



MAKANA

MUNICIPALITY | EASTERN CAPE

MASIPALA WASEMPUMAKOLONI

MUNISIPALITEIT | OOS-KAAP

...a great place to be

**FINAL DRAFT
INTEGRATED
DEVELOPMENT PLAN
2022-2027
FIRST EDITION**

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(II) ACRONYMS AND ABBREVIATIONS:

IDP	Integrated Development Plan
Agri	Agriculture
ASGISA	Accelerated and Shares Growth Initiative for South Africa
CBP	Community Based Planning
SBDM	Sarah Baartman District Municipality
CDW	Community Development Worker
CFO	Chief Financial Officer
Cllr	Councillor
EM	Executive Mayor
MM	Municipal Manager
CSS	Community and Social Services
DBSA	Development Bank South Africa
DEAET	Department of Economic Affairs, Environmental and Tourism
COGTA	Cooperative Governance and Traditional Affairs
DoSD	Department Of Social Development
DTIS	Department of Technical and Infrastructure Services
DWIS	Department of Water and Infrastructure Services
ECDC	Eastern Cape Development Corporation
EHS	Environmental Health Services
FM	Financial Management
MKH	Makhanda
HASTI	HIV and AIDS and Sexually Transmitted Infections
LSA	Local Service Area
Makana LM	Makana Local Municipality
MEC	Member of the Executive Council
MMC	Member of Mayoral Committee
MIG	Municipal Infrastructure Grant
MPCC	Multi-Purpose Community Centre

Muni	Municipality
NSDP	National Spatial Development Plan
PDP	Provincial Development Plan
PHP	People Housing Process
PMS	Performance Management System
Rep	Representative
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
WSDP	Water Service Development Plan
WTW	Water Treatment Works
WWTW	Waste Water Treatment Works
AFF	Asset Financing Fund
Opex	Operation expenditure
Capex	Capital Expenditure
MPAC	Municipal Public Account Committee
CIP	Comprehensive Infrastructure Plan

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(V) EXECUTIVE SUMMARY

Since the assumption of the new term of office of its political office bearers after the local government elections in November 2021, the Makana Municipality informed by the provisions in the Municipal Systems Act No. 32 of 2000, has embarked on developing a new five-year strategic plan namely; the Integrated Development Plan- 2022-2027(IDP). A process plan as a mechanism for reviewing the IDP annually was developed and approved by the previous Council however due timing of the election it was adjusted.

The Municipality has in developing this 1st edition of the 2022-2027 draft IDP, analysed the information on developments in Municipality for the period under review using the existing Integrated Development Plan. This new five-year IDP development process has enabled the Municipality to critically reflect on progress made on its five Development Priorities, objectives and strategies. These strategic objectives, strategies and projects have through an exhaustive internal and external consultation process been updated to reflect the new challenges facing the people of the Municipality. The process involved engaging internally engagement , strategic planning sessions Mayoral Lekgotla with the newly elected Mayoral Committee and Management. External engagement was held with sector departments and outreaches to Communities. Municipality has come with these development priorities:

- Basic Service Delivery and Infrastructure
- Community and Social Cohesion
- Financial Viability and Management
- Local Economic Development and Planning
- Institutional Capacity and Organisational Development
- Financial Viability and Management
- Good Governance and Public Participation

The new and updated objectives, strategies and projects derived from this process can be found in chapter 3 of this document. This IDP Review primarily reflects the situational analysis of the Municipality from the perspective of both the socio-economic conditions of the population as well as the institutional arrangements, infrastructure and organizational challenges of the municipality. The Makana Municipality had a population size of 86 068 people in 2016. The total population for the Sarah Baartman Municipality is estimated to increase to 98 356 by 2026, growing at an average annual rate of 0.39%. The growth rate of the municipal area is greater to that of the district between 2016 and 2019 at (0.26%). Makana Municipality had 22 384 households in 2016, which is expected to rise to 26 323 by 2026.

With an average annual household growth rate of 0.52%. Makana's household growth is higher than that of Sarah Baartman District (0.37%)

MAKANA VISION AND MISSION STATEMENT

"Makana Municipality strives to ensure sustainable, affordable, equitable and quality services in a just, friendly, secure and healthy environment, which promotes social and economic growth for all". CORE

VALUES OF THE MUNICIPALITY: VALUE –BEHAVIOUR ♣ Honest – Corrupt Free ♣ Accountability - answerable for our actions ♣ Participation Democracy- Ensure Maximum involvement of all stakeholders in all our activities ♣ Transparency - open and communicate freely ♣ Quality - committed to a culture in which we continuously strive for excellence ♣ Professionalism - practice the highest standards applicable to our work and we embrace humanity, discipline and respect

(V) OVERVIEW OF THE MUNICIPALITY

Makana Local Municipality (Makana) is a category B municipality, approximately halfway between East London and Port Elizabeth that forms part of the Seven Local Municipalities of the Sarah Baartman (formerly Cacadu) District Municipality, in the Eastern Cape Province. Makana's area is bordered in the north-east by Amathole District Municipality with the cities of Port Elizabeth 120km to the west and East London 180 km east, north-west by Blue Crane Route Local Municipality, in the south by Ndlambe Local Municipality and in the south-west by the Sundays River Valley Local Municipality. In 2011 the Municipality was delimited into fourteen wards.

TOWNS AND VILLAGES OF MAKANA MUNICIPALITY

Makhanda: (Formerly Grahamstown: Makana Local Municipality is one of the seven (7) local municipalities in the Sarah Baartman District in the Eastern Cape. The main seat of the Municipality is in Makhanda. The municipality covers of an area 1690 square kilometres with a population of 82 060 as per 2011 SA Statistics and 2016 SA customer survey indicate population growth increase of 2.1 % to 82 060 and municipality cover an area of 4 375.62 square kilometres and constitute 7.5 of Sarah Baartman District Municipality.

Ninety percent of the population lives in Makhanda. The importance of Makhanda as an economic Hub cannot be overemphasized. At the heart of Makana is the city of Makhanda, situated 55 kilometres from the coast.

Makhanda is famous as one of the leading cultural, educational and tourist centres and hosts the National Arts Festival in South Africa for the last 43 year which is the International Event and the 3rd largest festival in the world. In 2017 performers from more than 33 countries participated in the festival. The Festival was also attended by many ambassadors from foreign countries. The festival occurs in almost every University hall, School halls, public halls, churches as well as in the various townships throughout Makhanda. The Festival attracts thousands of visitors onto the City. It is crucial that the municipality is able to ensure a good road network as well as important water, sewerage and electricity provision.

Makhanda is also the primary location of Rhodes University and other prominent and internationally acclaimed primary and high schools/ colleges are found in Makhanda.

Rhodes University with a population of approximately 7 000 students is the largest ratepayer. The University hosts many strategic faculties. These faculties cover a wide area. The University therefore requires a very capable and workable Infrastructure.

Students and academics from all over the world are based on the campus. Makhanda is also the seat of the High Court in the Eastern Cape and host legal teams throughout the country, during high profile cases.

Alicedale: Owing its existence to the development of the railways, the station at Alicedale is a vital link between the Makana region and the main railway line between Port Elizabeth and Johannesburg, *however the station is no longer use*. There is a historical red face brick building that now houses the reception of the resort hotel- affectionately known as Bushman Sands (*Bushman River Sands Hotel*).

Salem: The Methodist Church founded Salem in the mid-1820s. It is famous for its many fine historical buildings and also for the historic negotiations between Richard Gush and the Xhosa people during the War of Hintsa, when the Xhosa agreed to leave the village in peace. The name is of biblical origin (Genesis 14:18) and, proclaimed the Sunday after their arrival by the Reverend Shaw, means 'peace'; the local application refers to a reconciliation between sects. A church built from mud blocks and thatch was consecrated in 1824, and replace by a stone structure in 1832. The church often served as a refuge for women and children during the Frontier Wars. Several Settler House built in the Georgian style, have been preserved. In December 2017 the Constitutional Court upheld a land claim lodged in respect of the Salem Commonage by descendants of the black community that previously occupied the land.

Riebeeck east: The Dutch Reformed Church established the village of Riebeeck East in 1830 on the farm Mooimeisiesfontein, the home of the famous Voortrekker leader Piet Retief. Riebeeck

East is now in the midst of a game and sheep farming area and offers many attractions and hiking trails through the surrounding diverse and beautiful hills.

Retief's farm house is situated just east of the village, and has been declared a National Heritage Site. The nearest town is Makhanda which is 39km's to the east.

Seven Fountains: This farmers' community derived its name from seven springs located on different farms in the area. Set in a beautiful garden that is home to a 250 year old rose bush and a 130 year old orange tree, Seven Fountains Farm boasts century old buildings that have been converted to individually furnish double rooms and cottages.

Seven Fountains Farm is a beautiful facility that sits halfway between Makhanda and the Indian Ocean built in 1717 by a Dutch settler, Jan Frederick Potgieter and is the oldest farm in the Eastern Cape. 300 years after it was built, Seven Fountains Farm is open as a guesthouse, lunchroom and activity venues. The buildings are set in a beautiful garden and look over the veld up to the mountains and the Assegai River.

It was originally a resting place for ox-wagons in the 18th century and came to be known as Zuurplaats by early Dutch settlers to the area. In 1820, abandoned loan-farms were re-allocated to newly arrived British Settlers. They erected the first Methodist church there in 1834 and it is still in use today even though a newer and larger church was built in 1929. Today the village of Seven Fountains comprises shops, a clinic, sports club and police station which serve the local, mainly farming, population. Go game viewing at nearby Pumba Private Game Reserve, Visit historic graveyards dating back to 1820, Book accommodation at Wolfe Lodge for a restful weekend break or visit the Assegai Lodge which was built in 1717 by Dutch settler, Jan Frederick Potgieter and learn about this wonderful period home where a 250 year old rosebush and 130 year old orange tree still survive.

Fort Brown: Established as a military post in 1817, the gun tower and adjoining walls of the fort, overlooking the Great Fish River and central to a number of major game reserves, is a national monument. Hermanus Kraal was later renamed to Fort Brown after Lt Brown of the 75th Regiment who was in command during the war of 1835. Fort Brown consisted of a group of buildings surrounded by a high stone wall. At the corner was a tower of about 3.5 meters for mounting a gun. Under the floor there was a powder magazine and on the roof a cannon that could be swivelled round. After years of neglect this gun tower and a few walls are all that remained. It was declared a National Heritage Site in 1938.

Sidbury 1820: Established in 1820 after which settler Lieutenant Richard Daniel of the Royal Navy built Sidbury Park in the 1830's and also created the nearby village of Sidbury where war graves

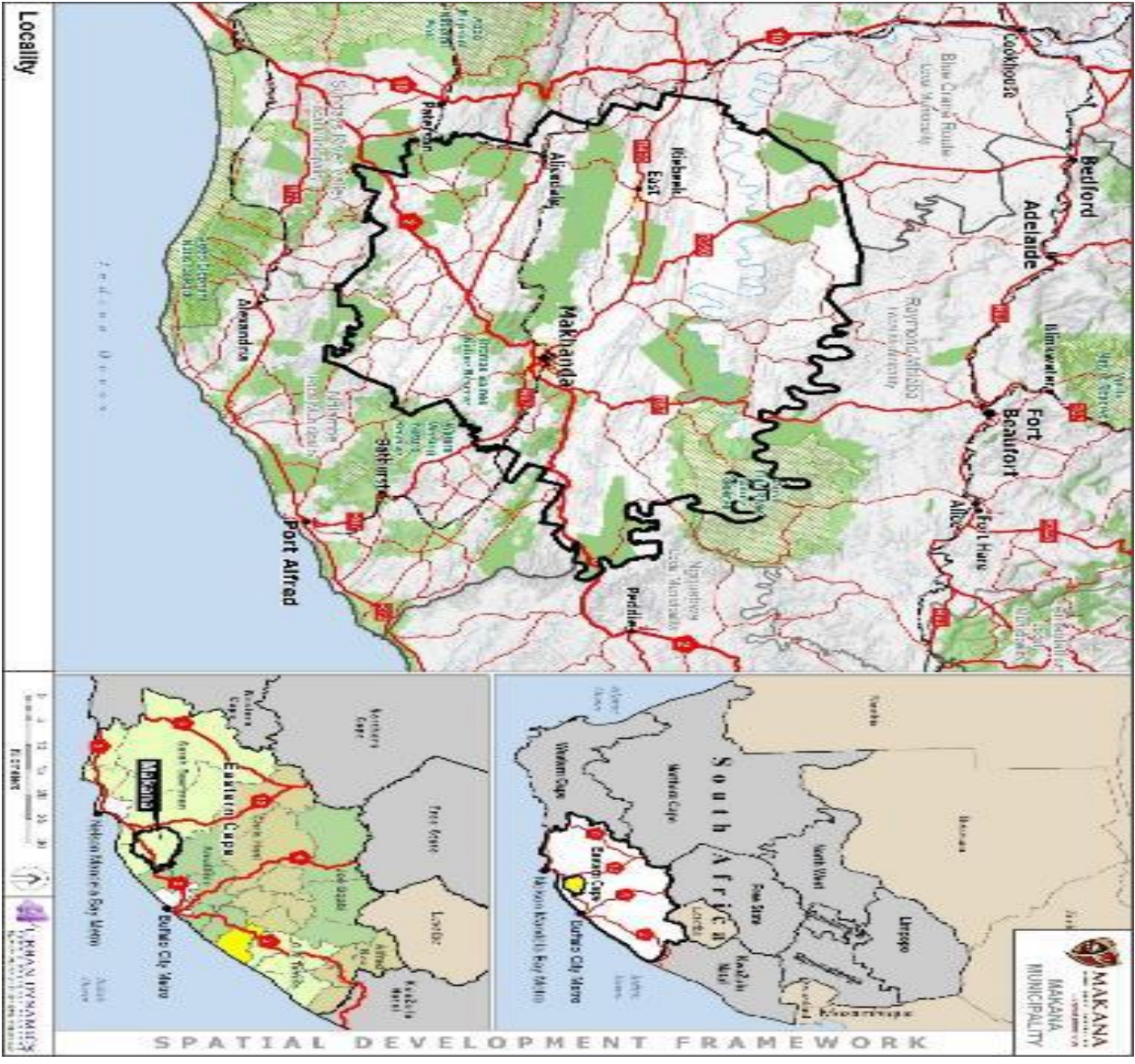
can still be found. Both are named after his native Sidbury in Devonshire. As part of fortifying the property, the barn was linked to the house by stone walls. Daniel was the first to import merino sheep into South Africa. He provided land and funds for the building of a church in the village, the church (named St Peter's after the church in Sidbury, Devonshire) was built 1841 and was one of the first ten Anglican churches in South Africa.

The church predates the establishment of the Diocese of Cape Town. The church is a heritage site recognised by the South African Heritage Resource Agency. In the 1890s, the community of Sidbury started a cricket club which continues to the present despite its small population.

Manley Flats: Manley Flats is located on top of a small hill in the beautiful Manley Flats Valley just 20 km from Makhanda. Manley Flats is a railroad siding and is located in the Sarah Baartman District Municipality, Eastern Cape, South Africa. The estimate terrain elevation above sea level is 421 metres.

Carlisle Bridge: Carlisle Bridge is a small farm area that is found 15.2 Km from Riebeeck East and 37 km to Makhanda

Makana geographic map: Map 1: Makana Municipality



CHAPTER ONE: PREPARATION AND INTEGRATED PLANNING PROCESS

BACKGROUND

Makana Local Municipality is undergoing its fifth and last review of the Five (5) Year Integrated Development Plan, since 2017

The Municipal Systems Act (No. 32) of 2000 requires that Local Government Structures prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of development within the areas of jurisdiction. In conforming to the Act's requirements Makana Municipality's Council has delegated the authority to the Municipal Manager to prepare the Integrated Development Plan (IDP).

The Municipality's commitment to developing a "**Great Place to be**" driven with specific emphasis of translating the Municipality's strategies into an Implementable Action Plan. The Municipality is committed in ensuring that, its revised **Developmental Priorities** in the IDP 2017-22 are achieved.

1.1 LEGAL FRAMEWORK

This document represents the fifth and last review of Makana Municipality's Integrated Development Plan (IDP) 2017 – 2022). IDP's are compiled in terms of the requirements of Chapter 5 of the Municipal Systems Act (MSA) (Act 32 of 2000), Section 25 of the MSA states inter-alia the following:

Each municipal council must, within a prescribed period after the start of its elected term, adopt a Single and Inclusive Strategic Plan for the development of the municipality which:

- a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- b) aligns the resources and capacity of the municipality with the implementation of the plan;
- c) forms the policy framework and general basis on which annual budgets must be based;
- d) complies with the provisions of the chapter; and
- e) be compatible with National and Provincial Development Plans and planning requirements binding on the municipality in terms of legislation".

The Annual Review and Amendments of Integrated Development Plan (IDP)

A municipal council:

- a) must review its IDP
 - (i) annually in accordance with an assessment of its performance measurements in terms of section 41 of the MSA,
 - (ii) according to the extent that changing circumstances so demand; and
- b) may amend its IDP in accordance with a prescribed

process.

The status of an Integrated Development Plan is concerned with Section 35 of the MSA (Municipal Systems Act) which states that an IDP adopted by municipal council: -

- a) is the ***Principal Strategic Planning Instrument*** which guides and informs all planning and development issues in the municipality;
- b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and National or Provincial legislation, in which case such legislation prevails; and
- c) binds all other person to the extent that those parts of the integrated development plan impose duties or affect the rights of those people who have been passed as a by-law.

Section 36 of the MSA states that a municipality must

- give effect to its Integrated Development Plan;
- conduct its affairs in a manner which is consistent with its Integrated Development Plan.

1.2 MAKANA'S INTEGRATED DEVELOPMENT PLAN

The IDP document will represent the strategic plan of Makana Local Municipality that will guide and inform all planning and allocation of resources for the next five year period, 2022-2027. This plan (IDP) is informed by National and Provincial Government priorities.

1.3 MANDATE AND GUIDING PARAMETERS

The Local Government Municipal Systems Act, 2000, introduced the process of municipal planning for municipalities and regulates the development of Integrated Development Plans (IDPs). The plan is for 5years and must be reviewed annually.

The paradigm shift in developmental local government dictates that planning must become more 'outcomes-driven' and the priorities of government set the context for this to be realised. Accordingly, Government has formulated 12 Outcomes.

1.3.1 NATIONAL OUTCOMES

Table 1: National

Nat. Outcome	National outcomes	Nat. Outcome	National outcomes
NO1	Quality basic education	NO7	Vibrant, equitable, sustainable rural communities contributing towards food security for all
NO2	A long and healthy life for all South Africans	NO8	Sustainable human settlements and improved quality of household life
NO3	All people in SA are and feel safe	NO9	Responsive, accountable, effective, and efficient Local Government Systems
NO4	Decent employment through inclusive economic growth	NO10	Protect and enhance our environmental assets for a better world
NO5	Skilled and capable workforce to support an inclusive growth path	NO11	Create a better SA, a better Africa and a better world
NO6	An efficient, competitive and responsive economic infrastructure network	NO12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

1.4 SUSTAINABLE DEVELOPMENT GOALS

The Millennium Development Goals (MDG) and targets stem from the Millennium Declaration by 189 Countries in 2000, to work towards achieving economic and social development priorities which were subsequently termed Millennium Development Goals. These came to an end in 2015. Seventeen (17) sustainable development goals have been put together for the next fifteen years to 2030. South Africa is signatory to that agreement.

The MDG's have been embraced by Government and are aligned with the Medium Term Strategic Framework (MTSF), which outlines National Government Development Priorities. Makana Local Municipality will consider the 17 sustainable development goals in its development agenda.

Ten (10) of which have been reshaped as provincial strategic priorities, as indicated below: - Each outcome has a number of measurable outputs with targets and in most cases the activities / results occur in a municipal space and involves all of the spheres of government.

1.5 NATIONAL DEVELOPMENT PLAN

The National Development Plan sets out firm proposals to solve the country's problems and to deepen the engagement of all South Africans from all walks of life in building the future. Focus on people's capabilities is at the centre of the plan. These include education, skills, decent accommodation, nutrition, safe communities, social security, transport, and job opportunities.

The National Development Plan's goal is to reduce poverty, inequality and unemployment by 2030. The MTSF priorities which are regarded as Government's five year implementation phase of the NDP are informed by the NDP following intervention areas.

Those that affect the municipality:

- Economy and Employment
- Economic Infrastructure
- Environmental Sustainability and Resilience
- Inclusive Rural Economy
- Human Settlements and Spatial Transformation
- Social Protection

The National Development Plan informs the fourteen (14) Medium Term Strategic Framework priorities and is regarded as the five year Implementation Plan of the NDP.

1.6 PROVINCIAL DEVELOPMENT PLAN

The Eastern Cape Province, guided by the NDP has developed its own long term vision, a "*Provincial Development Plan – Vision 2030*". The PDP principles in a nutshell include Social Economic and Spatial Justice; Gender Equality; Intergovernmental Equity; Citizens Participation; Ethics Promotion, Integrated Multi-agent Action; Public Good; Respects Evidence and Critical Deliberations and takes accountability seriously.

