93ZZCB	CLT 6 HLOPHEKAZI WATER SUPPLY	100 000.00	-	-
2425	Technical Services	35106680021K2Z94ZZCB	CLT 5 BULK WATER SUPPLY PHASE 1	30 000.00	-	-
2425	Technical Services	35106680021K2Z95ZZCE	RA 60 HEWU BULK WTR SUPP(PH 9)	100 000.00	-	-
2425	Technical Services	35106680021K2Z96ZZCE	RA 60 HEWU BULK WTR SUPP(PH 10)	150 000.00	100 000.00	-
2425	Technical Services	35106680021K2Z97ZZCE	RA 60 HEWU BULK WTR SUPP(PH 11)	250 000.00	100 000.00	-
2425	Technical Services	35106680021K2ZD1ZZCM	CLT 1 WTR BLG MHLANGA/MAGWALA B W S-ISD	700 000.00	-	-
2425	Technical Services	35106680021K2ZD6ZZCY	CLT 4 JOJWENI WATER SUPPLY-ISD FEES	50 000.00	-	-
2425	Technical Services	35106680021K2ZF1ZZCB	CTL 6 WTR BLG HLUPEKAZI WATER SUPP-ISD F	-	-	-
2425	Technical Services	35106680021K2ZF8ZZCN	CRADOCK BULK SANITAT SERVICES-ISD FEES	-	1 200 000.00	800 000.00
2425	Technical Services	35106680021K2ZG2ZZCE	TARKASTAD BULK SANITAT SERVICES-ISD FEES	-	1 000 000.00	500 000.00
2425	Technical Services	35106680021K2ZM9ZZCB	CLT 7 WTR BKLG MSINTSANA/GULANDODA-ISD F	40 000.00	-	-
2425	Technical Services	35106680021K2ZN1ZZCB	CLT 8 WTR BKLG CHABA/GANYA-ISD FEES	250 000.00	20 000.00	-
2425	Technical Services	35106680021K2ZN9ZZCY	CLT 4 MANZIMAHLE WATER SUPPLY-ISD FEES	-	-	300 000.00
2425	Technical Services	35106680021K2ZP8ZZCB	CLT 6 SUNDWANA PHASE 2 WTR SUPPLY-ISD FE	500 000.00	1 000 000.00	350 000.00
2425	Technical Services	35106680021K2ZR7ZZCB	CLT 5 BULK WTR SUPPLY PHASE 2 EAST-ISD F	41 000.00	-	-
2425	Technical Services	35106680021K2ZR8ZZCB	CLT 5 BULK WATER SUPPLY PHASE 3 WEST-ISD	100 000.00	-	-
2425	Technical Services	35106680021K2ZS4ZZCB	CLT 5 WATER SUPPLY QOLWENI-ISD FEES	50 000.00	-	-
2425	Technical Services	35106680021K2ZS5ZZCY	CLT 4 WTR BKLG GESINI MAWUSHE/MATAFEN-IS	300 000.00	-	-
2425	Technical Services	35106680021K2ZS7ZZCY	CLT 4 NQUQHU AND MPUNGA -WATER SUPLY-ISD	200 000.00	800 000.00	400 000.00
2425	Technical Services	35106680021K2ZU1ZZCN	CRADOCK BULK SERVICES(WATER)-ISD FEES	-	1 200 000.00	800 000.00
2425	Technical Services	35106680021K2ZY3ZZCY	COFIMVABA BULK WATER-ISD FEES	-	1 200 000.00	300 000.00
2425	Technical Services	35106680021K2ZY4ZZCY	COFIMVABA BULK SEWER-ISD FEES	-	1 200 000.00	3 000 000.00
2425	Technical Services	35106680021K2ZY5ZZCE	RA 60 HEWU BULK POPLAR GROVE MERINO-ISD	2 000 000.00	10 522 874.00	10 000 000.00
2425	Technical Services	35106680021K2ZYBZZCE	RA 60 HEWU BULK BUSHMAN KRANS-ISD FEES	500 000.00	1 355 631.00	10 385 669.00
2425	Technical Services	35106680021K2ZYCZZCE	RA 60 HEWU BULK SADA WTW UPGR-ISD FEES	892 845.00	600 000.00	300 000.00
2425	Technical Services	35106680021K2ZYEZZCM	UPGRADING OF INDWE TOWN WATER SUPPLY-ISD	100 000.00	500 000.00	100 000.00
2425	Technical Services	35106680021K2ZYHZZCM	UPGRA OF INDWE TOWN SANITA INFRA-ISD FEE	100 000.00	-	100 000.00
2425	Technical Services	35106680021K2ZYKZZCY	WTR SPPLY MAHLUNGULU-ISD FEES	-	2 900 000.00	3 000 000.00
2425	Technical Services	35106680021K2ZYLZZCY	CLT 9 WTR BLG (XOLOBE PHASE 2)-ISD FEES	2 000 000.00	4 000 000.00	4 000 000.00
2425	Technical Services	35106680021K2ZYMZZCY	CLT 9 WTR BLG (XOLOBE PHASE 3)-ISD FEES	-	4 000 000.00	4 000 000.00
2425	Technical Services	35106680021K2ZYNZZCB	LOKSHINI PHASE 4 WS-ISD FEES	-	-	2 000 000.00
2425	Technical Services	35106680021K2ZYPZZCB	MKHANZI BOJANE WATER SUPPLY-ISD FEES	-	-	5 000 000.00
2425	Technical Services	35106680021K2ZYRZZCN	CRADOCK BULK SERVICES(SANIT)-ISD FEES	-	2 100 000.00	1 700 000.00
2425	Technical Services	35106680022K2CWJZZCM	DORD W&S SER-UPG BLK WTR SU PH4-ISD FEES	6 000 000.00	6 000 000.00	6 000 000.00
2425	Technical Services	35106680022K2YAVZZCM	DORD W&S SERV UPGR BLK WTR SUPP-PH4-ISD	600 000.00	-	600 000.00
2425	Technical Services	35106680025K2C2HZZCS	CALA WASTE WATER TREATMENT WORKS-PROF FE	2 500 000.00	200 000.00	-
2425	Technical Services	35106680025K2CVLZZCB	C_INF_NEW_ROADS INFRASTRUCTURE_ROADS	600 000.00	-	-
2425	Technical Services	35106680025K2U39ZZCB	CLT 7 WTR BKLG ELUHEWINI-PROF FEES	-	-	-
2425	Technical Services	35106680025K2YALZZCM	C_INF_NEW_WATER SUPPLY_CAPITAL SPARES	2 900 000.00	2 000 000.00	3 000 000.00
2425	Technical Services	35106680025K2YALZZCS	CLT 2 WTR BLG XONXA WTW-PROF FEES	200 000.00	2 000 000.00	3 500 000.00
2425	Technical Services	35106680025K2YAVZZCM	DORD W&S SERV UPGR BLK WTR SUP-PH4-PROF	3 500 000.00	3 400 000.00	3 000 000.00
2425	Technical Services	35106680025K2YAYZZCB	ENGCOCO WWTW - PROF FEES	3 600 000.00	80 000.00	-
2425	Technical Services	35106680025K2YB3ZZCE	C_INF_NEW_WATER SUPPLY_CAPITAL SPARES	-	-	1 000 000.00
2425	Technical Services	35106680025K2YB4ZZCB	LALINI NKWENKWEZI WATER SUPPLY-PROF FEES	73 000.00	-	-
2425	Technical Services	35106680025K2YBAZZCE	MOLTENO WTW	-	-	3 000 000.00
2425	Technical Services	35106680025K2YBDZZCY	NCORA FLATS/KWAMZOLA MATHAFENI RE-PROF F	338 000.00	-	-
2425	Technical Services	35106680025K2YBEZZCE	NEW RATHWICK BULK SERVICES PHASE 4-PROF	2 000 000.00	800 000.00	-
2425	Technical Services	35106680025K2YBHZZCE	REHABILITATION OF SEWER PONDS HOFMEY-PRO	2 100 000.00	1 000 000.00	-
2425	Technical Services	35106680025K2YBKZZCY	TSOMO BULK SERVICES (NEW HOUSING D-PROF	1 000 000.00	-	-
2425	Technical Services	35106680025K2Z28ZZCB	CLUSTER 6 WTR SPPLY NGQONDO-PROF FEES	1 700 000.00	1 500 000.00	1 500 000.00
2425	Technical Services	35106680025K2Z47ZZCE	TARKASTAD BULK SERVICES	-	3 000 000.00	600 000.00
2425	Technical Services	35106680025K2Z60ZZCE	RA60 HEWU BLK WTR SPPLY P8 6ML RESEV-PRO	300 000.00	100 000.00	-
2425	Technical Services	35106680025K2Z67ZZCE	NEW RATHWICK BLK SERV PH 5 WTR	-	3 500 000.00	4 000 000.00
2425	Technical Services	35106680025K2Z94ZZCB	CLT 5 BULK WATER SUPPLY PHASE 1-PROF FEE	97 262.00	-	-
2425	Technical Services	35106680025K2Z95ZZCE	RA 60 HEWU BULK WTR SUPP(PH 9)-PROF FEES	400 000.00	-	-
2425	Technical Services	35106680025K2Z96ZZCE	RA 60 HEWU BULK WTR SUPP(PH 10)-PROF FEE	600 000.00	100 000.00	-
2425	Technical Services	35106680025K2Z97ZZCE	RA 60 HEWU BULK WTR SUPP(PH 11)-PROF FEE	1 200 000.00	100 000.00	-
2425	Technical Services	35106680025K2Z99ZZCS	CLT 2 WTR BKLG SCHEME5 PHASE 3-PROF FEES	200 000.00	-	-
2425	Technical Services	35106680025K2ZD1ZZCM	CLT 1 WTR BLG MHLANGA/MAGWALA B W S-PROF	-	500 000.00	-
2425	Technical Services	35106680025K2ZD6ZZCY	CLT 4 JOJWENI WATER SUPPLY-PROF FEES	1 495 352.00	-	-
2425	Technical Services	35106680025K2ZD9ZZCY	CLT 4 QOLWENI WATER SUPPLY-PROF FEES	340 500.00	-	-
2425	Technical Services	35106680025K2ZE1ZZCY	CLT 9 WTR BLG (KHUZE LINK)-PROF FEES	1 000 000.00	-	-
2425	Technical Services	35106680025K2ZE5ZZCY	CLT 8 WATER BACKLOG- QWEBE QWEBE-PROF FE	80 000.00	-	-
2425	Technical Services	35106680025K2ZF1ZZCB	CTL 6 WTR BLG HLUPEKAZI WTR SUPPLY-PROF	-	-	-
2425	Technical Services	35106680025K2ZF9ZZCE	ILINGE BULK SANITAT SERVICES-PROF FEES	-	-	1 000 000.00
2425	Technical Services	35106680025K2ZG2ZZCE	TARKASTAD BULK SANITAT SERVICES-PROF FEE	-	9 000 000.00	1 000 000.00
2425	Technical Services	35106680025K2ZM7ZZCB	CLT 2 NJOMBELA INDWE WTR SUPPLY-PROF FEE	200 000.00	-	-
2425	Technical Services	35106680025K2ZM9ZZCB	CLT 7 WTR BKLG MSINTSANA/GULANDODA-PROF	60 000.00	-	-
2425	Technical Services	35106680025K2ZN1ZZCB	CLT 8 WTR BKLG CHABA/GANYA-PROF FEES	300 000.00	80 000.00	-
2425	Technical Services	35106680025K2ZN9ZZCY	CLT 4 MANZIMAHLE WATER SUPPLY-PROF FEES	-	-	2 003 627.00
2425	Technical Services	35106680025K2ZP8ZZCB	CLT 6 SUNDWANA PHASE 2 WTR SUPPLY-PROF F	1 500 000.00	2 000 000.00	500 000.00
2425	Technical Services	35106680025K2ZR7ZZCB	CLT 5 BULK WTR SUPPLY PHASE 2 EAST-PROF	100 000.00	-	-
2425	Technical Services	35106680025K2ZR8ZZCB	CLT 5 BULK WTR SUPPLY PHASE 3 WEST-PROF	200 000.00	-	-
2425	Technical Services	35106680025K2ZS5ZZCY	CLT 4 WTR BLG GESINI(MAWUSHEN/MATAFEN-PR	800 000.00	100 000.00	-
2425	Technical Services	35106680025K2ZS7ZZCY	CLT 4 NQUQHU AND MPUNGA-WATER SUPLY-PROF	1 800 000.00	1 500 000.00	2 500 000.00
2425	Technical Services	35106680025K2ZU1ZZCN	CRADOCK BULK SERVICES(WATER)-PROF FEES	-	2 100 000.00	1 700 000.00
2425	Technical Services	35106680025K2ZY3ZZCY	COFIMVABA BULK WATER-PROF FEES	-	3 000 000.00	6 000 000.00
2425	Technical Services	35106680025K2ZY4ZZCY	COFIMVABA BULK SEWER-PROF FEES	-	500 000.00	1 000 000.00
2425	Technical Services	35106680025K2ZY5ZZCE	RA 60 HEWU BULK POPLAR GROVE TO MERIN-PR	500 000.00	500 000.00	500 000.00
2425	Technical Services	35106680025K2ZYBZZCE	RA 60 HEWU BULK BUSHMAN KRANS-PROF FEES	600 000.00	600 000.00	600 000.00
2425	Technical Services	35106680025K2ZYCZZCE	RA 60 HEWU BULK SADA WTW UPGR-PROF FEE	1 035 688.00	1 200 000.00	1 000 000.00
2425	Technical Services	35106680025K2ZYEZZCM	UPGRADING OF INDWE TOWN WATER SUPP-PROF	4 900 000.00	1 800 000.00	1 200 000.00
2425	Technical Services	35106680025K2ZYHZZCM	UPGRA OF INDWE TOWN SANITATION INFRA-PRO	2 900 000.00	2 000 000.00	1 200 000.00
2425	Technical Services	35106680025K2ZYKZZCY	WTR SPPLY MAHLUNGULU-PROF FEES	300 000.00	700 000.00	600 000.00
2425	Technical Services	35106680025K2ZYLZZCY	CLT 9 WTR BLG (XOLOBE PHASE 2)-PROF FEES	1 000 000.00	1 500 000.00	1 500 000.00
2425	Technical Services	35106680025K2ZYMZZCY	CLT 9 WTR BLG (XOLOBE PHASE 3)-PROF FEES	200 000.00	1 500 000.00	1 500 000.00
2425	Technical Services	35106680025K2ZYPZZCB	MKHANZI BOJANE WATER SUPPLY-PROF FEES	-	-	350 000.00
2425	Technical Services	35106680029K2C2HZZCS	CALA WASTE WATER TREATMENT WORKS-RETENTI	-	-	-

		DETAILED MIG CAPITAL BUDGET CONTINUES		247 654 599.00	304 240 497.00	322 772 000.00
Year	Department	Vote No	Vote Description	2425	2526	2526
2425	Technical Services	35106680029K2CTZZZCB	ENGCOBO WWTW (WTR PIPEL)-PROJ RETENTION	3 000 000.00	-	-
2425	Technical Services	35106680029K2YBAZZCE	MOLTENO WTW-RETENTION	-	-	1 000 000.00
2425	Technical Services	35106680029K2YBEZZCE	NEW RATHWICK BULK SERVICES PH 4-PROJ RET	1 500 000.00	-	-
2425	Technical Services	35106680029K2Z28ZZCB	CLUSTER 6 WTR SPPLY NGQONDO-PROJ RETENTI	-	1 500 000.00	1 500 000.00
2425	Technical Services	35106680029K2Z47ZZCE	TARKASTAD BULK SERVICES-PROJ RETENTION	-	1 200 000.00	-
2425	Technical Services	35106680029K2Z96ZZCE	RA 60 HEWU BULK WTR SUPP(PH 10)-RETENTIO	815 000.00	-	-
2425	Technical Services	35106680029K2Z97ZZCE	RA 60 HEWU BULK WTR SUPP(PH 10)-RETENTIO	1 700 000.00	-	-
2425	Technical Services	35106680029K2ZC9ZZCM	CLT 1 WTR BLG MHLANGA WATER SUPPLY-RETEN	1 500 000.00	-	-
2425	Technical Services	35106680029K2ZD1ZZCM	CLT 1 WTR BLG MHLANGA/MAGWALA B W S-RETE	-	-	-
2425	Technical Services	35106680029K2ZP8ZZCB	CLT 6 SUNDWANA PHASE 2 WTR SUPPLY-RETENT	1 000 000.00	996 545.00	1 000 000.00
2425	Technical Services	35106680029K2ZS7ZZCY	CLT 4 NQUQHU AND MPUNGA -WTR SUPLY-RETEN	-	500 000.00	1 500 000.00
2425	Technical Services	35106680029K2ZY5ZZCE	RA 60 HEWU BLK POPLAR GROVE MERINO-RETEN	1 000 000.00	2 000 000.00	2 000 000.00
2425	Technical Services	35106680029K2ZYBZZCE	RA 60 HEWU BULK BUSHMAN KRANS-RETENTION	800 000.00	800 000.00	800 000.00
2425	Technical Services	35106680029K2ZYCZZCE	RA 60 HEWU BULK SADA WTW UPGR-RETENTIO	2 000 000.00	4 335 688.00	2 425 994.00
2425	Technical Services	35106680029K2ZYDZZCE	MOLTENO WTW UPGRADE-RETENTION	-	-	2 000 000.00
2425	Technical Services	35106680029K2ZYEZZCM	UPGRADING OF INDWE TOWN WTR SUPPLY-RETEN	-	7 000 000.00	3 300 000.00
2425	Technical Services	35106680029K2ZYHZZCM	UPGRA OF INDWE TOWN SANITA -RETENTION	2 000 000.00	3 000 000.00	1 400 001.00
2425	Technical Services	35106680029K2ZYKZZCY	WTR SPPLY MAHLUNGULU-PROJ RETENTION	2 233 098.00	1 500 000.00	1 500 000.00
2425	Technical Services	35106680029K2ZYLZZCY	CLT 9 WTR BLG (XOLOBE PHASE 2)-RETENTION	1 500 000.00	3 000 000.00	3 000 000.00
2425	Technical Services	35106680029K2ZYMZZCY	CLT 9 WTR BLG (XOLOBE PHASE 3)-RETENTION	1 800 000.00	3 000 000.00	3 000 000.00
2425	Technical Services	35106680029K2ZYPZZCB	MKHANZI BOJANE WATER SUPPLY-PRJ RETENTIO	-	-	1 000 000.00
2425	Technical Services	3510668002CK2C2HZZCS	CALA WASTE WATER TREATMENT WORKS-RETENTI	200 000.00	-	-
2425	Technical Services	3510668002CK2CS7ZZCY	CLT 1 WTR BLG MHLANGA/MAGWALA B W S-P/G	3 000 000.00	387 667.00	-
2425	Technical Services	3510668002CK2CTYZZCB	ENGCOBO WWTW-PRELIMINARY & GENERAL	7 000 000.00	-	-
2425	Technical Services	3510668002CK2YALZZCM	CLT 2 WTR BLG XONXA WTW- P/G	-	2 500 000.00	6 000 000.00
2425	Technical Services	3510668002CK2YAVZZCM	DORD W&S SERV UPGR BLK WTR SUPP-PH4-P/G	5 000 000.00	5 000 000.00	5 000 000.00
2425	Technical Services	3510668002CK2YBAZZCE	MOLTENO WTW-P/G	-	-	5 000 000.00
2425	Technical Services	3510668002CK2YBHZZCE	REHABILITA OF SEWER PONDS HOFMEYER-P/G	2 100 000.00	-	-
2425	Technical Services	3510668002CK2Z28ZZCB	CLUSTER 6 WTR SPPLY NGQONDO-P/G	-	5 415 326.00	5 415 326.00
2425	Technical Services	3510668002CK2Z47ZZCY	TARKASTAD BULK SERVICES-P/G	-	1 000 000.00	2 000 000.00
2425	Technical Services	3510668002CK2Z67ZZCE	NEW RATHWICK BLK SERV PH 5 WTR-P/G	-	-	3 000 000.00
2425	Technical Services	3510668002CK2ZF6ZZCN	CRADOCK BULK SERVICES WATER-P/G	-	1 000 000.00	1 000 000.00
2425	Technical Services	3510668002CK2ZG2ZZCE	TARKASTAD BULK SANITAT SERVICES-P/G	-	-	3 500 000.00
2425	Technical Services	3510668002CK2ZN9ZZCY	CLT 4 MANZIMAHLE WATER SUPPLY-P/G	-	-	2 000 000.00
2425	Technical Services	3510668002CK2ZP8ZZCB	CLT 6 SUNDWANA PHASE 2 WTR SUPPLY-P/G	2 000 000.00	8 000 000.00	1 355 513.00
2425	Technical Services	3510668002CK2ZS7ZZCY	CLT 4 NQUQHU AND MPUNGA -WATER SUPLY-P/G	-	3 000 000.00	4 000 000.00
2425	Technical Services	3510668002CK2ZU1ZZCN	CRADOCK BULK SERVICES(WATER)-P/G	-	1 400 000.00	2 200 000.00
2425	Technical Services	3510668002CK2ZY3ZZCY	COFIMVABA BULK WATER-P/G	-	1 000 000.00	2 000 000.00
2425	Technical Services	3510668002CK2ZY4ZZCY	COFIMVABA BULK SEWER-P/G	-	2 500 000.00	2 400 000.00
2425	Technical Services	3510668002CK2ZY5ZZCE	RA 60 HEWU BULK POPLAR GROVE MERINO-P/G	500 000.00	500 000.00	500 000.00
2425	Technical Services	3510668002CK2ZYBZZCE	RA 60 HEWU BULK BUSHMAN KRANS-P/G	500 000.00	500 000.00	500 000.00
2425	Technical Services	3510668002CK2ZYCZZCE	RA 60 HEWU BULK SADA WTW UPGR-P/G	2 000 000.00	4 000 000.00	2 000 000.00
2425	Technical Services	3510668002CK2ZYEZZCM	UPGRADING OF INDWE TOWN WATER SUPPLY-P/G	-	3 700 000.00	1 000 000.00
2425	Technical Services	3510668002CK2ZYHZZCM	UPGRA OF INDWE TOWN SANITATION INFRA-P/G	-	5 500 001.00	1 500 000.00
2425	Technical Services	3510668002CK2ZYKZZCY	WTR SPPLY MAHLUNGULU-P/G	-	700 000.00	700 000.00
2425	Technical Services	3510668002CK2ZYLZZCY	CLT 9 WTR BLG (XOLOBE PHASE 2)-P/G	500 000.00	1 350 000.00	850 000.00
2425	Technical Services	3510668002CK2ZYMZZCY	CLT 9 WTR BLG (XOLOBE PHASE 3)-P/G	-	850 000.00	850 000.00
2425	Technical Services	3510668002CK2ZYPZZCB	MKHANZI BOJANE WATER SUPPLY-P/G	-	-	2 810 000.00
2425	Technical Services	3510668002CK2ZYRZZCN	CRADOCK BULK SERVICES(SANIT)-P/G	-	1 400 000.00	2 200 000.00
2425	Technical Services	3510668002FK2CS4ZZCY	TSOMO BLK SER(NEW HOUSING DEV)-MECH/ELE	1 500 000.00	-	-
2425	Technical Services	3510668002FK2CTGZZCE	NEW RATHWICK BLK SERV PH4-MECH&ELECT	3 000 000.00	-	-
2425	Technical Services	3510668002FK2CU7ZZCB	ENGCOBO WWTW SEWER PIPES-MECH AND ELEC	10 000 000.00	-	-
2425	Technical Services	3510668002FK2YALZZCM	CLT 2 WTR BLG XONXA WTW -MECH&ELECT	-	3 300 000.00	4 000 000.00
2425	Technical Services	3510668002FK2YBHZZCE	REHABILITATION OF SEWER PONDS HOFME-MECH	6 000 000.00	-	-
2425	Technical Services	3510668002FK2ZYHZZCM	UPGRAD OF INDWE TOWN SANI INFRA-MECH&ELE	-	2 000 000.00	500 000.00
2425	Technical Services	3510668002GK2ZYBZZCE	RA 60 HEWU BULK BUSHMAN KRANS-CIVIL STR	500 000.00	2 000 000.00	2 000 000.00
2425	Technical Services	3510668002GK2ZYCZZCE	RA 60 HEWU BULK SADA WTW UPGR-CIVIL STRU	5 252 997.00	14 453 644.00	5 000 000.00
2425	Technical Services	3510668002HK2C4YZZCB	CLT 8 WTR BKLG CHABA/GANY-PIPELINE	-	-	-
2425	Technical Services	3510668002HK2CTZZZCB	ENGCOBO WWTW (WTR PIPEL)-PIPELINE	5 000 000.00	-	-
2425	Technical Services	3510668002HK2CWJZZCM	DORD W&S SER-UPG BLK WTR SU PH4-PIPELINE	9 166 955.00	9 171 362.00	6 995 810.00
2425	Technical Services	3510668002HK2Z47ZZCE	TARKASTAD BULK SERVICES-PIPELINE	-	2 000 000.00	1 000 000.00
2425	Technical Services	3510668002HK2Z67ZZCE	NEW RATHWICK BLK SERV PH 5 WTR-PIPELINE	-	-	5 000 000.00
2425	Technical Services	3510668002HK2Z94ZZCB	CLT 5 BULK WATER SUPPLY PHASE 1-PIPELINE	6 000 000.00	-	-
2425	Technical Services	3510668002HK2Z97ZZCE	RA 60 HEWU BULK WTR SUPP(PH 11)-PIPELINE	1 000 000.00	-	-
2425	Technical Services	3510668002HK2ZD1ZZCM	CLT 1 WTR BLG MHLANGA/MAGWALA B W S-PIPE	7 000 000.00	700 000.00	-
2425	Technical Services	3510668002HK2ZN1ZZCB	CLT 8 WTR BKLG CHABA/GANYA-PIPELINE	3 200 000.00	-	-
2425	Technical Services	3510668002HK2ZP8ZZCB	CLT 6 SUNDWANA PHASE 2 WTR SUPPLY-PIPELI	5 205 699.00	7 000 000.00	3 000 000.00
2425	Technical Services	3510668002HK2ZS7ZZCY	CLT 4 NQUQHU AND MPUNGA -WATER SUPLY-PIP	-	2 010 698.00	10 043 270.00
2425	Technical Services	3510668002HK2ZY3ZZCY	COFIMVABA BULK -PIPELINE	-	2 400 000.00	6 900 000.00
2425	Technical Services	3510668002HK2ZY4ZZCY	COFIMVABA BULK SEWER-PIPELINE	-	-	2 400 000.00
2425	Technical Services	3510668002HK2ZY5ZZCE	RA 60 HEWU BLK POPLAR GROVE TO MERI-PIPE	1 200 000.00	4 000 000.00	4 000 000.00
2425	Technical Services	3510668002HK2ZYBZZCE	RA 60 HEWU BULK BUSHMAN KRANS-PIPELINE	1 000 000.00	1 000 000.00	2 000 000.00
2425	Technical Services	3510668002HK2ZYEZZCM	UPGRADING OF INDWE TOWN WATER SUP-PIPELI	-	2 200 000.00	-
2425	Technical Services	3510668002HK2ZYHZZCM	UPGRADING OF INDWE TOWN SANIT INFRA-PIPE	-	4 200 000.00	900 000.00
2425	Technical Services	3510668002HK2ZYKZZCY	WTR SPPLY MAHLUNGULU-PIPELINE	-	3 383 098.00	3 383 098.00
2425	Technical Services	3510668002HK2ZYLZZCY	CLT 9 WTR BLG (XOLOBE PHASE 2)-PIPELINE	1 000 000.00	6 650 000.00	6 650 000.00
2425	Technical Services	3510668002HK2ZYMZZCY	CLT 9 WTR BLG (XOLOBE PHASE 3)-PIPELINE	-	6 650 000.00	6 650 000.00
2425	Technical Services	3510668002HK2ZYPZZCB	MKHANZI BOJANE WATER SUPPLY-PIPELINE	-	-	1 000 000.00
2425	Technical Services	3510668002JK2CWJZZCM	DORD W&S SER-UPG BLK WTR SU PH4-PIPELINE	14 800 000.00	14 000 000.00	8 000 000.00
2425	Technical Services	3510668002JK2YAVZZCM	DORD W&S SERV UPGR BLK WTR SUP-PH4-DAMS	-	-	-
2425	Technical Services	3510668002KK2CTHZZCE	NEW RATHWICK BULK SERV PH 4-PUMP ST	5 675 519.00	2 500 000.00	-
2425	Technical Services	3510668002KK2CWJZZCM	DORD W&S SER-UPG BLK WTR SU PH4-PUMPSTAT	-	-	-
2425	Technical Services	3510668002KK2YACZZCM	CLT 6 WTR BLG LOKISHINI BULK SUPPLY-PUMP	1 015 300.00	1 600 000.00	-
2425	Technical Services	3510668002KK2YAVZZCM	DORD W&S SERV UPGR BLK WTR SUP-PH4-PUMPS	-	-	-
2425	Technical Services	3510668002KK2YBEZZCE	NEW RATHWICK BULK SERVICES PHASE 4-PUMPS	2 000 000.00	-	-
2425	Technical Services	3510668002KK2Z60ZZCE	RA60 HEWU BLK WTR SPPLY P8 6ML RESE-PUMP	450 000.00	700 000.00	-
2425	Technical Services	3510668002KK2ZD1ZZCM	CLT 1 WTR BLG MHLANGA/MAGWA B W S-PUMPST	7 000 000.00	-	-
2425	Technical Services	3510668002KK2ZF3ZZCS	CALA WASTE WTR TREAT WORKS -CLARIF-PUMPS	2 800 000.00	-	-
2425	Technical Services	3510668002KK2ZYEZZCM	UPGRADING OF INDWE TOWN WTR SUPPLY-PUMP	-	800 000.00	600 000.00
2425	Technical Services	3510668002KK2ZYKZZCY	WTR SPPLY MAHLUNGULU-PUMP STATION	-	2 000 000.00	2 000 000.00

MIG DETAILED OPERATIONAL BUDGET

				83 324 400.00	43 787 501.00	56 987 998.00
Year	Department	Vote No	Vote Description	2425	2526	2526
2425	Technical Services	35102110010F7MRCZZWD	MS: SAL & ALL: BASIC SALARY & WAGES	9 115 933.00	8 919 168.00	9 940 709.00
2425	Technical Services	35102110220F7MRCZZWD	MS: ALL - CELLULAR & TELEPHONE	337 916.00	361 908.00	387 242.00
2425	Technical Services	35102110260F7MRCZZWD	MS: HB & INC: HOUSING BENEFITS	135 780.00	145 420.00	155 600.00
2425	Technical Services	35102110321F7MRCZZWD	MS: CONTR TO LEAVE FUND	67 508.00	72 301.00	77 362.00
2425	Technical Services	35102110340F7MRCZZWD	MS: ALL - TRAVEL OR MOTOR VEHICLE	2 554 812.00	2 736 204.00	2 927 738.00
2425	Technical Services	35102110460F7MRCZZWD	MS: SRB - ANNUAL BONUS	969 402.00	1 038 230.00	1 110 906.00
2425	Technical Services	35102110500F7MRCZZWD	MS: SRB - LONG SERVICE AWARD	273 881.00	293 327.00	313 859.00
2425	Technical Services	35102130010F7MRCZZWD	MS: SOC CONTR - BARGAINING COUNCIL	2 882.00	3 087.00	3 303.00
2425	Technical Services	35102130100F7MRCZZWD	MS: SOC CONTR - GROUP LIFE INSURANCE	113 724.00	121 798.00	130 324.00
2425	Technical Services	35102130200F7MRCZZWD	MS: SOC CONTR - MEDICAL	842 148.00	901 941.00	965 076.00
2425	Technical Services	35102130300F7MRCZZWD	MS: SOC CONTR - PENSION	2 085 405.00	2 233 469.00	2 389 812.00
2425	Technical Services	35102130400F7MRCZZWD	MS: SOC CONTR - UNEMPLOYMENT INSUR FUND	49 559.00	53 077.00	56 793.00
2425	Technical Services	35102272461F7TDSZZCY	REGION 4 SANNIATION-ISD FEES	1 000 000.00	600 000.00	600 000.00
2425	Technical Services	35102272461F7Z46ZZCY	ISD FEES	1 000 000.00	3 500 000.00	3 500 000.00
2425	Technical Services	35102272461F7ZK3ZZCM	RURAL SANITATION EMALAHLENI-ISD FEES	1 000 000.00	300 000.00	500 000.00
2425	Technical Services	35102272461F7ZK4ZZCM	RURAL SANITATION BLG SAKHISIZWE-ISD FEES	1 000 000.00	500 000.00	1 000 000.00
2425	Technical Services	35102272461F7ZYQZZCB	ENGCOBO RURAL SANNIATION-ISD FEES	1 000 000.00	500 000.00	1 000 000.00
2425	Technical Services	35102272465F7TDSZZCE	REGION 4 SANNITATION-PROF FEES	2 500 000.00	1 500 000.00	1 500 000.00
2425	Technical Services	35102272465F7Z46ZZCY	PROF FEES	3 750 000.00	1 000 000.00	1 000 000.00
2425	Technical Services	35102272465F7ZK3ZZCM	RURAL SANITATION BLG EMALAHLENI-PROF FEE	2 000 000.00	700 000.00	1 000 000.00
2425	Technical Services	35102272465F7ZK4ZZCM	RURAL SANITATION BACKLOG SAKHI-PROF FEES	2 000 000.00	1 000 000.00	2 000 000.00
2425	Technical Services	35102272465F7ZYQZZCB	ENGCOBO RURAL SANNIATION-PROF FEES	3 988 045.00	1 000 000.00	2 000 000.00
2425	Technical Services	35102272469F7TDSZZCE	REGION 4 SANNITATION-PROJ RETENTION	700 000.00	700 000.00	700 000.00
2425	Technical Services	35102280321F7TDSZZCE	REGION 4 SANNIATION-CONSTRUCT VIP TOILET	9 915 326.00	5 200 000.00	5 200 000.00
2425	Technical Services	35102280321F7Z46ZZCY	CONSTRUCT VIP TOILET	11 484 031.00	500 000.00	500 000.00
2425	Technical Services	35102304510F7MRCZZWD	OC: PRINTING & PUBLICATIONS	70 000.00	70 000.00	73 150.00
2425	Technical Services	35102305410F7MRCZZWD	OC: SKILLS DEVELOPMENT FUND LEVY	89 191.00	89 193.00	93 206.00
2425	Technical Services	35102305770F7MRCZZWD	OC: T&S DOM - DAILY ALLOWANCE	4 777.00	4 776.00	4 991.00
2425	Technical Services	35102305780F7MRCZZWD	OC: T&S DOM - FOOD & BEVERAGE (SERVED)	4 500.00	5 000.00	5 225.00
2425	Technical Services	35102305790F7T28ZZWD	OC: T&S DOM - INCIDENTAL COST	4 500.00	4 500.00	4 702.00
2425	Technical Services	35102305800F7MRCZZWD	OC: T&S DOM TRP - WITHOUT OPR CAR RENTAL	55 000.00	60 000.00	60 000.00
2425	Technical Services	35102305810F7MRCZZWD	OC: T&S DOM TRP - W/OUT OPR OWN TRANSPRT	278 000.00	278 000.00	278 000.00
2425	Technical Services	35102305820F7MRCZZWD	OC: T&S DOM TRP - WITH OPER OTH TRP PROV	10 000.00	10 000.00	10 000.00
2425	Technical Services	35102599500F7ZK3ZZCM	RURAL SANITATION EMALAHLENI CONST TOILET	7 000 000.00	2 057 464.00	3 500 000.00
2425	Technical Services	35102599500F7ZK4ZZCS	RURAL SANITATION SAKHISIZWE CNSR TOILET	7 922 080.00	3 500 000.00	7 000 000.00
2425	Technical Services	35102599500F7ZYQZZCB	ENGCOBO RURAL SANNITAION-CONSTR OF TOILE	10 000 000.00	3 828 638.00	7 000 000.00

RBIG Capital Projects

		RBIG DETAILED CAPITAL BUDGET		116 822 000.00	74 535 000.00	60 598 000.00
Year	Department	Vote No	Vote Description	2425	2526	2526
2425	Technical Services	35106680020K8CVVZZCE	C_INF_NEW_WATER SUPPLY_BOREHOLES	500 000.00	-	-
2425	Technical Services	35106680020K8Z45ZZCE	AUGMENT OF QSTWN WTR SPPLY P6 MACIBINI	3 000 000.00	-	-
2425	Technical Services	35106680020K8ZR4ZZCY	CLT 9 WTW EXPANSION TO 42 MEGALITRE	-	8 000 000.00	12 002 000.00
2425	Technical Services	35106680020K8ZU8ZZCS	CLT 4 NDUM NDUM TO LOWER LUFUTHA	2 000 000.00	1 000 000.00	-
2425	Technical Services	35106680020K8ZU9ZZCS	CLT 4 NDUM NDUM TO UPPER INDWANA	3 000 000.00	-	-
2425	Technical Services	35106680021K8Z30ZZCE	CLT 6 WTR BLK MNYOLO INFR(WARD 9 13-ISD	200 000.00	-	-
2425	Technical Services	35106680021K8Z45ZZCE	AUGMENT OF QTN WTR SPPLY P6 MACIBINI-ISD	600 000.00	-	-
2425	Technical Services	35106680021K8ZB2ZZCY	CLT 9 WTR BLG SUPPLY /CLT 8 LINK P5-ISD	200 000.00	-	-
2425	Technical Services	35106680021K8ZR4ZZCY	CLT 9 WTW EXPANSION TO 42 MEGALITRE-ISD	-	5 000 000.00	3 000 000.00
2425	Technical Services	35106680021K8ZR5ZZCE	AUGMENT QSTWN WTR SPPLY MACIBINI WTW-ISD	150 000.00	-	-
2425	Technical Services	35106680021K8ZU8ZZCS	CLT 4 NDUM NDUM TO LOWER LUFUTHA-ISD FEE	500 000.00	-	-
2425	Technical Services	35106680021K8ZU9ZZCS	CLT 4 NDUM NDUM TO UPPER INDWANA-ISD FEE	340 000.00	-	-
2425	Technical Services	35106680021K8ZV7ZZCY	CLT 4 WTR SUP WTW LUBISI-ISD FEES	-	-	500 000.00
2425	Technical Services	35106680021K8ZWYZZCB	CLT 6 WTR BLG QUTHUBENI-ISD FEES	400 000.00	-	-
2425	Technical Services	35106680021K8ZWZZZCS	CLT 4 NDUM NDUM TO UPPER INDWANA PUM-ISD	100 000.00	-	-
2425	Technical Services	35106680021K8ZY1ZZCB	CL 8 BLK LINE FR CL 9 COMMAND RES TO-ISD	-	-	700 000.00
2425	Technical Services	35106680025K8YAAZZCY	CLT 4 WTR BLG SIKHU UPP NDONGA-PROF FEES	200 000.00	-	-
2425	Technical Services	35106680025K8YAGZZCE	HOFMEYER WATER SUPPLY -PROF FEES	100 000.00	-	-
2425	Technical Services	35106680025K8Z19ZZCY	CLT 4 WTR SPPLY NTHRN SCHM SKHUNGIN-PROF	200 000.00	-	-
2425	Technical Services	35106680025K8Z30ZZCE	CLT 6 WTR BLK MNYOLO INFR (WARD 9 13-PRO	1 478 932.00	-	-
2425	Technical Services	35106680025K8Z45ZZCE	AUGMENT OF QTN WTR SPPLY P6 MACIBINI-PRO	5 000 000.00	4 000 000.00	-
2425	Technical Services	35106680025K8ZB1ZZCY	CLT 9 WTR BLG SUP P3D/4(XOL/MZO/BANI)-PR	100 000.00	-	-
2425	Technical Services	35106680025K8ZB3ZZCM	CLT 4 WTR SUPPLY NORTH NDUM-CALA-PROF FE	250 000.00	-	-
2425	Technical Services	35106680025K8ZB4ZZCS	CLT 4 WTR SUPPLY NORTH NGXU-EAST-PROF FE	250 000.00	-	-
2425	Technical Services	35106680025K8ZL2ZZCE	AUGMENTATION OF XONYA WS-PROF FEES	1 000 000.00	-	-
2425	Technical Services	35106680025K8ZM6ZZCY	CLT 9 WTR BLG SUPP/CLT 8 LINK PH-PROF FE	1 876 581.00	-	-
2425	Technical Services	35106680025K8ZR4ZZCY	CLT 9 WTW EXPANSION TO 42 MEGALITRE	-	8 000 000.00	9 000 000.00
2425	Technical Services	35106680025K8ZR5ZZCE	AUGMENT QSTWN WTR SPPLYMACIBINI WTW-PROF	200 000.00	-	-
2425	Technical Services	35106680025K8ZU8ZZCS	CLT 4 NDUM NDUM TO LOWER LUFUTHA-PROF FE	2 500 000.00	1 535 000.00	-
2425	Technical Services	35106680025K8ZU9ZZCS	CLT 4 NDUM NDUM TO UPPER INDWANA-PROF FE	1 500 000.00	-	-
2425	Technical Services	35106680025K8ZV5ZZCB	CLT 6 WTR BLG SITHOLENI WTW-PROF FEES	6 000 000.00	4 000 000.00	-
2425	Technical Services	35106680025K8ZV7ZZCY	CLT 4 WTR SUP WTW LUBISI-PROF FEES	-	2 500 000.00	5 096 000.00
2425	Technical Services	35106680025K8ZWYZZCB	CLT 6 WTR BLG QUTHUBENI-PROF FEES	1 844 547.00	-	-
2425	Technical Services	35106680025K8ZWZZZCS	CLT 4 NDUM NDUM TO UPPER INDWANA PUM-PRO	500 000.00	-	-
2425	Technical Services	35106680025K8ZY1ZZCB	CLT 8 BLK LINE FR CL 9 COMMAND RES TO-PR	-	1 500 000.00	2 300 000.00
2425	Technical Services	35106680029K8CVVZZCE	HOFMEYER WATER SUPPY-RETENTION	300 000.00	-	-
2425	Technical Services	35106680029K8Z45ZZCE	AUGMENT OF QSTWN WTR SPP P6 MACIBINI-RET	1 565 550.00	-	-
2425	Technical Services	35106680029K8ZR4ZZCY	CLT 9 WTW EXPANSION TO 42 MEGALITRE-RETE	-	3 000 000.00	5 000 000.00
2425	Technical Services	3510668002CK8Z45ZZCE	AUGMENT OF QTN WTR SPLY P6 MACIBINI-P/G	8 000 000.00	-	-
2425	Technical Services	3510668002CK8ZM6ZZCY	CLT 9 WTR BLG SUPPLY /CLT 8 LINK PH-P/G	1 000 000.00	-	-
2425	Technical Services	3510668002CK8ZR4ZZCY	CLT 9 WTW EXPANSION TO 42 MEGALITRE-P/G	-	5 000 000.00	8 000 000.00
2425	Technical Services	3510668002CK8ZU8ZZCS	CLT 4 NDUM NDUM TO LOWER LUFUTHA-P/G	5 500 000.00	3 000 000.00	-
2425	Technical Services	3510668002CK8ZU9ZZCS	CLT 4 NDUM NDUM TO UPPER INDWANA-P/G	2 500 000.00	-	-
2425	Technical Services	3510668002CK8ZWYZZCB	CLT 6 WTR BLG QUTHUBENI-P/G	3 000 000.00	-	-
2425	Technical Services	3510668002CK8ZWZZZCS	CLT 4 NDUM NDUM TO UPPER INDWANA PUM-P/G	500 000.00	-	-
2425	Technical Services	3510668002FK8ZL2ZZCE	AUGMENTATION OF XONYA WS-MECH & ELECT	4 000 000.00	-	-
2425	Technical Services	3510668002FK8ZR4ZZCY	CLT 9 WTW EXPANSION TO 42 MEGALIT-MECH&E	-	5 000 000.00	15 000 000.00
2425	Technical Services	3510668002HK8Z45ZZCE	AUGMENT OF QTN WTR SPP P6 MACIBINI-PIPEL	14 000 000.00	-	-
2425	Technical Services	3510668002HK8ZU8ZZCS	CLT 4 NDUM NDUM TO LOWER LUFUTHA-PIPELIN	15 000 000.00	10 000 000.00	-
2425	Technical Services	3510668002HK8ZU9ZZCS	CLT 4 NDUM NDUM TO UPPER INDWANA-PIPELIN	5 000 575.00	1 000 000.00	-
2425	Technical Services	3510668002KK8CVWZZCE	HOFMEYER WATER SUPPLY-PUMP STATION	100 000.00	-	-
2425	Technical Services	3510668002KK8Z30ZZCE	CLT 6 WTR BLK MNYOLO INFR(WARD 9 13-PUMP	2 000 000.00	-	-
2425	Technical Services	3510668002KK8ZM6ZZCY	CLT 9 WTR BLG SUPPLY /CLT 8 LINK PH-PUMP	5 500 000.00	2 000 000.00	-
2425	Technical Services	3510668002KK8ZR6ZZCB	CLT 6 OVERALL (LAND CLAIMS)-PUMPSTATION	5 000 000.00	3 500 000.00	-
2425	Technical Services	3510668002KK8ZV1ZZCM	XONXA AUGMENTATION QTN-PUMPSTATION	5 000 000.00	4 500 000.00	-
2425	Technical Services	3510668002KK8ZWYZZCB	CLT 6 WTR BLG QUTHUBENI-PUMPSTATION	4 000 000.00	2 000 000.00	-
2425	Technical Services	3510668002KK8ZWZZZCS	CLT 4 NDUM NDUM TO UPPER INDWANA-PUMPSTA	865 815.00	-	-

WSIG Capital Projects

				83 600 000.00	80 755 000.00	75 000 000.00
Year	Department	Vote No	Vote Description	2425	2526	2526
2425	Technical Services	35106680020K9YA8ZZCS	C_INF_NEW_WATER SUPPLY_CAPITAL SPARES	1 000 000.00	-	-
2425	Technical Services	35106680020K9ZG6ZZCB	CLT 6 WTR SPPLY NGQONDO-PROF FEES	-	4 000 000.00	4 000 000.00
2425	Technical Services	35106680020K9ZU7ZZCS	ELLIOT SPILLAGES AND REFURBISHMENT OF WW	2 250 000.00	-	-
2425	Technical Services	35106680020K9ZV9ZZCN	WCDM CHDM MIDDELBURG	-	2 500 000.00	2 500 000.00
2425	Technical Services	35106680020K9ZW4ZZCM	REFURBISHMENT CACADU OXIDATION PONDS	-	-	-
2425	Technical Services	35106680020K9ZW7ZZCE	UPGRADING OF NTABETHEMBA BOREHOLES	-	4 000 000.00	4 000 000.00
2425	Technical Services	35106680021K9YA8ZZCS	CLT 4 WTR BLG GUBENXE AND MAXONGO-ISD FE	500 000.00	-	-
2425	Technical Services	35106680021K9ZU5ZZCE	HOFMEYER BUCKET ERADICATION-ISD FEES	300 000.00	-	-
2425	Technical Services	35106680025K9YA8ZZCS	CLT 4 WTR BLG GUBENXE & MAXONGO-PROF FEE	1 500 000.00	-	-
2425	Technical Services	35106680025K9ZB7ZZCM	RURAL SANITATION BLG -EMALAHLENI-PROF FE	2 000 000.00	-	-
2425	Technical Services	35106680025K9ZT3ZZCS	ELLIOT SEWER SPILLAGES-PROF FEES	1 000 000.00	-	-
2425	Technical Services	35106680025K9ZU5ZZCE	HOFMEYER BUCKET ERADICATION-PROF FEES	1 000 000.00	-	-
2425	Technical Services	35106680025K9ZVDZZCM	REFURBISHMENT OF MACHUBENI WTW-PROF FEES	-	5 500 000.00	5 500 000.00
2425	Technical Services	35106680025K9ZW1ZZCS	REFURBISH OF INDWE OXIDATION PONDS-PROF	2 500 000.00	-	-
2425	Technical Services	35106680025K9ZW3ZZCY	REFURBISH OF INDWE OXIDATION PONDS-PROF	500 000.00	-	-
2425	Technical Services	35106680025K9ZW4ZZCM	REFURBISH CACADU OXIDATION PONDS-PROF FE	641 000.00	-	-
2425	Technical Services	35106680025K9ZW5ZZCM	REFURBISHMENT OF INDWE WTW-PROF FEES	2 500 000.00	-	-
2425	Technical Services	35106680025K9ZW6ZZCS	REFURBISHMENT OF ELLIOT WTW-PROF FEES	432 000.00	-	-
2425	Technical Services	35106680025K9ZY6ZZCE	TARKASTAD WCDM-PROF FEES	1 700 000.00	-	-
2425	Technical Services	35106680025K9ZY8ZZCE	REFURBISHMENT OF KOMANI WTW-PROF FEES	-	1 000 000.00	1 000 000.00
2425	Technical Services	35106680025K9ZY9ZZCE	REFURBISHMENT OF KOMANI WWTW-PROF FEES	-	1 000 000.00	1 000 000.00
2425	Technical Services	35106680025K9ZYAZZCE	REFURBISHMENT OF KOMANI WCDM-PROF FEES	-	500 000.00	500 000.00
2425	Technical Services	35106680026K9ZU7ZZCS	ELLIOT SPILLAGES AND REFURBI OF WW-PROF	1 031 836.00	-	-
2425	Technical Services	35106680026K9ZW1ZZCS	REFURBISH OF INDWE OXIDATION PO-FENCING	500 000.00	-	-
2425	Technical Services	35106680026K9ZW4ZZCM	REFURBISHMENT CACADU OXIDATION PONDS-FEN	300 000.00	-	-
2425	Technical Services	35106680029K9ZW1ZZCS	REFURBISH OF INDWE OXIDATION PONDS-RETEN	9 020 000.00	-	-
2425	Technical Services	35106680029K9ZW4ZZCM	REFURBISH CACADU OXIDATION PONDS-RETENTI	2 929 000.00	-	-
2425	Technical Services	35106680029K9ZW5ZZCM	REFURBISHMENT OF INDWE WTW-RETENTION	7 000 000.00	-	-
2425	Technical Services	35106680029K9ZW6ZZCS	REFURBISHMENT OF ELLIOT WTW-RETENTION	130 750.00	-	-
2425	Technical Services	3510668002CK9YA8ZZCS	CLT 4 WTR BLG GUBENXE AND MAXONGO-P/G	2 000 000.00	-	-
2425	Technical Services	3510668002CK9ZT3ZZCS	ELLIOT SEWER SPILLAGES-P/G	1 300 000.00	-	-
2425	Technical Services	3510668002CK9ZV9ZZCE	WCDM CHDM MIDDELBURG-P/G	-	500 000.00	500 000.00
2425	Technical Services	3510668002CK9ZW3ZZCY	REFURBISHMENT OF TSOJANA WTW-P/G	1 000 000.00	-	-
2425	Technical Services	3510668002CK9ZW7ZZCE	UPGRADING OF NTABETHEMBA BOREHOLES-P/G	-	400 000.00	400 000.00
2425	Technical Services	3510668002CK9ZY2ZZCS	REFURBISHMENT OF CALA WTW-P/G	-	1 000 000.00	1 000 000.00
2425	Technical Services	3510668002CK9ZY7ZZCN	REFURB OF MIDDELBURG BOOSTER PUMP-P/G	-	4 500 000.00	4 500 000.00
2425	Technical Services	3510668002CK9ZY8ZZCE	REFURBISHMENT OF KOMANI WTW-P/G	-	1 000 000.00	1 000 000.00
2425	Technical Services	3510668002CK9ZY9ZZCE	REFURBISHMENT OF KOMANI WWTW-P/G	-	1 000 000.00	1 000 000.00
2425	Technical Services	3510668002CK9ZYAZZCE	REFURBISHMENT OF KOMANI WCDM-P/G	-	500 000.00	500 000.00
2425	Technical Services	3510668002EK9ZW4ZZCM	REFURBIS CACADU OXIDATION PONDS-CAPITALS	650 000.00	-	-
2425	Technical Services	3510668002FK9ZT3ZZCS	ELLIOT SEWER SPILLAGES-MECH & ELECT	3 000 000.00	-	-
2425	Technical Services	3510668002FK9ZU7ZZCS	ELLIOT SPILLAGES& REFURBIS OF WW-MECH&EL	-	500 000.00	500 000.00
2425	Technical Services	3510668002FK9ZW3ZZCY	REFURBISHMENT OF TSOJANA WTW-MECH&ELECT	2 500 000.00	-	-
2425	Technical Services	3510668002FK9ZW5ZZCM	REFURBISHMENT OF INDWE WTW-MECH& ELECT	3 600 000.00	-	-
2425	Technical Services	3510668002FK9ZW6ZZCS	REFURBISHMENT OF ELLIOT WTW-MECH&ELECT	3 507 000.00	1 755 000.00	-
2425	Technical Services	3510668002FK9ZY2ZZCS	REFURBISHMENT OF CALA WTW-MECH&ELECT	-	4 000 000.00	4 000 000.00
2425	Technical Services	3510668002FK9ZY6ZZCE	TARKASTAD WCDM-MECH&ELECT	4 040 000.00	-	-
2425	Technical Services	3510668002FK9ZY7ZZCN	REFURBISH OF MIDDELBURG BOOST PUMP-MECH	-	500 000.00	500 000.00
2425	Technical Services	3510668002FK9ZY8ZZCE	REFURBISHMENT OF KOMANI WTW-MECH&ELECT	-	6 000 000.00	6 000 000.00
2425	Technical Services	3510668002FK9ZY9ZZCE	REFURBISHMENT OF KOMANI WWTW-MECH&ELECT	-	6 000 000.00	6 000 000.00
2425	Technical Services	3510668002GK9ZVBZZCN	UPGRADING OF MIDDELBURG BOREHOLES-CIVIL	-	2 000 000.00	2 000 000.00
2425	Technical Services	3510668002GK9ZVDZZCM	REFURBISHMENT OF MACHUBENI WTW-CIVIL STR	-	4 000 000.00	4 000 000.00
2425	Technical Services	3510668002GK9ZW1ZZCS	REFURBISH OF INDWE OXIDATION PONDS-CIVIL	1 000 000.00	-	-
2425	Technical Services	3510668002GK9ZW3ZZCY	REFURBISHMENT OF TSOJANA WTW-CIVIL STRUC	4 950 000.00	-	-
2425	Technical Services	3510668002GK9ZW4ZZCM	REFURBISH CACADU OXIDATION PONDS-CIVIL S	4 410 000.00	-	-
2425	Technical Services	3510668002GK9ZW7ZZCE	UPGRADING OF NTABETHEMBA BOREHOLES-CIVIL	-	5 600 000.00	5 600 000.00
2425	Technical Services	3510668002GK9ZY2ZZCS	REFURBISHMENT OF CALA WTW-CIVIL STRUCTUR	-	5 000 000.00	5 000 000.00
2425	Technical Services	3510668002GK9ZY8ZZCE	REFURBISHMENT OF KOMANI WTW-CIVIL ST	-	7 000 000.00	7 000 000.00
2425	Technical Services	3510668002GK9ZY9ZZCE	REFURBISHMENT OF KOMANI WWTW-CIVIL STRUC	-	7 000 000.00	7 000 000.00
2425	Technical Services	3510668002GK9ZYAZZCE	REFURBISHMENT OF KOMANI WCDM-CIVIL STRUC	-	4 000 000.00	-
2425	Technical Services	3510668002HK9YA8ZZCS	CLT 4 WTR BLG GUBENXE AND MAXONGO-PIPELI	4 000 000.00	-	-
2425	Technical Services	3510668002HK9ZT3ZZCS	ELLIOT SEWER SPILLAGES-PIPELINE	2 518 164.00	-	-
2425	Technical Services	3510668002HK9ZU5ZZCE	HOFMEYER BUCKET ERADICATION-PIPELINE	3 700 000.00	-	-
2425	Technical Services	3510668002JK9ZW4ZZCM	REFURB CACADU OXIDATION PONDS-DAMS&WEIRS	1 440 000.00	-	-
2425	Technical Services	3510668002KK9YA8ZZCS	CLT 4 WTR BLG GUBENXE AND MAXONGO-PUMPST	1 000 000.00	-	-
2425	Technical Services	3510668002KK9ZW6ZZCS	REFURBISHMENT OF ELLIOT WTW-PUMPSTATION	250 250.00	-	-