The PDP is aligned to the seven Provincial Strategic Priorities which are:

- Stimulating rural development, land reform and food security
- Better access to quality education
- Promote better healthcare for all our people
- Intensifying the fight against crime
- Integrated human settlements and
- Strengthening the developmental state and good governance
- Transformation of the economy to create jobs and sustainable livelihoods

The strategic priorities are aligned to the National Government's Medium Term Strategic Framework (2014 – 2019)

1.7 SARAH BAARTMAN DEVELOPMENT PRIORITIES

TABLE 2: SBDM LONG TERM VISION STRATEGY

SARAH BAARTMAN LONG TERM VISION STRATEGY		
Economic Development	Human Development	Infrastructure
Energy	Mass Employment Programmes	Energy
Green Economy	Poverty Eradication Programme	Water
Agro-industry	Access to basic services	Irrigation and ago-logistics
Tourism	Skills and education	Transport
Creative industries		Bulk Infrastructure
Component supplies		WSA/WSP
Maritime		
Key Enabler and Interventions Programmes		
Institutional Transformation - Governance		
IDP Process alignment, consultation & incorporation		

TABLE 3: SBDM DEVELOPMENT PRIORITIES

DEVELOPMENT PRIORITIES 2017/22	DEVELOPMENT PRIORITIES 2022/27
Basic Service and Infrastructure Development	Basic Service and Infrastructure Development
Local Economic Development	Financial Viability and Management
Municipal Financial Viability and Management	Local Economic Development
Governance and Public Participation	Governance and Public Participation
Municipal Transformation and Organizational Development	Municipal Transformation and Organizational Development

1.7.1 DISTRICT DEVELOPMENT PRIORITY

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO				
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES	MAKANA MUNICIPALITY
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	<p>Priority 3: Education, Skills and Health</p> <p>Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services</p> <p>Priority 6: Social Cohesion and Safer Communities</p>	<p>Goal (Impact Area) 4: Human Development</p> <ul style="list-style-type: none"> • Increase access to Early childhood development. • Improved quality of primary and secondary education for improved educational outcomes. • Increase skills for development of the province. • Improved health profile and health outcomes in communities. • Improve the safety of the people in the Eastern Cape. • Promotion of Social Cohesion and moral regeneration. • Social Protection and Viable Communities. 	<ul style="list-style-type: none"> • Improve Service Delivery • Socio-economic upliftment 	<ul style="list-style-type: none"> • Basic Service Delivery and Infrastructure Development • Community and Social Cohesion
PILLAR 2: ECONOMIC POSITIONING	<p>Priority 2: Economic Transformation and Job Creation</p>	<p>Goal (Impact Area) 1: Innovative and Inclusive Growing Economy</p> <ul style="list-style-type: none"> • Stronger industry and enterprise support. • Rapid development of high-potential economic sectors. 	<ul style="list-style-type: none"> • Job Creation • Local Economic Development 	<ul style="list-style-type: none"> • Local Economic Development and Planning

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO				
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES	MAKANA MUNICIPALITY
		<ul style="list-style-type: none"> Spatially balanced economic development, urban development and small-town revitalization. Digital transformation and development of the ICT sector. <p>Goal (Impact Area) 3: Rural Development and an Innovative and High-Value Agriculture Sector</p> <ul style="list-style-type: none"> Sustainable community agriculture and diversified livelihoods. Development of agricultural value chains. Accelerate land reform and land rehabilitation programmes. 		
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	Priority 5: Spatial Integration, Settlements and Local Government	<p>Goal (Impact Area) 2: An Enabling Infrastructure Network</p> <ul style="list-style-type: none"> Develop sustainable and integrated settlements. <p>Goal (Impact Area) 5: Environmental Sustainability</p> <ul style="list-style-type: none"> Safeguarding ecosystems and existing natural resources. 	Spatial integration	Basic Service Delivery and Infrastructure Development

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO				
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES	MAKANA MUNICIPALITY
		<ul style="list-style-type: none"> Respond to climate change and green technology innovations. Improvement of environmental governance. 		
PILLAR 4: INFRASTRUCTURE ENGINEERING	Priority 2: Economic Transformation and Job Creation Priority 5: Spatial Integration, Human Settlements and Local Government	Goal (Impact Area) 2: An Enabling Infrastructure Network <ul style="list-style-type: none"> Build resilient economic infrastructure that promotes economic activity. Universal access to basic infrastructure. Sustainable energy and electricity provision. Develop sustainable and integrated settlements. Improve infrastructure planning, delivery, operations and maintenance. 	Basic Service Delivery and Infrastructure Development	Basic Service Delivery and Infrastructure Development
PILLAR 5: INTEGRATED SERVICE PROVISIONING	Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services	Goal (Impact Area) 2: An Enabling Infrastructure Network <ul style="list-style-type: none"> Universal access to basic infrastructure. 	Basic Service Delivery and Infrastructure	<ul style="list-style-type: none"> Basic Service Delivery and Infrastructure Development
PILLAR 6: GOVERNANCE AND FINANCE	Priority 1: A Capable, Ethical and Developmental State	Goal (Impact Area) 6: Capable Democratic Institutions	<ul style="list-style-type: none"> Build Institutional Capacity & Financial Viability 	<ul style="list-style-type: none"> Institutional Capacity and Organisation Development

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO				
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES	MAKANA MUNICIPALITY
	Priority 7: A Better Africa and World	<ul style="list-style-type: none"> • Building the Capability of the State to deliver. • Transformed, Integrated and Innovative Service Delivery. • Instilling a culture of good corporate governance. • Build multi-agency partnerships. 	<ul style="list-style-type: none"> • Single window of co-ordination • Governance and Public Participation • Municipal Transformation and Organisational Development 	<ul style="list-style-type: none"> • Good Governance and Public Participation

1.8 Reflections from the State of the Nation and State of the Province

No	Reflections from the State of the Nation Address:10 Feb 2022	Reflections from the State of the Province Address: 17 February 2022
1	We are working together to revitalise the economy and end the inequality and injustice that impedes our progress	Proud of the achievements of the Matric class of 2021 an improved pass rate of 73%
2	If there is one thing we all agree on, it is that the present situation – of deep poverty, unemployment and inequality – is unacceptable and unsustainable	Province is committed to the Eastern Cape Provincial Development Plan (EC-PDP) in which we must address the challenge of unemployment of 43%. End the sea of poverty where 12.7% of households live in poverty
3	Build on the foundations of the Economic Reconstruction and Recovery Plan (ERRP)	Build the Eastern Cape by creating jobs, reducing unemployment, enhancing food security, alleviating hunger and building equal opportunities for all our citizens
4	Remain focused on the priorities of: <ul style="list-style-type: none"> - Overcoming the COVID-19 pandemic - A massive rollout of infrastructure - A substantial increase in local production An employment stimulus to create jobs and <ul style="list-style-type: none"> - support livelihoods - The rapid expansion of our energy generation capacity 	Road's infrastructure is the wheels of the economy and through a partnership with <ul style="list-style-type: none"> • SANRAL 8 major roads projects have been completed. Three are relevant to SBDM: <ul style="list-style-type: none"> - R 72 Port Alfred to Fish River - N2 Makhanda to Fish River - R 75 Jansenville to R63 intersection to Somerset East
5	Dealing with the challenges of the electricity crisis which is one of the greatest threats to social and economic progress	Implementation of bulk infrastructure including water, sanitation and electricity is crucial to our Province
6	Our economy can only grow with efficient ports and railways	Harness the Provinces renewable energy sources
7	Infrastructure repairs and maintenance is critical to ensure a thriving society	Cannabis is a potential sector for growth in our Province
8	Technological development of our economy will be enhanced by the switch to digital from analogue	Cannabis is a potential sector for growth in our Province
9	Rapid deployment of broadband infrastructure across all municipalities	Master Plan to grow our economy
10	Prioritised institutional reforms to ensure future water security, investment in water resources and maintenance of existing assets	Continue to support SMME's as a key economic drivers in our economy

11	Undertaking measures to unleash the potential of small businesses, micro businesses and informal businesses Upgrading of 685 km of rural roads in the next three years	Investment of R 1.7 billion in youth development
12	Prioritising the fight against climate change	Promotion of domestic tourism to assist with the recovery of this sector hard hit by COVID 19
13	Social protection system reaches more than 18 million people every month	Interpretation Centre at Baviaanskloof our only World Heritage Site has been completed
14	Tackle the scourge of corruption	Roll out of school infrastructure
15	Prioritising fight against crime and in particular GBV	Maintaining the relationship with critical partners in the Non-profit sector to implement social upliftment projects
16	Implementation of the District Development Model	Committed to improving audit outcomes and embrace the District Development Model

1.9. The Budget Speech

The Budget is delivered against the backdrop of low economic growth and high unemployment. According to the Minister of Finance there is a need to intensify efforts to address economic constraints. The economic recovery has been uneven and risks remain high. The 2021 MTBPS committed to charting a course towards growth and fiscal sustainability. The budget reasserts this commitment. The NDP remains the cornerstone for growth and development of the economy.

The Province adopted its Vision 2030 in order to realise the principles of the NDP. The development trajectory is constrained by limited resources. The MEC for Finance in his budget speech March 2022 called for a concrete economic growth plan that includes: Increase investment on projects that will grow the economy

- Improve fiscal discipline and governance
- Protect and grow critical socio-economic infrastructure
- Keep public expenditure at sustainable levels

The Province has formulated and adopted an economic recovery plan that focuses on improving various sectors of our economy, in line with the Provincial Development Plan, which is anchored around the provincial priorities namely – an innovative, inclusive and growing economy, an enabling infrastructure network; an innovative and high value agriculture and rural sector; Human Development; Environmental Sustainability and Capable Democratic Institutions.

1.10 Back to Basics (B2B)

Local government has been a primary site for the delivery of services in South Africa since 1994. Tremendous progress has been achieved in delivering water, electricity, sanitation and refuse removal at a local level. These rates of delivery are unprecedented in world-wide terms. It is therefore important to understand where we are, where we could be and what must still be done. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right through the Back to Basics Programme. The programme is about serving the people at the basic level through the five pillars:

- Good governance
- Public Participation: Putting people first
- Basic Services: Creating conditions for decent living
- Sound financial management
- Building Capable Institutions and Administrations

1.11 MAKANA'S DEVELOPMENT PRIORITIES:

Makana Municipality has adopted the Local Government Strategic Agenda Priorities as the priorities that will achieve their respective visions. This is in line with aligning IDP and Budget for MSCOA (Municipal Standard Charter of Account) reporting and in response to the call to President and Premier to be visible and active champions of the National Development Plan with their offices being the catalytic agencies to drive implementation at Provincial and Municipal levels.

The five year IDP responds to the NDP, PDP, MTSF and Provincial Strategic Priorities by identifying the development priorities listed below for the Makana Local Municipality. The combination of community planning with inter-spheres strategic planning will culminate in local initiatives becoming central to provincial and national government programs that will manifest in credible IDPs which are reflective of a developmental state.

In order to ensure that Makana Municipality is empowered to deliver on a flow of priority services, this review process will endeavour to respond to the challenges being experienced at community level.

It will align priorities by eliminating poor integration between the municipality and the programs of various sector services in the IDP. The table below is the list of Propose Six Development Priorities

Table 4: Makana’s Development Priorities

NUMBER	2022-2027 DEVELOPMENT PRIORITIES
Development Priority No. One:	Basic Service Delivery and Infrastructure Development
Development Priority No. Two:	Community and Social Development
Development Priority No. Three	Local Economic and Planning
Development Priority No. Four	Institutional Capacity and Organisation Development
Development Priority No. Five	Financial Viability and Management
Development Priority No. Six:	Good Governance and Public Participation

1.11 PROCESS PLAN (2022-2027 CYCLE)

Council formulated and adopted an IDP Process Plan September 2020 to serve as guide in preparation for the review of the Integrated Development Plan. In brief the IDP Process Plan outlines the time frames of scheduled events / activities, and co-ordinate structures involved in the processes.

The Integrated Development Planning (IDP) Process is a process through which Municipalities prepare *strategic development plans* for a five year period. An IDP is one of the key tools for Local Government to cope with its developmental role and seek to arrive at decisions on issues such as municipal budget, land management, promotion of local economic development and institutional transformation in a consultative manner.

1.11.1 OBJECTIVE OF THE IDP REVIEW PROCESS PLAN

Makana Municipality wants to continue to develop its IDP as an effective management tool for the municipality, this includes:

- Creating a greater level of focus and thereby improving on the strategic nature of the document.
Aligning this strategic document with the realities of the resources available i.e. financial and human,
- Alignment of the IDP with the activities of the SDBIP, Sector Departments and other service providers (vice versa) and
- Alignment of the IDP with the various sector plans.

1.11.2 APPROACH TO DEVELOPMENT OF THE 2022-27

- Strategic review of the refining of strategies of 2021-22
- Sector Alignment
- IDP –Budget Alignment
- Community Engagement (Public Participation)
- Review of status of the sector plans
- Compliance with MSCOA
- MEC Comments

1.11.3 INTEGRATED DEVELOPMENT PLAN (IDP) MEC ASSESSMENT REPORT 2021-22

The annual assessment of Integrated Development Plans by provincial government is important, as it is stipulated in Chapter 5 of the Local Government Municipal Systems Act 32, of 2000(MSA). Provincial assessments afford the provincial sphere of government an opportunity to exercise its monitoring and support role to municipalities as stipulated by the Constitution. Furthermore, it provides an indication of the ability and readiness of municipalities to deliver on the legislative and constitutional mandate.

1.11.3.1 Key Role Players

This report encapsulates MEC comments on behalf of Department of Co-operative Governance & Traditional Affairs), as provided by both Provincial and National departments on the reviewed Final Integrated Development Plan (IDP).

1.11.3.2 Assessment Methodology

In order to align with the Disaster Management Act Regulations and the Consolidated Covid- 19 Direction on Health and Safety in the Workplace, Gazette No. 43400 of 04 June 2020, the Department conducted the IDP Assessment internally. KPA Leaders were appointed to manage the assessment teams comprised of CoGTA officials, sector departments and State Owned Enterprises. The KPA Leaders, supported by Cogta District IDP Coordinators, consolidated assessment findings and developed reports with action plans. The institutions/departments which took part in this year's assessment are as outlined below:

Table 8: Provincial Key Performance Areas

KPA 1	Spatial Considerations with these departments; 1) Eastern Cape Department of Cooperative Governance & Traditional Affairs; 2) Economic Development, Environmental Affairs and Tourism (DEDEAT); and 3) South African Police Services (SAPS)
KPA 2	Service Delivery and Infrastructure Planning with these sector departments and one State Owned Enterprise (SOE) respectively; 1) Roads; 2) Transport; 3) Economic Development, Environmental Affairs and Tourism (DEDEAT); 4) Safety and Liaison; 5) Energy; 6) Water & Sanitation; 7) Rural Development and Agrarian Reform; 8) Eskom; 9) and; 10) Municipal Infrastructure Support Agency (MISA).
KPA 3	Financial Planning and Budgets with these sector departments; 1) Eastern Cape Department of Cooperative Governance & Traditional Affairs; 2) Eastern Cape Provincial Treasury; 3) Energy; 4) Water & Sanitation
KPA 4	Local Economic Development (LED) with these sector departments; 1) Eastern Cape Department of Cooperative Governance & Traditional Affairs 2) DEDEAT); 3) Eastern Cape Rural Development Agency (ECRDA); 4) Eastern Cape Development Agency (ECDC) and Statistics South Africa (Stats SA).
KPA 5	Good Governance and Public Participation verified by Eastern Cape Department of Cooperative Governance & Traditional Affairs.
KPA 6	Institutional Arrangement verified by Eastern Cape Department of Cooperative Governance & Traditional Affairs.

1.11.3.3 Specific outcomes

The municipality has tabled, adopted and submitted its 2021-22 Reviewed Integrated Development Plan. The municipality has conformed to the Council Approved Process Plan. The municipality has to ensure compliance with the core components of an IDP as prescribed by section 26 of Municipal Systems Act (MSA).

1.11.3.2 Overall rating

The ratings ranged from low, medium to high within the following context:

Table 9: Performance Rating

Level of Performance	Scores	Performance Description	Action required
Low	1 -33%	Poor	Immediate Intensive Intervention
Medium	34 – 66%	Satisfactory	Minimum support required
High	67 – 100%	Good	Benchmarking

Table 10: MEC 2021/22 Assessment Overall Result

Key Performance Areas	Rating 2019-20	Rating 2020-21	Rating 2021-22
KPA1: Spatial Considerations			High
KPA2: Service Delivery and Infrastructure Planning		High	High
KPA 3: Financial Planning & Budgets	Medium	High	Medium
KPA 4: Local Economic Development	High	High	High
KPA 5: Good Governance and Public Participation	High	High	High
KPA 6: Institutional Arrangement	High	High	High
Overall Rating	High	High	High

1.11.3.3 MEC 2021-22 Assessment Comments**1.11.3.3.1. Specific Assessment Findings on the 2020/2021 Final IDP****1.11.3.3.1.1 KPA1: Spatial Planning, Land Use Management, Human Settlements and Environmental Management — Overall Rating High**

- The municipality needs to develop the land audit report, land invasion policy and control mechanisms for land invasion.
- The District Municipality must cascade Air Quality Management Plan to its Local Municipalities.
- The Municipality must develop climate change strategy in response to climate change.

- The municipality must indicate plans to address land degradation and revitalisation.

1.11.3.3.4.2 KPA 2: Service Delivery and Infrastructure Planning - Overall Rating High

- The municipality must expedite the process of developing roads and stormwater management plan.
- The municipality must co-ordinate a forum for transport and roads planning issues.
- The municipality must establish and integrated community safety forum.
- The municipality must formally appoint a waste management officer.
- The municipality must develop mechanisms to capacitate local communities on waste management issues.
- The municipality must coordinate a forum to discuss waste management within its jurisdiction.
- The municipality with the support of the District Municipality must finalise the process of developing the Disaster Management Plan.
- The municipality must adopt disaster management by-laws.
- The municipality must reflect fire services tariffs and consider implementing tariffs to improve fire services.
- The municipality must indicate backlogs in relation to electricity provision in both formal and informal settlements.
- The municipality must investigate alternative sources of renewable energy.
- The municipality must reflect infrastructure maintenance plan.

1.11.3.3.4.3 KPA 3: Financial Planning and Budgets - Overall Rating Medium

- The IDP must have an asset register that is compliant with Generally Recognisable Accounting Practices (GRAP)
- The municipality must promulgate essential policies into by-laws and gazette them to promote public awareness.
- The must report its conditional grants.
- The municipality must spend 100% of its capital budget and grants.
- The municipality must service its creditors as per financial norms and standards.
- The municipality must disclose the remuneration of councillors in accordance with the norms and standards.
- The municipality must maintain effective and efficient billing system to bill consumers regularly in accordance with norms and standards of revenue enhancement.
- The municipality is required to detail the costs of Free Basic Services (FBS) for indigents at least the previous two years.

1.11.3.3.4.4 KPA 4: Local Economic Development (LED) — Overall Rating High

- The municipality must reflect LED Inter-Government Relations (IGR) structure or other stakeholder participatory mechanisms that are involved in LED initiatives.
- The municipality must reflect on mechanisms for business expansion, retention and attraction.
- The municipality must reflect policies to promote economic development e.g., informal trading policy.

1.11.3.3.4.5 KPA 5: Good Governance and Public Participation - Overall Rating High

- The municipality must reflect on the implementation of the Integrated Service Delivery Model (ISDM).
- The municipality must reflect contribution by the District Municipality in the functionality of ward committees.
- The municipality must reflect the contribution of the District Municipality in the development of Ward Based Plans (WBP).
- The municipality must reflect findings on predetermined objectives and compliance issues.
- The municipality must reflect on Monitoring and Evaluation (M&E) system or unit and its functionality.

1.11.3.3.4.6 KPA 6: Institutional Arrangement - Overall Rating Medium

- The municipality must reflect critical and scarce skills that pose a challenge to the municipality.
- The municipality must reflect on strategies on employee wellness.
- The municipality must reflect on compliance with Occupational Health and Safety requirement.
- The municipality cascade Performance Management System (PMS) below Section 56.
- The municipality must ensure proper records keeping and reflect in the IDP.

1.11.4 ROLES AND RESPONSIBILITIES - INTERNAL AND EXTERNAL

Table 11: ROLES AND RESPONSIBILITIES

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
Council	- Final decision making
	- Approval of the reviewed IDP document
Ward Councillor	- Linking the IDP process with their constituencies.
	- Organizing public participation at Ward level.
Mayor	- Assign responsibilities to the MM.

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> - Submit the IDP Process Plan to Council for approval. - Chair the IDP Representative Forum. - Chair the IDP and IGR Forums
Municipal Manager	<ul style="list-style-type: none"> - Prepare IDP (Integrated Development Plan) process plan. - Ensures that timeframes are adhered to. - Decide on and monitor IDP process. - Overall management and co-ordination.
Chief Financial Officer	<ul style="list-style-type: none"> - Alignment of IDP and Budget - Input on the Development of SDBIP (<i>Service Delivery & Budget Implementation Plan</i>)
Mayoral Committee	<ul style="list-style-type: none"> - Helps to harness common understanding between political and administrative components before the IDP reports are considered at Council meeting. - Makes recommendations to the IDP Representative Forum.
IDP Manager	<ul style="list-style-type: none"> - Day to day management of the IDP process. - Co-ordinate technical or sector expertise. - Co-ordinate Sector plan inputs - Prepare draft progress reports. - Alignment of IDP and Budget - Plan stakeholder Engagement - Integration with Sector departments - Plan Public Participation Engagement
IDP Steering Committee (Using SMT)	<ul style="list-style-type: none"> - Assist and support the Municipal Manager and IDP Representative Forum. - Information "GAP" identification. - Oversee the alignment of the planning process internally with those of the Local Municipality areas. Mayoral Committee lead related this [rprocess
The District Council	<ul style="list-style-type: none"> - Co-ordination role with all Local Municipalities within the District. - Ensuring horizontal and vertical alignment of the IDPs of the Municipalities in the District Council area. - Facilitation of vertical alignment of IDPs with other spheres of Government and Sector Departments. - Provide events for joint strategy workshops with Local municipalities, Provincial and National Role Players and other subject matter specialist.

ROLE PLAYERS	ROLES AND RESPONSIBILITIES
Ward Committees	- To be consulted on an individual or collective basis to establish community needs and reach consensus on IDP Projects/ Initiatives and Priorities.
IDP Representative Forum(use IGR Forum)	- Representing public interest and contributing knowledge and ideas.
Government Departments, Parastatals and NGO's	<ul style="list-style-type: none"> • Provide data and information. • Budget information • Alignment of budget with the IDP • Provide professional and technical support. • To assist in facilitating the Community Based Planning (CBP)
Planning Expert and Sarah Baartman District Municipality	<p>Methodology guidance and professional support in:</p> <ul style="list-style-type: none"> ▪ Strategic and Town Planning ▪ Sector Plan Inputs ▪ IDP Document preparation. ▪ Alignment with National, Provincial and SBDM

1.11.5 MECHNISIM FOR COMMUNITY AND STAKEHOLDERS PARTICIPATION

Table 12: COMMUNITY AND STAKEHOLDER PARTICIPATION

PHASE	PARTICIPATION MECHANISMS
Analysis	Community Based Planning (Mayoral Imbizo and IDP/Budget Road Shows)
	IDP Representative Forum (Community Stakeholder engagement)
Strategies and Objectives	District Level Strategy workshops
	Strategic Planning Session
Project Proposals	IDP Representative Forum Meeting
	Internal IDP/ Budget Alignment
Integration	Internal IDP/ Budget Alignment
Approval	Mayoral Imbizo's Community Engagement on budget
	Opportunity for comments from residents and stakeholder organizations

1.11.6 MECHNISIM FOR ALIGNMENT

Table 13: MECHANISM FOR ALIGNMENT

SPHERE	DEVELOPMENT PLANNING INSTRUMENT	RESOURCE ALLOCATION	ANNUAL CYCLE	REVIEW CYCLE
National	Medium Term Strategic Framework	National Budget: Medium Term Expenditure	1 April – 31 March	July – Sept

SPHERE	DEVELOPMENT PLANNING INSTRUMENT	RESOURCE ALLOCATION	ANNUAL CYCLE	REVIEW CYCLE
	(MTSF)	Framework (3 years)		
Provincial	Provincial Growth and Development Strategies	Medium Term Expenditure Framework (3 years)	1 April – 31 March	July – Sept
Sector	Strategic Plans for sector departments	MTREF (3 years)	1 April – 31 March	July – Sept
Local Municipality	Integrated Development Plan	Municipal Budget (5 year plan)	1 July -30 June	Sept – Feb

1.11.7 TIME SCHEDULE OF KEY DEADLINES FOR 2021-22

Table 14: KEY DEADLINE SCHEDULE

CATEGORY	ACTIVITY	TIME FRAMES
IDP and Budget	Preparation of an IDP / Budget Timetable	August 2021
	Co-ordination role of the budget process through preparation and completion of the process plan	September 2021
	<ul style="list-style-type: none"> • Tabling of the Timelines to Council • Submission of the Timelines to Provincial Treasury • Beginning of Annual Report Preparation Process. • Submission of the Budget Checklist • Preparation of the budget related Policies • Review of IDP and Budget processes and develop improvements. 	October 2021
IDP/Budget	<ul style="list-style-type: none"> • Determine the funding/revenue projections for the next three years. • CFO to liaise with Council regarding the strategic objectives for service delivery and development for the next three years • The Executive Mayor to determine the strategic objectives for service delivery and development for the next three years (IDP reviews) • A budget workshop will be held to clarify budgetary requirements and discussing the budget tool. 	November 2021
Budget	<ul style="list-style-type: none"> • Preparation of the draft budget by the various departments. • Directors to meet with their HOD's and any relevant staff members to discuss draft capital / operational 	November 2021

	budget to ensure that anticipated expenditure meets parameters set out by National / Provincial Government.	
Budget	<ul style="list-style-type: none"> Budget plans, capital / operational budget and all related items to have been consolidated (based on the budget inputs submitted by Departments). 	December 2021 - Jan 2022
Budget and PMS	<ul style="list-style-type: none"> Mid-Year Budget and Performance Assessment 	January 2022
IDP	<ul style="list-style-type: none"> Review IDP Document Key Performance Areas 	February 2022
IDP	<ul style="list-style-type: none"> Review Directorate Strategies(Strategic Planning sessions) 	February 2022
IDP	<ul style="list-style-type: none"> Review Institutional Strategies(Institutional Strategic Planning) 	February 2022
IDP/Budget	<ul style="list-style-type: none"> Tabling of Draft IDP and Budget 2023-24 by Mayor to Council 	31 March 2022
IDP/Budget	<ul style="list-style-type: none"> Advertising of Draft IDP/Budget 	April 2022
IDP/Budget	<ul style="list-style-type: none"> Directorate engagement on Draft IDP and Budget (Directorate session) 	March/ April 2022
IDP/Budget	<ul style="list-style-type: none"> Presentation of Draft IDP/ Budget priorities document to Senior Management team 	April 2022
IDP/Budget	<ul style="list-style-type: none"> Institutional Strategic Planning 	April 2022
IDP/Budget	<ul style="list-style-type: none"> IDP/Budget Road Show(Mayoral Imbizo) 	April /May 2022
IDP/ Budget	<ul style="list-style-type: none"> Presentation IDP/Budget priorities to SMT 	May 2022
IDP/Budget	<ul style="list-style-type: none"> Presentation Final Draft of IDP/Budget Steering Committee 	April 2022
IDP/Budget	<ul style="list-style-type: none"> Presentation of Draft IDP/Budget Document to IDP Representative Forum 	May 2022
IDP/Budget	<ul style="list-style-type: none"> Presentation of Final IDP/Budget Document to Council for approval 	31 May 2022

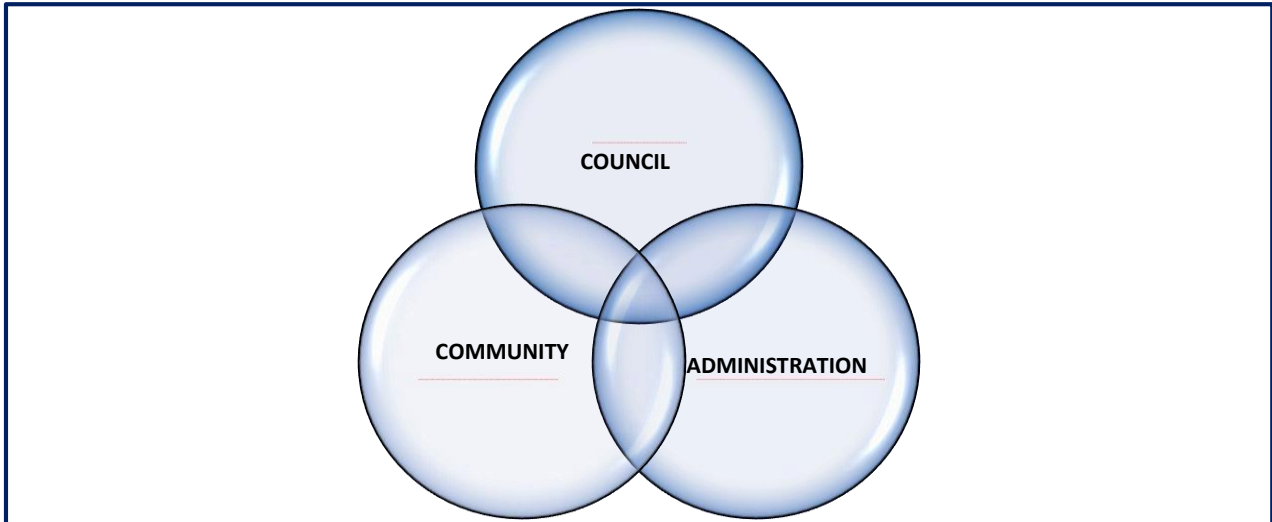
1.11.8 PUBLIC PARTICIPATION STRATEGY:

Our public participation strategy is based on the definition of a Municipality as contained in **Section 2 of the Municipal Systems Act** that states that a municipality consists of:

- The political structures of the municipality (Council).
- The administration of the municipality (Officials).
- The community of the municipality.