ANNEXURE C

MUNICIPAL BUDGET REPORTING REGULATIONS A-SCHEDULES – VERSION 6.8

(summaries of the capital budget)

SUMMARY OF CAPITAL BUDGET FOR THE 2024/25 MTREF				
Description	**Grant Code**	**2024/25**	**2025/26**	**2026/27**
MIG Capital	K2	247 654 599.00	304 240 497.00	322 772 000.00
RBIG	K8	116 822 000.00	74 535 000.00	60 598 000.00
WSIG Capital	K9	83 600 000.00	80 755 000.00	75 000 000.00
Total		**448 076 599.00**	**459 530 497.00**	**458 370 000.00**

ANNEXURE D

DC13 Chris Hani - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1. Rand per annum	Ref	No.	Salary 1.	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Councillors	3							
Speaker	4		696 807	–	324 316			1 021 123
Chief Whip			661 779	–	265 104			926 883
Executive Mayor			1 127 478	–	44 511			1 171 989
Deputy Executive Mayor			705 897	–	279 810			985 707
Executive Committee			3 308 897	–	1 325 522			4 634 419
Total for all other councillors			3 852 343	–	1 278 904			5 131 247
Total Councillors	8	–	**10 353 201**	**–**	**3 518 167**			**13 871 368**
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1 678 305	2 462	966 286	139 858		2 786 911
Chief Finance Officer			1 255 366	68 694	633 759	104 613		2 062 432
SM					605 829			605 829
SM COMM			1 255 362	257 925	715 550	–		2 228 837
SM CORP			710 777	166 693	288 288	179 386		1 345 144
SM IPED			1 213 696	329 817	598 017	177 572		2 319 102
SM STRT			605 431	139 388	245 558	74 744		1 065 121
SM TECH			1 043 258	179 809	388 504	177 572		1 789 143
								–
List of each offical with packages >= senior manager								
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
Total Senior Managers of the Municipality	8,10	–	**7 762 195**	**1 144 788**	**4 441 791**	**853 745**		**14 202 519**
A Heading for Each Entity	6,7							
List each member of board by designation								
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
Total for municipal entities	8,10	–	–	–	–	–		–
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	–	**18 115 396**	**1 144 788**	**7 959 958**	**853 745**		**28 073 887**

ANNEXURE E

SERVICE LEVEL AGREEMENTS

i. We have developed the following service level agreements (SLA) for the municipality. Customers will have the opportunity to measure us against these.

ii. HEALTH AND COMMUNITY SERVICES		
iii. SERVICES TITLE	**iv. SERVIC DESCRIPTION**	**v. SERVICES LEVEL DAYS**
vi. COMMUNITY SERVICE	vii. General Correspondence	viii. 10
ix. EVENTS	x. Events and Festivals	xi. 30
xii. FIRE SERVICES	xiii. Chemical Spills	xiv. Immediately
	xv. Building Fires	xvi. Immediately
	xvii. Field, hazardous and vehicle fires	xviii. Immediately
xix. WATER QUALITY	xx.	xxi. 2
xxii. ENVIRONMENTAL HEALTH ECONOMIC DEVELOPMENT	xxiii. Environmental Health: General enquiries	xxiv. 1

xxv. CORPORATE SERVICES		
xxvi. SERVICE TITLE	**xxvii. SERVICE DESCRIPTION**	**xxviii. SERVICE LEVEL DAYS**

xxix. ADMINISTRATION	xxx. Response to correspondence	xxxi. 5
	xxxii. Request for records	xxxiii. 14
xxxiv. CORPORATE SERVICES	xxxv. General – correspondence	xxxvi. 10
xxxvii. HUMAN RESOURCES	xxxviii. Job applications – Not shortlisted	xxxix. 30
	xl. General - CV `s	xli. 5
xlii. LEGAL SERVICES	xliii. Complaints By: Laws enforcement	xliv. 14
	xlv. Complaints: Contract management	xlvi. 14

xlvii.

xlviii.

xlix. FINANCIAL SERVICES		
l. SECTION TITLE	**li. SERVICE DESCRIPTION**	**lii. SERVICE LEVEL DAYS**
liii. ACCOUNT ENQUIRIES	liv. Account accuracy	lv. 5
	lvi. General enquiries Financial – Finance	lvii. 5
	lviii. Tariffs	lix. 5

lx. ASSETS & INSURANCE	lxi. Acknowledge receipt of insurance claim	lxii. 5
	lxiii. Processing time (after receipt of all documents requested from other departments)	lxiv. 14
	lxv. Notification of decision (after receipt of decision from insurers)	lxvi. 14
lxvii. CREDIT CONTROL	lxviii. Indigent applications	lxix. 21
	lxx. Payment arrangements	lxxi. 1
	lxxii. Rebates	lxxiii. 21
lxxiv. CUSTOMER INFORMATION	lxxv. Change of address	lxxvi. 1
	lxxvii. Name change: meter	lxxviii. 1
lxxix. FINANCIAL SERVICES	lxxx. General -Correspondence	lxxxi. 10
lxxxii. TRADE SERVICES	lxxxiii. New connections	lxxxiv. 14
	lxxxv. Reconnections	lxxxvi. 2
	lxxxvii. Meter reading	lxxxviii. 3
	lxxxix. Suspended	xc. 3

xci.

xcii. INFRASTRUCTURE SERVICES		
xciii. SERVICES TITLE	**xciv. SERVICE DESCRIPTION**	**xcv. SERVICE LEVEL DAYS**

xcvi. METERING	xcvii. Faulty meters	xcviii. 1
	xcix. Meter tampering	c. 1
ci. SEWERAGE	cii. Blockages: Sewer Reticulation	ciii. 2
	civ. Broken sewer pipes	cv. 2
	cvi. New connections: sewer	cvii. 7
	cviii. Sewer smells: Investigate	cix. 2
cx. TECHNICAL SERVICES	cxi. General – correspondence	cxii. 10
cxiii. WATER	cxiv. Pipe burst	cxv. 1
	cxvi. Faulty meters	cxvii. 1
	cxviii. Fire hydrant leakages	cxix. 1
	cxx. Meter testing	cxxi. 2
	cxxii. New connections: water	cxxiii. 7
	cxxiv. Valve leakages	cxxv. 1
	cxxvi. Water tanker delivery	cxxvii. 1
	cxxviii. Water quality check	cxxix. 1
	cxxx. Burst pipe: main leakage	cxxxi. 1

cxxxii.

cxxxiii. INTEGRATED PLANNING & ECONOMIC DEVELOPMENT

cxxxiv. BUILDING INSPECTORATE	cxxxv. Inspection of municipal buildings	cxxxvi. 10
cxxxvii.HOUSING	cxxxviii. Emergency housing kits: Fire damage	cxxxix. 5
	cxl. Emergency housing kits: storm damage	cxli. 5
	cxlii. Enquiries: General	cxliii. 5
cxliv. PLANNING AND DEVELOPMENT	cxlv. General – correspondence	cxlvi. 5

ANNEXURE F

MUNICIPAL TARIFFS FOR 2024/25 MTREF BUDGET

CURRENT TARIFFS CHARGED FOR JULY 2023 - JUNE 2024				PROPOSED INCREASE FOR JULY 2024 - JUNE 2025		PROPOSED TARIFFS FOR JULY 2024 - JUNE 2025		
TARIFFS	CURRENT TARIFF FOR 2023/2024 VAT INCLUSIVE AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT AMOUNT AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT EXCLUSIVE	PROPOSED INCREASE OF 6 %	PROPOSED TARIFF FOR 2024/2025 VAT EXCLUSIVE	PROPOSED TARIFF FOR 2024/2025 VAT AMOUNT AT 15 %	PROPOSED TARIFF FOR 2024/2025 VAT INCLUSIVE AT 15 %	PROPOSED ROUNDING FOR 2024/2025 TARIFF VAT INCLUSIVE AT 15 %
WATER								
Water Consumption (Domestic/Household use)								
0-6	12.40	1.62	10.78	0.65	11.43	1.71	13.14	13.10
7-15	14.40	1.88	12.52	0.75	13.27	1.99	15.26	15.30
16-30	17.70	2.31	15.39	0.92	16.31	2.45	18.76	18.80
31-45	22.00	2.87	19.13	1.15	20.28	3.04	23.32	23.40
46-60	24.00	3.13	20.87	1.25	22.12	3.32	25.44	25.50
61 or more	27.10	3.53	23.57	1.41	24.98	3.75	28.73	28.80
Water Consumption (Institutional, etc)								
0-200 kl per month	14.70	1.92	12.78	0.77	13.55	2.03	15.58	15.60
201-2,500 kl per month	16.30	2.13	14.17	0.85	15.02	2.25	17.28	17.30
2,501 or more kl per month	17.80	2.32	15.48	0.93	16.41	2.46	18.87	18.90
Water Consumption (Business & other use)								
0 – 5,000 kl / month	18.90	2.47	16.43	0.99	17.42	2.61	20.03	20.10
5,001 -25,000 kl / month	19.20	2.50	16.70	1.00	17.70	2.65	20.35	20.40
25,001- 50,000 kl/month	19.50	2.54	16.96	1.02	17.97	2.70	20.67	20.70
50,001- or more kl / month	19.50	2.54	16.96	1.02	17.97	2.70	20.67	20.70
Water Consumption (no meter/unread meter) - Flat Rate Per Month								
Domestic/Household	130.80	17.06	113.74	6.82	120.56	18.08	138.65	138.70
Institutional	170.00	22.17	147.83	8.87	156.70	23.50	180.20	180.20
Business & other	183.10	23.88	159.22	9.55	168.77	25.32	194.09	194.10
Water Basic (Availability) - Flat Rate Per Month								
Domestic	130.80	17.06	113.74	6.82	120.56	18.08	138.65	138.70
Institutional	170.00	22.17	147.83	8.87	156.70	23.50	180.20	180.20
Business	183.10	23.88	159.22	9.55	168.77	25.32	194.09	194.10
Water Delivery by Truck to Domestic/Households & Businesses								
Labour - Charged per person	64.60	8.43	56.17	3.37	59.54	8.93	68.48	68.50
Travel Expenses - Charged per kilometer	11.50	1.50	10.00	0.60	10.60	1.59	12.19	12.20
Charge per Load	617.60	80.56	537.04	32.22	569.27	85.39	654.66	655.00
Water Combination Meters Connections (Where water or fire hydrant connection is supplied)								
50mm	47 405.00	6 183.26	41 221.74	2 473.30	43 695.04	6 554.26	50 249.30	50 249.30
80mm	51 697.00	6 743.09	44 953.91	2 697.23	47 651.15	7 147.67	54 798.82	54 799.00
100mm	63 542.90	8 288.20	55 254.70	3 315.28	58 569.98	8 785.50	67 355.47	67 355.50
150mm	100 853.60	13 154.82	87 698.78	5 261.93	92 960.71	13 944.11	106 904.82	106 904.80
Main Meter Connection (incl road crossing)								
15mm	3 263.30	425.65	2 837.65	170.26	3 007.91	451.19	3 459.10	3 459.10
15mm WCM	4 697.20	612.68	4 084.52	245.07	4 329.59	649.44	4 979.03	4 979.10
25mm	6 089.60	794.30	5 295.30	317.72	5 613.02	841.95	6 454.98	6 455.00
Main Meter Connection (excl road crossing)								
15mm	2 484.50	324.07	2 160.43	129.63	2 290.06	343.51	2 633.57	2 633.60
15mm WCM	3 975.90	518.60	3 457.30	207.44	3 664.74	549.71	4 214.45	4 214.50
ILLEGAL CONNECTIONS AND/OR CONSUMPTIONS AND DAMAGES TO SERVICES								
Illegal use of fire connection and/or use of unauthorised connections - Domestic	7 193.20	938.24	6 254.96	375.30	6 630.25	994.54	7 624.79	7 624.80
Illegal use of fire connection and/or use of unauthorised connections - Business	14 657.90	1 911.90	12 746.00	764.76	13 510.76	2 026.61	15 537.37	15 537.40
Unauthorized usage by vehicles such as tankers	19 829.40	2 586.44	17 242.96	1 034.58	18 277.53	2 741.63	21 019.16	21 019.20
DISCONNECTION AND RESTRICTION FEES								
DELIVERY OF NOTICES - Both to Domestic/Households & Businesses	112.10	14.62	97.48	5.85	103.33	15.50	118.83	118.80
Installation of Water Management Meter (15mm) to restrict flow - Domestic	3 866.70	504.35	3 362.35	201.74	3 564.09	534.61	4 098.70	4 098.70
To Disconnect water supply by removing connection pipe and/or T piece or meter - Domestic	1 201.30	156.69	1 044.61	62.68	1 107.29	166.09	1 273.38	1 273.40
Adjust the Water Management Meter (15mm) to re-instate full flow - Domestic	630.90	82.29	548.61	32.92	581.53	87.23	668.75	668.80
Installation of Water Management Meter (15mm) to restrict flow - Business & other	3 866.70	504.35	3 362.35	201.74	3 564.09	534.61	4 098.70	4 098.70
Terminate Water Supply - Business & other	1 201.30	156.69	1 044.61	62.68	1 107.29	166.09	1 273.38	1 273.40
Re-instate Water Supply - Business & other	1 201.30	156.69	1 044.61	62.68	1 107.29	166.09	1 273.38	1 273.40
Adjust the Water Management Meter (15mm) to re-instate full flow - Business & other	630.90	82.29	548.61	32.92	581.53	87.23	668.75	668.80
DAMAGES TO THE MUNICIPAL WATER PIPE SYSTEM								
Pipes with diameter 50mm or less	8 781.00	1 145.35	7 635.65	458.14	8 093.79	1 214.07	9 307.86	9 307.90
Pipes with diameter between 50mm and 100mm	17 563.30	2 290.87	15 272.43	916.35	16 188.78	2 428.32	18 617.10	18 617.10
Pipes with diameter between 100mm and 250mm	26 344.30	3 436.21	22 908.09	1 374.49	24 282.57	3 642.39	27 924.96	27 925.00
Pipes with diameter between 250mm and 400mm	35 126.60	4 581.73	30 544.87	1 832.69	32 377.56	4 856.63	37 234.20	37 234.20
Pipes with diameter between 400mm and 700mm	70 253.20	9 163.46	61 089.74	3 665.38	64 755.12	9 713.27	74 468.39	74 468.40
Pipes with diameter greater than 700mm	96 597.50	12 599.67	83 997.83	5 039.87	89 037.70	13 355.65	102 393.35	102 393.40
WATER QUALITY - LAB ANALYSIS COSTS								
BACTERIOLOGICAL ANALYSIS								
E-coli (count / 100 ml)	132.30	17.26	115.04	6.90	121.95	18.29	140.24	140.30
Faecal Coliform Count (count / 100 ml)	107.80	14.06	93.74	5.62	99.36	14.90	114.27	114.30
PHYSICAL & ORGANOLEPTIC ANALYSIS								
Ph	29.80	3.89	25.91	1.55	27.47	4.12	31.59	31.60
Turbidity	17.60	2.30	15.30	0.92	16.22	2.43	18.66	18.70
Electrical Conductivity	24.20	3.16	21.04	1.26	22.31	3.35	25.65	25.70
Chlorine	9.30	1.21	8.09	0.49	8.57	1.29	9.86	9.90
Total Dissolved Solids (TDS)	59.80	7.80	52.00	3.12	55.12	8.27	63.39	63.40
Suspended Solids	45.10	5.88	39.22	2.35	41.57	6.24	47.81	47.90
CHEMICAL ANALYSIS								
Fluoride	100.90	13.16	87.74	5.26	93.00	13.95	106.95	107.00
Nitrate	126.80	16.54	110.26	6.62	116.88	17.53	134.41	134.50
Ammonia	95.60	12.47	83.13	4.99	88.12	13.22	101.34	101.40
Chemical Oxygen Demand (COD)	201.10	26.23	174.87	10.49	185.36	27.80	213.17	213.20
Phosphate	107.60	14.03	93.57	5.61	99.18	14.88	114.06	114.10
Sulphate	100.90	13.16	87.74	5.26	93.00	13.95	106.95	107.00

CURRENT TARIFFS CHARGED FOR JULY 2023 - JUNE 2024				PROPOSED INCREASE FOR JULY 2024 - JUNE 2025		PROPOSED TARIFFS FOR JULY 2024 - JUNE 2025		
TARIFFS	CURRENT TARIFF FOR 2023/2024 VAT INCLUSIVE AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT AMOUNT AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT EXCLUSIVE	PROPOSED INCREASE OF 6 %	PROPOSED TARIFF FOR 2024/2025 VAT EXCLUSIVE	PROPOSED TARIFF FOR 2024/2025 VAT AMOUNT AT 15 %	PROPOSED TARIFF FOR 2024/2025 VAT INCLUSIVE AT 15 %	PROPOSED ROUNDING FOR 2024/2025 TARIFF VAT INCLUSIVE AT 15 %
SANITATION								
Basic Charge per Month (Flat Rate)								
Domestic / Households	87.40	11.40	76.00	4.56	80.56	12.08	92.64	92.60
Business	144.10	18.80	125.30	7.52	132.82	19.92	152.75	152.80
Government	145.40	18.97	126.43	7.59	134.02	20.10	154.12	154.20
Churches, Hotels, Schools & Hospitals	137.20	17.90	119.30	7.16	126.46	18.97	145.43	145.50

CURRENT TARIFFS CHARGED FOR JULY 2023 - JUNE 2024				PROPOSED INCREASE FOR JULY 2024 - JUNE 2025		PROPOSED TARIFFS FOR JULY 2024 - JUNE 2025		
TARIFFS	CURRENT TARIFF FOR 2023/2024 VAT INCLUSIVE AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT AMOUNT AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT EXCLUSIVE	PROPOSED INCREASE OF 6 %	PROPOSED TARIFF FOR 2024/2025 VAT EXCLUSIVE	PROPOSED TARIFF FOR 2024/2025 VAT AMOUNT AT 15 %	PROPOSED TARIFF FOR 2024/2025 VAT INCLUSIVE AT 15 %	PROPOSED ROUNDING FOR 2024/2025 TARIFF VAT INCLUSIVE AT 15 %
SANITATION								
Honey Sucker / Sewerage Removal by Truck								
Labour - Charged per person	64.60	8.43	56.17	3.37	59.54	8.93	68.48	68.50
Travel Expenses - Charged per kilometer	11.50	1.50	10.00	0.60	10.60	1.59	12.19	12.20
Charge per Load	617.60	80.56	537.04	32.22	569.27	85.39	654.66	655.00
Night-Soil Removals Per Load								
Night-Soil Removals (Buckets)	94.40	12.31	82.09	4.93	87.01	13.05	100.06	100.10
Unblocking of Drains on Customer Properties								
Domestic	157.10	20.49	136.61	8.20	144.81	21.72	166.53	166.60
Business	281.60	36.73	244.87	14.69	259.56	38.93	298.50	298.50
Government	309.80	40.41	269.39	16.16	285.55	42.83	328.39	328.40
New Sewer Connection								
100mm Sewer Connection	1 796.10	234.27	1 561.83	93.71	1 655.54	248.33	1 903.87	1 904.00
150mm Sewer Connection	2 212.90	288.64	1 924.26	115.46	2 039.72	305.96	2 345.67	2 345.70

CURRENT TARIFFS CHARGED FOR JULY 2023 - JUNE 2024				PROPOSED INCREASE FOR JULY 2024 - JUNE 2025		PROPOSED TARIFFS FOR JULY 2024 - JUNE 2025		
TARIFFS	CURRENT TARIFF FOR 2023/2024 VAT INCLUSIVE AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT AMOUNT AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT EXCLUSIVE	PROPOSED INCREASE OF 6 %	PROPOSED TARIFF FOR 2024/2025 VAT EXCLUSIVE	PROPOSED TARIFF FOR 2024/2025 VAT AMOUNT AT 15 %	PROPOSED TARIFF FOR 2024/2025 VAT INCLUSIVE AT 15 %	PROPOSED ROUNDING FOR 2024/2025 TARIFF VAT INCLUSIVE AT 15 %
MUNICIPAL HEALTH SERVICES / ENVIRONMENTAL MANAGEMENT AND WATER QUALITY SERVICES								
VECTOR CONTROL								
Vector control per occurrence	431.10	56.23	374.87	22.49	397.36	59.60	456.97	457.00
Waste water spillages	718.50	93.72	624.78	37.49	662.27	99.34	761.61	761.70
Noise control								
Residential	718.50	93.72	624.78	37.49	662.27	99.34	761.61	761.70
Commercial	862.20	112.46	749.74	44.98	794.72	119.21	913.93	914.00
ATMOSPHERIC EMISSIONS LICENCES								
1 unit of listed activities (REGULATED TARIFFS - NO INCREASE)								
New Application	10 000.00	1 304.35	8 695.65	REGULATED - NO INCREASE	REGULATED - NO INCREASE	REGULATED - NO INCREASE	10 000.00	10 000.00
Review	10 000.00	1 304.35	8 695.65	REGULATED - NO INCREASE	REGULATED - NO INCREASE	REGULATED - NO INCREASE	10 000.00	10 000.00
Renewal	5 000.00	652.17	4 347.83	REGULATED - NO INCREASE	REGULATED - NO INCREASE	REGULATED - NO INCREASE	5 000.00	5 000.00
Transfer	2 000.00	260.87	1 739.13	REGULATED - NO INCREASE	REGULATED - NO INCREASE	REGULATED - NO INCREASE	2 000.00	2 000.00
Certificate of Acceptability (CoA) (FCD Act)								
New Application	359.20	46.85	312.35	18.74	331.09	49.66	380.75	380.80
Review	143.70	18.74	124.96	7.50	132.45	19.87	152.32	152.40
Revewal	143.70	18.74	124.96	7.50	132.45	19.87	152.32	152.40
Certificate of unsound foodstuffs (Condemns Certificate)	R287.40 / Hour	37.49	249.91	14.99	264.90	39.74	R304.64 / Hour	R305.00 / Hour
Health Certificate (HA) (H. Act)								
New Application	215.60	28.12	187.48	11.25	198.73	29.81	228.54	228.60
Review	143.70	18.74	124.96	7.50	132.45	19.87	152.32	152.40
Renewal	143.70	18.74	124.96	7.50	132.45	19.87	152.32	152.40
Certificate of Competence (CoC) (H. Act)								
New Application	359.20	46.85	312.35	18.74	331.09	49.66	380.75	380.80
Review	143.70	18.74	124.96	7.50	132.45	19.87	152.32	152.40
Revewal	143.70	18.74	124.96	7.50	132.45	19.87	152.32	152.40
Application for Exhumations and Re-Burials	359.20	46.85	312.35	18.74	331.09	49.66	380.75	380.80
RE-Issue of Certificates	143.70	18.74	124.96	7.50	132.45	19.87	152.32	152.40
Request for Re-Inspection or Special Inspections	287.40	37.49	249.91	14.99	264.91	39.74	304.64	304.70
Illegal Transport of Foodstuffs (FCD Act)	287.40	37.49	249.91	14.99	264.91	39.74	304.64	304.70
Application for Selling of Foodstuffs during Public Events	143.70	18.74	124.96	7.50	132.45	19.87	152.32	152.40
Meat Safety Inspections (MS Act)	R359.20 / Hour	46.85	312.35	18.74	331.09	49.66	R380.75 / Hour	R381.00 / Hour

CURRENT TARIFFS CHARGED FOR JULY 2023 - JUNE 2024				PROPOSED INCREASE FOR JULY 2024 - JUNE 2025		PROPOSED TARIFFS FOR JULY 2024 - JUNE 2025		
TARIFFS	CURRENT TARIFF FOR 2023/2024 VAT INCLUSIVE AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT AMOUNT AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT EXCLUSIVE	PROPOSED INCREASE OF 6 %	PROPOSED TARIFF FOR 2024/2025 VAT EXCLUSIVE	PROPOSED TARIFF FOR 2024/2025 VAT AMOUNT AT 15 %	PROPOSED TARIFF FOR 2024/2025 VAT INCLUSIVE AT 15 %	PROPOSED ROUNDING FOR 2024/2025 TARIFF VAT INCLUSIVE AT 15 %
TARIFFS FOR SERVICES RENDERED								
Issuing of Water & Sanitation Clearance Certificates	203.10	26.49	176.61	10.60	187.21	28.08	215.29	215.30
RE-Issuing of Water & Sanitation Clearance Certificates	135.40	17.66	117.74	7.06	124.80	18.72	143.52	143.60
Re-Connection/Re-Activation of Water Meter (Change in ownership/user)	474.00	61.83	412.17	24.73	436.90	65.54	502.44	502.50
Sewerage 'Dump'/'Deposit' into CHDM Waste Water Treatment Works (per dump/deposit)	541.70	70.66	471.04	28.26	499.31	74.90	574.20	574.20
DEPOSITS / SECURITIES								
OPENING OF NEW WATER & SANITATION SERVICES ACCOUNT								
Domestic / Household	570.00	74.35	495.65	29.74	525.39	78.81	604.20	604.20
Business / Institutions & Other	1 519.90	198.25	1 321.65	79.30	1 400.95	210.14	1 611.09	1 611.10

CURRENT TARIFFS CHARGED FOR JULY 2023 - JUNE 2024				PROPOSED INCREASE FOR JULY 2024 - JUNE 2025		PROPOSED TARIFFS FOR JULY 2024 - JUNE 2025		
TARIFFS	CURRENT TARIFF FOR 2023/2024 VAT INCLUSIVE AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT AMOUNT AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT EXCLUSIVE	PROPOSED INCREASE OF 6 %	PROPOSED TARIFF FOR 2024/2025 VAT EXCLUSIVE	PROPOSED TARIFF FOR 2024/2025 VAT AMOUNT AT 15 %	PROPOSED TARIFF FOR 2024/2025 VAT INCLUSIVE AT 15 %	PROPOSED ROUNDING FOR 2024/2025 TARIFF VAT INCLUSIVE AT 15 %
FINES ON ACTIVITIES HAVING AN ENVIRONMENTAL IMPACT - LAW ENFORCEMENT OFFICERS (EHP'S)								
Environmental Pollution – (Municipal Boundaries) - Relating to Environmental pollution created during protest Action	27 085.90	3 532.94	23 552.96	1 413.18	24 966.13	3 744.92	28 711.05	28 711.10
Air pollution - Residential	3 385.80	441.63	2 944.17	176.65	3 120.82	468.12	3 588.95	3 589.00
Air pollution – Commercial	6 771.40	883.23	5 888.17	353.29	6 241.46	936.22	7 177.68	7 177.70
Trading without COA (Certificate of Acceptability)	338.50	44.15	294.35	17.66	312.01	46.80	358.81	358.90
Environmental pollution (Waste Water)	13 543.00	1 766.48	11 776.52	706.59	12 483.11	1 872.47	14 355.58	14 355.60
Illegal transport of Meat	338.50	44.15	294.35	17.66	312.01	46.80	358.81	358.90
Illegal transport of Milk	338.50	44.15	294.35	17.66	312.01	46.80	358.81	358.90
Illegal keeping of Animals	677.20	88.33	588.87	35.33	624.20	93.63	717.83	717.90
Illegal trading – Pesticides / Chemicals	338.50	44.15	294.35	17.66	312.01	46.80	358.81	358.90

CURRENT TARIFFS CHARGED FOR JULY 2023 - JUNE 2024				PROPOSED INCREASE FOR JULY 2024 - JUNE 2025		PROPOSED TARIFFS FOR JULY 2024 - JUNE 2025		
TARIFFS	CURRENT TARIFF FOR 2023/2024 VAT INCLUSIVE AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT AMOUNT AT 15 %	CURRENT TARIFF FOR 2023/2024 VAT EXCLUSIVE	PROPOSED INCREASE OF 6 %	PROPOSED TARIFF FOR 2024/2025 VAT EXCLUSIVE	PROPOSED TARIFF FOR 2024/2025 VAT AMOUNT AT 15 %	PROPOSED TARIFF FOR 2024/2025 VAT INCLUSIVE AT 15 %	PROPOSED ROUNDING FOR 2024/2025 TARIFF VAT INCLUSIVE AT 15 %
FIRE & EMERGENCY SERVICES CHARGES								
FIRE PREVENTION AND FIRE SAFETY								
Fire Prevention Inspection (Re-Inspection)	237.90	31.03	206.87	12.41	219.28	32.89	252.17	252.20
Fire Prevention Inspection (Non-Compliance Certificates and Compliance Certificates)	158.70	20.70	138.00	8.28	146.28	21.94	168.22	168.30
Fire Prevention Inspection (On Application)	198.60	25.90	172.70	10.36	183.06	27.46	210.52	210.60
Occupancy Certificates	154.80	20.19	134.61	8.08	142.69	21.40	164.09	164.10
Flammable Substance Certificate - Per Certificate	154.80	20.19	134.61	8.08	142.69	21.40	164.09	164.10
Population Certificate - Per Certificate	154.80	20.19	134.61	8.08	142.69	21.40	164.09	164.10
Dangerous Goods Vehicle Certificate	154.80	20.19	134.61	8.08	142.69	21.40	164.09	164.10
Dangerous Goods Certificate - Per Certificate	154.80	20.19	134.61	8.08	142.69	21.40	164.09	164.10
Copy of Incident Report	237.90	31.03	206.87	12.41	219.28	32.89	252.17	252.20
Copy of Fire Investigation Report - Per Report	290.70	37.92	252.78	15.17	267.95	40.19	308.14	308.20
Control Burning Permit	290.60	37.90	252.70	15.16	267.86	40.18	308.04	308.10
Follow Up Fire Prevention Inspection	290.60	37.90	252.70	15.16	267.86	40.18	308.04	308.10
Building Plans - Dwellings/Houses	237.60	30.99	206.61	12.40	219.01	32.85	251.86	251.90
Building Plans - Business Premises and Public Buildings	389.40	50.79	338.61	20.32	358.93	53.84	412.76	412.80
Building Plans and Flammable Substance Storage Plans	310.60	40.51	270.09	16.21	286.29	42.94	329.24	329.30
DEALERS FLAMMABLE SUBSTANCES								
Flammable Liquid Storage Tank (Above & Underground) - Per Tank	155.50	20.28	135.22	8.11	143.33	21.50	164.83	164.90
Spray Room and Spray Booth - Per Room or Booth	155.50	20.28	135.22	8.11	143.33	21.50	164.83	164.90
Mixing and Decanting Rooms - Per Room	155.50	20.28	135.22	8.11	143.33	21.50	164.83	164.90
LIQUID PETROLEUM GAS (LPG)								
Bulk Tanks - Per Tank	155.50	20.28	135.22	8.11	143.33	21.50	164.83	164.90
Storage - Per Storage Facility	158.70	20.70	138.00	8.28	146.28	21.94	168.22	168.30
LPG Cylinders - Per Cylinder 9kg	70.70	9.22	61.48	3.69	65.17	9.78	74.94	75.00
LPG Cylinders - Per Cylinder 19	84.10	10.97	73.13	4.39	77.52	11.63	89.15	89.20
LPG Cylinders - Per Cylinder 48	93.20	12.16	81.04	4.86	85.91	12.89	98.79	98.80
SPECIAL EVENTS								
Firefighter per hour	150.10	19.58	130.52	7.83	138.35	20.75	159.11	159.20
Senior Firefighter per hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour
Platoon Officer per hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour
Station Commander per hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour	Rate per Hour
Chief Fire Officer per hour	378.50	49.37	329.13	19.75	348.88	52.33	401.21	401.30
Fire Vehicle at Events per hour	150.00	19.57	130.43	7.83	138.26	20.74	159.00	159.00
FIRE & EMERGENCY INCIDENTS								
Fire Call Out (Farms) - Up to 3 Hours	879.90	114.77	765.13	45.91	811.04	121.66	932.69	932.70
Fire Call Out (Farms) - After 3 Hours / Per Hour	879.90	114.77	765.13	45.91	811.04	121.66	932.69	932.70
Fire Call Out (Outside Municipal Area) - Up to 3 Hours	903.70	117.87	785.83	47.15	832.98	124.95	957.92	958.00
Fire Call Out (Outside Municipal Area) - After 3 Hours / Per Hour PLUS Rand/Km	903.70	117.87	785.83	47.15	832.98	124.95	957.92	958.00
Major Pumper Per Hour PLUS Rand/Km	1 231.20	160.59	1 070.61	64.24	1 134.85	170.23	1 305.07	1 305.10
Medium Pumper Per Hour PLUS Rand/Km	654.10	85.32	568.78	34.13	602.91	90.44	693.35	693.40
Auxillary Vehicles Per Hour PLUS Rand/Km	757.60	98.82	658.78	39.53	698.31	104.75	803.06	803.10
Utility/Service Vehicle Per Hour PLUS Rand/Km	212.50	27.72	184.78	11.09	195.87	29.38	225.25	225.30
Water Tanker Per Hour	1 066.50	139.11	927.39	55.64	983.03	147.46	1 130.49	1 130.50
Hazardous Material Vehicle Per Hour	1 231.20	160.59	1 070.61	64.24	1 134.85	170.23	1 305.07	1 305.10
Informal Dwellings	158.40	20.66	137.74	8.26	146.00	21.90	167.90	167.90
Disposable/Consumables Material Replacement	Cost PLUS 10%	Cost PLUS 10%	Cost PLUS 10%	Cost PLUS 10%	Cost PLUS 10%	Cost PLUS 10%	Cost PLUS 10%	Cost PLUS 10%
Vehicles Travelled Per Km	R3.70 Per Km	0.48	3.22	0.19	3.41	0.51	3.93	4.00 Per Km
FIRE TRAINING (Non Accredited) Per Person								
Certificates and Printing Material	Material used PLUS 35%	Material used PLUS 35%	Material used PLUS 35%	Material used PLUS 35%	Material used PLUS 35%	Material used PLUS 35%	Material used PLUS 35%	aterial used PLUS 35%

ANNEXURE G

BUDGETED RELATED POLICIES

of 2024/25 Reviewed and New Budget Related Policies and By-Law			
Policy Name	**Responsible Person**	**New / Reviewed**	**Any Amendment Made?**
Budget Implementation and Monitoring Policy.	P.Mngeni	Reviewed.	
Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	P.Mngeni	Reviewed.	
User Accounts Management Policy.	L.Luke	Reviewed.	
Virements Policy.	P.Mngeni	Reviewed.	
Cash Management and Investment Policy.	L.Pekani	Reviewed.	
Asset Management Policy.	O.Mbotshane	Reviewed.	
Inventory Management Policy.	O.Mbotshane	Reviewed.	
Credit Control and Debt Management Policy.	N.Seti	Reviewed.	Yes.
Funding Reserves Policy.	A.Mfecane	Reviewed.	
Incident Management Policy.	L.Luke	Reviewed.	
Indigent Policy.	N.Seti	Reviewed.	
Tariff Policy.	N.Seti	Reviewed.	
Unallocated Deposits Policy.	N.Seti	Reviewed.	
Asset Loss Control Management Policy.	O.Mbotshane	Reviewed.	
Contracts Management Policy	B.Spampoel	Reviewed.	
SCM Policy	B.Spampoel	Reviewed.	Yes
Revenue Management By-Laws	N.Seti	Reviewed.	
Draft Writing Off of Irrecoverable Debt	N.Seti	Reviewed.	
Draft Water Estimates Policy	N.Seti	Reviewed.	
Cost Containment Policy	B.Spampoel	Reviewed.	
Equitable Share Policy	P.Mngeni	New	
Customer Care Policy	P. Libala	Reviewed.	
Long-term Financial Plan Policy	P.Mngeni	New	

CHAPTER 7

PERFOMANCE MANAGEMENT SYSTEM

Introduction

Performance management as envisaged in White Paper and Municipal Systems Act is a strategic approach to managing local government. The intentions of the Integrated Development Plan (IDP), the Budget allocations to strategies and projects of the IDP are collated into an annual Service Delivery Budget Implementation Plan (SDBIP) thereby creating an accepted organisational wide tool for reporting on performance of local government.

These processes collectively equip councillors, managers, workers and stakeholders at different levels to plan, monitor, measure and review performance. Thus, a performance management system is a set of tools and techniques for regular planning, continuous monitoring, periodical measuring and reviewing the performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact. (Where are individuals within and organisation located in this "definition"?)

There are two aspects to performance:

- The organisational wide performance which is contained in the SDBIP; and,
- The management of performance of individuals, which is a function of the Human Resource Management programme, is contained in accountability agreements or performance assessments for each employee.

A Performance Management System (PMS) is directly linked to the municipality's cycle and processes of strategic planning, the collation of the IDP and budgeting. Through these processes performance planning, monitoring, measuring, reviewing, reporting and improvements are conducted, organised and managed.

This policy document elucidates steps to manage performance in the Chris Hani District Municipality (CHDM). It also forms the basis for aligning the Integrated Development Plan (IDP) with the operational business plans, performance areas and performance indicators of the various departments of the CHDM.

One of the hallmarks of leading-edge local governments globally has been the successful application of performance measurement to gain insight into, and make judgements about, the municipalities and the effectiveness and efficiency of their programmes, processes, and people. However, leading municipalities do not stop at the gathering and analysis of performance data. These municipalities use performance measurement to drive improvements and successfully translate vision and strategies into action. In other words, they use performance measurement processes for managing their municipalities. It is the intention of this policy framework to create a platform and infrastructure with which to manage the CHDM as a leading-edge municipality in South Africa.

People determine the performance capacity of municipalities and are therefore crucial in realising and improving performance. This policy therefore accepts that the alignment of the business

strategy with intangible assets, namely knowledge, creativity, innovation, employee's skills and the organisational culture will be the key ingredient that ensures the success of a performance system.

In building towards a leading-edge municipality, CHDM seeks to create an efficient and effective Performance Management System to:

- translate its vision, mission and IDP into clearly measurable outcomes, indicators and performance levels that define success, and that are shared throughout the municipality and with CHDM's customers and stakeholders;
- provide a tool for assessing, managing, and improving the overall health and success of business processes and systems;
- create a culture of best practices;
- continue to shift from prescriptive and simply audited oversight to ongoing, forward-looking and compliance-based strategic partnerships involving (amongst others) agencies, communities, citizens and other stakeholders;
- promote accountability;
- include measures of quality, cost, speed, customer service, and employee alignment, motivation, and skills to provide an in-depth, predictive PMS;
- create pressures for change at various levels; and
- replace existing assessment models with a consistent approach to performance measurement and management.

These goals are aligned with the South African Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).

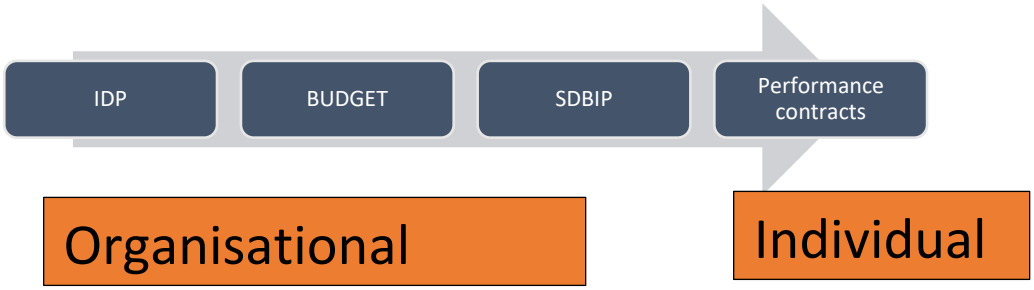
The specific functions of this policy are to:

- standardise terminology
- provide a broad framework which will enable adjustments and refinements over time
- give direction for processes to effectively implement policy phase in policy implementation
- comply with regulations under the Municipal Systems and Financial Management Acts

The scope of this policy document covers all categories of CHDM staff and all functions of the municipality. This framework caters for the initiation, development, implementation, reporting and rewarding of performance management within the Municipality. The policy framework offers the CHDM a platform to implement, assess, monitor, measure, review, manage and reward performance throughout the municipality. It is important to note that a PMS is dynamic and will change and develop over time to reflect the unique features of the CHDM environment. This policy framework aligns itself with improved performance in the CHDM with the express aim of achieving its stated objectives and levels of performance.

A "system" implies the integration of all processes, which collectively cause such a system to function. A system is therefore made up of separate, but inter-related parts or components that are linked together and which, collectively operate as a system. Performance management is largely

dependent on other processes like the IDP, budgeting and human resources management and development. A Performance Management System (PMS) therefore also integrates distinctive processes or components around performance in order for such a system to be developed, managed and operated.



The role of the CHDM PMS is to establish a productive and performance-orientated culture in the municipality to deliver services efficiently, effectively and with the desired impact. Thus, ensuring that the strategies of the municipality are appropriate and successful for the achievement of the strategic objectives through the implementation of the IDP.

The board objectives of the PMS are to:

- Translate the vision, mission and IDP of CHDM into clear measurable outcomes, indicators and performance levels that define success, in and accessible form that can be shared throughout the municipality and with CHDM's customers and stakeholders.
- Provide a tool for assessing, managing, and improving the overall health and success of business processes and systems.
- Create a culture of best practices.
- Continue to shift from prescriptive and simply audit oversight to ongoing, forward-looking and compliance-based strategic partnerships involving *inter alia* agencies, communities, citizens and other stakeholders.
- Promote accountability.
- Include measures of quality, cost, speed, customer service, and employee alignment, motivation, and skills to provide an in-depth, predictive PMS.
- Create pressures for change at various levels.
- Replace existing assessment models with a consistent approach to performance measurement and management.
- Achieve sustainable improvements in Service Delivery to the community
- Link IDP departmental plans to individual performance

At a more specific level the following are objectives:

At **operational level**, to facilitate a collective effort towards the achievement of strategic objectives of the municipality through the successful implementation of actions and the execution of functions

and duties, the optimal use of resources, and the creation of means and opportunities to address and improve performance. In short, it must ensure that the things are being done correctly;

At **individual employee level**, to have clarity regarding job expectations and to provide regular feedback on performance and to participate in efforts to address and improve performance;

At **Councillor level**, to facilitate positive leadership and ensure accountability for the decisions that direct municipal service delivery; and

For **the community**, to understand the type, level, standard and timing of services that they may expect from the municipality and to receive feedback on such progress and success.

For **service providers** who render contracted services to the municipality, to stipulate, agree on and monitor the deliverables and such specifications.

The Local Government: Municipal Systems Act of 2000, requires local governments to:

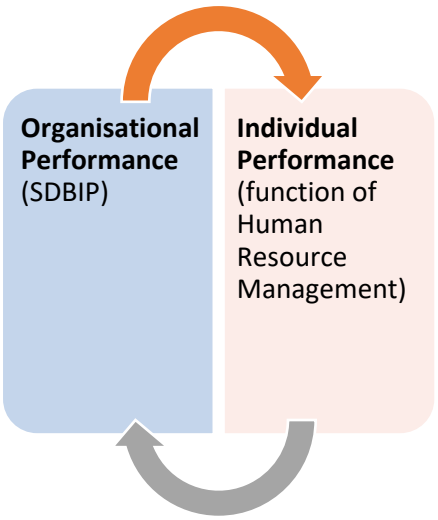
- develop a PMS;
- set targets, monitor and review performance based on indicators linked to the IDP;
- publish an annual report on performance management for the councillors, staff, public and other spheres of government;
- incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government;
- conduct an internal audit on performance before tabling the report;
- have the annual performance report audited by the Auditor-General; and
- involve the community in setting indicators and targets, and in reviewing performance;

The following principles therefore inform and guide the performance management system:

(a) The PMS must be feasible in terms of the resources available and appropriate to the circumstances of the municipality. The cost of the PMS must therefore not exceed the benefits that are derived from it. For this reason, the PMS must not be complex in nature and should thus ensure that the municipality can operate and maintain such system without huge costs or effort. The PMS must, however, have the necessary integrity to serve the purpose it is intended for; and

(b) A PMS must serve as an enabling mechanism and emphasis must be placed on the importance of supporting employees in achieving their performance objectives and targets. Performance monitoring and assessment must thus be viewed and treated as a means to facilitate performance through appropriate, but reasonable support in the case of underperformance, and not serve as a means for unjust disciplinary action. The implementation of performance management, which involves monitoring and evaluation, will be approached as “performance facilitation” in order to

place the emphasis on the enabling of performance. The monitoring and assessment of individual performance must at all times be impartial, fair and objective.



2. POLITICAL AND LEGAL RATIONALE

3.1 White Paper on Local Government (1998)

The White Paper on Local Government (1998) provides for the development of a coherent planning framework for Integrated Development Planning that informs the effective design and implementation of the Performance Management system on both organisational and individual level, which will:

- Enable planning around the needs prioritised in consultation with community groups;
- Facilitate vertical integration with the national and provincial policies and programmes, and;
- Gear municipal resources and capacity to meet the objectives identified in the IDPs.

In order to support the integrated development planning the White Paper advocated the development of a performance management system with the aim to:

- Enable realistic planning;
- Allow municipalities to assess the impact of their administrative reorganisation processes and development strategies, and;

Enhance local government accountability.

3.2 Constitution of the RSA, 1996

Section 152 of the Constitution of the RSA, 1996, upon listing the objects of local government, paves the way for performance management with the requirements for an "accountable government". Many of the democratic values and principles in terms of Section 195(1) of the Constitution can also be linked with the concept of performance management, with reference to the principles of the promotion of the efficient, economic and effective use of resources, accountable public administration, displaying transparency by making available information, being responsive to the needs of the community, and by facilitating a culture of public service and accountability amongst staff.

3.3 Municipal Systems Act, 2000 (Act 32 of 2000)

The Municipal Systems Act, 2000 (Act 32 of 2000) also picks up on these concepts and principles of accountability in Sections 4, 6, and 8. Section 11(3) specifically states that a municipality exercises its executive or legislative authority by, inter alia, "the setting of targets for delivery; monitoring and regulating municipal services provided by service providers; monitoring the impact and effectiveness of any services, policies, programmes or plans; and establishing and implementing performance management systems."

Chapter 6 of the Systems Act deals specifically with performance management in local government. In terms of Section 38, a municipality must establish a Performance Management System (PMS); promote a culture of performance management among political structures, office bearers & councillors and its administration, and administer its affairs in an economical, effective, efficient and accountable manner.

Section 39 stipulates that the Executive Mayoral Committee (Mayco) is responsible for the development of a PMS, for which purpose they may assign responsibilities to the Municipal Manager. The Mayco is also responsible for submitting the PMS to Council for approval.

Section 40 stipulates that a Municipality must establish mechanisms with which to monitor and review the PMS.

In terms of Section 41, the core components of a PMS are to:

(i) set Key Performance Indicators (KPIs),
(ii) set measurable performance targets (PTs),
(iii) monitor performance & measure and review annually,
(iv) take steps to improve performance, and
(v) establish a process of regular reporting.

Section 42 requires that the community, in terms of the provisions of Chapter 4 of the Act, which deals with Public Participation, should be involved in the development, implementation and review of the PMS and, that the community be involved with the setting of KPIs & PTs for the municipality.

In terms of section 43 the general key performance indicators to be applied by all municipalities may be prescribed by regulation. Section 44 stipulates that the KPIs and PTs in the PMS of the municipality must be made known both internally and externally in a manner described by the Council.

In terms of section 45, the results of the performance measurement must be audited as part of the internal auditing processes and annually by the Auditor General.

Section 46 also requires that the municipality prepare an annual report consisting of a report must be tabled within one month of receiving the audit report.

(i) performance report,
(ii) financial statements;
(iii) audit report on financial statements; and
(iv) any other reports in terms of legislative requirements.

In terms of section 121 Municipal Finance Management Act, the Municipal Manager must give proper notice of meetings at which the annual report will be tabled and submit information on same to the Auditor General & the MEC for Local Government.

The Section further stipulates that a Municipality must adopt the annual report and make copies available within 14 days, to the Auditor General, the MEC for Local Government and any others as may be prescribed by regulation.

3.4 The Municipal Planning and Performance Management Regulations (No 796, 24 August 2001)

The regulations deal with provisions for the following aspects of the PMS:

(a) The framework that describes and represents the municipality's cycle and processes for the PMS and other criteria and stipulations [S7], and the adoption of the PMS [S8];

(b) The setting and review of Key Performance Indicators (KPIs) [S9 & 11];

(c) The General KPIs which municipalities have to report on [S10], and which include:

(i) Households with access to basic services

(ii) Low income households with access to free basic services

(iii) Capital budget spent in terms of the IDP

(iv) Job creation in terms of the LED programme

(v) Employment equity with target groups in the three highest levels of management

(vi) The implementation of work skills plan

(vii) The financial viability of the municipality.