A municipality functions in its area in accordance with the political, statutory and other relationships between its political structures, political office bearers, administration and its community. This relationship can be depicted as follows:

Figure 1: Composition of a Municipality



Our public participation mechanisms comprise;

- * Sector engagements
- * Ward Public meetings
- * IDP Representative Forums
- * Ward Committee Meetings

The objective of the public participation process is to solicit inputs for the 2022-2027 IDP review.

The Municipality established the following mechanisms to facilitate public participation;

1.11.9 STAKEHOLDER INPUT AND COMMUNITY BASED PLANNING:

The IDP is about determining the stakeholder and community needs as well as priorities which need to be addressed in order to contribute to the improvement of the quality of life of all residents within the Municipal area. Various stakeholders and sector departments are involved during the drafting of an IDP development process and this process comprises of 13 ward meetings and an IDP sector meetings.

The IDP public meetings are conducted to ensure that people are included in the planning and to assist the Municipality to achieve its long-term development objectives. It will also guide the ward in what it will do to take forward its own developmental programme with support from all role-players.

The Municipality has developed 14 Ward Development Plans through public meetings that were held in all 14 wards between 1st September and 31 December 2015, through Ward Based IDP Meetings.

The purpose of the Ward-Based IDP meetings was to include the ward priorities in the new IDP for 2017 -22. All wards have produced a ward development plan which informs the Municipality of the priorities of each ward. These Ward Plans are due for review.

Ward Development Plans include needs identification, and plans to address priorities, support needed from the Municipality and other stakeholders involved in the IDP process. The Municipality has also partnered and conducted different engagements that have been introduced in the province such as Provincial District assessment, SBDM IDP Representative Forums and District IDP Managers Forum. The IDP Representative contributes in finding solutions by reaching agreements with sector departments on enhancing service by addressing community issues that are specific-sector related. IDP priorities have been derived from the priorities from the wards, as have many elements of the plans, as well as IDP projects.

1.11.9.1. SECTOR ENGAGEMENTS:

In a bid to enhance the quality our public participation outcomes, we divided the Municipal area (Community Circle in figure above) into 14 sectors and have commenced with individual sector engagements with registered stakeholders in each sector.

Sector engagements take the form of on-going two way dialogues between and amongst sector representatives and the Municipality and are proving to be very effective as they focus on issues as well as ways and means of resolving issues jointly. They also enable the Municipality to solicit more detailed inputs than it is possible to do in public meetings.

1.11.9.2 WARD PUBLIC MEETINGS

In terms of the approved Time Schedule of Key Deadlines, two series of Ward Public Meetings are convened as part of the IDP revision / budget process.

a) IDP MAYORAL IMBIZO

IDP Mayoral Imbizo are used as way engaging communities on their development priorities annually. In terms of the approved Time Schedule of Key Deadlines, the IDP Mayoral Imbizo where schedule to beheld as follow:

SESSION	DATE	TIME	WARDS	VENUE	COMMENTS
01	22 nd March 2022 Tuesday	17h00	1	Riebeeck East	Done
02	23 rd March 2022 Wednesday	17h00	2 and 9 ("D" and Eluxolweni)	Noluthando hall	Cancelled due to poor attendance
03	24 th March 2022 Thursday	17h00	3 (Veergenoeg, Scott's Farm...) and 4	Recreational Hall	Done
04	28 th March 2022 Monday	12 h00	8	City hall	Postponed
05		17h00	10	BB Zondani	
06	29 th March 2022 Tuesday	12h00	3 (Phumlani & EXT10) and 5	Ext 9 Hall	Postponed
07		17h00	7 and 10	Tantyi Hall	Done
08	30 th March 2022 Thursday	12h00	6, 9 (EXT 5) and 11 (Ethembeni)	Indoor Sport Centre	Postponed
		17h00	13	Vukani Tent	Done

in second quarter of the financial year, but due to lockdown regulation there where not held.

b) IDP/Budget Road Shows

SESSION	DATE	TIME	WARDS	VENUE	COMMENTS
01	17.05.2022	17h30	2 and 9 ("D" and Eluxolweni)	Noluthando Hall	Cancelled due load-shading
02	18.05.2022	17h30	3 Phumlani, Mnandi & Ext 10	Ebaleni Ext 10	Done
03	19.05.2022	17h30	6, 9 (EXT 5) and 11 (Ethembeni)	Indoor Sport Centre	Done
04	24.05.2022	10:00	14	Alicedale Town Hall	Cancelled due instability in the area
07	24.05.2002	17h30	9	Vukani lower	Done
08	25.05.2022	17h30	5	Ext 9 Hall	Done
09	26.05.2022	17h30	8	City Hall	Done

IDP/Budget Road Shows are held annually to present to stakeholder and communities the IDP and Budget for the next financial year. In terms of the approved Time Schedule of Key Deadlines, the IDP and Budget schedules are to be held in the third quarter of the financial year, after Council has adopted the Draft IDP and Draft Budget for the next financial year. The sessions were planned as follow

CHAPTER 2: SITUATION ANALYSIS:

2.1 SOCIO ECONOMIC PROFILE:

Makana Municipality is strategically situated between two of the province's largest industrial centres. Both coastal cities are served by well-equipped container ports and have major airports linking them to Cape Town, Durban and Johannesburg.

The Makana Local Municipality is a **Category B municipality (Area: 4 376km²)** located in the Eastern Cape Province on the South-Eastern seaboard and in the western part of the Eastern Cape Province. It is one of the seven municipalities in the Sarah Baartman District Municipality. With the cities of Port Elizabeth 120km to the West and East London 180km to the East.

Makana's area has nearly million hectares devoted to game. A range of public and private nature reserves span the area from the world famous Shamwari in the west to the magnificent Double Drift, Great Kei and Kwandwe Reserve in the east.

Makhanda, formerly Grahamstown was founded in 1812 and is entrenched in historical events, from the 1820 Settlers to a 100-year-old university. Makhanda is the hub of Makana Municipality and has more than 70 declare National Heritage Sites, one of which is the highest church spire in the country. It is the seat of the High Court, the 104 year old internationally recognised institution-Rhodes University, with a well established reputation for academic excellence and some prominent and internationally acclaimed Primary/ High schools and Colleges. This small town hosts some of the oldest schools in the country.

Each year Makhanda comes alive with activity when the National Arts Festival comes to town. Visitors get the chance to see performances from national artists, experience the local markets, and get a taste of culture and indigenous cuisines.

The main economic sectors are Government, trade, finance and business services, manufacturing, agriculture, transport, construction and communication. The main Towns in Makana Local Municipality are Alicedale, Makhanda (formerly Grahamstown), Riebeeck East, and Sidbury.

2.1.1 DEMOGRAPHICS

2.1.1.1 Introduction

The demographic chapter provides an overview of the key demographic indicators that will inform municipal planning and budgeting. This chapter investigates the estimated population size and

density thereof, the distribution of the population within the age cohorts, dependency ratios as well as the household size and density in the municipal area.



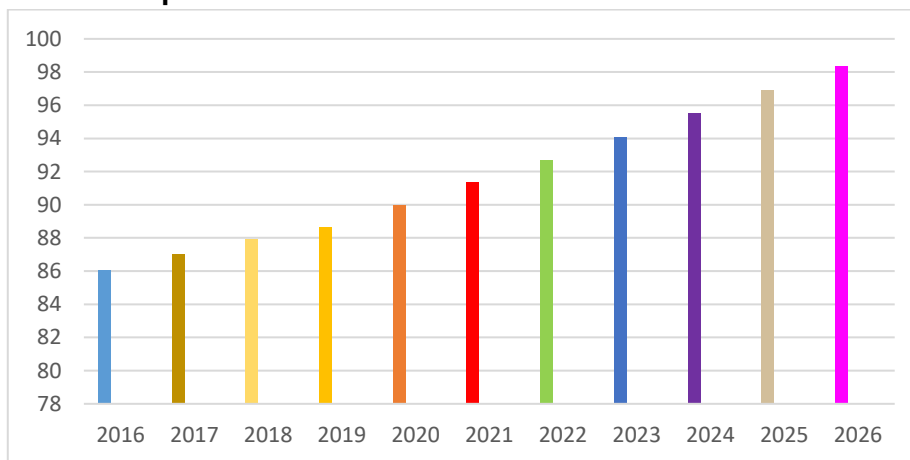
- **The municipal area is 4 375.6km²,**
- **Population span 20.9 people/km²**
- **with 24 104 households**

2.1.1.2 Total Population:

The population is the number of individuals who live within a specified area. The Makana Municipality had a population size of 86 068 people in 2016. The total population for the Sarah Baartman Municipality is estimated to increase to 98 356 by 2026, growing at an average annual rate of 0.39%.

The growth rate of the municipal area is greater to that of the district between 2016 and 2019 at (0.26%). The figure below depicts the actual population numbers up until 2019, as well as forecasted values for the subsequent years.

Makana Population 2016-2026

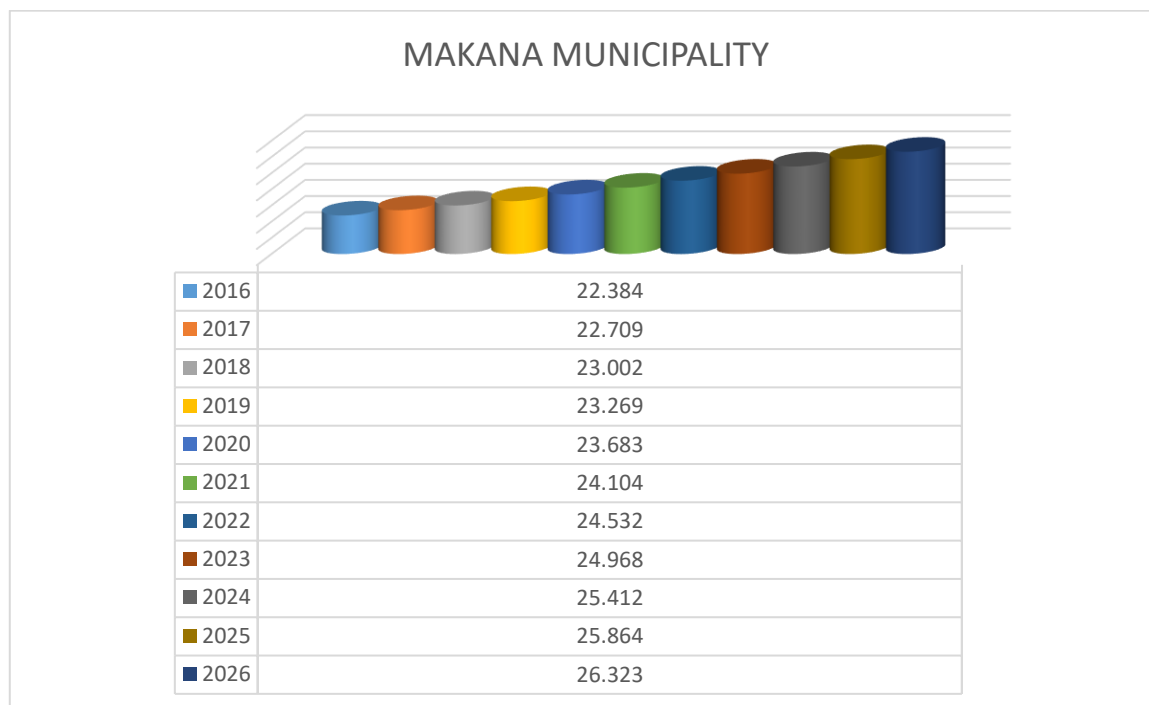


Source: Quantec2020

2.1.1.3 Households

A household is considered to be a group of people who live together, or a single person who lives alone. Makana Municipality had 22 384 households in 2016, which is expected to rise to 26 323 by 2026. With an average annual household growth rate of 0.52%. Makana's household growth is higher than that of Sarah Baartman District (0.37%).

Number of Households 2016-2026



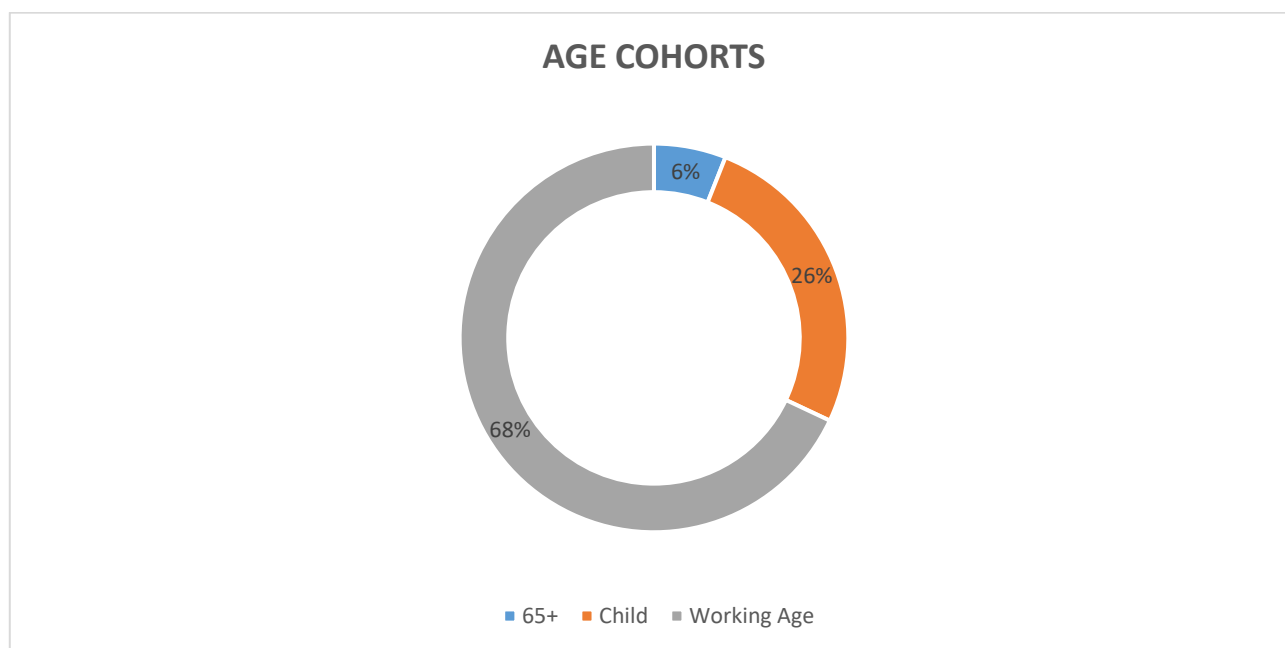
Household sizes in Makana are larger than that of the Sarah Baartman District. In 2016 the average household size in Makana was 3.85 people. This is expected to marginally increase by 3.85 people in 2026.

Household Size 2016 - 2026	2016	2020	2026
Makana	3.85	3.85	3.85
Sarah Baartman	3.63	3.62	3.61

2.1.1.4 Age Cohorts

Makana Municipality has a large child (25.9%) and working age (68%) population, while only 6.1 of the population is older than 65years.

Figure: Age Cohorts 2020



The dependency ratio is the ratio of dependents (people younger than 15 and older than 65) to the working age (15-64) population. The higher the ratio, the more financial burden there is on the working age population to support those who are not economically active.

2.1.1.5 Dependency Ratio 2016-2026	2016	2020	2026
Makana	46.4	46.8	46.8
Sarah Baartman	54.4	54.6	54.7

In 2020 the Makana Municipality had an estimated dependency ratio of 46.75% meaning that there are about 47 dependency for every 100 people of working age. The dependency ratio is expected to increase to 46.77% by 2026. The dependency ratio in Makana is lower compared to that of Sarah Baartman District.

2.1.1.6 Conclusion

The Makana Municipality had an average population growth of 0.39% and a household growth of 0.52%. Household sizes are therefore increasing. This has implications for the demand of housing, as well as the types of housing that will be demanded in the future.

2.1.2 HEALTH

This section provides an overview of the key health indicators. The level of health of citizens can influence economic prosperity. Poor health negatively impacts labour productivity, increase the burden on healthcare facilities and reduces the quality of life of citizens.

This chapter will investigate the availability of healthcare infrastructure, HIV, child health outcomes and maternal health outcomes in the Makana municipality.

2.1.2.1 Healthcare Facilities

The table below indicates the number of healthcare facilities (private and public) in the municipality



	Number
National Central Hospital	0
Provincial Tertiary Hospital	0
Regional Hospital	0
District Hospital	1
Specialised Psychiatric Hospital	1
Specialised TB Hospital	1
Other Hospitals	0
Community Healthcare Centre [1]	1
Clinics	8
Other Primary Healthcare Centres[2]	4
Other Health Facilities [3]	4
Total	20

1. Community healthcare centres include community day centres and midwife obstetric units
2. Other primary healthcare centres include services such as environmental health services, mobile services and occupational health centres.
3. Other health facilities include emergency medical station, frail care services, forensic pathology, laboratories, hospices, pharmacies, places of safety etc.

Source: Quantec2021

Settlers Hospital is the main health care facility in Makana area established in 1858. Settlers Hospital is located in Makana Sub-District, Makhanda within the Sarah Baartman Municipal District. It serves a population of 157998 (Makana /Ndlambe municipality).

- Settlers Hospital has 219 approved public beds, the hospital is currently functioning with 166 active/usable beds.
- Makana has 8 clinics under the department of health and other health facilities

All our primary health centres are opening from 08h00 to 16h30, 5 days a week except Joza clinic which opens seven days a week, including Saturday and Sunday. Professional nurses range bet (3-5) per clinic depending on the capacity of the clinic. Doctors visit clinics, some clinics once a week and others once in two weeks

Makana Municipality has two Ambulance Services i.e. EMS and Netcare. For those patients referred to either Port Elizabeth or East London there is transportation organised by the hospital and the ambulance service, on Monday, Wednesday and Friday to PE and Tuesday & Thursday to East London.

2.1.2.3 Common Diseases and Referral System

COMMON DISEASES:	REFERRAL SYSTEM:
<ul style="list-style-type: none"> • TB • HIV • Hypertension (High Blood pressure) • Diabetes • Arthritis • Asthma 	<ul style="list-style-type: none"> • Ward Based outreach Teams • Clinic • Community Health Centre • Hospital (District or TB hospital) • Port Elizabeth (Tertiary hospitals) – Specialist Clinics

2.1.2.3 DEALING WITH COVID 19

When dealing with the outbreak of the Corona Novel Virus also known as Covid-19, the Department of Health's Sarah Baartman Sub-District formed a multi-disciplinary team to manage potential incidences. Then multi-disciplinary team comprises of environmental health practitioners (including those from Makana), practitioners' from the Sub-District in Maternal Child and Women's Health, Health Promotion, Primary Health Care, Quality Assurance and Data Capturing.

Also on the team are representatives from the National Health Laboratory Service, the State Vet, Disaster Management, and Department of Education and experts in infection control and virologist. Rhodes University, Correctional Services, the SANDF, Stenden University and 43 Air School. Measures have been put in place to ensure the containment of the novel disease, and these include a sampling kit and isolation room at the Settlers Hospital. A doctor who has been trained in dealing with cases of corona virus are also on site at the hospital. There were two quarantine sites identified in the Makana Municipality which Settles Hospital and Themba TB Hospital which 16 beds combined

Daily Covid Report (14 May 2022)

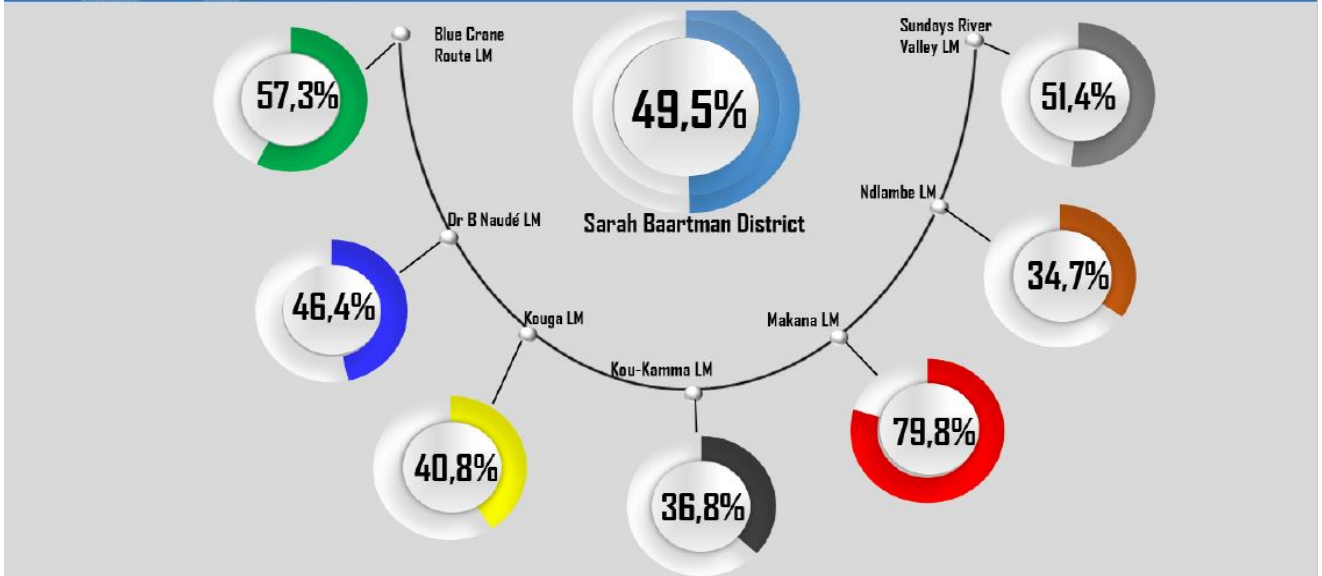
SARAH BAARTMAN DISTRICT DAILY COVID -19 REPORT (14 MAY2022)		
Cumulative data from: 01 March 2020 to 14 May 2022		
COVID -19 TESTS DONE PREVIOUS REPORT 170 392	COVID -19 TESTS DONE AS ON 13 May 2022 170 710 New Tests: 310	
Total Number of Covid19 Cases: POSITIVE 44 803 (26.2% Positivity Rate) New Cases Reported: 233	Total Number of Covid 19 DEATHS 1 025 (2.3% Death Rate) New Death Reported: 1	Total Number of Covid19 HOSPITALISED 6 New Admissions: 2
Total Number of Covid19 cases Recovered 43 540 (97.1% Recovered Rate)	Total Number of Covid 19 Cases Active 349 (0.59% Active Cases Rate)	Active Cases per LM Blue Crane LM(68) 53 New Dr Beyers Naude LM(97) 59 New Kouga LM(80) 39 New Koukama(31) 14 New Makana(52) 39 New Ndlambe(22) 13 New Sundays River Valley(23) 13 New