(d) The setting of performance targets, and the monitoring, measurement and review of performance [S 12, 13];

(e) Internal Auditing of performance measurements [S14];

(f) Community participation in respect of performance management [S15]

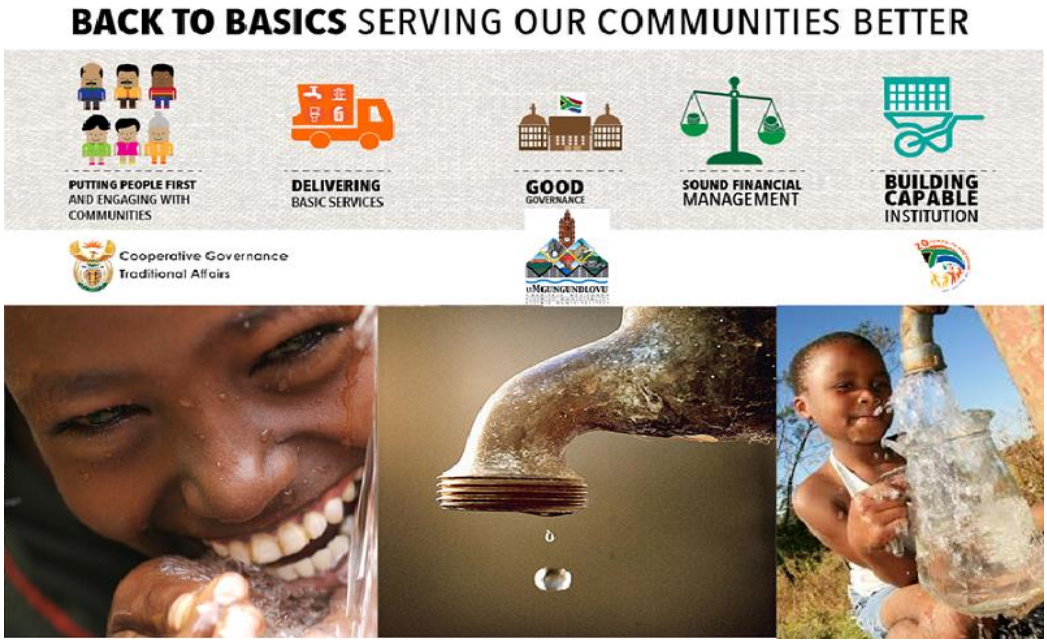
3.5 Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 (No R. 805, 1 August 2006)

These regulations seek to set out how the performance of Municipal Managers and Managers directly accountable to Municipal Managers will be uniformly directed, monitored and improved. The regulations include the following:

(a) Chapter 2 deals with the requirements and provisions of the employment contracts;

(b) Chapter 3 deals with the performance agreements, which must include prescribed Key Performance Areas and Core Competency Requirements.

(c) Chapter 4 deals with the content of a Job Description for Municipal Managers.



3. THE FRAMING FOR PERFORMANCE

The **National Development Plan** envisages a future in which, "we have created a home where everybody feels free yet bounded to others; where everyone embraces their full potential. We are proud to be a community that cares." It also envisages a future in which, "Our homes, neighbourhoods, villages, towns and cities are safe and filled with laughter." Our future is clearly an urban future, an urban future inextricably linked to our rural future.

The NDP recognises that, "while the fundamental reshaping of the colonial and apartheid geography may take decades, by 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements." However, for this to happen, the NDP says the country must do three things:

1. Clarify and relentlessly pursue a national vision for spatial development;
2. Sharpen the instruments for achieving this vision;
3. Build the required capabilities in the state and among citizens.

The **Integrated Urban Development Framework (IUDF)** adopted by Cabinet in April 2016, marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. Its overall outcome is spatial transformation. The IUDF builds on the National Development Perspective conception of spatial transformation and advocates that the elements of urban structure, namely land, jobs, housing and transport should be used to promote urban restructuring.

The IUDF is guided by the four principles set out in the NDP: spatial justice, spatial sustainability, spatial quality, spatial efficiency, and spatial resilience. To achieve this transformative vision, the IUDF introduces four overall strategic goals:

- Spatial integration: To forge new spatial forms in settlement, transport, social and economic areas.
- Inclusion and access: To ensure people have access to social and economic services, opportunities and choices.
- Inclusive Growth: To harness urban dynamism for inclusive, sustainable economic growth and development.
- Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The end goal is to strengthen rural-urban linkages, promote urban resilience, create safe urban spaces and ensure that the needs of the most vulnerable groups are addressed.

Rural development has been a priority of government since the first democratic elections in 1994. Apartheid created fragmentation and segregation. Towns and villages were developed without viable economic, social and cultural linkages between the economically active and relatively prosperous commercial urban areas of the country and the rural hinterland.

To address this priority intergovernmental work between the Department of Rural Development and Land Reform, Cooperative Governance and Traditional Affairs (COGTA), Municipalities and Traditional Councils is necessary. Integrated spatial planning and, just and fair land use management is critical to the success of the Comprehensive Rural Development Programme (CRDP), adopted by the Cabinet in 2009.

The vision in the National Development Plan is rural areas that are spatially, socially and economically well integrated - across municipal, district and provincial and regional boundaries - where there is economic growth, food security and jobs because of agrarian transformation and infrastructure development programmes with improved access to basic services, health care and quality education.

The National Development Plan proposes a differentiated rural development strategy that focuses on:

- Agricultural development, successful land reform, employment creation and strong environmental safeguards. To achieve this, irrigated agriculture and dry-land production should be expanded, with emphasis on smallholder farmers where possible**.**
- Quality basic services particularly education, health care and public transport. Well-functioning and supported communities enable people to seek economic opportunities. This allows them to develop their communities further through remittances and the transfer of skills, which will contribute to the local economy.
- In areas with greater economic potential, industries such as agro-processing, tourism, fisheries (in coastal areas) and small enterprise development should be developed with market support. Special focus to enhance skills and capabilities of rural women entrepreneurs with access to land and finance.

In order that the rural voice is strengthened and for rural citizens to realise the vision of the country on rural development, the participation of the community in planning and implementing projects is necessary. Rural development must further be supported by strengthening and financing community groups, facilitating community access to information, and promoting an enabling environment for the governance of the development processes.

A strategy to bring about rural development is about agrarian transformation, meaning “rapid and fundamental change in the relations, systems and patterns of ownership and control of land, livestock, cropping and community.” Such approaches ensure access to basic services, food security and the empowerment of farm workers. It recognises the wide range of opportunities present in rural areas and develops strategies to suit local conditions.

The introduction of the **Spatial Planning and Land Use Management Act (16 of 2013) (SPLUMA)** is set to aid effective and efficient planning, land use management and land development. In the context of the spatial transformation agenda, SPLUMA has been proposed as a possible tool to effect spatial transformation and is seen as a framework act for spatial planning and land use management in the Republic.

The Act introduces a set of principles, policies, directives and national norms and standards requires to achieve important urban, rural, municipal, provincial, regional and national development goals and objectives through spatial planning and land use management system.

According to SPLUMA (section 4) the spatial planning system of South Africa consists of the following components cutting through all spheres of government:

- Spatial Development Frameworks
- Development Principles, Norms and Standards
- Management of Land Use, and
- Land development management

The Integrated Development Plan

Since 2000 the IDP, a policy instrument with a set of well-defined tools, ensures that planning is conducted in an open, transparent, democratic and inclusive manner wherein development is prioritised. The IDP process involves all spheres of government,[2] the residents in a ward or a cluster of wards and all the departments of a municipality. The IDP process is about democratic planning. In some instances, this process is used to build a vibrant participatory democracy in local areas, where needs are collated and prioritised and thereafter implemented in programmes with the involvement of communities.

To provide for structured and organised participation, ward committees were enacted as part of the internal structure of municipalities in the Municipal Structures Act 117 (1998). The Municipal Systems Act 32 (2000) enacted integrated development planning to achieving cooperative governance, consultation with communities and adequate planning of the developmental goals of inclusion and service provision.

The IDP is a corporate plan linked to the five-year term of office of councillors for a municipality. It is a strategic plan that determines budget allocations and a service delivery budget implementation plan. Thus, while the IDP points to what will be done, based on needs and priorities arising from consultations, it provides an indication to decision makers of the critical areas that require funds to be allocated in the budget of the municipality. An annual review of the IDP takes place to realign

[2] The full involvement of all national and provincial departments though is yet to be achieved in the participatory processes during consultations. However, the IDP's are submitted to the MEC of Local Government of provinces in May every year and all provincial departments comment on the IDP's of municipalities annually. This gives sector provincial departments the chance to amend their own plans and programmes based on IDP's.

budget[3] and adopt the annual service delivery budget implementation plan. This review must and should consider whether the local tax base and disposable household income is growing or shrinking and the impact of this.

KEY PERFORMANCE AREAS (KPA'S)

Alignment of National KPAs to Chris Hani District Municipality KPAs

The table below illustrates the national KPAs as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to the Municipal Managers (2006). Section 26 (6) of these regulations outlines five Key Performance Areas (KPAs) for Municipal Managers and Managers directly accountable to the Municipal Manager and the Chris Hani DM KPAs as per IDP

Alignment of National KPAs to Chris Hani District Municipality KPAs

a) The table below illustrates the national KPAs as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to the Municipal Managers (2006). Section 26 (6) of these regulations outlines five Key Performance Areas (KPAs) for Municipal Managers and Managers directly accountable to the Municipal Manager and the Chris Hani DM KPAs as per IDP.

Table 2.1: Alignment of National KPAs to Chris Hani District Municipality KPAs

National KPAs	**Chris Hani DM KPAs**
1. Municipal Institutional Development and Transformation	Municipal Transformation and Institutional Development & Governance and Municipal Planning
2. Basic Service Delivery	Basic Service Delivery and Infrastructure Development
3. Local Economic Development	Local Economic Development
4. Municipal Financial Viability and Management	Financial Management and Viability
5. Good Governance and Public Participation	Good Governance and Public Participation

[3] The yearly review of the IDP and realignment of the budget assists municipalities to make adjustments on tariffs such as electricity, water and other charges; it also provides the opportunity to reprioritise funds for projects based on project timelines.

DEVELOPING STRATEGIC OBJECTIVES

After identifying priorities for the year, Council will identify areas of focus or strategic themes for community needs. Council will have to agree on the strategic objectives and goals on the key focus areas. Council will also establish priorities and identify priority initiatives. The development of objectives will be clustered into key performance areas identified above. Once Council has set the strategy or game plan for the year, staff shall begin to work on the plans to implement the strategy. This process ensures that all components of the IDP are translated into a set of clear and tangible objectives. The Chris Hani Stakeholders through Strategic Planning Sessions both departmental and Institutional felt that the Vision and Mission which we adopted during 2012 for the 2012-2017 IDP are to be amended and process to unfold that will be presented to Council for adoption and later be taken to communities for comments. Below is the draft Vision and draft Mission for the institution.

Vision:

"Leaders in sustainable economic growth and improved quality of life"

Mission:

"To coordinate governance and quality service for vibrant communities"

Values:

C=Commitment

H=Humanity

R=Respect

I=Integrity

S=Sincerity

H=Honesty

A=Accountability

N=Nurturing

I=Innovative

In an effort to realize the institutional vision, CHDM has developed 5 Broad Strategic Objective as aligned to the National KPA. These are a way of responding to key issues confronting the municipality and as said are aligned to the 5 National KPA's (5 year Local Government Strategic Agenda). The below Broad Strategic Objective were developed during the various strategic session of the institution and are to be applied for the period 2022- 2027 and will be reviewed annually till 2027.

CHDM 5 KEY BROAD STRATEGIC OBJECTIVES LINKED TO 5 KPA's

To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to Communities.

To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner.

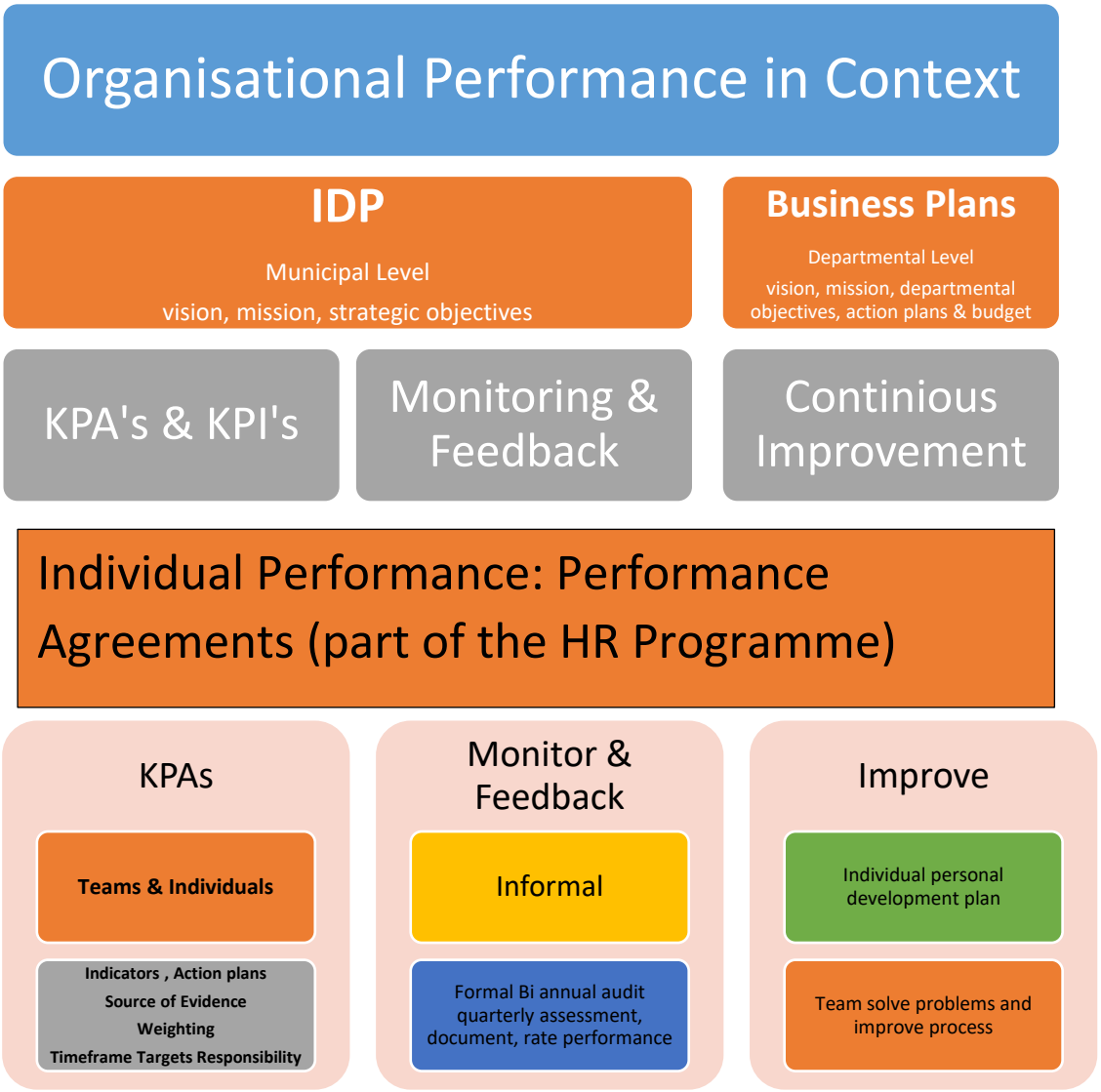
To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economies of scale and social cohesion.

To Ensure an Effective, Efficient and Co-ordinated Financial Management that enables CHDM to deliver its mandate.

To create an Efficient, Effective, Accountable and Performance-oriented Administration.

The key performance areas (KPA) of the municipality are the basis for framing the performance of a municipality at an organisational level and the individual performance of employees.

These KPA's form the basis of performance indicators and measurable performance targets.



5 THE SYSTEM FOR PERFORMANCE

The Municipal Systems Act (2000) places the responsibility on the Council to adopt a PMS, while holding the Executive Mayor responsible for the development and management of the system.

The Executive Mayor of the CHDM delegates the responsibility for the development and management of the PMS to the Municipal Manager of the CHDM. The CHDM's Executive Directors will be responsible for executing the PMS in their respective departments according to the approved framework.

5.1 PMS Responsibility Infrastructure

A project team (the Performance Management Team – PM Team) led by the Organisational Performance manager, delegated by the Municipal Manager, will be responsible for Organisational and Individual Performance Management until the institutional arrangements relating to the custodian of individual performance management are reviewed.

The team will consist of the PMS Manager, Risk Manager, Budget Manager, IDP Manager, Human Resource Manager, Director Corporate Services, and Director: Strategic Management and CFO

The PM Team should be responsible for the following core activities:

- The development and implementation of the organisational and Individual PMS.
- Ensuring CHDM's implementation and compliance with all legal aspects in respect of the PMS policy.
- Facilitating further development and refinement of the PMS.
- Continuously supporting CHDM with the implementation, assessment, review, monitoring and computerization of the process.
- The compilation of the annual status report to the Council.

The Municipal Manager and the Performance Management Team (PM Team) will have the authority to appoint and co-opt the following:

- Specialists to assist with its core responsibilities. Co-opted specialists should have practical experience of the South African local government environment.
- Departmental co-ordinators to assist with the development and implementation of the organisational PMS.

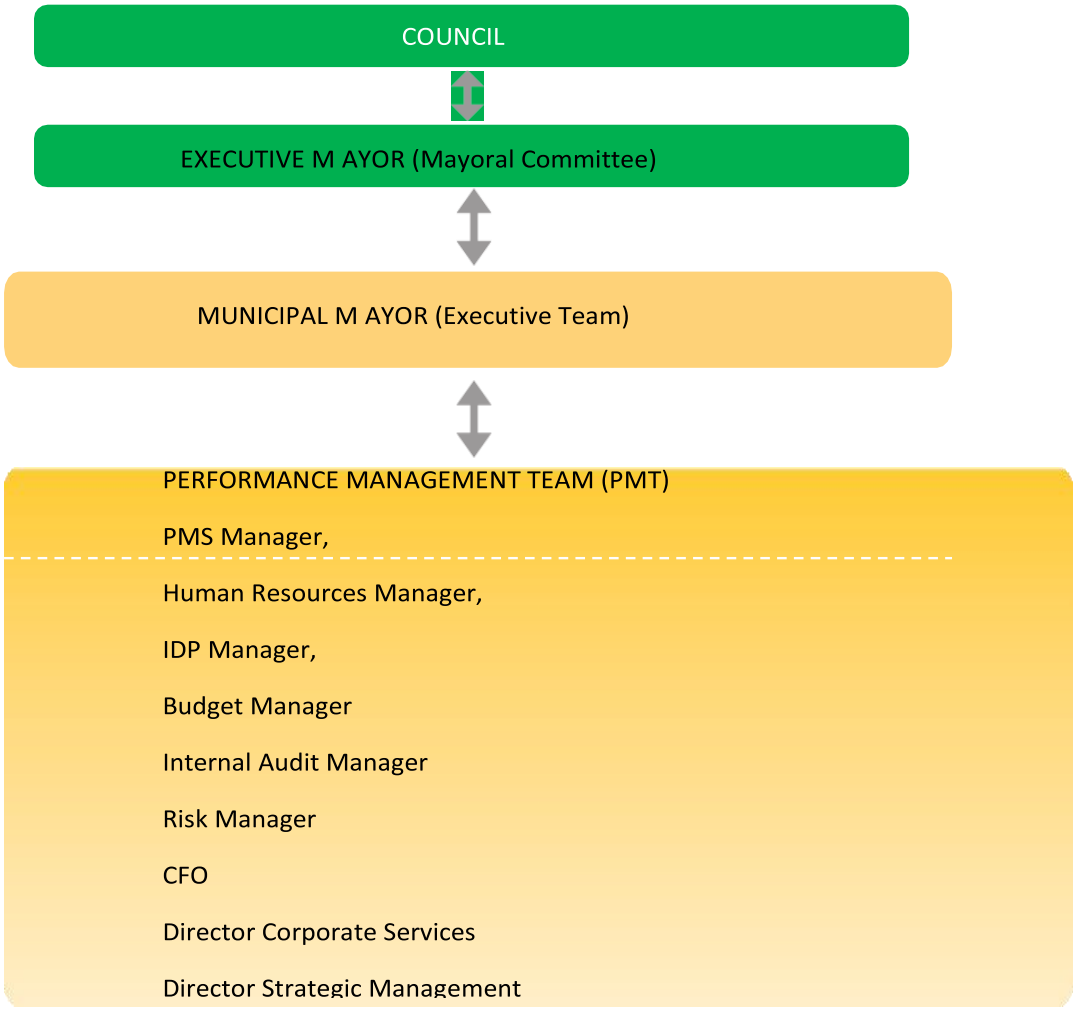
The Team will report to the Municipal Manager, who will in turn account to the Executive Mayor and finally Council.

The Municipal Manager and the PM Team will keep the CHDM informed about the transformation, development, implementation and review of the PMS in order to:

(a) communicate these roles, responsibilities and expectations within the municipality and to the public;

(b) encourage public participation through the communication of performance information and the creation of appropriate mechanisms; and

(c) ensure that the process of developing the system will be inclusive, participatory, transparent, simple and realistic, fair and objective, developmental and non-punitive.



During the implementation of the PMS, officials will be made aware of and guided in understanding the need for performance management. This will include an introduction of the principles that will govern the development and use of the PMS in the municipality.

The CHDM leadership must ensure that performance management establishes the accountability of:

- the municipality to the citizens and communities;
- the administration to the Council;
- line functions to executive management; and
- employees to the municipality.

To ensure full compliance, the municipality will:

- make change happen by mobilising the municipality;
- clarify and manage roles, responsibilities and expectations between the public and the municipality, between politicians and officials and among officials;
- communicate these roles, responsibilities and expectations within the municipality and to the public;
- deepen democracy by encouraging public participation through the communication of performance information and the creation of appropriate mechanisms;
- create a mechanism for efficient decision-making regarding the allocation of resources;
- introduce a diagnostic tool that indicates that the municipality is doing things right and also doing the right things;
- redefine the incentive structure if necessary, by rewarding successes and alternatively identifying opportunities for growth, learning and development; and
- ensure that the process of developing the system will be inclusive, participatory, transparent, simple and realistic, fair and objective, developmental and non-punitive.

5.2 Stakeholders

The clear identification of stakeholders is crucial as each category of stakeholders performs a different role within the PMS.

The following are the stakeholders within the CHDM:

- Local municipalities, "affiliated" municipalities, international municipalities, national/provincial government, political parties, CHDM employees, councillors and organised labour.
- Civil society (women, disabled people, youth, sport, faith-based, educational bodies), communities and NGO's.
- Organised business, electronic, printed media and TV, agriculture and tourism industries and road users.

5.3 Structures for Stakeholder Participation

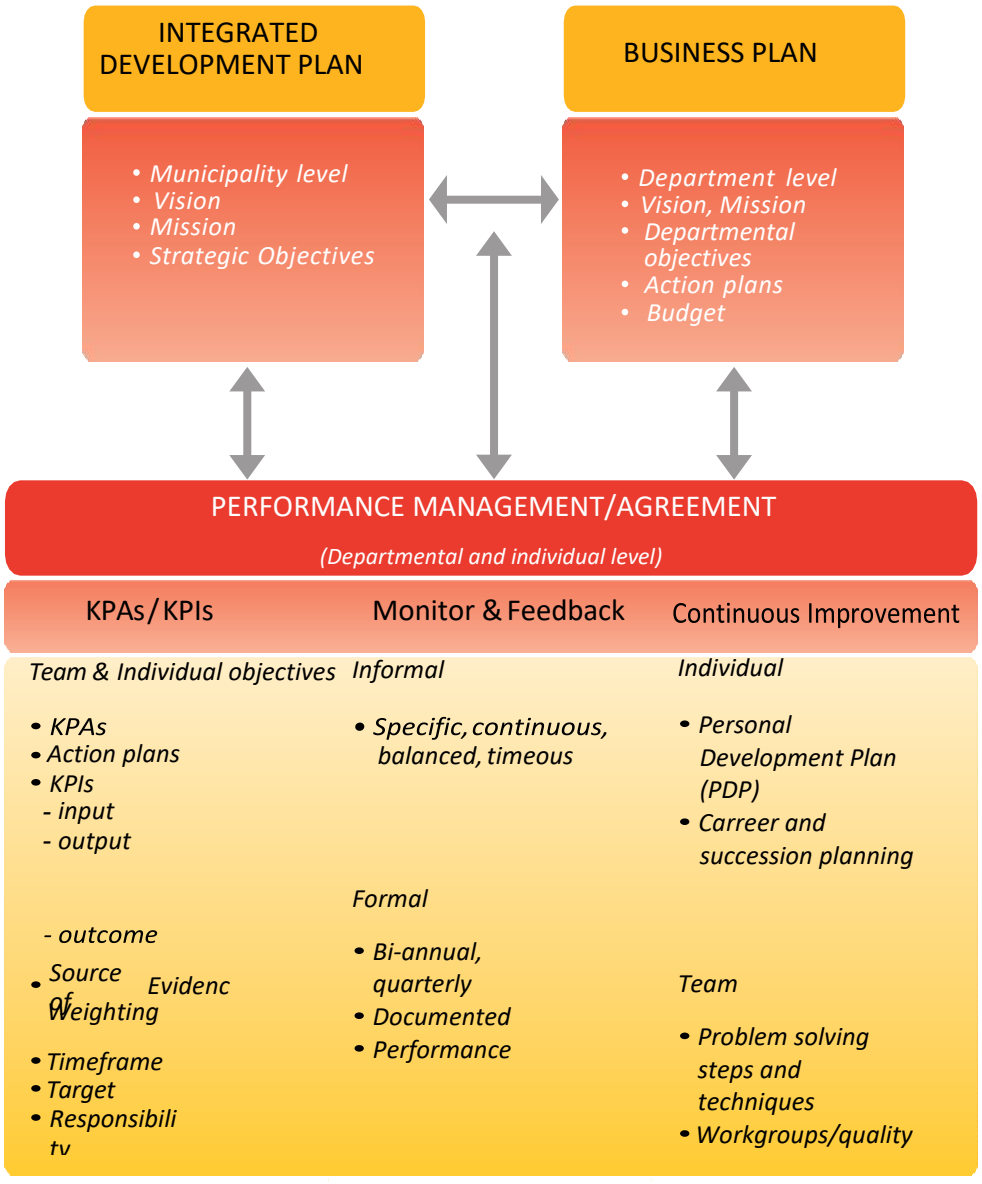
It will be important to establish structures that will facilitate the meaningful participation of all stakeholders in the development of the system, consistent with the legislation. The CHDM municipality will utilise the same and/or linked IDP structures for stakeholder participation.

The CHDM may also utilise the following structures, amongst others:

- IDP/Budget/PMS steering committees
- IDP Representation Forum
- Media

5.4 Relationship between the IDP, Human Resource Management and the PMS

Although the development of the PMS is a separate process, it has very strong parallels with the preparation and development phases of the IDP and the management of human resources. It is crucial that the continuous development of the PMS identifies overlaps and, is used to calibrate the synergies between the IDP and performance measurement of individuals and the performance management of the CHDM. An integrated model for calibrating the three applications including key performance area (KPAs) and key performance indicators (KPIs) is schematically presented below:



The Municipal System Act requires municipalities to develop a PMS suitable for their own circumstances. Therefore, working with the CHDM stakeholders, the PM Team should continuously ensure that the PMS is relevant and realistic as well as performance driven.

The CHDM's PMS will cover the following two aspects, namely the framework and a model:

Firstly, a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different players.

Secondly, a performance management model. In developing the model, those aspects or dimensions of performance that need to be measured must be chosen. Different models give different pictures of performance by emphasizing different measurable dimensions. The model that a municipality develops will influence which indicators it decides to use, and how it will group these indicators together into areas of performance (efficiency, customer satisfaction, etc).

In developing its PMS, the CHDM will ensure that the system:

- complies with all the requirements set out in the Municipal Systems Act (see references);
- demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
- clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system;
- clarifies the steps of implementing the system within the framework of the IDP process;
- determines the frequency of reporting and the lines of accountability for performance;
- relates to the municipality's employee performance management processes
- provides for the procedure by which the system is linked to the municipality's Integrated Development Planning processes; and
- provides for the adoption of the PMS.

5.5 Publication of the Performance Management System

The CHDM will publish the PMS in various ways in order to obtain comments from the identified stakeholders.

5.6 Adoption of the Performance Management System

Following the incorporation of the stakeholder comments, a final draft will be prepared for submission to Council. Council will adopt the system once it is satisfied that the process has been handled in accordance with the legislation and that the proposed system complies with the requirements of the law, especially the regulations governing the nature of the system.

6 IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT SYSTEM

Once the Municipal Manager mandates the PM Team to facilitate the implementation of the PMS, **Chris Hani District Municipality** will adopt a process plan for implementing its performance management system. The PMS implementation and management process will be carried out within the following phases:

Phase 1: Planning for Performance

Phase 2: Performance Monitoring and Managing Performance Information

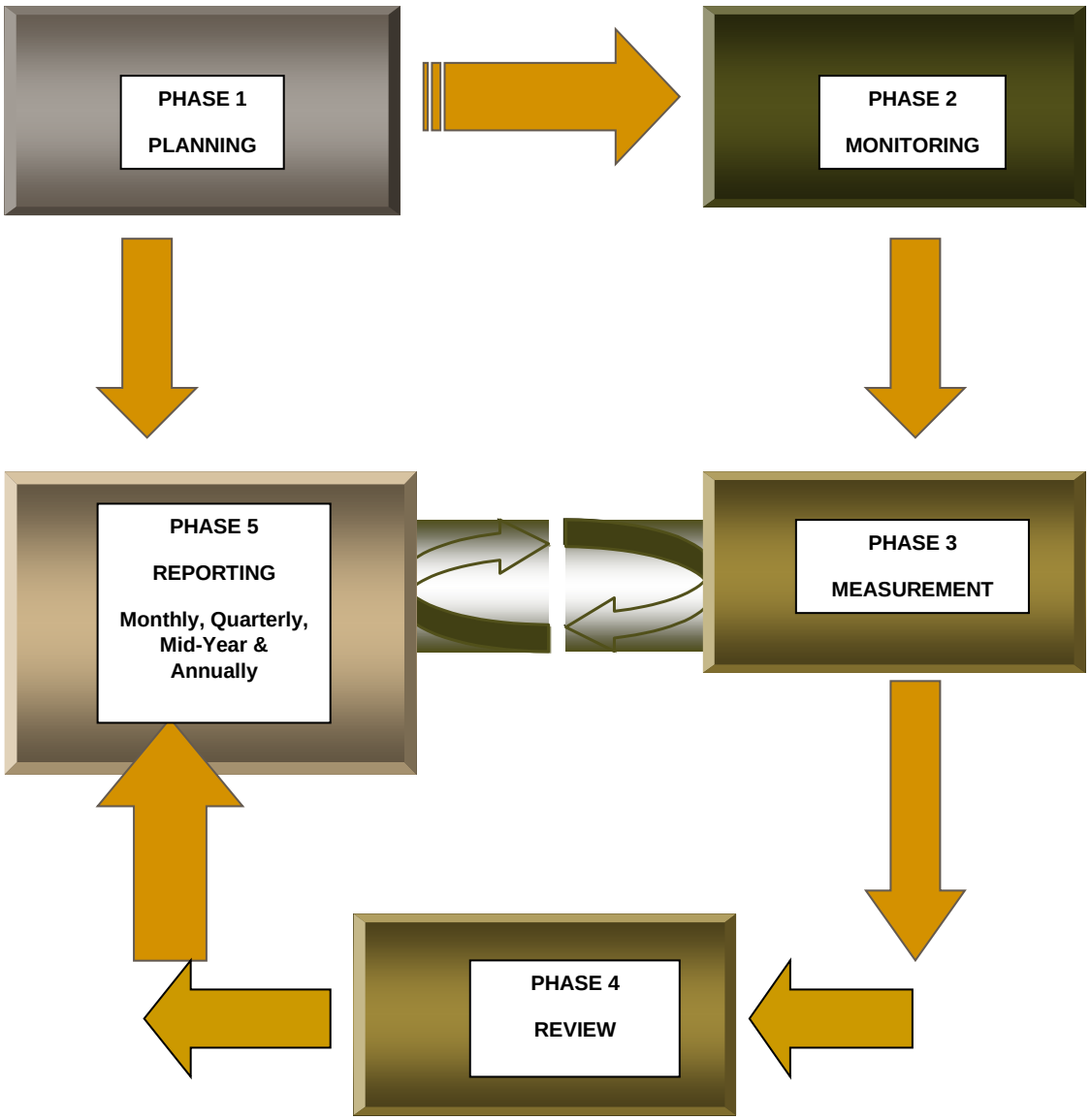
Phase 3: Performance Measurement and Analysis

Phase 4: Performance Review and Improvement

Phase 5: Performance Reporting

Each phase is outlined in detail and this includes the actual step-by-step guide on what each phase entails and how each one will evolve. Templates that will be used in each phase are illustrated figuratively in the document.

The cycle of performance that will be adopted is shown **in figure 5** below.



6.1 PERFORMANCE MANAGEMENT CYCLE

Phase 1: Planning of performance

Planning for performance simply means developing and reviewing the IDP annually in preparation for continuous implementation. Municipal performance planning is part of the IDP strategic planning processes. The IDP process and the performance management process are seamlessly integrated. Integrated development planning fulfils the planning phase of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process. The performance planning phase will be undertaken in three steps.

Step 1: Integrated Development Planning, Priority Setting, Identifying Key Performance Areas, Setting Objectives and Developing Key Performance Indicators and Performance Targets

The IDP process and the performance management process are seamlessly integrated. The IDP fulfils the planning stage of Performance Management and Performance Management fulfils the implementation management, monitoring and evaluation of the IDP process.

Priorities

The IDP delivers products such as a set of delivery priorities and objectives, a set of internal transformation strategies, priorities and objectives, identified projects that contribute to the achievement of the above objectives and a financial plan.

These priorities are essentially the issues that the CHDM pronounces to focus on in order of importance to address the needs of the community. Priorities may be clustered into the following key performance areas, which represent the broad development mandate of local government:

a) Local Economic Development,
b) Access to Basic Services and Infrastructure Development,
c) Sound and Sustainable Financial Management,
d) Institutional Development and Capacity Building; and
e) Good Governance and Public Participation.

Objectives

All components of the IDP need to be translated into a set of clear and tangible objectives. The statement of objectives requires a tangible, measurable and unambiguous commitment.

In setting objectives, the CHDM will need to:

a) Carefully consider the results desired.
b) Review the precise wording and intention of the objective.
c) Avoid overly broad results statements.
d) Be clear about the scope and nature of change desired.
e) Ensure that objectives are outcome and impact focused.

Key Performance Indicators (KPIs): Importance of KPIs

Indicators are measurements that indicate whether progress is being made in achieving the goals. Indicators are important as they:

a) provide a common framework for gathering data for measurements and reporting;

b) translate complex concepts into simple operational measurable variables;

c) enable the review of goals and objectives;

d) assist in policy review processes;

e) help provide feedback to the municipality and staff.

The CHDM will use indicators as a communication tool between staff, supervisors, managers, executive directors, the municipal manager and council. It will also serve to identify the gaps between IDP strategies and the operational plans of the various departments.

Types of Indicators

The following types of indicators will be used:

Baseline indicators: These are indicators that measure conditions before a project or programme is implemented.

Input indicators: These are indicators that measure what it costs the municipality to purchase the essentials for producing desired outputs (economy), and whether the municipality achieves more with less, in resources terms (efficiency) without compromising quality. The economy indicators may be the amount of time, money or number of people it took for the municipality to deliver a service.

Output indicators: These are the indicators that measure whether a set of activities or processes yields the desired products – effectiveness indicators. They are usually expressed in quantitative terms. These indicators relate to programme activities or processes.

Outcome indicators: These are the indicators that measure the quality as well as the impact of the products/programmes in terms of the achievement of the overall objectives. In terms of quality, they measure whether the products meet the set standards in terms of the perceptions of the beneficiaries of the service rendered. In terms of impact, they measure the net effect of the products or services on the overall objective. Outcome indicators relate to programme objectives.

All the above types of indicators should be measurable, simple, precise, relevant, adequate and objective.

Identification of indicators

The following aspects will be considered when identifying indicators:

- Priorities and objectives set in the IDP.
- Objectives to be clustered into KPAs such as service delivery development, institutional transformation, governance and financial issues.
- The activities and processes identified in the IDP for achieving the developmental objectives as well as the earmarked resources.
- Whether data is available for its measurement in the CHDM area.

Setting of KPIs

The CHDM will set key performance indicators, including input indicators, output indicators and outcome indicators, in respect of each of the development priorities and objects referred to in section 26(c) of the Act. In setting these key performance indicators, the CHDM will ensure that communities are involved. The CHDM will ensure that key performance indicators inform the indicators set for all

its administrative units and employees as well as every municipal entity and service provider with whom the municipality has entered into a service delivery agreement.

A KPI template for collecting, consolidating and prioritising the municipality's KPAs and KPIs in a manner that links the objectives and action plans of the various departments to input, output and outcome indicators will be used. This is linked to time frames, performance targets, and performance levels. The responsible person or persons or teams are also identified.

The following SMART criteria for the objectives, KPAs and KPIs were used:

S - specific

M - measurable

A - achievable

R - realistic

T - time-framed

The following is a description of all the elements that appear on the KPI template:

Key Performance Area (KPA): This is the area in which the municipality plays a role towards delivering services. These may include Infrastructure and Engineering, Health Services, Public Planning and Safety, Strategic and Corporate Services, Social and Economic Development, Institutional Transformation, Democracy and Governance and Financial Management, among others.

Objective: This outlines the aim of the municipality within the defined priority area and key performance area as related to the specific service to be delivered.

Actions plans: These are operational plans which are currently in place or being planned to reach the objectives of the various KPAs.

Priority indicator: This is an indication of plans that are crucial for executing the current or proposed action plans. For example, a high priority will also demand more immediate use of resources and inputs for delivery in consultation with the relevant service recipients.

Key Performance Indicators: These are quantifiable measures that show where performance currently is in relation to the baseline and the target. This describes the measure in a clear, simple and precise manner. It also includes the process flow on how indicators will be implemented and the stakeholders it involves so as to assist with measuring the actual achievement and relevant proof of evidence required for assessment of performance

Input indicators: These are indicators that measure what it cost the municipality to purchase the essentials for producing desired outputs (economy), and whether the municipality achieves more with less, in resources terms (efficiency) without compromising quality. The economy indicators may be the amount of time, money or number of people it took for the municipality to deliver a service.

Output indicators: These are the indicators that measure whether a set of activities or processes yields the desired products – effectiveness indicators. They are usually expressed in quantitative terms. These indicators relate to programme activities or processes.

Outcome indicators: These are the indicators that measure the quality as well as the impact of the products in terms of the achievement of the overall objectives. In terms of quality, they measure whether the products meet the set standards relating to the perceptions of the beneficiaries of the service rendered. In terms of impact, they measure the net effect of the products or services on the overall objective. Outcome indicators relate to programme objectives.

Target date: This refers to the desired level of service delivery for the current financial year or specified period.

CHDM performance target: This is (preferably) a quantifiable figure that indicates how current quantifiable measures compare with the set quantifiable targets for the time specified. These targets are directly linked to the "Budget Estimate".

Performance levels: This indicates the level of performance in executing the action plans and achieving the specified outcomes. The performance levels are linked to specified time frames and specific targets.

Assigning responsibility: This section indicates responsibility to a job position, an individual, team or teams. Assigning responsibility to a specific "filled" job position will assist the assessment and review of personnel performance.

National KPIs

The following general Key Performance Indicators are prescribed in terms of Section 43 of the Municipal Systems Act (2000):

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
- The percentage of households earning less than R1 100 per month with access to free basic services.
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP.
- The number of jobs created through municipality's local economic development initiatives including capital projects.
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan.
- Financial viability as expressed by the following ratios:

A: debt coverage

B: total operating revenue received

C: operating grants

$$A = \frac{3 - C}{D}$$

D: debt service payments (i.e. interest redemption) due within the financial year

A: outstanding services debtors to revenue

$$A = \frac{B}{C}$$

B: total outstanding service debtors

C: annual revenue actually received for services D: debt service payments (i.e. interest redemption) due within the financial year

$$A = \frac{B + C}{D}$$

A: cost coverage

B: all available cash at a particular-time

C: investments

D: monthly operating expenditure

Review of KPIs

The CHDM will review its Key Performance Indicators annually as part of the performance review process, or whenever it amends its IDP in terms of Section 34 of the Municipal Systems Act (2000).

Setting targets

Performance targets are the planned level of performance or the milestones the CHDM sets for itself for each indicator identified. The CHDM will identify baseline measurements, which is the measurement of the chosen indicator at the start of the period.

In setting targets, it is important to know how the CHDM is performing at the moment. This step also tests whether the chosen indicator is in fact measurable and whether there are any problems. The targets need to be realistic, measurable and commensurate with available resources and capacity.

In setting a target the public need to be consulted on their needs and expectations. Politicians need to give clear direction as to the importance of the target and how it will address the public need. Targets should be informed by the development needs of communities and the development priorities of the CHDM.

Line managers need to advise as to what a realistic and achievable commitment for a target is, given the available resources and capacity. Managers will need to advise on seasonal changes and other externalities that should be considered in the process of target setting. There must be clear timelines related to the set targets.

The CHDM will, for each financial year lay down performance targets for each of the KPIs set by it. A performance target must be practical and realistic. It must measure the efficiency, effectiveness, quality and impact of the performance of the CHDM. It must also identify administrative components, structures, bodies or persons for whom a target has been set. It is important that the set target is commensurate with available resources and the CHDM's capacity.

Setting of targets also takes into consideration current year performance and possible performance outcomes in relation to the achievement of targets currently being implemented to ensure that targets not met in the current year are included in the performance plans of the following year to ensure that required resources are provided for to ensure that they are met.

Finally, targets need to be consistent with the CHDM's development priorities and objectives set out in its IDP.

Step 2: Developing and Adoption of the Service Delivery and Budget Implementation Plan ("the SDBIP")

The SDBIP gives effect to the Integrated Development Plan (IDP) and the budget of the municipality and is effective if the IDP and budget are fully aligned with each other, as required by the Municipal Finance Management Act. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and the community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

The SDBIP provides the vital link between the mayor, executive committee, council and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP should also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councilors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that

managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council – it is however tabled before council and made public for information and for purposes of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top-layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). This council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June). However, the municipal manager should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around 1 March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval). Once the budget is approved by the Council, the municipal manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days of the approval of the budget. Draft performance agreements should also be submitted with the draft SDBIP by 1 May, and then submitted for approval with the revised SDBIP within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and then make the SDBIP and performance agreement of the municipal manager public within 14 days, preferably before 1 July.

The SDBIP requires a detail of five necessary components being:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years.

The **Chris Hani District Municipality** organizational scorecard will group its indicators and targets under five Key Performance Areas and will monitor and measure its performance against achievements and improvement within the institution.

Step 3: Development and Approval of the Organizational Scorecard and Service/Departmental Scorecards

It is clear from the above exploratory detail on the SDBIP and its components that there is an overlap between the SDBIP and the municipal performance scorecard as described in **Phase 1** above. This overlap usually creates confusion to municipalities as to which performance planning tool to subscribe

to and usually it is the SDBIP that is adopted and regarded as the scorecard of the municipality. However, this causes problems because the SDBIP remains a top level document and is not cascaded to, and aligned to the performance scorecards of individual managers. Moreover, because the components of the SDBIP are mainly along monitoring budget implementation, the other non-financial functional areas of the municipality end up being not monitored and reported on as vigorously as the financial functional area. Furthermore, this vigorousness is also concentrated on spending of the budget on time, not necessarily looking at the whole financial viability and management of the municipality

In addressing the concerns raised in the above argument, the **Chris Hani District Municipality** will adopt the Revised Municipal Scorecard Performance model to utilize it as the tool to monitor and measure both the financial and non-financial performance of the municipality. The SDBIP will form part of the performance management tools.

Since the SDBIP monitors the budget performance, it will form part of the overall performance management processes of the municipality and component 3 of the SDBIP (**Quarterly projections of service delivery targets and performance indicators for each vote)** will have similar information as the one that appears on components 5 and 7 of the organizational scorecard.

The organizational scorecard of the **Chris Hani District Municipality** will be laid out in a simple spreadsheet as indicated in **Figure 4** above. The organizational scorecard of the **Chris Hani District Municipality** will be made up of layers of spreadsheets consisting of information on each of the components as stated above within each of the 5 Key Performance Areas (Municipal Transformation and Institutional Development; Good Governance; Local Economic Development; Municipal Financial Viability; and Service Delivery and Infrastructure Development).

The organizational scorecard will inform departmental scorecards and departmental business plans. These in turn will inform the individual scorecards for the Section 57 Managers and other employees. Drafting of these scorecards should happen simultaneously with the other documents, and submitted to the Mayor for approval and submission to the full council.

Step 4: Attending to Governance and Compliance Issues

Upon approval of all the strategic documents, the Mayor and the Municipal Manager must sign the Municipal Manager's Performance Agreement before 31 July of every year. The Municipal Manager must do the same and sign Performance Agreements with all the Managers directly accountable to him/her before 31 July of every year. These agreements will be discussed in detail below under employee performance management.

The Mayor will also publicize the SDBIP, the organizational scorecard and the Municipal Manager's Performance Agreement as per the provisions of Section 53(3) of the Municipal Finance Management Act.

The **Chris Hani District Municipality** will use the following publicity platforms consistent with the provision of the communications policy adopted by the municipality to publicize the above documents:

- Pamphlets distributed on commemorative days as contained in the events calendar, national projects, Presidential projects and Mayoral projects;
- Local newspapers;
- Community meetings;
- Ward committees;

- Local radios;
- Print and electronic media;
- Community centres;
- Intergovernmental forums.

The Mayor will also submit copies of the SDBIP, the Organizational Scorecard and all the Section 57 Managers to the MEC for Local Government.

The whole planning process for performance management will be done once per year within the months of March to June, in preparation for implementation in the following year, starting in July. By the beginning of a new financial year, all planning will be complete, compliance issues attended to and resources allocated accordingly.

Phase 2: Performance Monitoring and Managing Performance Information

Performance monitoring is an ongoing process that runs parallel to the implementation of the agreed IDP. Monitoring will be conducted within each department. The **Chris Hani District Municipality** will use a paper-based and report-based monitoring mechanism. Different role players are allocated tasks to monitor and gather information that would assist the municipality to detect early indications of under-performance and take corrective measures on time. Information management plays a central role during this phase.

The **Chris Hani District Municipality**'s monitoring system places responsibility on each Department, Division/Section and Individual employee to collect relevant data and information as it appears in the approved performance reporting template to support the monitoring process. Evidence of performance will be gathered, stored by each department and presented to substantiate claims of meeting (or not meeting) performance standards. This evidence is stored on files (both manual filing and digital filing, where possible). The Heads of the Departments must allocate responsibility in their offices for information management, as these performance information files must be separate from normal registry filing, even though registry will have all the data and files as per their filing system. The performance information will be filed according to key performance area and key performance indicators. These files will be regarded as **portfolio of evidence** and must be kept for purposes of performance measurement, performance review and audit in the other phases.

The roles and responsibilities for monitoring are allocated as follows:

Section Managers – Each section manager will be responsible for monitoring and reporting on each indicator in their departmental scorecards. They will monitor performance of their direct reports under their functional areas and report as per the indicator that has been set to measure that functional area. This monitoring occurs on a daily basis, with report being submitted to section managers by direct reports on a weekly basis. The section manager is responsible for compiling section reports on each indicator, collect the relevant data related to each project and indicator and facilitate proper storage of the data in files.

Admin Officers – The Admin Officers in each section has a responsibility for managing indicator information files as per the **Chris Hani District Municipality** monitoring system. They are also responsible for collating this information in preparation for submission of performance reports to Heads of Departments by section managers. This responsibility must be carried out on a weekly basis.

Departments or Directorates and Teams – The departments will receive progress reports on progress into the implementation of their departmental scorecards from section managers on a bi-monthly basis. The bi-monthly reports are compiled into monthly reports that are discussed at the Management meetings.

The Performance Management Team – The management team discusses departmental performance progress on a monthly basis and need to reflect on whether targets are being met, reflect on the reasons being provided by departments for targets not being met and suggest corrective action. The purpose for a performance-driven management team is to instil a culture of collective management and eliminate the silo mentality.

Section 79 Committees – These committees will monitor performance of their respective services against departmental scorecards. They will receive reports on a quarterly basis and must appraise themselves on progress on performance of their service areas against set targets. Where targets are not being met, the Section 79 Committees should ensure that the reasons for poor performance are satisfactory and sufficient to address whatever delays, and corrective strategies are sufficient to address the poor performance.

The Mayor – The Municipal Manager will submit quarterly performance reports on all the indicators in the organizational scorecard to the Mayor in order for him/her to monitor if targets are being achieved and where they are not, that proper corrective strategies are put in place to keep to the timelines set for achieving each indicator and targets.

Municipal Council – Performance reports will be submitted to the council twice a year. A mid-term report and an annual report are the two reports that will be submitted to council.

A performance monitoring flow chart is illustrated in **Figure 6** below.

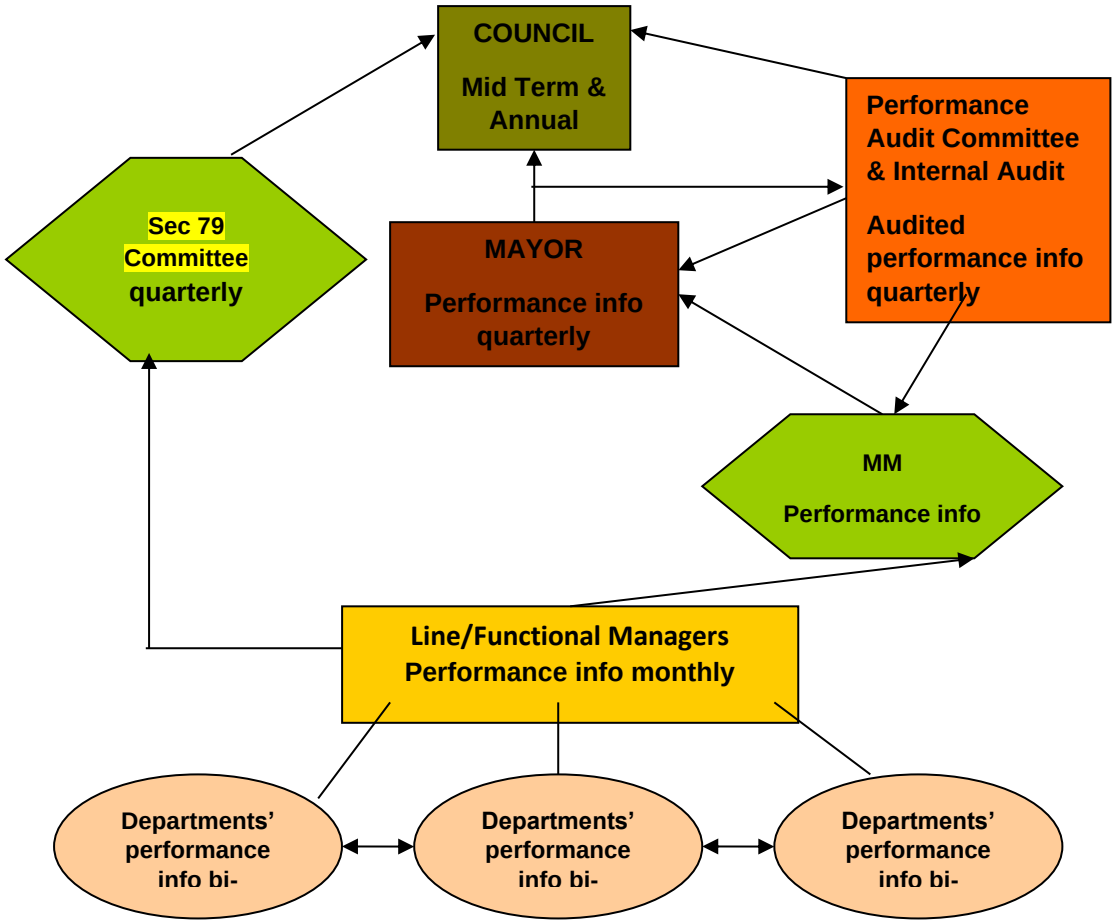


Figure 6: The Chris Hani District Municipality Performance Monitoring System

Phase 3: Measurement and Analysis

Performance Measurement is essentially the process of analysing the data provided by the Performance Monitoring System in order to assess performance. At organisational level, Performance Measurement is formally executed on a monthly and quarterly basis, whilst Performance Measurement at an individual level is done quarterly.