Cases Reported Per Local Municipality

CASES REPORTED PER LOCAL MUNICIPALITY													
Local Municipality	TOTAL	2020	2021	Dec21	Jan22	Feb22	Mar22	Apr22	May22	Active cases	New Cases	Recovered Cases	Death
Blue Crane Route LM	5 264	2 667	2 210	447	200	20	19	35	113	68	52	5 067	129
Dr Beyers Naude LM	10 547	3 636	6 240	1 055	330	68	33	54	186	97	59	10 189	261
Kouga LM	10 740	4 958	4 930	1 131	482	81	54	119	116	59	39	10 494	187
Kou-Kamma LM	4 020	1 743	1 987	477	162	24	20	36	48	21	14	3 393	60
Makana LM	6 298	3 313	2 572	569	143	57	41	68	104	52	39	6 070	176
Ndlambe LM	4 977	2 484	2 175	521	179	30	18	31	60	30	17	4 821	126
Sundays River Valley LM	2 957	1 334	1 428	266	76	11	5	57	46	22	13	2 849	86
District Total	44 803	20 135	21 542	4 466	1 572	291	190	400	673	349	233	43 429	1 025
	26.2%	45.2%	48.3%	10.0%	3.5%	0.65%	0.43%	0.89%	0.99%	0.59%	0.3%	97.1%	2.3%

Fully Vaccinated Coverage per LM

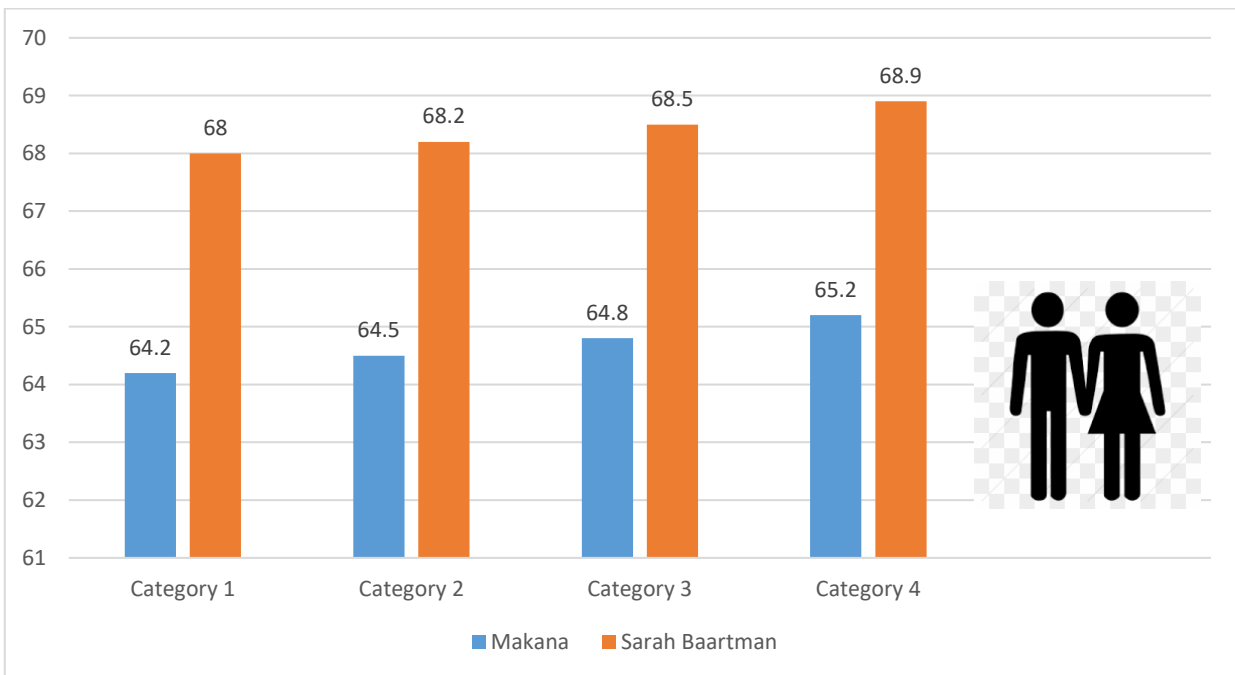
COVID-19



2.1.2.4 Life Expectancy:

This is a number of years a new-born would live if prevailing patterns of age specific mortality rates at the time of birth were to stay the same throughout the child's life (DPME, 2017).

Figure: Life Expectancy



Quantec2021

The life expectancy in Makana has increased from 64.2 to 65.2 between 2016 and 2019. Furthermore Makana's life expectancy is less compared with that of the Sarah Baartman District.

2.1.2.5 HIV/AIDS

The table below outlines the HIV programme outcomes for the Makana municipality and the Sarah Baartman district between 2016 and 2019.

HIV Programme		2016	2017	2018	2019
MAKANA	Patients remaining on ART	59,382	62,788	66,619	71,818
	Patients starting ART treatment	981	845	814	699
SARAH BAARTMAN	Patients remaining on ART	273,373	292,583	312,210	336,547
	Patients starting ART treatment	4,908	4,221	3,824	3,860

Source: National Treasury 2021

Makana Municipality, HIV prevalence increased from 59 382 to 71 818 between 2016 and 2019, while the number of clients starting ART decreased from 981 to 699 between 2016 and 2019. In 2016, 21.722% of people received ART in Makana. This decreased to 21.34% in 2019.

2.1.2.6 Child Health

Below is a table outlining various child health indicators for the Makana municipality and Sarah Baartman district between 2016 and 2019.

Child Health Indicators 2016-19		2016	2017	2018	2019
Makana	Infant Mortality	3.1	5.0	5.1	8.5
	Under five mortality	1.0	2.4	1.7	3.1
	Acute malnutrition under five	16.7	9.1	-	5.9
	Immunisation rate	61.7	58.0	60.1	72.2
	Low birth rate	61.7	58.0	60.1	72.2
Sarah Baartman	Infant Mortality	6.2	5.9	5.0	6.4
	Under five mortality	2.3	2.9	2.4	2.8
	Acute malnutrition under five	6.6	1.4	6.7	11.3
	Immunisation rate	56.8	55.8	58.6	67.5
	Low birth rate	16.2	15.4	15.8	16.7

- * Infant mortality refers to the number of children younger than one who die in a year per 1000 live births.
- * Acute malnutrition refers to a child under five with a weight below -3z score of the median WHO growth standards
- * The immunisation rate is the percentage of children younger than one who received all the primary vaccines.
- * Low birth rate is the percentage of babies born in a facility who weigh less than 2.5kg.

Source: Health Department, 2020 & DPME, 2017

The infant mortality rate increased between 2016 and 2019 in Makana municipality. In Sarah Baartman district the infant mortality rate increased between 2016 and 2019. The immunisation rate increased from 61.7% to 72.2% between 2016 and 2019 in Makana, Sarah Baartman district also increased in immunisation rate during the same period. On average, the immunisation rate is higher when comparing Makana with Sarah Baartman district over the reference period.

Acute malnutrition in children under five decreased over the reference period. In 2019 the malnutrition rate in Makana was lower than that of Sarah Baartman. Between 2016 and 2019 the low birth rate increased from 61.7% to 72.2% in Makana. On a district level, the low birth rate increased over the period. On average between 2016 and 2019, the low birth rate is higher when comparing the Makana with the broader region.

2.1.2.7 Maternal Health

Table 3.4 outlines the various maternal health indicator for the Makana municipal and Sarah Baartman district between 2016 and 2019.

		2017	2018	2019
Makana	Maternal Mortality	102	-	92
Sarah Baartman	Maternal Mortality	144	31	62

Maternal mortality is the number of deaths of women while pregnant or within 42 days of termination of pregnancy from any cause related to or aggravated by the pregnancy or its management, but not from accidental or incidental causes. (Source: National Treasury 2021)

Conclusion

Life expectancy is increasing in the Makana Municipality. The number of patients starting ART treatment has decreased over the period. Infant mortality has increased, while the immunisation

rate has increased. In terms of maternal healthcare, maternal mortality has decreased between 2017 and 2019.

2.1.3 POVERTY

2.1.3.1 Introduction

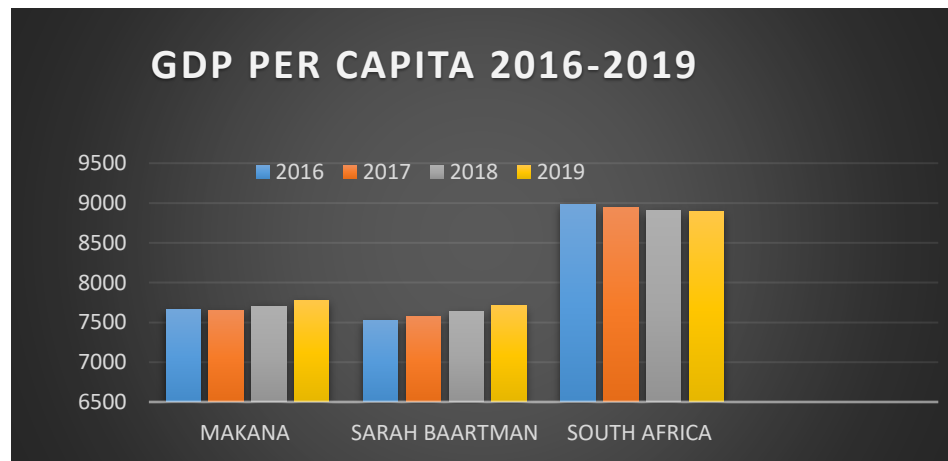
This chapter will investigate various indicators of poverty, including Gross Domestic Product per region (GDPR) per capita, household income, the number of indigent households, income inequality as well as human development in the Makana Municipality.

2.1.3.2 GDPR PER CAPITA

The GDPR per capita illustrates the economic output per person and is often used as a measure for the standard of living.

Figure_ GDPR per Capita 2016-2019

The Makana Municipality has a higher GDPR per capita than that of Sarah Baartman district and a lower GDPR per capita than that of South Africa.



Source:Quantec

Between 2016 and 2019, the GDPR per capita grew at an average annual rate of 0.513% for the municipality.

2.1.3.3 Household Income

The table depicts the average monthly income (in current prices) of the household within Makana Municipality as well as the average monthly income in Sarah Baartman district and that of South Africa. The table further shows the annual household growth between 2016 and 2019.

Average Household Income	Average Household Income 2019	Average Household Income Growth (2016-2019)
Makana	R 213	1.76%
Sarah Baartman	R1 124	2.36%
South Africa	R166,641	1.83%

Household in Makana Municipality earned less than the district average. The average disposable monthly household income increased by an average annual rate of 1.8% during 2016-2019. The average monthly household income growth in Makana Municipality, was lower than the average household growth South Africa over the same period.

2.1.3.4 Indigent Households

2.1.3.4 Indigent Households

Indigent households are households that earn below a certain threshold that is determined by the municipality. These households qualify for free basic services.

Indigent Households 2018-2021	2018	2019	2020	2021
<i>Indigent household</i>	6 751	4 617	4684	4876
<i>Percentage of total households</i>	29.3%	19.8%	19.9%	21%

In 2016 indigent households made up 29,5% in Makana, this decreased in 2019 to 19.8% and 2020 there no increase. However it was expected there will be an increase indigent households in 2020/21 due to the losses associated with COVID19 pandemic

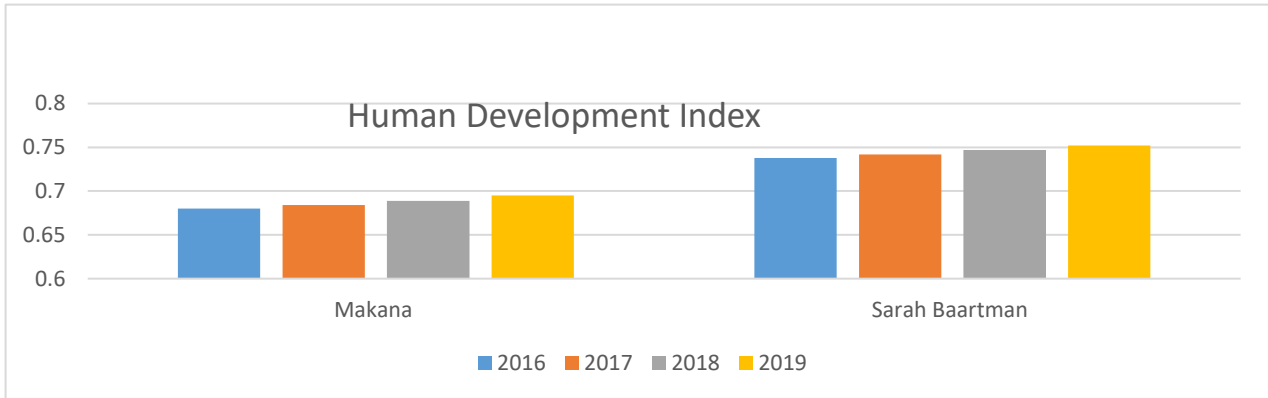
Indigent households are households that earn below a certain threshold that is determined by the municipality. These households qualify for free basic services.

2.1.3.5 Gini Coefficient

The Gini coefficient is a measure of income inequality. The Gini coefficient measures the deviation of the distribution of income among households from a perfectly equal distribution .a value of 0 represents absolute equality while a value of 1 represents absolute inequality. In 2019 the Gini coefficient for Makana was at 0.728, this indicates that the income inequality is higher compared to that of Sarah Baartman district. Furthermore, the Gini coefficient is decreasing over the referenced period for the municipality, showing the income inequality is declining for the period.

2.1.3.6 Human Development

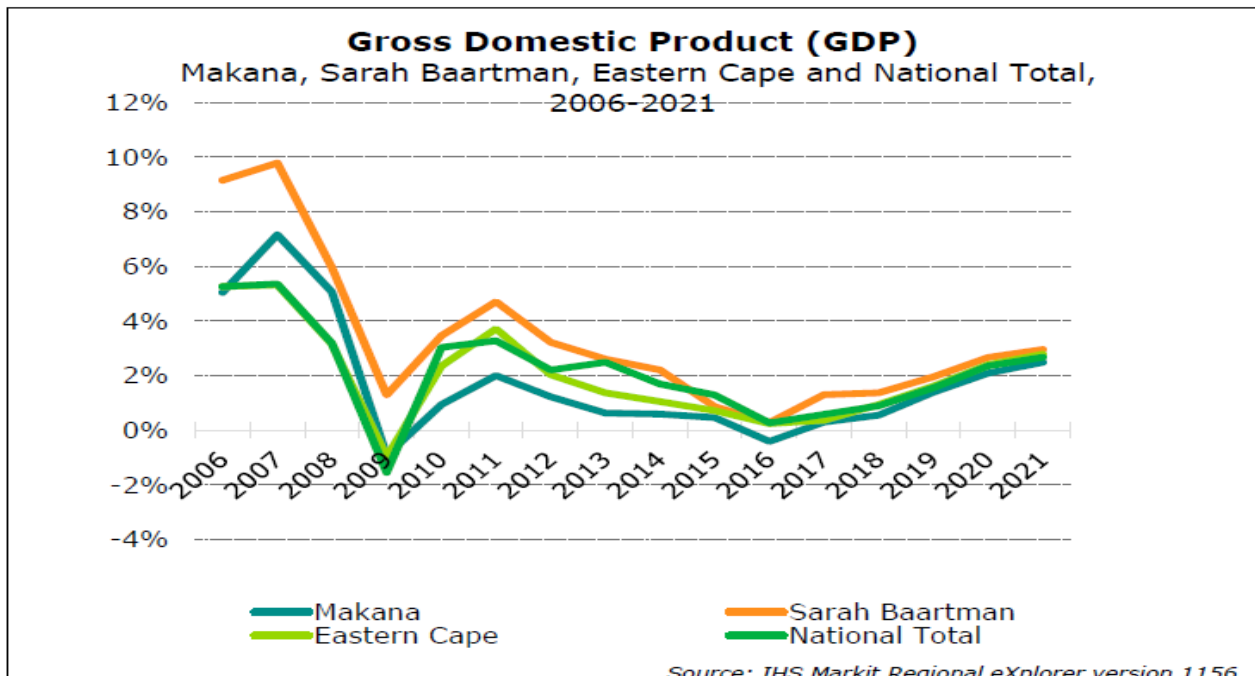
The Human Development Index is a composite index which takes into consideration three elements of human development, namely a long and healthy life, access to knowledge and a decent standard of living.



Source: Quantec2020

The HDI in Makana municipality increase from 0.68 in 2016 to 0.695 in 2019. The HDI of Makana was lower compared to that of Sarah Baartman district.

Chart 4: Gross domestic product (gdp) - 2006-2021



Source: IHS Markit Regional eXplorer version 1156

Source: Quantec 2020

In 2021, Makana's forecasted GDP will be an estimated R 3.98 billion (constant 2010 prices) or 15.4% of the total GDP of Sarah Baartman District Municipality. The ranking in terms of size of the

Makana Local Municipality will remain the same between 2016 and 2021, with a contribution to the Sarah Baartman District Municipality GDP of 15.4% in 2021 compared to the 15.9% in 2016.

At a 1.36% average annual GDP growth rate between 2016 and 2021, Makana ranked the lowest compared to the other regional economies.

Table 23: Gross domestic product (GDP) - regions within Sarah Baartman District Municipality, 2006 to 2021

MUNICIPALITY	2021 (CURRENT PRICES)	SHARE OF DISTRICT MUNICIPALITY	2006 (CONSTANT PRICES)	2021 (CONSTANT PRICES)	AVERAGE ANNUAL GROWTH
Makana	7.58	29.30%	3.16	3.98	1.56%
Dr Beyers Naudè	6.61	25.57%	2.45	3.63	2.67%
Blue Crane Route	2.80	10.81%	1.01	1.48	2.57%
Ndlambe	9.17	35.44%	2.95	4.87	3.40%
Sundays River Valley	3.60	13.93%	1.10	1.88	3.63%
Kouga	15.00	58.00%	4.66	7.96	3.63%
Kou-Kamma	3.95	15.27%	1.39	2.07	2.68%

2.1.3.7 Gross Value Added Region (GVA-R)

The Makana Local 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.

Table 26. Gross value added (GVA) by broad economic sector

Sector	2016	2017	2018	2019	2020	2021	Average Annual growth
Agriculture	103.6	111.4	113.3	115.8	118.9	121.8	3.29%
Mining	4.1	4.3	4.3	4.4	4.4	4.5	1.95%
Manufacturing	169.3	167.1	168.3	169.9	173.7	178.3	1.05%
Electricity	20.3	20.0	19.8	20.1	20.6	21.2	0.80%
Construction	119.8	120.7	122.5	124.7	127.9	132.8	2.09%
Trade	594.1	594.5	601.4	612.3	629.9	649.6	1.80%

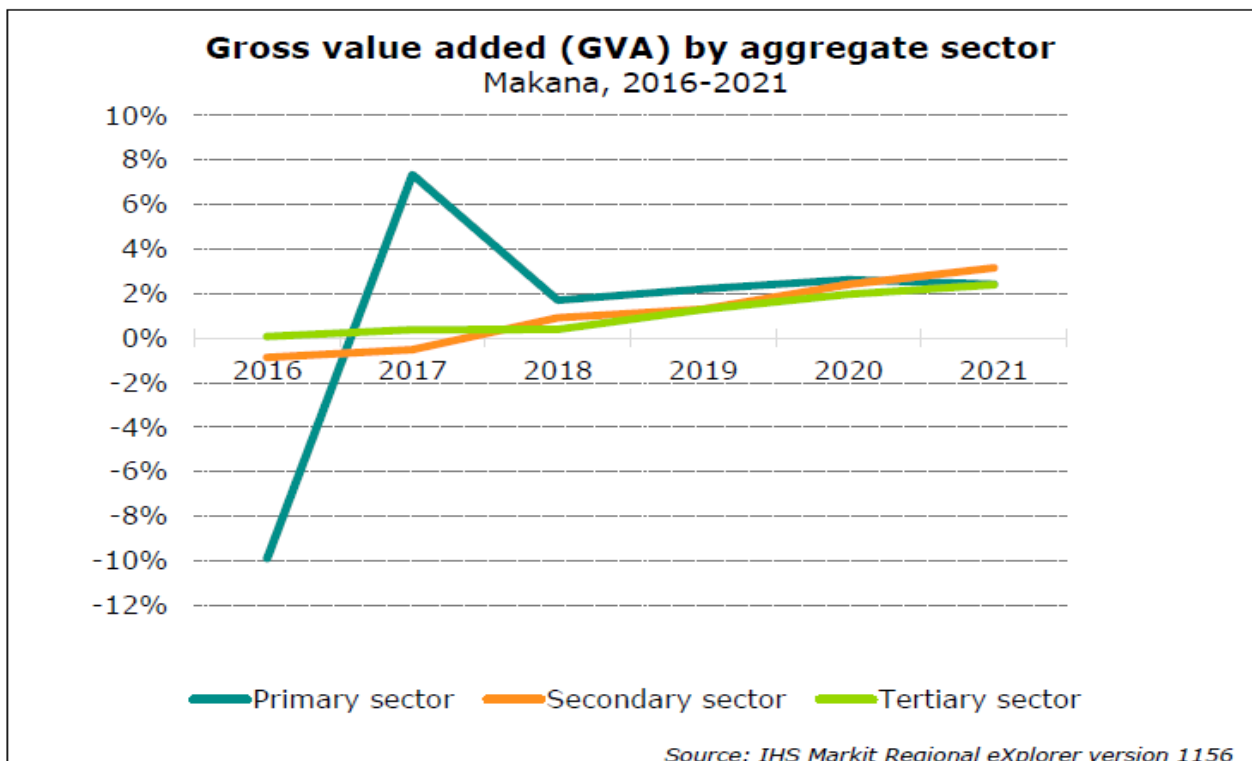
Transport	203.0	203.7	206.2	208.9	214.0	219.9	1.61%
Finance	710.2	710.3	720.4	735.7	755.3	777.2	1.82%
Community Services	1,506.4	1,516.6	1,508.7	1,518.6	1,536.9	1,564.4	0.76%
Total Industries	3,430.8	3,448.4	3,464.9	3,510.4	3,581.6	3,669.8	1.36%

Source: Community Survey 2016:

The agriculture sector is expected to grow fastest at an average of 3.29% annually from R 104 million in Makana Local Municipality to R 122 million in 2021.

The community services sector is estimated to be the largest sector within the Makana Local Municipality in 2021, with a total share of 42.6% of the total GVA (as measured in current prices), growing at an average annual rate of 0.8%. The sector that is estimated to grow the slowest is the community services sector with an average annual growth rate of 0.76%.

Chart 11. Gross value added (GVA) by aggregate economic sector



The Primary sector is expected to grow at an average annual rate of 3.24% between 2016 and 2021, with the Secondary sector growing at 1.44% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.28% for the same period.

2.1.3.8 Tress Index- Concentration of Economy:

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.

2.1.3.9 Conclusion

Makana municipality had a higher GDP per capita than that of Sarah Baartman district and a lower GDP per capita to that of South Africa. The average household income increased by a1.8% between 2016 and 2019.

Income inequality has been decreasing trends, while the Human Development Index increased from 0.68 to 0.695 between the same period in Makana.

2.1.3.10 Food Security Survey In Makana

TYPE	OPTION	P*	RATINGS
A: Short-term policy action	The 'one garden one household' model and ECD/school growing schemes should be promoted as a strategy and supported with relevant information and assistance from Dept of Rural Development (DRDAR) and Dept of Social Development (DSD) to help stakeholders apply formally for funding and grants .	22	38
B: Short-term implementation action	The Makana Municipality should work with civil society and religious organisations to ensure that all indigents are registered correctly via the indigent register and to ensure this register is updated and fit for purpose	19	37
C: Medium- term policy action	A consultation should be conducted to look at how to establish a food bank system with civil society partners and food security stakeholders or a 'clean up in exchange for food scheme', or other innovative ways to leverage civil society and private sector actors in developing such schemes.	19	37
D: Short-term implementation action	A service delivery agreement should be established to ensure that potable water is delivered to community kitchens by themunicipality according to established agreements in a timely way	20	36
E: Short-term policy action	A multi-stakeholder committee or panel should be established that works with and reports to the municipality to help address food security concerns over time	19	36
F: Short-term policy action	The Makana Municipality should make a commitment in line with the Makhana Open Government Partnership Local process to allow the public and civil society to monitor progress in specific areas relating to food security that are adopted through the IDP process and within district development plans	18	34
G: Medium- term action	The Makana Municipality should look at ways to support local small-scale farmers to set up local markets to sell goods	19	32

	implementation collectively as co-operatives from all organisations to help them develop viable business models		
H: Medium-term implementation action	Dump-sites should be well-managed to reduce pollution, promote recycling, composting and environmental protection.	17	31
I: Long-term policy action	A municipal integrated food security plan should be developed in consultation with DRDAR and civil society that tackles spatial transformation in line with the national Integrated Urban Development Framework (IUDF) and the District Development Model (DDM) and the National Food and Nutrition Security Policy. It should be synchronised with measures set out in the Integrated Development Plan (IDP) to address the triple challenges of poverty, unemployment and inequality.	16	31
J: Medium-term implementation action	Community stakeholders should be engaged around the availability of suitable plots of land for growing vegetables, that is both accessible, fenced and has access to water.	18	30
K: Short-term implementation action	The Makana Municipality should support civil society to work with community kitchens by empowering them as NPO's to run their own operations and to work in co-operatives	17	29
L: Short-term implementation action	Indigent households should be encouraged to install water tanks for rain-water harvesting with a solar geyser to reduce living costs	16	27
M: Short-term implementation action	A multi-year implementation plan to dig boreholes for water to enable food growing in key areas of need should be developed in consultation with stakeholders	17	24
N: Long-term implementation action	The Makana Municipality should work with DRDAR, civil society, DSD and other stakeholders to ensure an enabling environment exists for small-scale farmers (vegetable and livestock) to make use of available land through appropriate training, resourcing and networking.	17	22
O: Medium-term policy action	An additional spatial planning framework or map may need to be developed to allocate suitable land for local food growing initiatives (MT) (PA) - Medium-term action	10	13
P: Added Participants	Training initiatives - Interested parties can apply for subsidized/supported training in vegetable and livestock production- including ways to market home produce effectively.	3	6

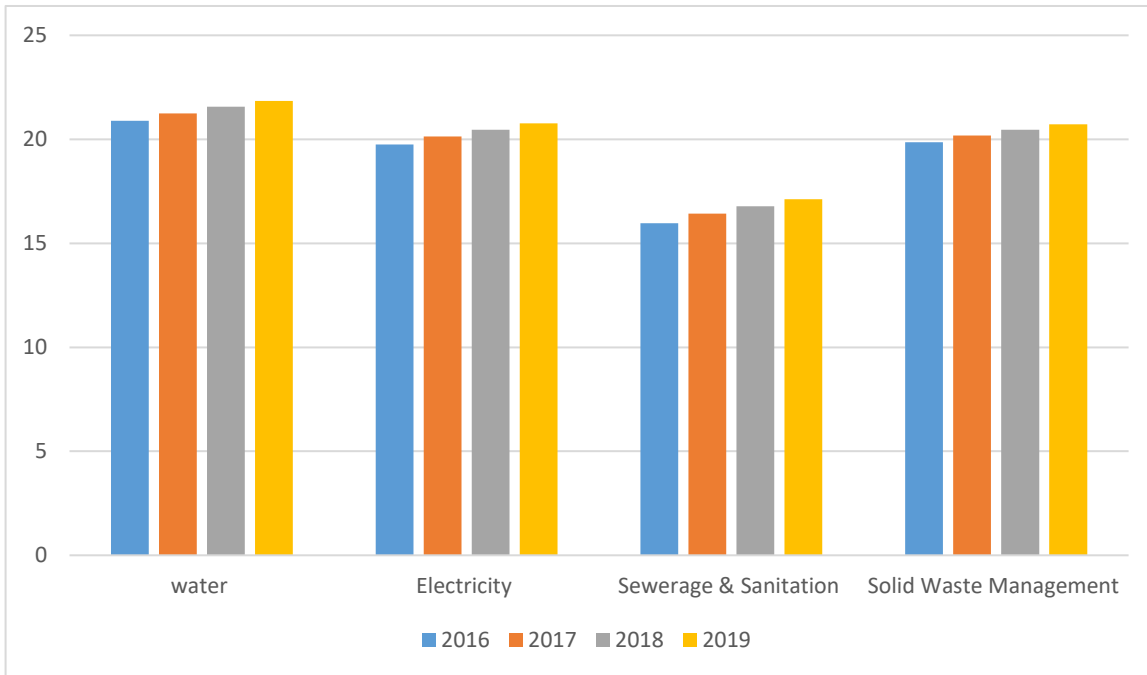
Key:	Short term	Medium term	Long term	Added by participants
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P* = Participations

2.1.4 SERVICE DELIVERY

2.1.4.1 ACCESS TO SERVICES

This figure: _ indicates the number of services consumers in the Makana Municipality from 2016 to 2019.



Source: StatsSA 2019

Water consumers have increased over the reference period in Makana municipality. In the period 2016-2019 electricity consumers have also increased in Makana. Electricity in Makana is provided by both Eskom and the municipality which impacts the number of consumers reliant on municipality for said services. Sewerage and sanitation services have also increased.

Figure _ Illustrates the proportion of households that have access to services in 2019

2.1.4.1.1 Household Access to services 2019

94.7%



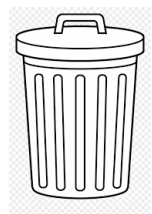
90.2%



74.2%



89.8%



Source: Quantec2020

2.1.4.1.2 Housing

This figure indicates the distribution of households who reside in formal, traditional and informal dwellings

Dwellings 2019



84.9%

Source: Quantec2020

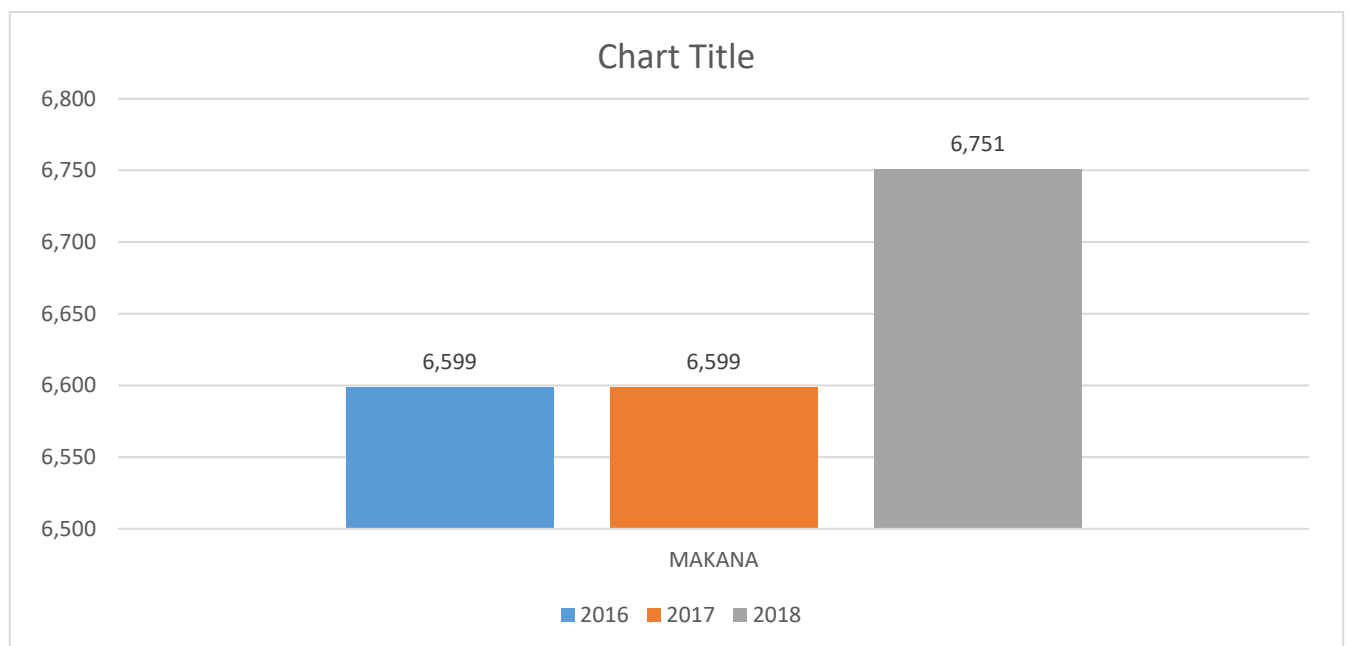


3.8%



11.3%

2.1.4.1.3 Number of households 2016-2018



During the 2016-2018 period, the proportion of households in subsidised housing increased from 6 599 to 6 751

2.1.4.1.4 Conclusion

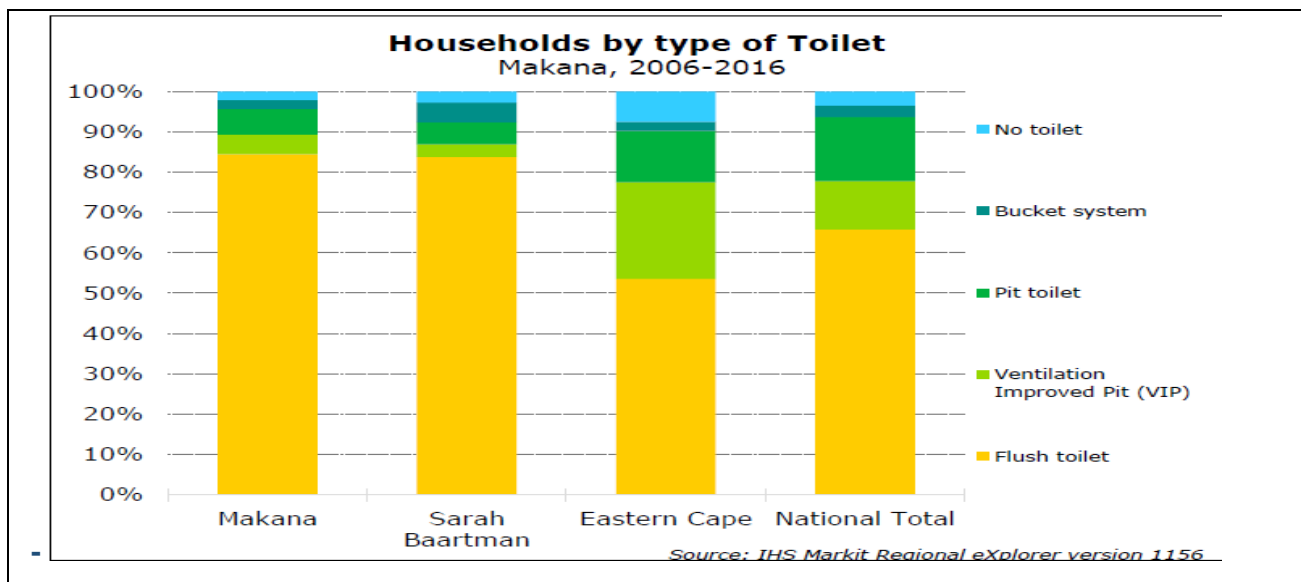
The proportion of people living in subsidised dwellings has been increasing. In 2019, 94.7 % of households had access to water, 90.2 % of households had access to electricity, 74.2 % of households had access to sanitation services and 89.8 % had access to waste removal services.

2.1.4.1.5 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.

Chart 26: Households by type of sanitation

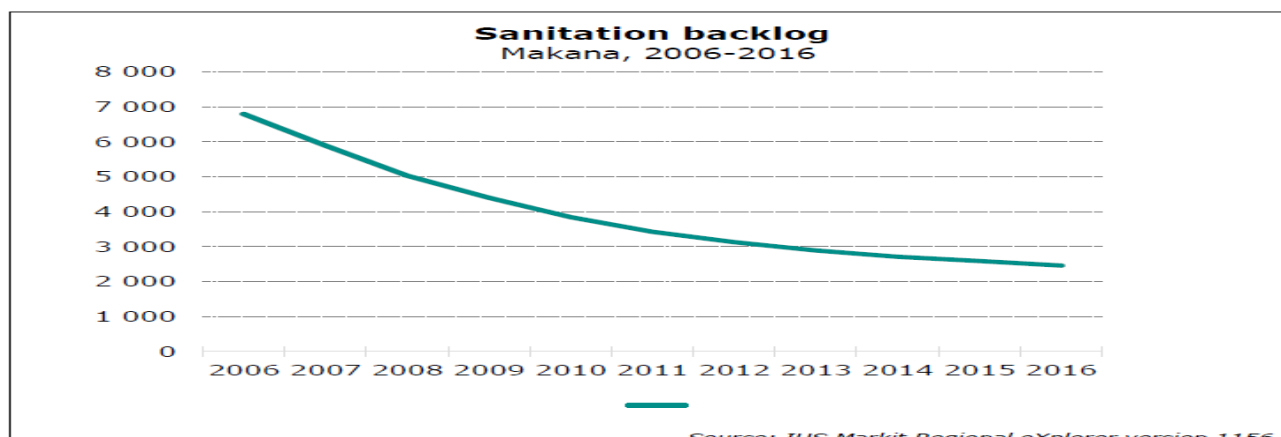


Makana Local Municipality had a total number of 19 600 flush toilets (84.51% of total households), 1 130 Ventilation Improved Pit (VIP) (4.88% of total households) and 1 460 (6.31%) of total households pit toilets.

Households by Type of Sanitation:

Municipality	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Makana	19,600	1,130	1,460	528	469	23,100

Sanitation backlog:



When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2006 the number of Households without any hygienic toilets in Makana Local Municipality was 6 790, this decreased annually at a rate of -9.67% to 2 460 in 2016.

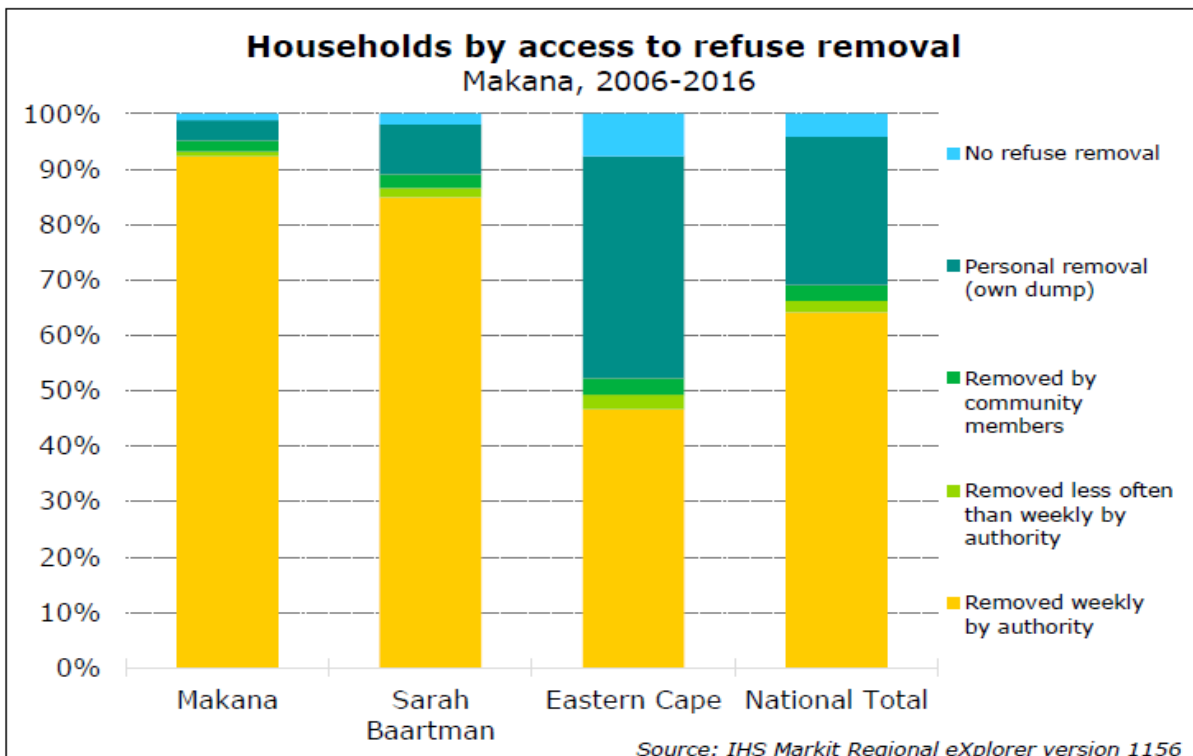
2.1.4.1.6 Households by Refuse Disposal:

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 refuse 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:



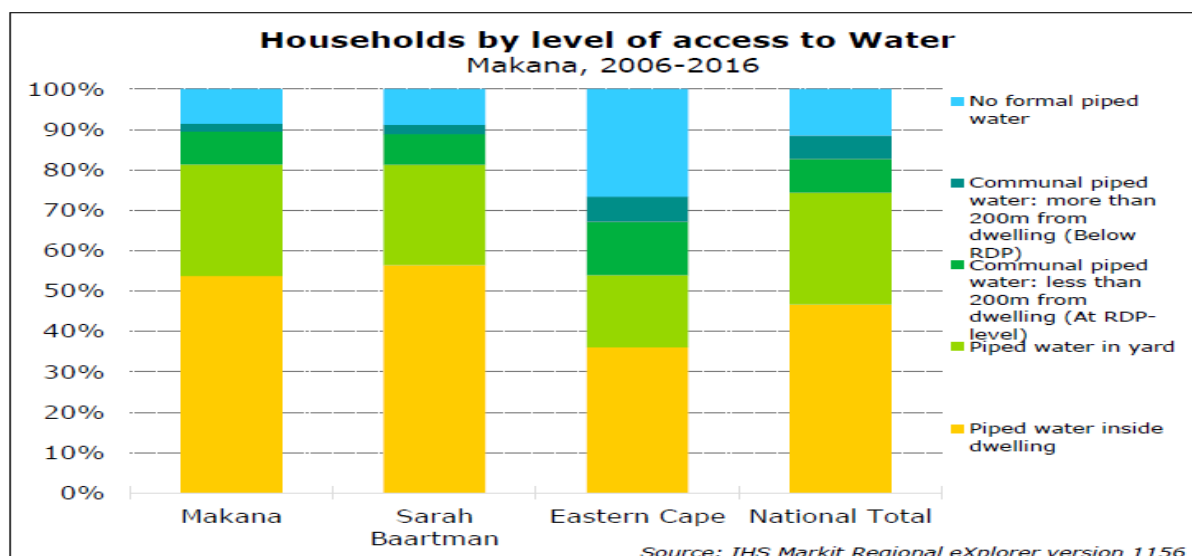
Makana Local Municipality had a total number of 22 500 (92.34%) households which had their refuse removed weekly by the authority, a total of 204 (0.84%) households had their refuse removed less often than weekly by the authority and a total number of 903 (3.71%) households which had to remove their refuse personally (own dump).

The region within Sarah Baartman with the highest number of households where the refuse is removed weekly by the authority is Kouga local municipality with 32 500 or a share of 25.78% of the households within Sarah Baartman District Municipality. The region with the lowest number of households where the refuse is removed weekly by the authority is Blue Crane Route local municipality with a total of 9 370 or a share of 7.43% of the total households the district municipality.

2.1.4.1.7 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, rain water, boreholes, dams, rivers and springs.

Households by type of water access



Makana Local Municipality had a total number of 10 400 (or 53.74%) households with piped water inside the dwelling, a total of 5 340 (27.65%) households had piped water inside the yard and a total number of 1 650 (8.54%) households had no formal piped water.

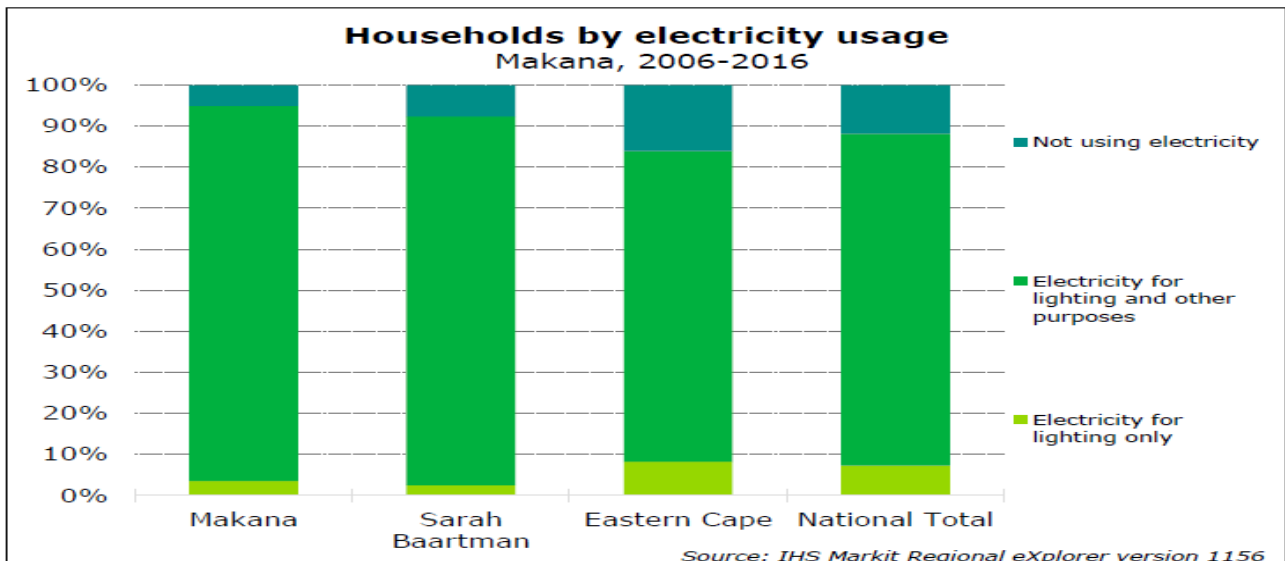
Households by type of Water Access:

Municipality	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
Makana	10,400	5,340	1,560	384	1,650	19,300

2.1.4.1.8 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:



Makana Local Municipality had a total number of 846 (3.53%) households with electricity for lighting only, a total of 21 900 (91.42%) households had electricity for lighting and other purposes and a total number of 1 210 (5.05%) households did not use electricity.

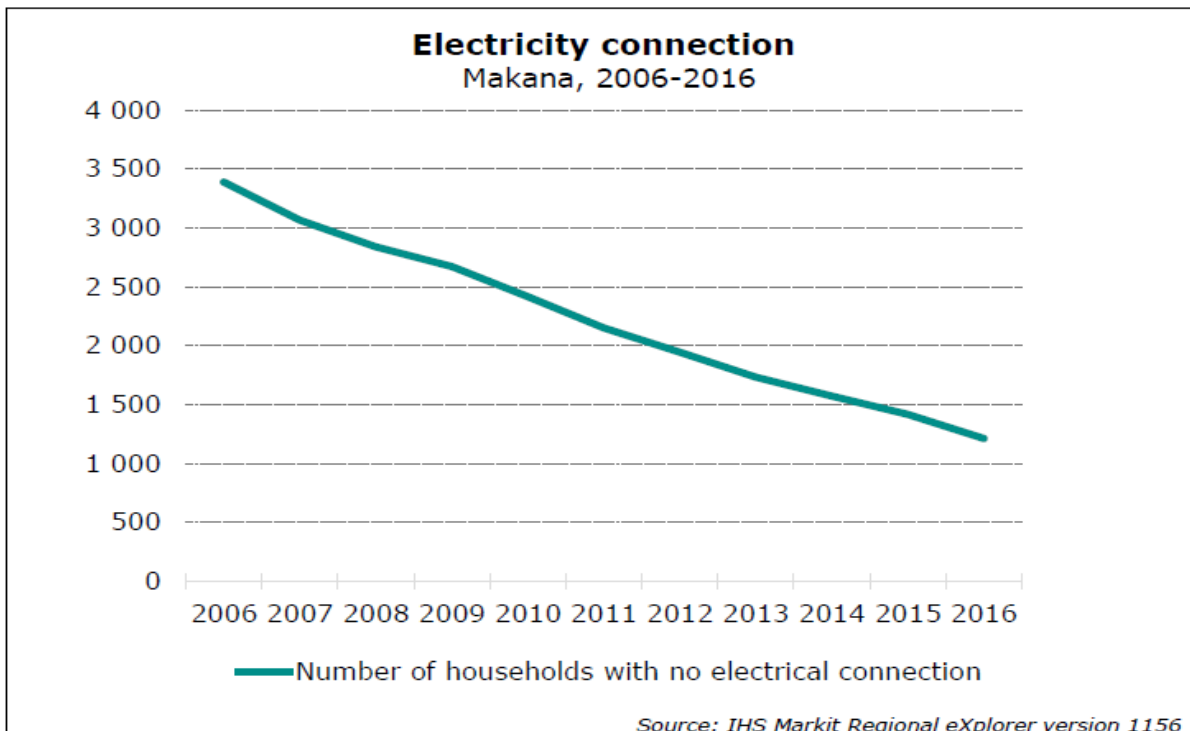
Households by type of Electrical Connection

Municipality	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Makana	847	21,900	1,210	24,000

The region within Sarah Baartman with the highest number of households with electricity for lighting and other purposes is Kouga local municipality with 33 500 or a share of 25.17% of the households with electricity for lighting and other purposes within Sarah Baartman District Municipality.

The region with the lowest number of households with electricity for lighting and other purposes is Blue Crane Route local municipality with a total of 9 650 or a share of 7.25% of the total households with electricity for lighting and other purposes within Sarah Baartman District Municipality.