The three core components of the Municipality's IDP are service delivery, budget and performance management. The three components cannot function outside the ambit of the Municipal IDP. These three components are obviously supported by the aspects such as human resources, skills, municipal infrastructure etc.

It is within this context that the KPA's, KPI's and Targets are set for the budget and service delivery components and into the receiving component being the performance management. These measures are set in balance. This means that for every; Service Delivery KPA, a Budget KPA must be set. For example, if the municipal IDP identified Economic Development as a KPA, there must be a proportionate allocation (vote) of the total Budget towards addressing this KPA, e.g. 20% of the total budget to the Vote: Planning and Development. This applies to the KPI's and targets set, in that for every service delivery KPI and target, an appropriate budget KPI and target must be set.

In developing these KPI's and targets, the municipality must also take into consideration its current human and infrastructural capital into consideration (risk identification) as well as keeping the following "SMART" (Specific, Measurable, Attainable, Realistic and with deliverable Time-Frames) criteria in mind.

As indicated in section 3, the **Chris Hani District Municipality** has adopted the Municipal Balanced Scorecard to analyse the performance information submitted during the monitoring phase and assessed its performance levels. The adopted model will measure the municipality's performance through achievements within the 5 Key Performance Areas and report its organizational performance along the 5 performance perspectives.

It is important to also note that, setting of SMART performance targets and listing of evidence required to validate performance during planning does consider risks that may impede achievement of performance but does not avoid such risks from occurring. This therefore requires the municipality to consider relaxing its performance measurement requirements in instances that were beyond the control of those directorates that were required to perform such indicators. The following include but not limited to:

(a) In an event where work was done in line with the indicator description, but the target could not be fully achieved owing to community unrests
(b) In an event that evidence is provided, that the target could not be fully achieved owing to disaster related issues such as lockdown by government and/or any other government declaration affecting municipal operations
(c) In an event that evidence is provided to prove that the target could not be fully achieved owing to legal related disputes by external parties or organs of state that have direct impact on municipal operations (e.g. dispute on preferential procurement resulting to municipalities being required to stop with procurement of goods and services till the matter is resolved or a ruling is provided by the courts)
(d) In an event where evidence is provided to prove that; the target could not be fully achieved owing to non-availability of budget that has been withheld by either Treasury or any other organ of state that the municipality had a service level agreement with, which later revoked the terms of the agreement for any other reason other than the unacceptable performance of the municipality.

On review of performance information submitted, such indicators will be regarded as not applicable and shall have no negative bearing on the actual performance of the directorate; but will only affect the overall municipal performance for the period under review

The template for the performance measurement scorecard that will be used by the **Chris Hani District Municipality** is illustrated below in **Figure 7.**

All the measured results are then recorded on a report. The municipality will use one reporting template for all key performance indicators and all departments will use this formant to produce quarterly reports and the annual review report. The reporting template will be discussed under the reporting section.

Figure 7: The link between performance monitoring, analysis and measurement

Priority Area	Measurable Objectives	Outcome	Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget Allocation	Baseline	SDBIP Annual Target	Planned Quarterly Targets				Evidence	Custodian
										Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		
KPA 1: MUNICIPAL TRANSFORMATRION AND ORGANISATIONAL DEVELOPMENT															
BROAD STRATEGIC OBJECTIVE 1: To Establish and Maintain a Skilled Labour Force Guided by Policies to Function Optimally Towards the Delivery of Services to Communities															
Integrated Human Resources Management	To Attract, Retain and Build a productive workforce	Increased productivity and improved service delivery	Implementation of Integrated Human Resources Management Programs	Number of IHRM programmes implemented	IHRM programmes – seeks to improve organization performance and developing a culture that foster innovation to help the organisation to achieve its performance.	MTOD - 1	R6 312 022.38	11 Programmes	9 IHRM Programmes by 30 June 2023	9 programmes implemented	9 programmes implemented	8 programmes implemented	8 programmes implemented	IHRM Programmes reports	Director: Corporate Services

Phase 4: Performance Reviews

Performance review is a process where the municipality, after measuring its own performance as detailed in the previous phase, assesses whether it is giving effect to the IDP. It is a phase where it will assess whether it is doing the right thing, doing it right and better, or not. Performance reviews will be conducted through the municipality's scorecard model by assessing performance against the 5 Key Performance Areas (KPA's), indicators, and targets. Chris Hani District Municipality reviews will be conducted by using the "best value review" approach.

This review approach is consistent with the "best value" review framework of challenge, compare, consult and compete. The framework calls for the municipality to challenge the current level of performance, compare it to others, consult with the customers or communities and find ways of competing with others to provide best value in service delivery

The "best value review" approach challenges the current level of municipal performance (**through comparing actual performance against the baselines**), compare it to others (**through benchmarking**), consult with customers and communities **(through customer perception surveys**) and find ways of competing with other municipalities to provide best value in service delivery (**through twinning agreements**).

The results of measurement and reviews will be captured on the spreadsheet reporting format as shown on **Figure 8** under the reporting section below. All performance reports from departmental to organizational will be done on the same format so that there will be consistency on reporting

Figure 8: The Performance Reporting Template for the Chris Hani District Municipality

Priority Area	**Measurable Objectives**	**Outcome**	**Strategy**	**KPI**	**Indicator Descriptions**	**Indicator Code**	**Programme Budget Allocation**	**Baseline**	**SDBIP Annual Target**	Planned Quarterly Targets		Actual Performance (Please indicate if achieved or not achieved)	Reasons for Viriances	Remedial Action	Evidence	Custodian
										Quarters	Planned Quarterly Targets					
KPA: 1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													WEIGHT: 5%			
Integrated Human Resources Management	To Attract, Retain and Build a productive workforce	Increased productivity and improved service delivery	Implementation of Integrated Human Resources Management Programs	Number of IHRM programmes implemented	IHRM programmes – seeks to improve organization performance and developing a culture that foster innovation to help the organisation to achieve its performance.	MTOD - 1	R6 312 022.38	11 Programmes	9 IHRM Programmes by 30 June 2024	**Qrt 1**	9 IHRM programmes implemented	Achieved1 IHRM programmes implemented	N/A	N/A	Report on Departmental HR matters	Strategic Manager
										Qrt 2	9 IHRM programmes implemented	Achieved1 IHRM programmes implemented	N/A	N/A		
										Qrt 3	8 IHRM programmes implemented	Achieved1 IHRM programmes implemented	N/A	N/A		
										Qrt 4	8 IHRM programmes implemented	Achieved1 IHRM programmes implemented	N/A	N/A		

Who has the Responsibility of Conducting Reviews in Chris Hani District Municipality?

In order to meet the objective of ensuring accountability, reviews are conducted according to certain lines of accountability

Supervisors	Review performance of individual or groups of employees reporting directly to them, depending on the type of employee PMS that is 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.
Standing/Portfolio Committees	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 and his/her Management Team)	Review performance of the municipality monthly, prior to and more often than the Mayoral Committee: • Review performance more often, in order to 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 being conducted by standing, portfolio or committees.
Mayoral Committee	Review performance of the administration and, should remain strategic. It is proposed that reviews take place on a quarterly basis with the regular final quarterly review taking the form of an annual review. The content of the review should be confined to agreed and confirmed priority areas and objectives only. The Municipal Manager should remain accountable for reporting on performance at this level.
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.
Public	Review performance of the Municipality and public representatives (Councillors) in the period between elections. It is required by legislation that the public is involved in reviewing municipal performance at least annually.

In 2001 Municipal Planning and Performance Management Regulations were published. Performance management in this context does not refer to the performance of employees. While the two are related, and the Municipal Systems Act (2000) does require that senior municipal officials are appointed on performance contracts, there is no legal requirement that a municipality should have a PMS for its employees. Performance Management in Chapter 6 of the Municipal Systems Act refers to the management of performance of the municipality as an organisation.

However, this policy framework sets out options of measuring the CHDM as an organisation on a corporate level, assessment and reviews of personnel on contracts (section 57 appointees) and makes reference to other (non-contractual) CHDM staff members.

Service provision rendered to and/or on behalf of the Municipality: Any service or function rendered to and/or on behalf of the municipality must be managed in the following manner:

- An identified official of the municipality is tasked to manage the end to end process.
- Specifications of the service and/or function required should be clearly documented
- Deliverables must be aligned to performance indicators that clearly reflect the outputs and/or outcomes of quantity and quality framed against associated costs with timelines
- A service level agreement is entered into between the municipality and service provider.
- Monitoring and reporting mechanisms with stipulated timeframes are put in place by the requesting municipal business unit to monitor service levels and deliverables. Reporting timeframes must align with monitoring framework.
- Payment for services are effected after due diligence is applied. Where possible, payments are based on deliverables achieved where the principle of a “Rand’s payment for a Rand’s service” is applied.

Improving Performance

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the causal and contributing reasons for poor performance are analysed.

Poor performance may arise out of one or more of the following:

- Poor systems and processes.
- Inappropriate structures.
- Lack of skills and capacity.
- Inappropriate organisational culture.
- Absence of appropriate strategy.

To improve performance, the appropriate response strategy should be chosen:

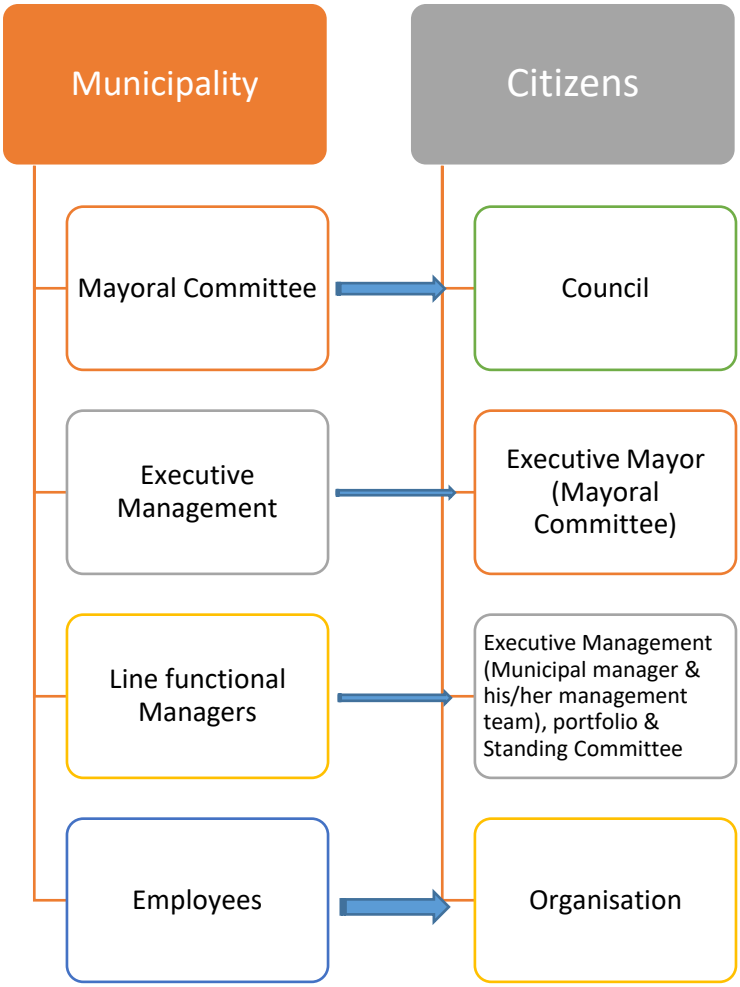
- Restructuring is a possible solution for an inappropriate structure.
- Process and system improvement will remedy poor systems and processes.
- Training and sourcing additional capacity can be useful where skills and capacity are lacking.
- Change management and education programmes can address organisational culture issues.
- The revision of strategy by key decision-makers can address shortcomings in this regard.
- Consideration of alternative service delivery strategies should be explored.

Performance analysis is a requirement in order to identify poor performance. The Municipal Manager will implement the appropriate response strategy to improve performance.

Phase 5 Reporting on Performance

The reporting process will follow the lines of accountability as detailed in the performance monitoring, measurement and review phases above. Reports will be submitted to all different stakeholders using the following internal processes as outlined above and through the different political and community stakeholders as required by the Municipal Systems Act, the Municipal Finance Management Act and the Performance Regulations. Reports will be submitted to the following stakeholders during the timelines outlined in the municipality's performance process plan as shown under the **Performance Cycle** section:

Performance management in local government is a tool to ensure accountability, and it is necessary that the reporting process follows the following lines of accountability:



Tracking and Managing the Reporting Process

To ensure that the reporting process runs smoothly and effectively, the PMS Unit in the Office of the Municipal Manager will co-ordinate all activities related to efficient reporting. The functions of the Unit in this instance include the following:

- Developing a process plan or timetable for all reporting processes for the year;
- Prepare logistics for reporting;
- Improve the reporting format, should there be a necessity to do so;
- Track and monitor reporting processes;
- Control the quality of reports going to reviews at political levels in terms of alignment with the adopted reporting format;
- Analyse departmental performance reports;
- Compile quarterly organisational performance reports and the annual report; and
- Review the reporting process and suggest improvements.

Publication of Performance Reports

Two types of performance reports will be compiled, a technical performance report (Annual Performance Report) and popular performance report (Annual Report). The annual report is required by legislation to be made available to the public. It is advisable

that, within the resources and capacity as well as the restraints of the CHDM, the public be more frequently informed of the municipality's performance through:

a. Publication of reports in the municipal website
b. Publication of pamphlets or newsletters
c. Local Radio programmes
d. Ward Committee meetings.

Public Feedback Mechanisms

Public feedback on reported performance may be obtained during IDP review processes, annual customer surveys and if the public is made aware of dedicated mechanisms for submitting feedback, such as toll-free lines, addresses, feedback boxes, the municipality's contact details, contact persons, social media etc.

Public Hearings

Public hearings can be held to report to communities on municipal performance and engage communities in a review of past performance and the identification of future priorities. These public hearings can be held as often as the municipality can afford, within resources and capacity restraints.

Performance Audit Mechanisms

In order for the PMS to enjoy credibility and legitimacy from the public and other stakeholders, performance reports will be audited. Audits should ensure that reported performance information is accurate, valid and reliable.

Legal Requirements

The requirement according to the Municipal Systems Act (2000) is that the annual performance report must be audited internally, before being tabled and made public. The Auditor-General will also audit its annual performance report/questionnaire after this has been reviewed by the Council. The annual report must then be audited by the Auditor-General and thereafter submitted to the MEC for Local Government in the province. The MEC is required to complete a consolidated annual report of the performance of all municipalities in the province, identifying poor performing municipalities and proposing remedial action. The MEC must then submit it to the National Minister. The National Minister will present a consolidated report of all nine provinces to parliament.

Internal Audits

Over and above the legal requirements, at least bi-annual performance reports tabled to the Mayoral Committee must undergo some form of internal audit. A variety of social, economic and service delivery indicators should be audited. Where the internal audit capacity needs to be complemented with new skills, it is advisable to contract with specialists in particular sectors. Often, over and above verification of information, audits require more in-depth expert analysis of why poor performance is occurring.

It is important to involve stakeholders such as citizens, community organisations, Non-Governmental Organisations (NGOs), employees and trade unions in the audit process. This will increase the credibility and legitimacy of the performance reports and the audit process.

The CHDM will develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. Any auditing will include assessments of the following:

- The functionality of the CHDM's PMS.
- Whether the CHDM's PMS complies with the Municipal Systems Act (2000).
- The extent to which the performance measurements are reliable in measuring performance of the CHDM on the set indicators.

Assurance of Achievements

In order to obtain assurance that the performance management system's objectives have been achieved, an evidence review of achievements attained will be undertaken by Internal Audit.

All officials responsible for project implementation, service provision rendered to and on behalf of the municipality must ensure that documentation is kept reflecting proof of achievements.

The following are recommended guidelines:

- Proof that the objective and/or deliverable has been achieved. For instance, building of clinics-picture of the completed clinic, requisitions, invoices, progress reports, expenditure report of payments, letters recording appointment of contractors and consultants, and so on. Documentary evidence that the deliverable, activity and sub-activities have been achieved should be on hand and organized in manner that is easily accessible for auditing purposes.
- The extent of evidence documents could encompass schedules, tables, references to where original documents are stored, expenditure reports, etc.
- Referencing between the project, service rendered to and/or on behalf of the municipality, deliverables, key performance indicator and the output documents should exist as far as possible.

All evidence documentation should be readily available until the final performance audit review for that year has been completed by Internal Audit and the Office of the Auditor-General.

Storage and retention periods for all evidence documentation must comply with Council's policy and processes related to the storage of documents.

Internal Auditors

The CHDM's internal auditors must:

- On a continuous basis audit, the performance measurements of the CHDM.
- Submit quarterly reports on their audits to the Municipal Manager and Performance Audit Committee (PERAC).

Performance Risk Audit Committee (PERAC)

The CHDM will be appointed for a period of three years and will consisting of three to five members, the majority of whom may not be involved in the municipality as a councillor or an employee. The PERAC must include at least one person who is knowledgeable in performance management. The CHDM may utilise any audit committee established in terms of other applicable legislation as the envisaged PAC, in which case the provisions of this sub-regulation, read with the necessary changes, apply to such an audit committee.

The Council of the CHDM must designate a member of the PERAC who is not a councillor or an employee of the municipality as chairperson of the committee. If the chairperson of the PERAC is absent from a specific meeting of the committee, the members present must elect a chairperson to act for that meeting. In the event of a vacancy occurring amongst the members of the PAC, the CHDM must fill that vacancy until the vacancy is filled. The CHDM will provide secretariat services for its PERAC.

A member of the PERAC who is not a councillor or an employee of the municipality may be remunerated taking into account the tariffs determined by the South African Institute of Chartered Accountants in consultation with the Auditor-General.

The PERAC must meet at least twice during the financial year of the municipality. A special meeting of the PERAC may be called by any of its members. The PERAC may determine its own procedures after consultation with the Executive Mayor or the Executive Committee of the municipality, as the case may be.

The PERAC must:

- review the reports submitted to it;
- review the municipality's PMS and make recommendations in this regard to the Municipal Council, and
- on a quarterly basic submit an audit report to the Municipal Council.

In reviewing the municipality's performance and the management thereof, the PERAC must focus on the economy, efficiency, and effectiveness and impact in so far as the KPIs and performance targets set by the municipality are concerned.

The PERAC may:

- communicate directly with the Council, Municipal Manager or the internal and external auditors;
- access any municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- investigate any matter it deems necessary for the performance of its duties and the exercising of its powers.

REPORTING PROCEDURES

Submission	To	By	When
Performance, Scorecards and POE must be submitted (soft copy and/or hard copy)	PMS Unit	Relevant Departments	1 weeks after the Quarter has ended.
Scorecards and POE must be submitted	Internal Audit	PMS Unit	Within 5 days after receiving the submission
Internal Audit Report	PMS Unit	Internal Audit	Within 4 days after receiving the submission
Performance evaluation arrange and scheduled	SNR Managers	PMS Unit	Within 14 to the maximum 21 days (depending on availability of panel members) after receiving the Internal Audit report
Total days			51 days

Underperformance and Partially performance

Causes of underperformance as well as the progress of partially performance needs to be stated and described in the sense of where in the project progress or target cycle the performance was blocked or hampered or the current status is:

- The time and effort required;
- The difficulty of implementing the performance measurement systems;
- Constraints by the information available from the systems etc.;
- Resistance to performance measurement systems;
- Whether it was on the organisations control or not
- Within what project phase (Initiation, planning, execution, Monitoring and control, closure) was the phase vulnerable and how

Municipal Planning and Performance Regulations, 2001

ROLES AND RESPONSIBILITIES OF DIFFERENT STAKEHOLDERS

As can be noted from the above analysis of each phase in performance management and from the plethora of legislative prescripts governing municipal performance, it is clear that, for the performance management system of **Chris Hani District Municipality** to be functional, a number of stakeholders have to be involved. These stakeholders have different roles and responsibilities within each of the performance management phases. The tables below will outline roles and responsibilities of each of the stakeholders in each phase.

The role of Municipal Public Accounts Committee (MPAC)

The Municipal SCOPA performs:

- an oversight function on behalf of Council and is not a duplication of, and should not be confused with the internal audit committee or the finance portfolio committee.
    - The internal audit committee is an independent advisory body that advises Council and the Executive Committee on financial and risk matters and can act as an advisory body to the Municipal SCOPA.
    - The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management.
- The primary function of the Municipal SCOPA is to assist Council to hold the executive committee and the municipal administration to account and to ensure the effective and efficient use of municipal resources. It will execute this function by reviewing public accounts and exercising oversight on behalf of the Council.

  It is however important that good working relationships are developed between the Municipal SCOPA and the other committees. Whilst guarding its independence, the Municipal SCOPA should have the right to refer or receive matters from the other committees.

  It is recommended that the committee examines the following:

  - Financial statements of all executive organs of Council
  - Any audit reports issued on those statements
  - Any reports issued by the Auditor General on the affairs of any municipal entity
  - Any other financial statements referred to the committee by Council
  - The annual report on behalf of Council and make recommendations to Council thereafter

  The committee may also:

  - Report on any financial statements or reports to Council
  - Initiate and develop the annual oversight report based on the annual report
  - Initiate any investigation in its area of competence
  - Perform any other function assigned to it by resolution of Council

  When examining financial statements and audit reports, the committee must consider improvements from previous statements and must monitor the extent to which the committee's and the Auditor General's recommendations are implemented. The outcomes and the resolutions taken by this committee must be reported to Council and made public.

The roles of the Auditor-General as per the Public Act No. 25, 2004

(1) The Auditor-General must audit and report on the accounts, financial statements and financial management of—

(a) all national and provincial state departments and administrations;

(b) all constitutional institutions;

(c) the administration of Parliament and of each provincial legislature;

(d) all municipalities;

(e) all municipal entities; and

(f) any other institution or accounting entity required by other national or by provincial legislation to be audited by the Auditor-General.

(2) The Auditor-General must audit and report on the consolidated financial statements of —

(a) the national government as required by section 8 of the Public Finance Management Act;

(b) all provincial governments as required by section 19 of the Public Finance Management Act; and

(c) a parent municipality and all municipal entities under its sole or effective control as required by section 122(2) of the Municipal Finance Management Act.

(3) The Auditor-General may audit and report on the accounts, financial statements and financial management of—

(a) any public entity listed in the Public Finance Management Act; and

(b) any other institution not mentioned in subsection (1) and which is—

(i) funded from the National Revenue Fund or a Provincial Revenue Fund or by a municipality; or

(ii) authorised in terms of any legislation to receive money for a public purpose.

(4) In the event of any conflict between a provision of this section and any other legislation existing when this section takes effect, the provision of this section prevails.

Other functions in Public Audit Act, 2004

5. (1) The Auditor-General may, at a fee, and without compromising the role of the Auditor-General as an independent auditor, provide—

(a) audit related services to an auditee referred to in section 4(1) or (3) or other body, which is commonly performed by a supreme audit institution on condition that—

(i) no services may be provided in respect of any matter that may subsequently have to be audited by the Auditor-General;

(ii) such service will not directly result in the formulation of policy; and

(iii) there must be full and proper disclosure of such services in terms of section 10(1)*(b)*.

(b) advice and support to a legislature or any of its committees outside the scope of the Auditor-General's normal audit and reporting functions;

(c) comments in a report on any responses by an auditee to reported audit findings, or responses by an auditee to a report of any legislature arising from its review of an audit report; or

(d) carry out an appropriate investigation or special audit of any institution referred to in section 4(1) or (3), if the Auditor-General considers it to be in the public interest or upon the receipt of a complaint or request.

(2) In addition, the Auditor-General may—

(a) co-operate with persons, institutions and associations, nationally and internationally;

(b) appoint advisory and other structures outside the administration of the Auditor-General to provide specialised advice to the Auditor-General; and

(c) do any other thing necessary to fulfil the role of Auditor-General effectively.

(3) The Auditor-General may, in the public interest, report on any matter within the functions of the Auditor-General and submit such a report to the relevant legislature and to any other organ of state with a direct interest in the matter.

The role of the Department of Cooperative Governance

According to the Section 48 of the Municipal Systems Act No. 32 of 2000:

Section 46 Annual performance reports

(1) A municipality must prepare for each financial year a performance report reflecting-

(a) the performance of the municipality and of each external service provider during that financial year;

(b) a comparison of the performances referred to in paragraph *(a)* with targets set for and performances in the previous financial year; and

(c) measures taken to improve performance.

(2) An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act.

Section 47 Reports by MEC

(1) The MEC for local government must annually compile and submit to the provincial legislatures and the Minister a consolidated report on the performance of municipalities in the province.

(2) The report must-

(a) identify municipalities that under-performed during the year;

(b) propose remedial action to be taken; and

(c) be published in the *Provincial Gazette*.

(3) The MEC for local government must submit a copy of the report to the National Council of Provinces.

Section 48 Reports by Minister

(1) The Minister must annually compile and submit to Parliament and the MECs for local government a consolidated report of local government performance in terms of general key performance indicators.

(2) The report must be published in the *Gazette*.

Section 49 Regulations and guidelines

(1) The Minister may for the purposes of this Chapter make regulations or issue guidelines in terms of section 120 to provide for or regulate-

(a) incentives to ensure that municipalities establish their performance management systems within the applicable prescribed period, and comply with the provisions of this Act concerning performance management systems;

(b) the setting of key performance indicators by a municipality with regard to its development objectives;

(c) the identification of appropriate general key performance indicators that can be applied to municipalities generally and that reflect the object and intent of section 23;

(d) the regular review by a municipality of its key performance indicators;

(e) the setting of a framework for performance targets by municipalities consistent with their development priorities, objectives and strategies set out in their integrated development plans;

(f) mechanisms, systems and processes for the monitoring and measurement of performance by a municipality with regard to its development objectives;

(g) the internal auditing of performance measurements;

(h) the assessment of those performance measurements by a municipality;

(i) the assessment of progress by a municipality with the implementation of its integrated development plan;

(j) the improvement of performance;

(k) any other matter that may facilitate-

(i) the implementation by municipalities of an efficient and effective system of performance management; or

(ii) the application of this Chapter.

(2) When making regulations or issuing guidelines in terms of section 120 to provide for or to regulate the matters mentioned in subsection (1) of this section, the Minister must-

(a) take into account the capacity of municipalities to comply with those matters; and

(b) differentiate between different kinds of municipalities according to their respective capacities.

(3) The Minister, by notice in the *Gazette*, may phase in the application of the provisions of this Chapter which place a financial or administrative burden on municipalities.

(4) A notice in terms of subsection (3) may-

(a) determine different dates on which different provisions of this Chapter becomes applicable to municipalities;

(b) apply to all municipalities generally;

(c) differentiate between different kinds of municipalities which may, for the purpose of the phasing in of the relevant provisions, be defined in the notice in relation to categories or types of municipalities or in any other way; or

(d) apply to a specific kind of municipality only, as defined in the notice.

Roles and Responsibilities of the Mayor

PLANNING	MONITORING, ANALYSIS AND MEASUREMENT		
	REVIEW	**REPORTING**	**ASSESSMENT**
* Submits priorities and objectives of the Integrated Development Plan to Council for approval * Submits the PMS policy framework for approval * Submits the municipal strategic or organizational scorecard to Council for approval * Approves the Service Delivery and Budget Implementation Plans (SDBIP) * Enters into a performance agreement with the Municipal Manager on behalf of the Municipal Council	* Proposes to Council the annual review programme of the IDP, including the review of key performance indicators and performance targets * Proposes the annual performance improvement measures of the municipality as part of the municipal strategic or organizational scorecard * Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality * Quarterly evaluates the performance of the municipality against adopted KPIs and targets	* Receives monthly budget statements * Receives performance reports quarterly from the internal auditor * Receives performance reports quarterly from the Performance Audit Committee * Receives monthly and quarterly reports from the Municipal Manager on the performance of managers and the rest of the staff * Receives the annual Section 46 reports from the Municipal Manager before submission to council, Auditor General and MEC	* Assess and submits the municipal annual audit action plan and any substantial changes to council for approval * Assess and approves the implementation of the recommendations of the internal auditor with regard to improvement in the performance of the municipality or improvement of the performance management system itself * Receives and assesses performance audit report(s) from the Auditor General and management comments and make recommendations to Council on addressing whatever audit queries raised therein

* Assigns the responsibility for the management of the PMS to the Municipal Manager * Tables the budget and the SDBIP to Council for approval * Approves the departmental or scorecards and Section 57 Managers scorecards	* Quarterly reviews the performance of the departments to improve the economy, efficiency and effectiveness of the municipality * Quarterly and annually evaluates the performance of the Municipal Manager	* Report to council on the mid-term review and the annual report on the performance of the municipality * Reports to Council on the recommendations for the improvement of the performance management system	

Roles and Responsibilities of the Municipal Manager

PLANNING	IMPLEMENTATION	MONITORING, ANALYSIS AND MEASUREMENT		
		REVIEW	REPORTING	ASSESSMENT
* Coordinates the process of needs identification and prioritization among all stakeholders, including community structures * Coordinates the formulation and revision of the PMS policy framework * Coordinates the formulation and revision of the municipality's strategic or organizational scorecard * Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans	* Manages the overall implementation of the IDP * Ensures that all stakeholders implement the provisions of the PMS policy framework * Ensures that the Departmental scorecards and departmental annual programmes serve the strategic or organizational scorecard of the municipality * Ensures that annual programmes are implemented according to the targets and timeframes agreed to	* Formulates the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor * Formulates the annual performance improvement measures of the municipality as part of the new municipal strategic or organizational scorecard * Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality	* Receives performance reports quarterly from the internal auditor * Receives performance reports quarterly from the Performance Audit Committee * Receives monthly departmental performance reports * Reports quarterly to the Mayor on the performance of Departments * Reports on the implementation of	* Formulates the municipal annual audit action plan * Assesses and formulates appropriate responses to the recommendations of the internal auditor and the Performance Audit Committee * Assesses and formulates appropriate responses to performance audit queries raised by the Auditor General and make recommendations to the Mayor

* Enters into performance agreements with Section 57 Managers on behalf of Council	* Implements performance improvement measures approved by the Mayor and the Council * Ensures that performance objectives in the Section 57 Managers' performance agreements are achieved	* Quarterly and annually evaluates the performance of Section 57 Managers	improvement measures adopted by the Mayor and Council * Monthly, quarterly and annually reports to the Mayor on the performance of Section 57 Managers and departments * Submit the municipal annual Section 46 report to the Mayor	

Roles and Responsibilities of the Section 79 Committees

PLANNING	MONITORING, ANALYSIS AND MEASUREMENT		
	REVIEW	**REPORTING**	**ASSESSMENT**
* Advice the Mayor on priorities and objectives of the Integrated Development Plan	* Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets	* Report to the Mayor on the recommendations for the improvement of the performance management system * Receive reports from the departmental heads and section managers on performance in their respective service areas	* Advise the Mayor on the implementation of the recommendations of the internal auditor, the Performance Audit Committee and the Auditor-General

Roles and Responsibilities of the Section 57 Managers

PLANNING	IMPLEMENTATION	MONITORING, ANALYSIS AND MEASUREMENT		
		REVIEW	**REPORTING**	**ASSESSMENT**
* Participate in the formulation of the SDBIP and the municipal strategic or organizational scorecard	* Manage the implementation of the Departmental scorecards	* Quarterly and annually review the performance of the department	* Report on the implementation of improvement	* Participate in the formulation of the response to the recommendations of the internal auditor,

* Manage subordinates' performance * Enter into performance agreements with the Municipal Manager	* Ensure the performance objectives in the performance agreements are achieved	* Quarterly review performance of directorate reports	measures adopted by the Mayor and Council * Annually report on the performance of their departments * Receive bi-monthly performance reports from section managers * Reports monthly on progress	Performance Audit Committee and the Auditor General

Roles and Responsibilities of Non-Section 57 Municipal Employees

PLANNING	IMPLEMENTATION	MONITORING, ANALYSIS AND MEASUREMENT		
		REVIEW	REPORTING	ASSESSMENT
* Participate in identifying of priorities and setting KPIs and targets for the municipality's IDP	* Execute individual work plans	* Participate in the review of departmental plans	* Report on progress on achieving of own scorecard targets to section managers	* Assess performance review reports of own section

* Participate in the development of the organizational and the departmental scorecards * Participate in the development of their own performance scorecards	* Manage all information and evidence required for performance measurement	* Participate in the review of own performance		

Roles and Responsibilities of the Community

PLANNING	REVIEW	REPORTING
* Participate in the drafting and implementation of the municipality's IDP through established forums * Participate in the setting of KPIs and targets for the municipality every year * Make representations on the draft annual budget	*· Participate in the annual review of performance through their involvement in ward committee structures and customer perception surveys.	* Receive annual performance and budget reports from council

Roles and Responsibilities of Ward Committees

PLANNING	REVIEW	REPORTING
* Participate in the drafting and implementation of the municipality's IDP * Participate in the setting of KPIs and targets for the municipality every year * Make representations on the draft annual budget	*· Participate in the annual review of performance through their involvement	* Receive quarterly performance reports from council

Roles and Responsibilities of Organized Labour

PLANNING	REVIEW	REPORTING
* Participate in the drafting and implementation of the municipality's IDP through established forums	* Participate in assessment and the quarterly reviews of employee performance and compilation of departmental and organizational performance review reports	* Receive quarterly performance reports on employee under-performance in the Local Labour Forum

* Participate in the setting of KPIs and targets for the municipality every year * Participates and provide inputs in the drafting of the organizational and departmental scorecards * Oversee the overall application of the Performance Management Policy Framework on Non-Section 57 employees		* Report on any negative effects of the PMS on employees

Roles and Responsibilities of the Internal Audit

PLANNING	AUDIT	ASSESSMENT	REPORTING
* Develops the risk and compliance-based audit plan	* Audits the performance measures in the municipal and departmental scorecards * Conducts compliance based audits	* Assesses the functioning of the municipality's PMS to ensure it complies with the Act	* Submits quarterly reports to the Municipal Manager. * Submits quarterly reports to the Performance Audit Committee

Roles and Responsibilities of the Performance Audit Committee

PLANNING	REVIEW	REPORTING
* Receives the annual audit plan from Internal Audit	* Reviews quarterly reports from the internal audit office on quarterly basis	* Submits quarterly reports to the Municipal Council

7 EMPLOYEE PERFORMANCE MANAGEMENT

7.1 Legal Framework that Governs Employee Performance Management

In local government, municipal employees now fall into two broad categories: namely, the employees who are governed by Section 57 of the Municipal Systems Act and enter into time-specified employment contracts with the municipality, and those that are employed on permanent basis and are governed by the provisions of the Local Government Bargaining Council. In this policy framework, all the employees employed under Section 57 will be referred to as **"Section 57 Managers"** and those under the Bargaining Council will be referred to as **"Permanent Employees".**

The local government legislation has provided guidance on managing and rewarding performance of Section 57 Managers, i.e. the Municipal Manager and all Managers directly accountable to him/her. The Performance Management Regulations for Municipal Managers and Managers Directly Accountable of 2006 make special provisions for employment and managing performance of these employees. The pertinent provisions will be outlined briefly below. However a full copy of the Regulations will be attached as one of the appendices to this policy framework.

Section 57 managers must enter into employment contract with the municipality on assumption of duties and the regulations give a detailed guide on the elements of an employment contract;

Performance Agreements must be signed on each financial year or part thereof;

A new **performance agreement** must be concluded within **one month** after the commencement of the new financial year, i.e. by 31 July of every year;

A **personal development plan** must be documented with the performance agreement; reviewed at the end of the formal performance assessment and updated in the performance agreement of the year under review;

The employee's performance must be assessed against two components:

Key Performance Areas (KPA's) at (80%) and Core Competency Requirements (CCR's) at (20%);

Key Performance Areas (KPA's) for Municipal Managers	**Weighting**
Basic Service Delivery	
Municipal Institutional Development	
Local Economic Development	
Municipal Financial Viability	
Good Governance and Public Participation	
Total	**100%**

The CCR's must be selected from the following (those that are deemed most critical and as agreed to in terms of needed proficiency level)

Leading competencies	
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management
Programme and Project Management	• Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	• Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative Governance
CORE COMPETENCE	
Moral Competence	
Planning and Organizing	
Analysis and innovation	
Knowledge and information Management	
Results and Quality Focus	

A **5 - point rating scale** should be provided for each Key Performance Indicator in the employee's scorecard;

The municipality must establish an Evaluation Committee who must meet annually to evaluate the performance of the Municipal Manager and the managers directly accountable to the Municipal Manager;

The Municipal Manager's annual performance must be evaluated by the Executive Mayor, Chairperson of the Performance Audit Committee, Member of the Executive Committee, Mayor and/or Municipal Manager from another municipality and Member of a Ward Committee nominated by the Mayor;

Managers directly accountable to the Municipal Manager must be rated by the Municipal Manager, Chairperson of the Performance Audit Committee, Member of the Executive Committee and a Municipal Manager from another municipality.

A performance bonus ranging from a minimum of 5% - 14%maximum of the all-inclusive remuneration package may be paid as follows:

A score of 130 - 149% is awarded a bonus from 5% - 9%

A score of 150% and above is awarded a bonus from 10% - 14%;

Guaranteed annual cost of living adjustment to salaries must be paid and this is not linked to performance;

Rewarding of Performance for Section 57 employees must be done after the tabling of the annual performance report and the financial audited statements in February annually.

As can be seen from the above provisions, the Section 57 employees in the **Chris Hani District Municipality** will align with the above regulations and their performance will be measured through their performance plans/scorecards. The same organizational scorecard will, where applicable, be cascaded to the employee scorecard and this will form part of their performance agreements.

It is the intention of this policy framework to formally incorporate the permanent employees into the overall performance management system of the municipality. This will translate into all employees of the **Chris Hani District Municipality** developing annual scorecards that are aligned to their functional areas of responsibility and thereafter entering into performance agreements with their respective supervisors. Just like in the Section 57 employee performance provisions, the performance agreements of the permanent employees will include a personal development plan.

The formats of all scorecards and reporting formats will be similar for all employees to create uniformity and consistency in monitoring performance on both employee and organizational KPIs and performance targets.

The phases of managing individual performance are outlined below.

7.2 Aligning Individual Performance to the Organizational

Performance Management System

The performance of an organization is integrally linked to that of staff. If employees do not perform an organization will fail. It is therefore important to manage both the organizational and individual performance at the same time. The relationship between organisational performance and employee performance starts from planning, implementation, monitoring and review. All the 5 phases in the organizational performance apply to the management of individual performance. The monitoring system using weekly, bi-monthly, monthly and quarterly reports is informed by individual activities at sectional and departmental levels. However, individual performance reviews differ from organizational reviews. Each phase will be discussed briefly below.

7.2.1 Phase 1: Planning for Employee Performance

The IDP yields a set of indicators and targets. These become an undertaking of the municipality to the community. The IDP informs the development of the SDBIP and the organizational scorecard. The components of the organizational scorecard will be cascaded to the municipal manager's performance scorecard and performance agreement as he/she is responsible for the implementation of the IDP. The municipal manager will then extract relevant indicators to inform scorecards of the different Departments. These indicators would then become the indicators and targets of the Heads of Departments to be incorporated in their performance scorecards and agreements. The Heads of Departments will in turn cascade the indicators and targets to lower levels in line with the scope of responsibilities at that level. Therefore, this policy framework establishes a system of individual performance management linked to the organizational performance through the scorecard model.

7.2.1.1 Effecting Weighting and Rating on Employee Scorecards

The **Chris Hani District Municipality** will adopt a weighting approach to show the relative importance of one indicator against another indicator. Every indicator in an employee's performance scorecard/plan will be assigned a weighting. The total of the weightings on the performance scorecard must add up to 100 points. An important indicator may, for example, be assigned a weighting of 50 out of the total of 100 whereas a less important KPI may be assigned a weighting of 15 out of 100. The purpose of the weightings is to show employees what the key focus areas are in their work.

The weighting of indicators in the scorecard of the Section 57 employees will follow the line of the provisions of the 2006 Performance Regulations. The weighting of 80% will be allocated to KPA-related indicators and 20% of the weighting will be allocated to CCR-related indicators.

The five-point rating scale will apply in evaluation process of all employee performance. The 2006 Performance Regulations sets out the rating as in **Table 1** below.

Table 1: The 5-Point Rating Scale for Employee Performance Appraisals

LEVEL	TERMINOLOGY	DESCRIPTION	RATING
5	Outstanding Performance	Performance far exceeds the standard expected *of* an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the **PA** and Performance plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and **fully** achieved all others	

3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

Local Government: Municipal Performance Regulations for Municipal Mangers and Managers directly accountable to MM, 2006.

The outcome of the planning phase in the individual performance management will result in all employees having signed performance agreements and scorecards at the beginning of every financial year. The provision for employees on probation should apply for employees joining the organisation well after the beginning of the financial year. An employee scorecard template is attached as **Appendix III**.

7.2.2 Phase 2: Implementation, Monitoring, Data Analysis and Measurement.

When projects and programmes are implemented, the monitoring system as proposed in the organizational performance phases will apply. All the reporting timelines and information management responsibilities will be carried out as detailed in these phases.

7.2.3 Phase 3: Coaching

Should an employee not be achieving the agreed indicators in his/her performance scorecard the manager/supervisor must assist the employee by managing his/her performance more closely. It is not appropriate that the first time an employee hears about his/her non-performance is at the formal performance review. Employees must be coached and given feedback on a quarterly before review.

7.2.4 Phase 4: Employee Performance Review

This phase involves jointly assessing actual performance against expectations at the end of the performance cycle so as to review and document planned vs. actual performance. The following guidelines will be applicable for conducting individual performance reviews:

A Manager/supervisor will prepare ratings of employee's performance against key performance indicators. The rating will be done by considering the year end actual cumulative as well, the evidence which was documented during the coaching cycle as well as any other relevant input.

The Manager/supervisor will request the employee to prepare for formal appraisal by assessing and rating him/herself against the agreed key performance indicators on their scorecards.

The Manager/supervisor and the employee meet to conduct a formal performance rating with a view to conclude a final rating. The employee may request time to consider the rating. A second meeting will then take place. In the event of a disagreement, the manager/supervisor has the final say with regard to the final rating that is given. The employee reserves his/her right to invoke the applicable grievance procedure should they be in disagreement with the rating awarded.

After the ratings have been agreed upon the scores are calculated.

The Manager/supervisor must make own notes during the formal review meeting. All the criteria that have been specified must be taken into consideration.

Only those KPIs relevant for the review period in question should be rated according to the five point scale as shown above.

After the year-end review the manager/supervisor and the employee prepare and agree on a personal development plan.

The total score is determined once all the indicators have been rated and scored. This is done with a view to establish if an employee is entitled to a notch increase or an accelerated salary progression or a non-financial award. Annual inflation related increments will not be affected by the implementation of the performance management system and cascading it down to all employees.

7.2.5 Phase 5: Rewarding Performance

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees.

The performance reward system applied to Section 57 Employees is different from the performance reward system applied to Permanent Employees who are not Section 57 Employees. Section 57 employees reward system is clearly spelt out in the 2006 Performance Regulations and these rewards are allocated after the tabling of the receipt of the audit report and tabling of the annual report, i.e. in February of each year.

If an employee is a permanent employee of the **Chris Hani District Municipality** and is thus covered by the conditions of service of the municipality, performance is not directly linked to pay. Currently permanent employees receive an annually bargained increase determined by

the South African Local Government Bargaining Council (SALGBC). Permanent employees who perform outstandingly will receive non-cash rewards, until such time as a national remuneration policy dictates otherwise.

The non-cash rewards that will be awarded to permanent employees appear in **Table 2** below.

Table 2: Non-Cash Rewards that will be awarded to Permanent Employees

Performance levels	**Examples of non-cash reward**
Outstanding/above performance levels	A. Employee is granted "free" leave days. B. Merit Awards C. Mayoral Excellence Awards D. Promotions
Average performance	No specific reward
Below average performance	Compulsory performance counselling and monthly coaching sessions by manager/supervisor

The employer reserves the right to apply the non-cash rewards for its employees.

7.2.6 Critical Dates and Timelines

Over and above the different management processes that the **Chris Hani District Municipality** will be using to implement its this Performance Management Policy Framework, it will also comply with critical dates and timelines that will make the management of performance align with corporate governance principles and enable other stakeholders to perform their roles and responsibilities efficiently and effectively. The critical dates and timelines are listed below in **Table 3.**

Table 3: Critical Timelines

PHASE	ORGANIZATIONAL ACTIVITIES	INDIVIDUAL ACTIVITIES	TIME FRAME	RESPONSIBILITY
PLANNING	Development and approval of the SDBIP and organizational scorecard		March – May	Council
		Signing performance Contracts/Plans with rest of staff	31 July	Mayor Municipal Manager Section 57 Managers All staff
MONITOR, MEASURE & REVIEW	Monthly Monitoring	Monthly Monitoring	Monthly	Municipal Manager Senior Managers Line managers/ Supervisors
	Quarterly Review/s	Quarterly Reviews	September December March	Municipal Manager Senior Managers Managers/ Supervisors
		Annual Performance Appraisal	June	Mayor Municipal Manager Senior Managers Managers Supervisors
		Reward and Recognition	June and February	Mayor Municipal Manager Senior Managers
REPORTING	Quarterly and Mid-Term Reports	Quarterly Reports	September December March June	Municipal Manager Senior Managers
	Annual reports	Annual Employee Performance Reports	31 August	Mayor Municipal Manager

		Departmental and Section Heads Reports	Monthly	Management Team Line managers
IMPROVEMENT	Performance Improvement Plans		June	Management & employees

7.2.7 Plan for Cascading of Performance Management to lower level staff

Activity	Responsible	Time lines
Implementation /Cascading performance to Senior Management (Task Grade 17)	Municipal Manager	1 July annually
Signing of Accountability agreements/template with Senior Management (Task Grade 17)	ALL HOD's	31 July annually
First Quarter Individual Assessments	ALL HOD's	30 September annually
Second Quarter / Mid-term Individual Assessments	ALL HOD's	15 January annually
Third Quarter Individual Assessments	ALL HOD's	30 March annually
Fourth Quarter Individual Assessments	ALL HOD's	31 July annually
Implementation /Cascading performance to Middle Management (Task Grade 16)	Director Corporate Services	1 July annually
Implementation /Cascading performance to Supervisors	Director Corporate Services	1 July annually
Implementation /Cascading performance to Administrators	Director Corporate Services	1 July annually

7.2.7 Evaluation and Review of the Whole Performance Management System (PMS)

The **Chris Hani District Municipality** will review its performance management system annually alongside the review of the IDP.

8. Conclusion

This framework seeks to provide the basis for a structured approach to performance management within the **Chris Hani District Municipality**. As indicated earlier, proper implementation of this framework lies heavily on commitment and dedicated leadership. It is hoped that in the near future the municipality will convert this manual performance management platform into an electronic system. However, that will only occur when all stakeholders have gotten into grips with the whole concept of performance management and can fully carry out their roles and responsibilities within the performance cycle.



GLOSSARY OF TERMS

ABET	Adult Based Education and Training
ABSA	Amalgamated Banks of South Africa
AG	Auditor-General
AIDS	Acquired Immune Deficiency Syndrome
CBO	Community Based Organization
CPF	Community Policing Forum
CSIR	Council for Scientific and Industrial Research
DBSA	Development Bank of South Africa
DEAT	Department of Tourism, Environment and Economic Affairs
DEDEA	Department of Economic Development & Environmental Affairs
DFA	Development Facilitation Act No 67 of 1995
DHS	District Health System
DRDLR	Department of Rural development & Land Reform
DM	District Municipality
DIMAFO	District Mayors Forum
DME	Department of Mineral and Energy
DRDAR	Eastern Cape Department of Rural Development Rural Development and Agrarian Reform
DoE	Department of Education
DoH	Department of Health
DoSD	Department of Social Development
DoT	Department of Transport
COGTA	Department of Co-operative Governance & Traditional Affairs
DPSS	Department of Public Safety and Security
DRPW	Department of Roads & Public Works
DSAC	Department of Sport, Arts and Culture
DWA	Department of Water Affairs
DAFF	Department of Agriculture, Forestry & Fisheries
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
ES	Equitable Share (grant)
FBO	Faith Based Organizations
ECDC	Eastern Cape Development Corporation
PGDP	Provincial Growth & Development Plan

GCIS	Government Communication and Information Systems
GGP	Gross Geographic Product
GIS	Geographical Information System
GTZ	German Technical Cooperation
GVA	Gross Value Added
HDI	Human Development Index
HIV	Human Immune Deficiency Virus
HR	Human Resource
IDC	Independent Development Corporation
IDP	Integrated Development Plan
IDT	Independent Development Trust
ICT	Information Communication Technology
ITP	Integrated Transportation Plan
IWMP	Integrated Waste Management Plan
JOC	Joint Operational Centre
LDO	Land Development Objectives
LED	Local Economic Development
LSA	Local Service Area (Primary Health)
MAYCO	Mayoral Committee
MEC	Member of the Executive Committee
MIG	Municipal Infrastructure Grant
MFMA	Municipal Finance Management Act
MSIG	Municipal Support & Institutional Grant
MSyA	Municipal Systems Act, 2000
MStA	Municipal Structures Act, 1998
NDC	National Development Corporation
NDP	National Development Plan 2030
NEMA	National Environmental Management Act
NER	National Electrification Regulator
NGO	Non-Governmental Organizations
NSS	National Sanitation Strategy
PATA	Promotion of Administrative Justice Act
PMS	Performance Management System
PPP	Public Private Partnership
RDP	Reconstruction and Development Programme

REDs	Regional Electricity Distributors
SADC	Southern African Development Community
SALGA	South African Local Government Association
SANDF	South African National Defense Force
SAPS	South African Police Service
SGB	School Governing Body
SMME	Small, Medium and Micro Enterprises
STDs	Sexual Transmitted Diseases
TB	Tuberculosis
VAT	Value Added Tax
VIP	Ventilated Improved Pit (dry sanitation facility)
WSDP	Water Services Development Plan
BDS	Business Development Services
CASP	Comprehensive Agriculture Support Programme
CHARTO	Chris Hani Regional Tourism Organisation
CHDM	Chris Hani District Municipality
RTP	Responsible Tourism Planning
SLA	Service Level Agreement
SMME	Small Medium and Micron Enterprises
SOE	State Owned Enterprises
SoR	State of Environment Report
Stats SA	Statistics South Africa
SODA	State of the District Address
SONA	State of the Nation Address
SOPA	State of the Province Address

FINAL IDP REVIEW 2024-2025 for Council Adoption

The process of development for this IDP Review for 2024-2025 involved some consultative sessions/meetings with all relevant stakeholders including: all municipalities planning unit within CHDM, representative forum members, sector departments, internal departments and some comments from MEC for Cooperative Governance of previous years considered. Inputs from Local Municipalities were considered and submitted after LMs have conducted Community needs. After Council approving 2024-2025 Final IDP Review document a copy will be submitted to the MEC for Local Government in the Eastern Cape Province, Provincial Treasury as well as National Treasury for noting. Notice informing community of the adopted Final IDP Review and Budget will be advertised on local newspapers. IDP Budget Roadshows were conducted by the month of May 2024 in all LMs to present the 2024-2025 Draft IDP-Budget and these were led by Executive Mayor supported by officials. Inputs made are considered on the final 2024-2025 IDP review and also be taken into consideration through Technical IGR, DIMAFO and IDP/Budget/PMS Rep Forum and process through council structures.

DECLARATION OF 2024- 2025 CHDM IDP REVIEW FOR ADOPTION BY COUNCIL MAY 2024

SIGNATURES

May 2024

Mr. Gcobani Mashiyi **DATE**

MUNICIPAL MANAGER

May 2024

Cllr Lusanda Sizani **DATE**

EXECUTIVE MAYOR