Electricity Connection – Makana Local Municipality, 2006-2016



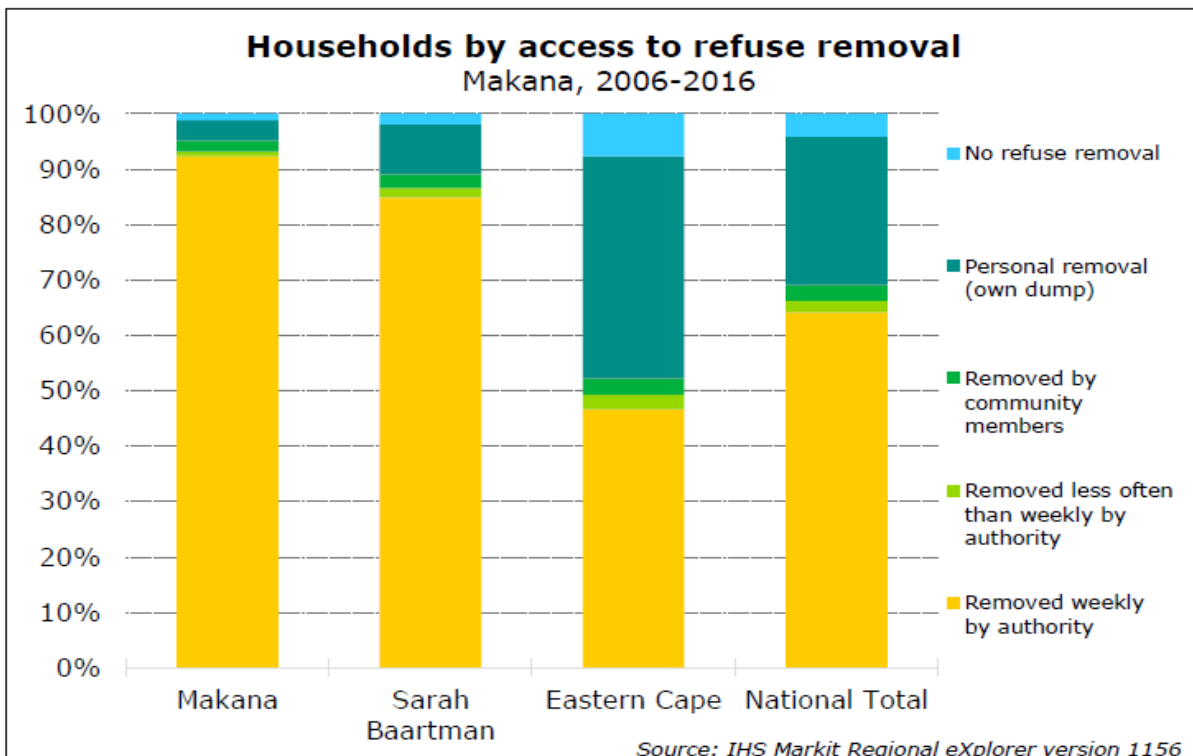
When looking at the number of households with no electrical connection over time, it can be seen that in 2006 the households without an electrical connection in Makana Local Municipality were 3 390, this decreased annually at -9.76% per annum to 1 210 in 2016.

2.1.4.1.9 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 refuse 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:



Makana Local Municipality had a total number of 22 500 (92.34%) households which had their refuse removed weekly by the authority, a total of 204 (0.84%) households had their refuse removed less often than weekly by the authority and a total number of 903 (3.71%) households which had to remove their refuse personally (own dump).

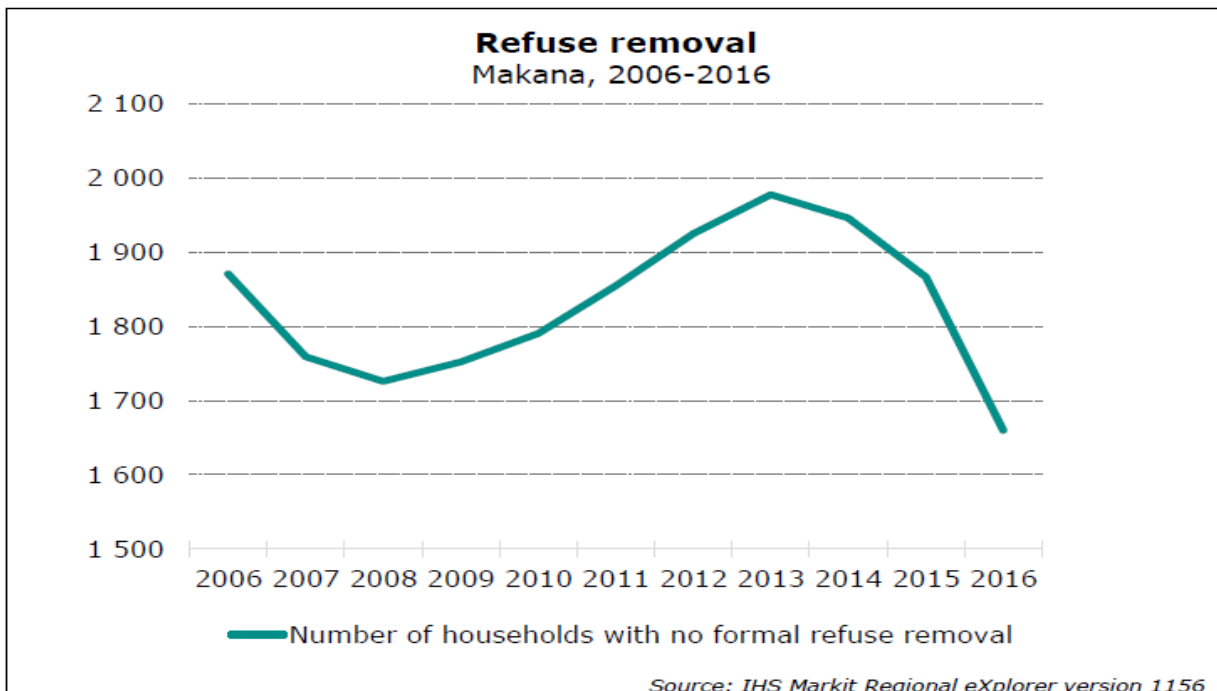
Households by refuse disposal – 2016:

Municipality	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Makana	22,500	204	476	903	281	24,300

Source: Community Survey 2016

The region within Sarah Baartman with the highest number of households where the refuse is removed weekly by the authority is Kouga local municipality with 32 500 or a share of 25.78% of the households within Sarah Baartman District Municipality. The region with the lowest number of households where the refuse is removed weekly by the authority is Blue Crane Route local municipality with a total of 9 370 or a share of 7.43% of the total households the district municipality.

Refuse Removal – 2006-2016



When looking at the number of households with no formal refuse removal, it can be seen that in 2006 the households with no formal refuse removal in Makana Local Municipality was 1 870, this decreased annually at -1.19% per annum to 1 660 in 2016.

2.1.5. SAFETY AND SECURITY

2.1.5.1 Introduction

Crime negatively impacts communities through loss of life, loss of property and medical expenses; and it can have a long term negative impact on economic growth as high levels of crime dissuade investment and can reduce labour productivity.

2.1.5.2 Crime and Safety in Makana

Table _ indicates the total number of incidents for selected crime categories in Makana municipality as well as for the Sarah Baartman district.

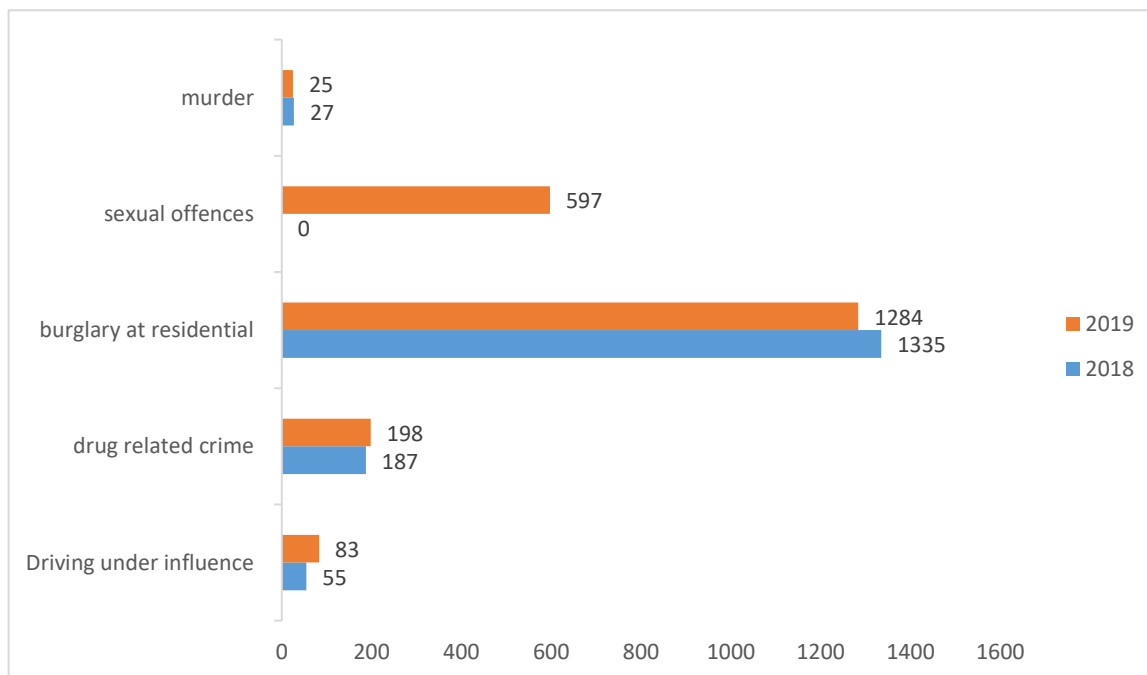
		2016	2017	2018	2019
MAKANA	Murder	27	34	25	27
	Sexual Offences	2	1	6	0
	Residential Burglaries	1559	1395	1284	1335
	Drug related crime	308	338	198	187

		2016	2017	2018	2019
	Driving under the influence of drugs and alcohol	107	93	83	55
SARAH BAARTMAN	Murder	224	232	204	212
	Sexual Offences	21	31	20	14
	Residential Burglaries	7875	7430	7391	6777
	Drug related crimes	3082	3319	2666	2403
	Driving under influence of drugs and alcohol	877	721	527	574

Source: Quantec2020

During the 2016 and 2019 period in Makana municipality, the number of murder incidents increased and sexual offenses decreased. However burglaries at residential premises increased while we saw a decrease in the drugs related crimes and driving under influence. In 2019 12.7% of murders in the Sarah Baartman occurred in Makana and 19.7% of burglaries at residential property.

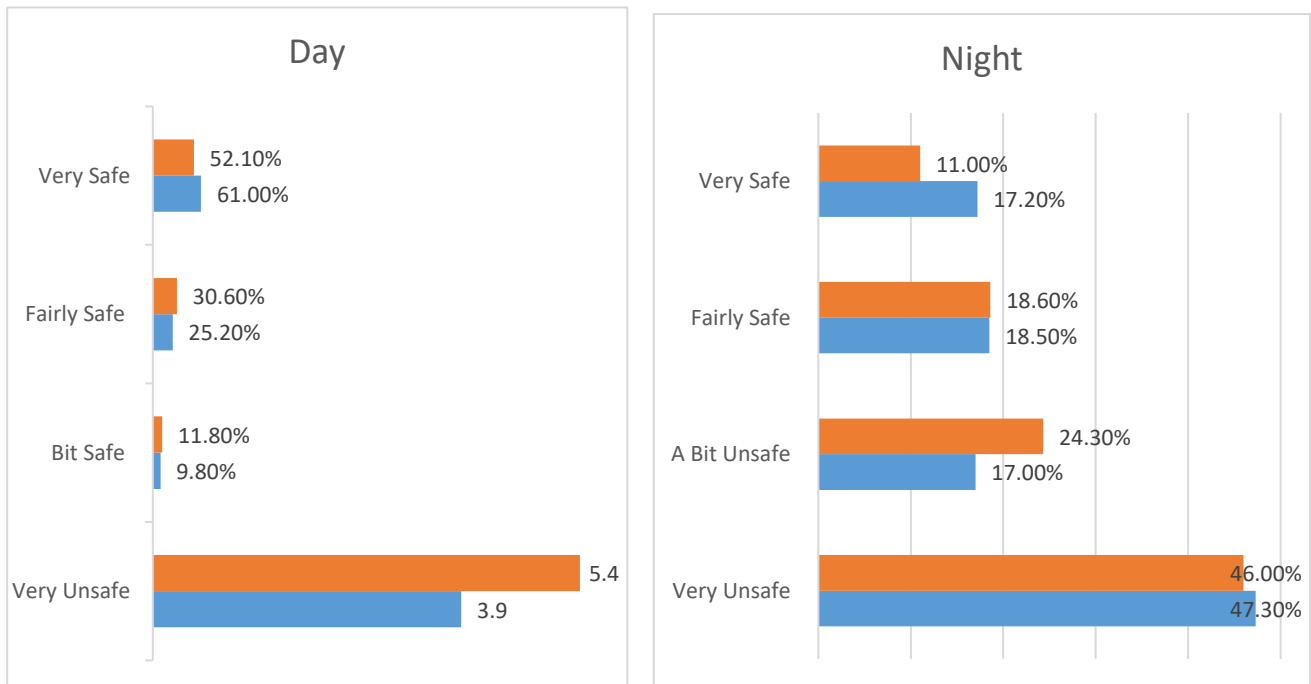
Incidents of crime per 100 000, 2018-2019



Between 2018 and 2019 Makana municipality recorded an increase in the incidences of murder per 100 000. Incidences of sexual offences per 100 000 decreased between 2018 and 2019 while burglaries at residential properties increased. The number of incidents of drug related crime decrease from 198 per 100 000 in 2018 to 187 per 100 000 in 2019.

2.1.5.3 Perceptions on Safety

This figure_ indicates the perceptions of safety during the day and night in Makana and the Sarah Baartman.



During the day 52.1% of residents in Makana feel very safe, while at night time only 11% feel very safe; 46% of residents feel very unsafe during night time. Perceptions of safety are more negative in Makana compared to that of Sarah Baartman district.

2.1.5.4 Conclusion

In Makana between 2018 and 2019 an increase was recorded with regards to the number of murders per 100 000 people while sexual offenses decreased, burglaries increased and drug related crime decreased.

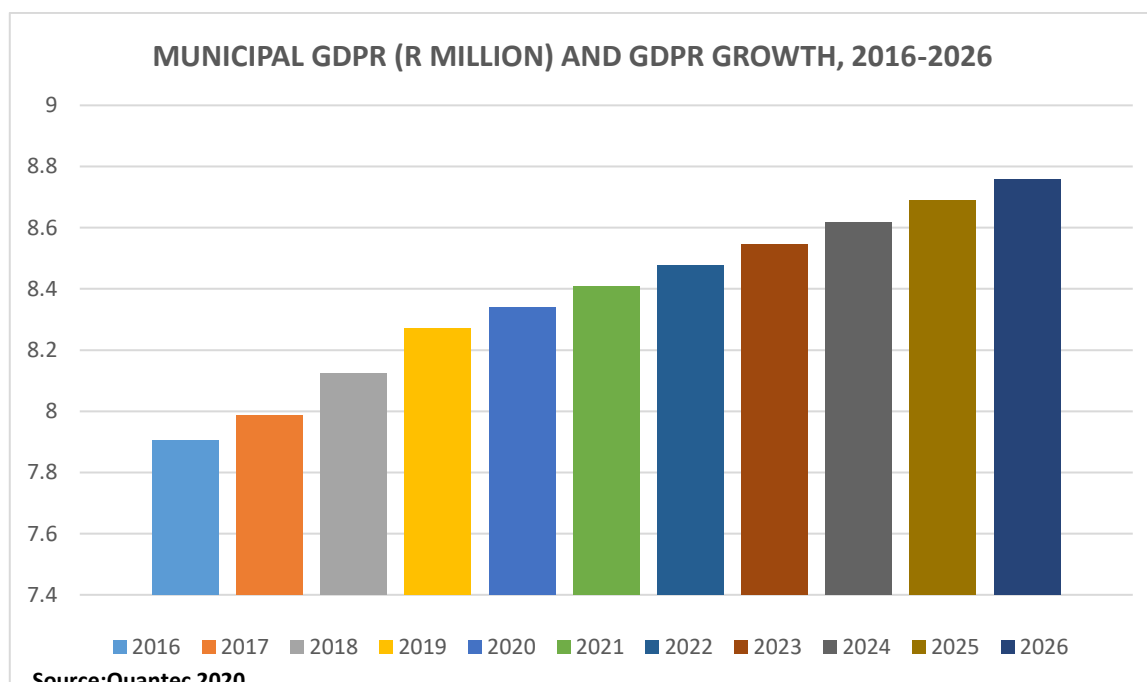
2.1.6 ECONOMY

2.1.6.1 Introduction

This chapter will investigate the economic performance of Makana Municipality. The size and performance of the economy of a municipal area ultimately influence the well-being of households. Indicators discussed in this sector include the municipal GDP growth, employment, skill levels of workers, gross fixed capital formation as a percentage of GDP, as well as trade indicators.

2.1.6.2 GDP

The size of the economy of the municipality together with the economic growth estimates between 2016 and 2026



The economy in Makana municipality generated around R8.3 billion in GDP in 2019. Over the period of 2012 to 2019 the economy grew at an average annual rate of 1.13%. Compared to Sarah Baartman district 1.1%, Makana municipality had a higher average annual growth rate. It is estimated that the value of the economy will grow to around R8.8 billion by 2026.

This table provides the sectoral GDP for Makana municipality in 2019. Additionally the table outlines the percentage share of each sector as well as the average GDP growth between 2016 and 2019.

Sectoral GDP 2019	R million 2019	Percentage Share	Average GDP growth 2016-2019
Agriculture, forestry & fishing	R174	2.1%	-5.3%
Mining & Quarrying	R4	0.1%	0.8%
Manufacturing	R1.951	23.6%	2.1%
Electricity, Gas & Water	R72	0.9%	-3.3%
Construction	R583	7.0%	3.3%
Wholesale & retail trade, catering & accommodation	R1.334	16.1%	2.5%

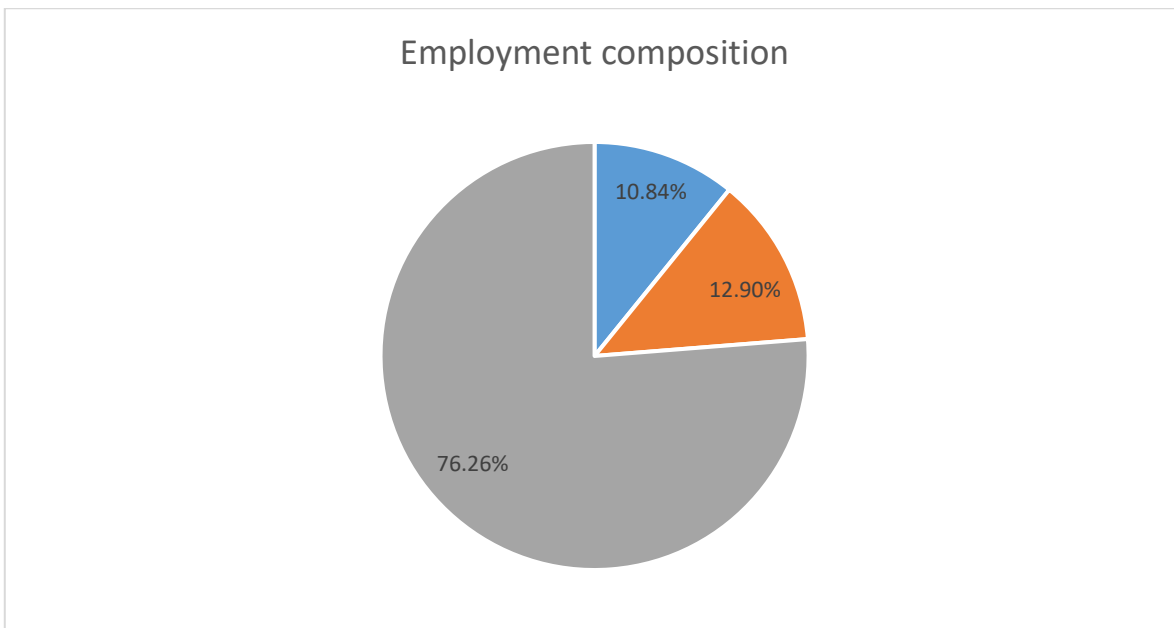
Transport, storage & communication	R703	8.5%	4.8%
Finance, insurance, real estate & business services	R1 443	17.4%	1.3%
General government	R 1 336	16.2%	-0.8%
Community, social & personal services	R 672	8.1%	1.0%
Total	R 8 271	100%	0.6%

Source: Quantec, Urban Econ calculations 2020

The largest economic sector in the Makana municipality includes manufacturing, finance, insurance, real estate & business services and the general government sectors. The economy of the Makana municipality performed better in 2019 compared to the preceding three years.

2.1.6.3 Employment

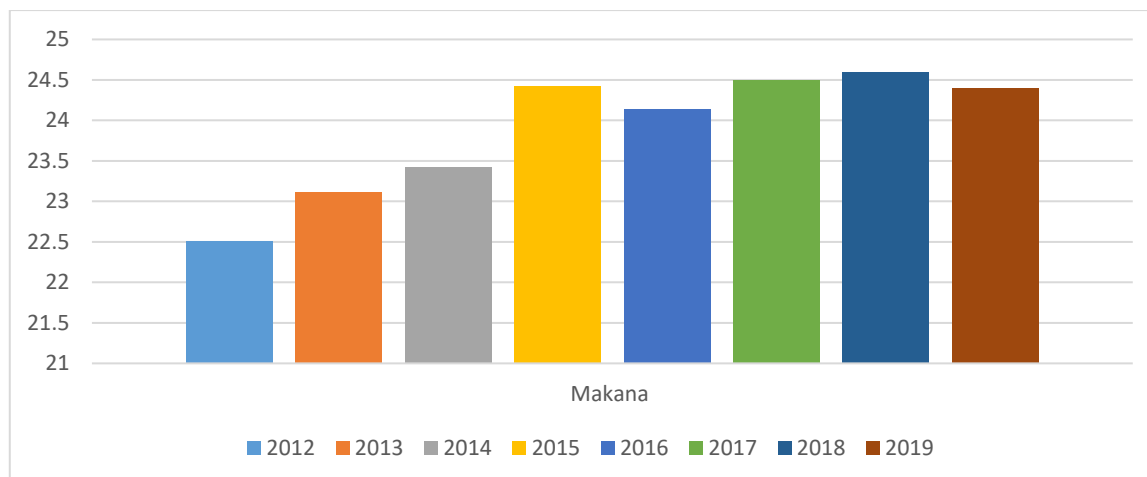
The composition of the jobs in Makana municipality, according to primary, secondary and tertiary sector employment



Source: Quantec2020

In 2019, those employed in the primary sector amounted to 10.84 % of the working population, 12.9 % in the secondary sector and 76.26 % were employed in the tertiary sector in the Makana Municipality. Figure 7.3 provides the number of jobs within the Makana Municipality over the period 2012 to 2016.

Number of Jobs, 2012-2019



In 2019, the Makana Municipal area employed 24 398 people, equating to 191 less than the previous year. However Makana gained 253 jobs over the period 2016 to 2019.

The table below outlines the unemployment rate, the labour force participation rate and the labour absorption rate of the Makana municipality compared to that of South Africa in 2019.

2.1.6.4 Economically Active Population:

The economically active population (EAP) is a good indicator of how many of the total working age population is 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.

Makana Local Municipality's EAP was 35 700 in 2016, which is 41.18% of its total population of 86 600, and roughly 17.29% of the total EAP of the Sarah Baartman District Municipality. From 2006 to 2016, the average annual increase in the EAP in the Makana Local Municipality was 1.16%, which is 0.669 percentage points lower than the growth in the EAP of Sarah Baartman's for the same period.

Makana Local Municipality employs a total number of 27 200 people within its jurisdiction. The local municipality that employs the highest number of people relative to the other regions within Sarah Baartman District Municipality is Kouga local municipality with a total number of 39 700.

The local municipality that employs the lowest number of people relative to the other regions within Sarah Baartman District Municipality is Blue Crane Route local municipality with a total number of 10 400 employed people.

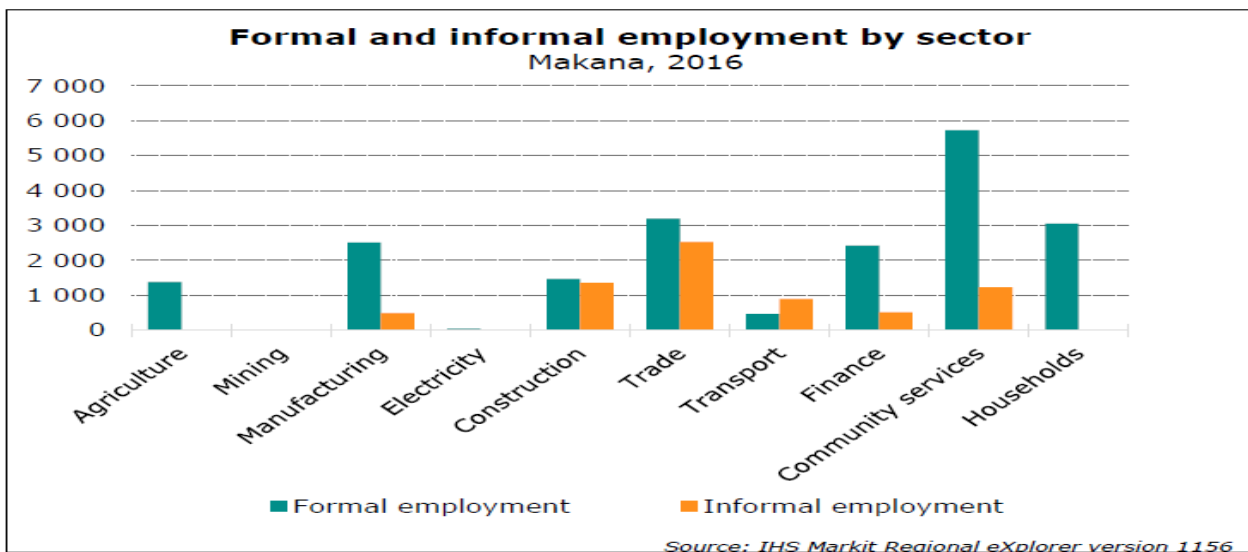
2.1.6.4 Formal and Informal employment:

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 Makana Local Municipality counted 20 300 in 2016, which is about 74.36% of total employment, while the number of people employed in the informal sector counted 6 980 or 25.64% of the total employment. Informal employment in Makana increased from 6 220 in 2006 to an estimated 6 980 in 2016.

Formal and Informal Employment by Broad Economic Sector – 2016



In 2016 the Trade sector recorded the highest number of informally employed, with a total of 2 520 employees or 36.11% 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 486 and only contributes 6.96% to total informal employment.

2.1.6.5 Unemployment

According to Statistics SA's narrow definition, the unemployment rate is the proportion of the labour force who are unemployed. The labour force participation rate shows the proportion of the working-age population (15 to 64) who are economically active, while the labour absorption rate indicates the proportion of working-age people who are employed.

Unemployment Profile, 2019	Unemployment Rate	Labour Force Participation Rate	Labour Absorption Rate
Makana	32.4%	57.87%	40.39%
South Africa	21.28%	62.52%	49.78%

The Makana Municipality has an unemployment rate of 32.4 % which is greater than that of the district. Furthermore, 57.87 % of working-age people are economically active and 40.39 % of working-age people are employed.

Sectoral Employment 2019	Number of jobs 2018	Percentage Share	Average employment growth 2016-19	Employment growth 2019
Agriculture, forestry & fishing	2 640	10.8%	-174	-5
Mining & quarrying	5	0.0%	-2	-1
Manufacturing	1 796	7.4%	94	5
Electricity, gas & water	61	0.3%	-8	-1
Construction	1 290	5.3%	-84	134
Wholesale & retail trade, catering & accommodation	5 951	24.4%	422	89
Transport, storage & Communication	947	3.9%	91	37
Finance, Insurance, real estate & business services	2 954	12.1%	149	-40
General government	4 217	17.3%	-238	-9
Community, social & personal services	4 537	18.6%	3	-132
Total	24 398	100%	253	-191

Source: Quantec; Urban Econ calculations 2020

The sectors that contribute the most to employment in the Makana Municipality include the Wholesale & retail trade, catering & accommodation, Community, social & personal services and General government. In 2019, it is estimated that the Makana municipal area lost 191 jobs.

2.1.6.6 Household income and expenditure:

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. It was estimated that in 2016 14.69% of all the households in the Makana local municipality, were living on R30 000 or less per annum. In comparison with 2006's 42.18% the number is about half.

The 54 000 - 72 000 income category has the highest number of households with a total number of 2 470, followed by the 192 000-360 000 income category with 2 430 households. Only 1.6 households fall within the 0-2400 income category.

2.1.6.6.1 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 – 2006-2016

Year	Makana	Sarah Baartman	Eastern Cape	National Total
2006	1.7	9.9	106.6	1,259.4
2007	1.9	11.3	121.0	1,432.2
2008	2.2	12.5	134.0	1,587.9
2009	2.3	13.2	143.3	1,695.1
2010	2.6	14.2	154.3	1,843.3
2011	2.8	15.5	168.2	2,033.0
2012	3.1	17.4	187.5	2,226.5
2013	3.3	19.1	204.6	2,414.5

Year	Makana	Sarah Baartman	Eastern Cape	National Total
2014	3.6	21.0	220.0	2,596.7
2015	3.8	23.0	239.4	2,783.4
2016	4.4	24.5	264.5	2,995.4
Average annual Growth				
2006-2016	10.13%	9.51%	9.52%	9.05%

Source: Community Survey 2016:

Makana Local Municipality recorded an average annual growth rate of 10.13% (from R 1.66 billion to R 4.35 billion) from 2006 to 2016, which is more than both Sarah Baartman's (9.51%) as well as Eastern Cape Province's (9.52%) average annual growth rates. South Africa had an average annual growth rate of 9.05% (from R 1.26 trillion to R 3 trillion) which is less than the growth rate in Makana Local Municipality.

2.1.6.6.2 Index of Buying Power (IBP):

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 - 2016

	Makana	Sarah Baartman	Eastern Cape	National Total
Population	86,615	493,821	7,006,876	55,724,934
Population - share of national total	0.2%	0.9%	12.6%	100.0%
Income	4,352	24,522	264,506	2,995,448
Income - share of national total	0.1%	0.8%	8.8%	100.0%
Retail	1,253,524	6,961,849	79,545,670	926,561,000
Retail - share of national total	0.1%	0.8%	8.6%	100.0%
Index	0.00	0.01	0.09	1.00

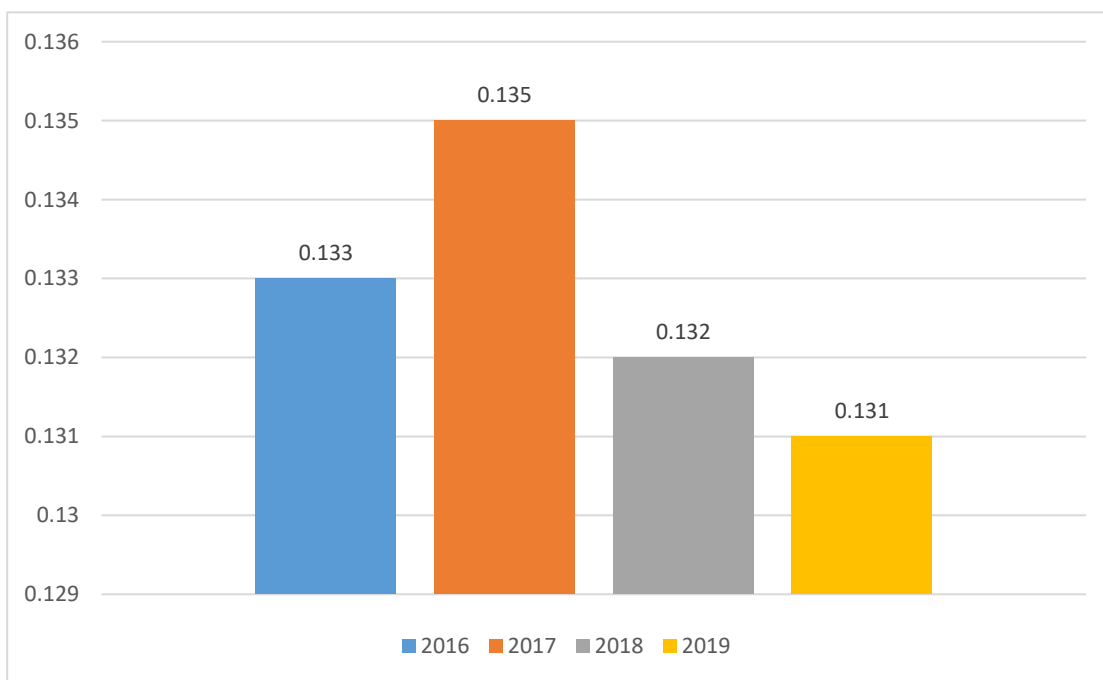
Source: Community Survey 2016:

Makana Local Municipality has a 0.2% share of the national population, 0.1% share of the total national income and a 0.1% share in the total national retail, this all equates to an IBP index value of 0.0014 relative to South Africa as a whole. Sarah Baartman has an IBP of 0.0081, where the Eastern Cape Province has an IBP index value of 0.091 and South Africa a value of 1 relative to South Africa as a whole.

The considerable low index of buying power of the Makana Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Sarah Baartman District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

2.1.6.7 Investment

Gross fixed capital formation (GFCF) is an indicator for investment in an economy, as it represents the acquisition of assets and includes building and construction work, purchasing machinery and equipment, as well as investing in information and communication technology



Between 2016 and 2019 the GFCF share of GDP decreased from 13.3% to 13.1% in Makana local Municipality

2.1.6.8 Trade

2.1.6.8.1 Local

The location quotient indicates the comparative advantage of an economy. The location quotient on a local level is calculated as the percentage contribution of a sector to GDP divided by the percentage contribution of the same sector to the aggregate economy (GDP), in this case, the province.

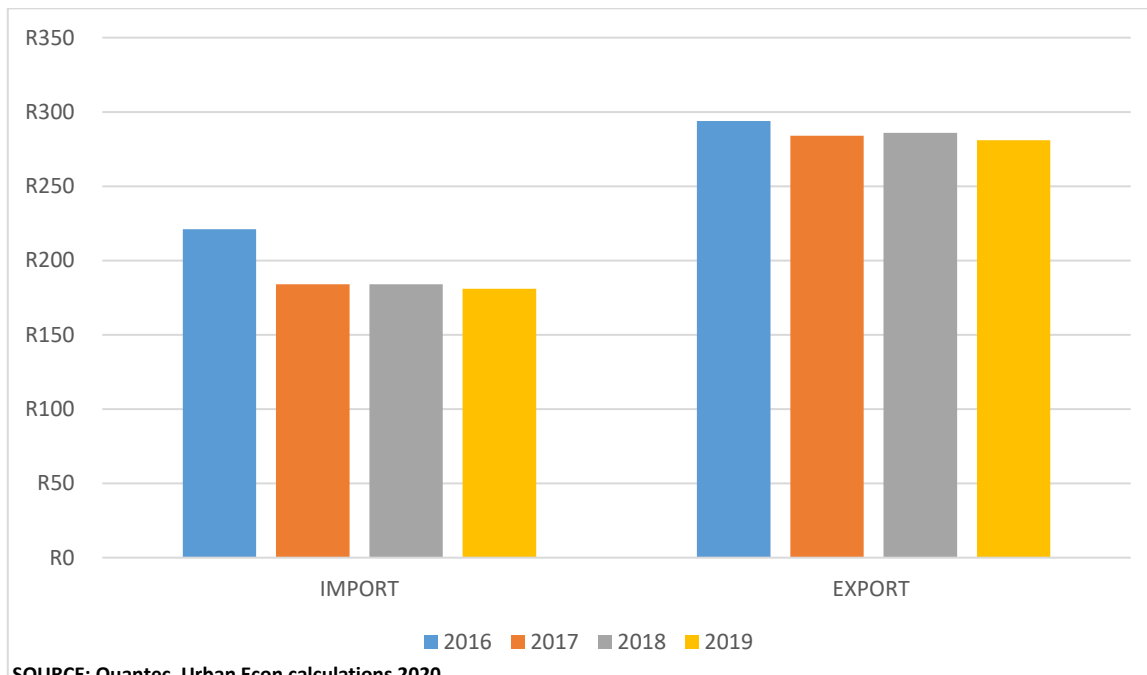
Location Quotient	In terms of GDP
Agriculture, forestry & fishing	0.8
Mining & quarrying	0.0
Manufacturing	0.9
Electricity, gas & water	0.4
Construction	1.1
Wholesale & retail trade, catering & accommodation	1.3
Transport, storage & communication	0.9
Finance, insurance, real estate & business services	0.9
General government	1.4
Community, social & personal services	1.4

A location quotient greater than 1.2 is indicative of a high comparative advantage. The Makana Municipality has its highest comparative advantage within the Community, social & personal services sector and the General government sector, this means that these sectors are serving the needs of communities beyond municipal borders. The sector with the lowest comparative advantage is the Mining & quarrying sector

2.1.6.8.2 International

Exports are a valuable injection into local economies. To benefit from trade, exports need to be greater than imports.

Trade Statistics, 2016 – 2019



In 2019, exports from the Makana Municipality were valued at R 181 million while imports were valued at R 281 million. On average the Makana Municipality recorded a positive trade balance between 2016 and 2019. Agriculture, forestry and fishing contributed 1 % to exports, while manufacturing contributed 39.2 %. The mining and quarrying sector contributed 0 % to exports. In terms of imports, the agriculture, forestry and fishing sector made up 0.1 %, while the manufacturing sector made up 6.5 % of total imports. In 2019, 0 % of imports were attributed to the mining and quarrying sector.

In Makana Local Municipality the economic sectors that recorded the largest number of employment in 2016 were the community services sector with a total of 6 950 employed people or 25.5% of total employment in the local municipality. The trade sector with a total of 5 710 (21.0%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 5.46 (0.0%) is the sector that employs the least number of people in Makana Local Municipality, followed by the electricity sector with 43.9 (0.2%) people employed.

2.1.6.8.3 Conclusion

The Makana Municipality had an average annual growth rate of 1.13 % between 2016 and 2019 and generated a total of R 8.3 billion in GDP. The municipal area employed 24 398 people, with the largest employer being the Wholesale & retail trade, catering & accommodation sector.

The sector with the highest comparative advantage was the Community, social & personal services sector. In terms of trade, the Makana municipality had a positive trade balance between 2016 and 2019.

2.1.6.8 Education

2.1.6.8.1 Introduction

The education chapter provides an overview of the available education indicator. Education impacts on the employability and income earning ability of people within a municipal area, which in turn has an impact on the revenue collection ability of a municipality.

This chapter will investigate the level of skills mean years of schooling, the adult literacy rate and expected years of schooling in the Makana Municipality.

2.1.6.8.2 Skills Level

Skills level within the Makana municipal area are depicted in table below. Skills level can be used as an indicator for the level of education within an area or region.

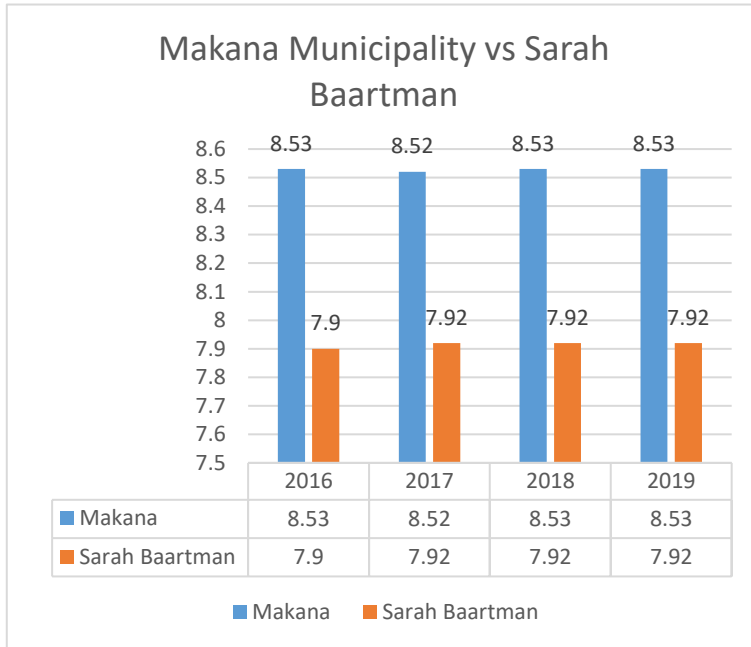
Number of Workers by Skills 2019	Number of workers 2016	Number of workers 2019
Low skilled	6 132	6 209
Semi-skilled	6 928	7 173
Skilled	3 461	3 504
Total	16 521	16 886

In 2019 Makana municipality had 6 209 low-skilled workers, 7 173 semi-skilled workers and ,3 504 skilled workers. Overall, between 2016 and 2019 the number of jobs in all categories increased.

2.1.6.8.3 Mean Years of Schooling

Mean years of schooling is the average number of completed year of education of a population and is widely used as a measure of an area or region's human capital. The figure below depicts the mean years of schooling in the Makana municipality over the period of 2016 to 2019.

Mean Years of Schooling 2016-2019

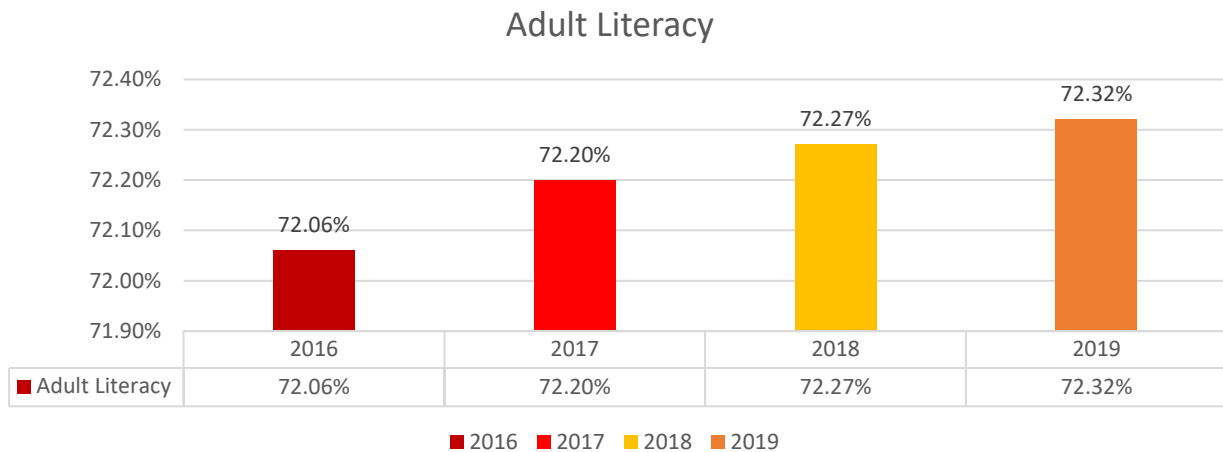


Since 2016 the mean years of schooling in Makana municipality have increased from 8.51 to 8.53 years in 2019. Compared to Sarah Baartman district, Makana had a higher average years of schooling completed in 2019.

Expected Years of Schooling	2016	2018	2019
Makana	12.82	12.81	12.80
Sarah Baartman	12.21	12.23	12.24

Over the period 2016-2019 expected years of schooling in Makana has increased. Compared to the Sarah Baartman district, Makana had a higher expected years of schooling in 2019.

2.1.6.8.4 Adult Literacy



The functional adult literacy rate of the population is the percentage of persons older than 20 with the highest level of education being grade 7 and higher (those that have less than grade 7 as the highest level of education are classified as illiterate). The literacy rate of the population influences the employability of the local labour force.

In 2016 Makana municipality had an adult literacy rate of 72.1% which improved to 72.3% in 2019.

2.1.6.8.5 Attainment Levels:

Education is a useful socio-economic indicator to examine as it directly impacts on the poverty levels of a community. A community that has high levels of education generally has higher levels of income than areas with low levels of education. Education impacts infrastructure directly and indirectly.

The more educated a population is the more they can contribute to infrastructure provision and maintenance. A more educated population can provide higher tariffs and taxes in order to maintain key infrastructure.

In Sarah Baartman 18.5% of the population has completed a secondary education and a higher education while 9.4% of people over the age of 20 have no schooling at all.

Approximately 60.1% of the population have some form of education lower than a secondary education. Makana is amongst the municipalities who have the lowest proportion of people without schooling, at 8.2%.

Location	No Schooling	Some Primary	Completed Primary	Some Secondary	Completed Secondary	Higher

Eastern Cape	11.6%	26.7%	5.8%	26.9%	11.5%	5.2%
Sarah Baartman	9.4%	24.5%	6.9%	28.7%	13.2%	5.3%
Makana	8.2%	20.8%	5.8%	28.5%	15.3%	7.5%

Makana has the highest proportion of people who have a matric or higher at 22.7%. The Municipality's high proportion of people who have a matric or higher could be related to the fact that a large number of university students and highly qualified lecturers reside in Makhanda.

Institutional Attendance

<i>Municipality</i>	<i>Number</i>	<i>Public Government</i>	<i>Private Independent</i>	<i>High Education</i>	<i>TVET Formerly FET</i>
SBDM	149 839	137 320	11 667	15 220	6 381
Makana LM	28 457	22 936	4 877	5 307	2 271

2.1.6.8.6 School Attendance

Of the 28 457 people attending education institution in Makana, more than 80% are doing Pre-school up to secondary school.

SCHOOL ATTENDANCE:

SCHOOL	PERCENTAGE
Primary School	42%
Secondary	25.6%
Technical Education	5.6%
Other Colleges	0.7%
Higher Education	8.5%
Pre-School	15.6%

Level of Education

EDUCATION	2011 NUMBER	2016 NUMBER
No schooling	3 100	1 921
Some primary	7 819	5 464
Completed primary	3 107	2 629
Some secondary	17 871	20 699
Grade 12/Matric	11 305	14 228

EDUCATION	2011 NUMBER	2016 NUMBER
Higher	5 555	6 245
Other	424	887

Source: Community Survey 2016:

- 46.4 % of the population is younger than 24 years old, which indicates a relatively young population profile.
- 15 % of the population completed secondary school and 7.5 % post-secondary or higher education.
- The education levels of Makana (completed secondary and higher education) is significantly higher than the District and the Province.

2.1.6.8.7 Number of Matric Pass Passes 2016-2021:

SCHOOL	2017	2018	2019	2020	2021
Graeme college boys high	58	62	46	58	57
Hoërskool P J Olivier	24	25	20	28	35
Khutliso Daniels Secondary	8	18	11	28	41
Mary Waters High	70	51	84	47	93
Nathaniel Nyaluza Secondary	24	14	20	25	42
Nombulelo Secondary	41	101	79	62	73
Ntsika Secondary	24	25	20	28	35
T.E.M Mrwetyana Senior Secondary	9	5	9	13	19
Victoria Girls High	82	81	74	83	82

Source: Grocott's Mail

The above table illustrates matric pass per school in the Makhandla over the previous four (4) years. It can be seen that there has been an improvement in the matric pass rates in some schools.

It is worth noting that amongst the Class of 2019, T.E.M Mrwetyana has been the most improved school in terms of their pass rate. In 2019 the school achieved a pass rate of 69.2% compared to the 35.7% achieved in 2018 (an almost 50% improvement).

Functional Literacy: Age 20+, Completed Grade 7 or Higher

	ILLITERATE	LITERATE	%
2006	14,733	43,184	74.6%
2007	14,187	44,540	75.8%
2008	13,630	46,115	77.2%
2009	13,160	47,690	78.4%
2010	12,795	48,988	79.3%
2011	12,449	50,023	80.1%
2012	12,148	50,930	80.7%
2013	11,883	51,901	81.4%
2014	11,593	52,938	82.0%
2015	11,321	53,958	82.7%
2016	11,240	54,795	83.0%
Average Annual growth			
2006-2016	-2.67%	2.41%	1.08%

Source: Community Survey 2016:

A total of 54 800 individuals in Makana Local Municipality were considered functionally literate in 2016, while 11 200 people were considered to be illiterate. Expressed as a rate, this amounts to 82.98% of the population, which is an increase of 0.084 percentage points since 2006 (74.56%).

The number of illiterate individuals decreased on average by -2.67% annually from 2006 to 2016, with the number of functional literate people increasing at 2.41% annually.

2.1.6.8.8 Functional Literacy

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.

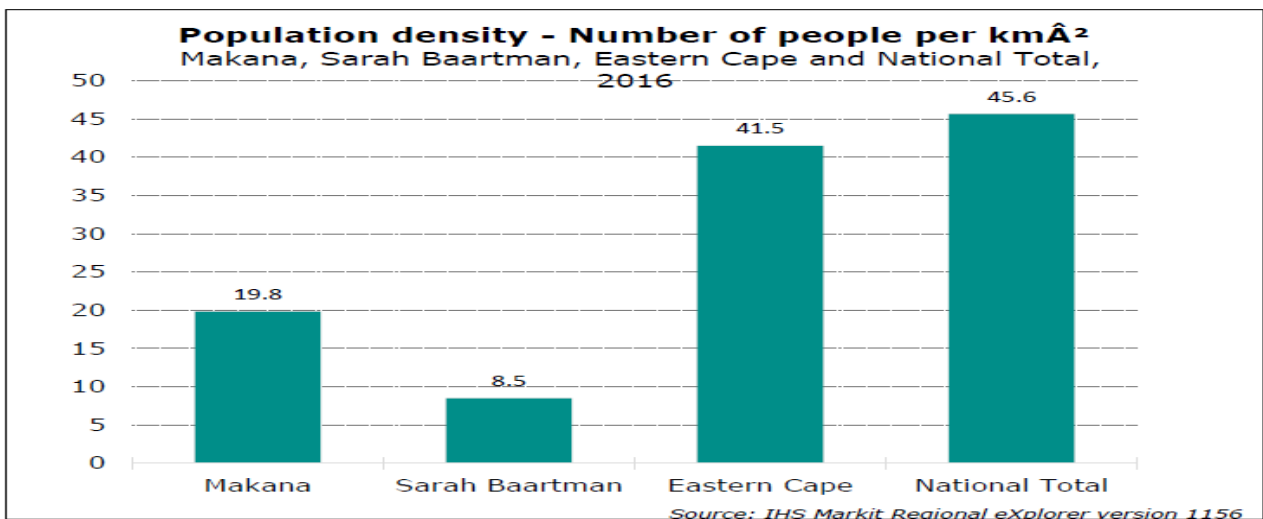
2.1.6.8.9 Conclusion

Mean Years of schooling is increasing in Makana municipality. Overall, the adult literacy rate in Makana municipality increased over the period 2016-2019. The number of skilled workers within the area increased from 3 461 in 2016 to 3 504 in 2019.

2.1.6.9. 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



In 2016, with an average of 19.8 people per square kilometre, Makana Local Municipality had a higher population density than Sarah Baartman (8.48 people per square kilometre). Compared to Eastern Cape Province (41.5 per square kilometre).

It can be seen that there are less people living per square kilometre in Makana Local Municipality than in Eastern Cape Province.

Population Density:

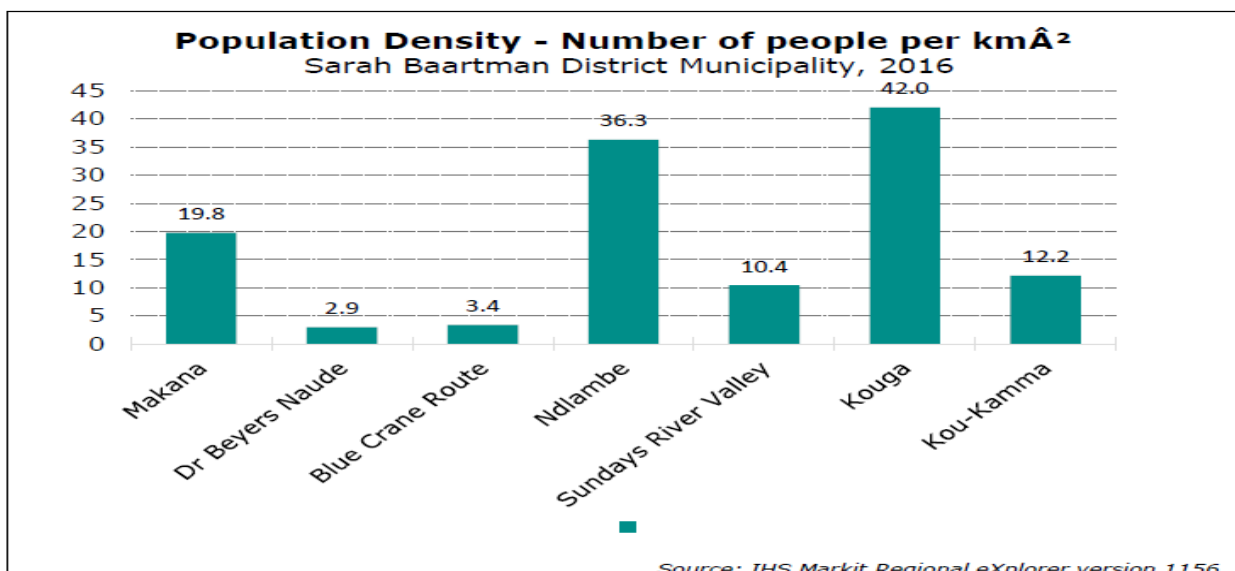
Year	Makana	Dr Beyers Naudè	Blue Crane Route	Ndlambe	Sundays River Valley	Kouga	Kou-Kamma
2006	17.51	2.62	3.25	32.85	7.98	31.53	10.73

Year	Makana	Dr Beyers Naudè	Blue Crane Route	Ndlambe	Sundays River Valley	Kouga	Kou-Kamma
2007	17.69	2.64	3.25	32.90	8.21	32.44	10.78
2008	17.94	2.67	3.24	32.83	8.49	33.45	10.80
2009	18.23	2.71	3.24	32.87	8.79	34.55	10.85
2010	18.49	2.74	3.25	33.15	9.06	35.67	10.98
2011	18.70	2.77	3.26	33.60	9.29	36.80	11.16
2012	18.90	2.81	3.28	34.10	9.52	37.92	11.36
2013	19.12	2.84	3.30	34.64	9.74	39.00	11.57
2014	19.35	2.87	3.32	35.19	9.97	40.05	11.77
2015	19.57	2.91	3.34	35.75	10.19	41.06	11.97
2016	19.79	2.94	3.37	36.31	10.40	42.01	12.16
Average Annual growth							
2006-2016	1.23%	1.14%	0.36%	1.01%	2.68%	2.91%	1.26%

Source: Community Survey 2016:

In 2016, Makana Local Municipality had a population density of 19.8 per square kilometre and it ranked highest amongst its peers. The region with the highest population density per square kilometre was the Kouga with a total population density of 42 per square kilometre per annum.

In terms of growth, Makana Local Municipality had an average annual growth in its population density of 1.23% per square kilometre per annum.



In terms of the population density for each of the regions within the Sarah Baartman District Municipality, Kouga local municipality had the highest density, with 42 people per square kilometre. The lowest population density can be observed in the Dr Beyers Naudè local municipality with a total of 2.94 people per square kilometre.

2.1.7 Environmental and land management

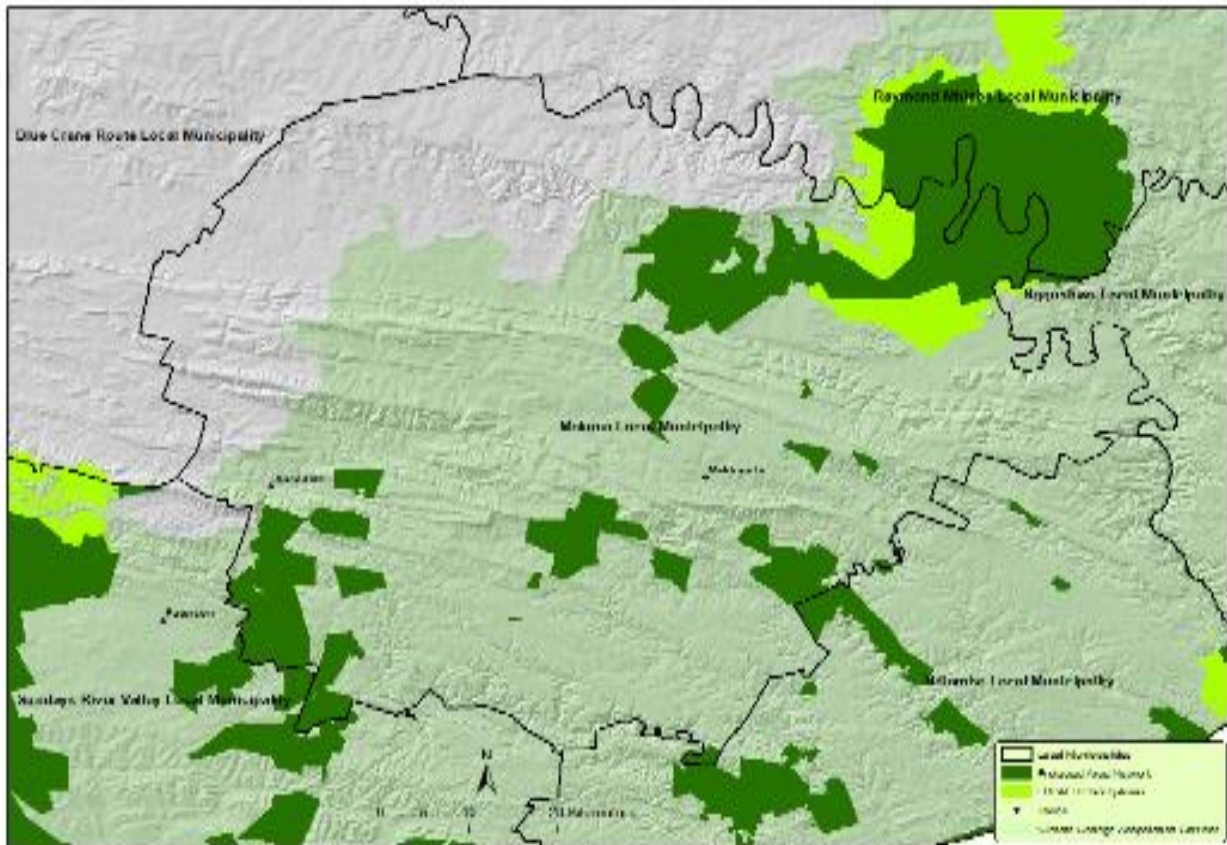
This Environmental profile provides an overview of the environmental characteristics of the Makana area. Development associated with primary activities such as mining and agriculture, as well as tertiary activity such as tourism is often based on an area's physical attributes. The environmental profile will thus feed into the developmental potential that can be based on Makana's inherent physical characteristics. The environmental characteristics of Makana are discussed under the following sub-sections.

2.1.7.1 Climate:

The Southern portion of the municipality has the highest rainfall. The majority of the municipality is classified as semi-arid. Makana lies in a subtropical climatic zone, meaning that the area is characterized by warm summers and cool winters and fairly evenly distributed rainfall throughout the year.

The Makhanda area experiences moderate weather conditions. Rain falls throughout the year with mean precipitation averaging 680mm. Summer temperatures (January) vary from an average maximum of 26°C to a minimum of 15°C. In winter (July) temperatures vary from an average maximum of 18°C to an average minimum of 4°C. The prevailing wind direction is from the west and southwest. *Eastern Cape Climate Change Response Strategy (DEDEAT, 2011).*

Climate Change Corridor in Makana LM



In Alicedale, rainfall is approximately 555mm per year. Temperatures in Alicedale range from 40°C to 15°C in summer and 18°C to -8°C in the winter months. Rainfall in Riebeeck East area is approximately 865mm per year, with identical average winter and summer temperatures to those experienced Makhanda.

2.1.7.2 Climate Change:

Climate change is defined as a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability over comparable time periods. **(United Nations Framework Convention on Climate Change)**

The manifestation of climate change in the Eastern Cape is expected to be:

- High temperature increases towards the North -West Interior with lowest increases along the coast.
 - A drying trend towards the South and South -West.
 - Increased precipitation more likely towards the east of the Province.
 - Sea level rise scenario's ranging from 2m to 6,5m depending on exposure.

- Risk assessment, adaptation and mitigation measures addressed in SBDM

2.1.7.3 Geology and Soil

From a municipal wide perspective there are no unfavourable geotechnical conditions that will prevent development or require specific safety considerations. The necessary on-site investigations should be undertaken to ensure that the site-specific circumstances are suitable for the intended development.

2.1.7.4 Topography

The eastern part of the municipality can be classified as lowlands, with contours generally lying below 300m above sea level. The western part of the locality in which Alicedale is situated can be classified as being of a moderate elevation, lying between 300m and 600m above sea level.

The central part of the municipality that contains Makhanda and Riebeek East has the highest elevation of between 600m and 900m above sea level. Makhanda is situated in a valley that cuts into a plateau.

The highest point on the plateau is 770m above sea level and the lowest point in the valley is 490m above sea level. Alicedale is located about 360m above sea level in a flood plain created by the confluence of the Bushman's river and the New Year's river. Riebeek East is located 630m above sea level.

2.1.7.5 Topography and slope

Most of the land in Makana has a slope of either between 3-8° or between 8-20 °

2.1.7.5.1 Hydrology

The major water related driver in the municipal area is the Orange-Fish-Sundays Water Supply system which ensures continuous sustainable water supply for economic activity and is essential for community's well-being and socio-economic prosperity in the area. The whole municipality is classified as a primary catchment area, with a mean quaternary runoff of between 12m³ and 40m³.

Surface water is largely provided by dams and reservoirs that are linked to perennial and non-perennial rivers. Ground water is provided by boreholes and springs that are evenly distributed throughout the municipality.

In terms of water sources in the towns it is found that:

- Makhanda's water is from local dams and sources transferred from the Orange River.

- There is adequate supply to cater for the 8.6M/m³ but there is also a need for more groundwater development.
- Riebeeck East's water is sourced from local boreholes. It also has adequate supplies of water to cater for the 0.0285 M/m³ that it uses.
- A planned water scheme for Riebeeck East is an increase in storage capacity in the form of tanks and a reservoir.
- Alicedale's water is sourced from a local New Year dam.

With regards to the quality of water resources in the area, the State of Sarah Baartman District Environment report of 2005 states that water quality is 'good, or even natural (e.g. the New Year's Dam and Bushman's River sites) even though it is naturally saline and not suitable for certain uses

2.1.7.5.2 Land and Soil Types

Land capacity is determined by the collective effects of soil, topography, hydrology and climate features. It indicates the most intensive long-term and sustainable use of land for rain-fed agriculture and at the same time highlights the permanent limitations associated with different land use classes. Table below shows the classifications with which land is classified.

It also shows different land usages that go in line with the different levels of land capability. This shows the nature of agricultural activity that can be feasibly undertaken throughout the municipality.

Land use option per land capability class

Classes	Forest	Veld	Pasture	Limited	Moderate	Intensive	Very Intensive
I	X	x	X	X	X	x	
II	X	X	X	X	X	X	
III	X	X	X	X	X		
IV	X	X	X	X			
V	X	X	X				
VI	X	X					
VII	X	X					
VIII	X						

Land capacity in Makana

Land capability class	Area (ha)	Percentage
1	0.00	0.00%
2	0.00	0.00%
3	0.00	0.00%
4	31789.20	7.27%
5	20456.20	4.68%
6	300661.00	68.71%
7	46331.70	10.59%
8	38072.30	8.70%

Most of the land (68.71%) in Makana is classified under class 6. This means that the majority of land in Makana is only suitable for grazing of animals and non-arable.

Based on the results presented, the Makana Area Based Plan (2008) states that land in the Makana area has suitable potential for:

- Large areas of irrigation, should water be available
- Rain-fed cropping of wheat, chicory, pecan nuts and aloe
- Irrigation-fed cropping of stone fruit, olives, cotton, vegetable, sugar beet and oranges
- Livestock including game farming and ostrich farming

Soils in the Makana area are generally shallow and weakly developed, with depths typically not exceeding 600mm. This is because the municipality's geology is based on Beaufort group sandstones and shale's which dominate the landscape. The shallow and weakly developed soils limit the types of crops that may be planted throughout the municipality as this affects root development, nutrient retention and moisture drainage.

There are some rich alluvial and colluvial soils close to rivers, which support intensive agricultural cultivation. Topsoil textures vary from loamy sand to sandy clay loam.

2.1.7.5.3 Land use Management

- As indicated in Section 26(e) of the Municipal Systems Act, the SDF is required to "include the provisions of basic guidelines for a Land Use Management System (LUMS) for the municipality".
- Land-use changes such as the rezoning of a property from residential to commercial use.
- 'Green fields' land development, i.e. the development of previously undeveloped land;

- Subdivision and consolidation of land parcels
- Regularization and upgrading process of informal settlements, and
- The facilitation of land development through the more active participation of the municipality in the land development process, especially through public-private partnerships

2.1.7.5.3.1 Planning Schemes/Mechanisms:

The Planning Schemes are the statutory mechanisms whereby land may be developed, managed and regulated. Municipality is using Avvio as its GIS to manage application and zoning of land.

2.1.7.5.3.2 Land Use management needs:

The current land use management mechanisms in Makana are unable to address the needs of the residents. The following shortcomings have been identified:

- Ineffective zoning records, specifically for the former Western District Council Area
- The public does not have easy access to information regarding land
- No database of the registered municipal land,
- No credible land audit,

In response to this shortcoming Makana municipality has conducted a land audit in 2016/17 internally which was more identification of land though GPS, however, the Municipality is planning to conduct a full scale land audit in 2022-2023 financial year. Secondly these shortcomings are resulting in the growing tendency of illegal occupation of open spaces. The Municipality as a law enforcer is in the process of developing a policy on land invasion.

A full set of general guidelines for Land Use Applications are contained in the SDF and for this reason will not be elaborated upon in the IDP.

2.1.7.5.3.3 Land Reform Programme:

The Department of Rural Development and Land Affairs has compiled an Area Based Plan, for the Sarah Baartman District area as a whole. An Area Based Plan is essentially a sector plan that seeks to address land related issues at a municipal level and is intended to form part of the Integrated Development Plan (IDP), informing the Spatial Development Framework (SDF) and Land Use Management System (LUMS).

Fundamentally the Plan seeks to integrate Land Reform into the municipal planning process wherein identified projects are supported during and post implementation phases to ensure sustainability. Also to develop an implementation tool for pro-active land acquisition to facilitate acquisition of land at scale by DRD & LR to meet the 2014 target of transferring 30% of white owned land into the hands of the black farming class.

The Land Reform Programme is anchored on three key programmes, namely:

1. Restitution,
2. Redistribution and
3. Tenure reform.

These were developed to promote land acquisition, restore land rights lost through dispossession and achieve tenure upgrade respectively.

Land Reform Targets

Land area	Total exclusion	Remaining land (White owned)	30% Target	Land Redistribution 1994-2008	Remaining Target	% Achieved
437561	159089	278472	83541	13113	70428	18.62%

Land Demand

Settlement	Level	Housing Demand	Land Identified by SDF	Units optimal density	Over/under provision
Riebeeck East	1	450	9.93	298	-152
Alicedale	1	450	37.07	1 112	662
Makhanda	3	12 000	792.34	23 770	11 770
Total	N/A	12 900	839.34	25 180	12 280

2.1.7.5.4 Vegetation and Biodiversity

The vegetation in an area represents an integration of climate, soil and a number of other biological factors. Physical factors including geomorphology and geology also act as variables that determine vegetation types and biodiversity.

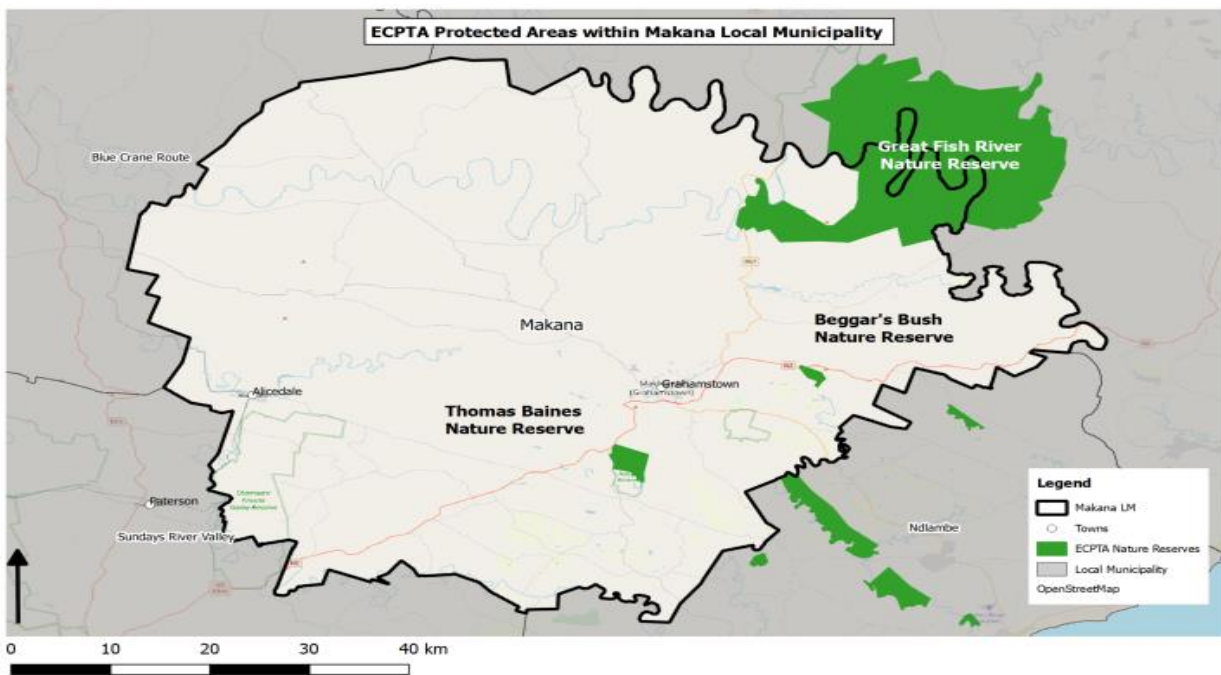
Makana has richly diverse and unique vegetation, comprising of ten vegetation types, representing six of the seven major Southern African biomes namely:

1. forest,
2. grassland,
3. succulent Karoo,
4. fynbos,

5. savannah grasslands and
6. thicket vegetation.

Makana municipality is situated in the Albany Centre of Endemism and has 27 endemic plant species of which 17 (62%) are cited as being vulnerable and 5 (32%) are cited as being endangered. Significant portions of land in the Makana municipality is classified as “Critical Biodiversity” area.

ECPTA Protected Areas within Makana Local Municipality



This means that they are to be managed for biodiversity and conservation, with only limited development in the form of small scale tourism amenities recommended. Critical Biodiversity areas also have guidelines on the form an agriculture that may take place.

The biodiversity of the thicket within Makana is threatened by several factors, including:

- Urbanization
- Transformation of land for agricultural purposes
- Overgrazing by livestock
- Habitat loss through preparation of cultivated land for products such as cash crops
- Overpopulation of alien species introduced through agriculture and game reserves
- Unsustainable resource use
- Collection of plant species for medicinal and ornamental uses

- Land degradation due to the use of irrigation in areas with poor soils

2.1.7.5.5 Protected Area

The Eastern Cape Parks and Tourism Agency (ECPTA) is the management authority as per the National Environmental Management: Protected Areas Act (No 57 of 2003) of various provincial protected areas.

Protected areas under the management of the ECPTA within the Makana Local Municipality are the Beggars Bush Nature Reserve, Thomas Baines Nature Reserve and Great Fish River Nature Reserve (see figure underneath). Protected Area Management Plans have been developed for all these protected areas by the ECPTA.

2.1.7.5.5.1 Thomas Baines Nature Reserve Complex

Thomas Baines Nature Reserve Complex is a name coined to refer to a series of nature reserves situated within the Makana and Ndlambe Local Municipalities. The Reserve complex consists of Kaap River, Thomas Baines, Beggars Bush and Cycad Nature Reserves. Beggars Bush and Thomas Baines Nature Reserves are located within the Makana Local Municipality, whereas Kaap River and Cycad Nature Reserves are located within Ndlambe Local Municipality.

Thomas Baines Nature Reserve was originally established as a municipal nature reserve in 1961 and was declared a Provincial Nature Reserve in 1980 in terms of the Cape Nature Conservation Ordinance No 19 of 1974. Beggar's Bush State Forests were proclaimed as State Forest in 1929 respectively and is governed by the National Forests Act.

Thomas Baines Nature Reserve (TBNR) is situated in the south-eastern section of the Eastern Cape approximately 13km south-west of Grahamstown.

TBNR is about 1000 hectares and comprises several farms bordering and incorporating Howison's Poort Reservoir and Settler's Dam. These are both important water supplies for Makhanda. Beggars Bush is located approximately 30km south-east of Grahamstown and 65km from TBNR

Four biomes extend across the reserve complex namely: Albany Thicket, Fynbos, Forest and Savanna biome (Mucina and Rutherford, 2006). Table below summarises the biomes found within each of the reserves as well as the area estimates of the vegetation types found within the reserve complex.

Overview of biomes and vegetation types.

Biome Type	Vegetation Type	Threat Status	Conservation Status	Area in ha within the Nature Reserve
Thomas Baines Nature Reserve				
Thicket	Kowie Thicket	Least Threatened	Poorly Protected	286.5
Savanna	Bisho Thornveld	Least Threatened	Poorly Protected	614.7
Fynbos	Suurberg Shale Fynbos	Least Threatened	Well protected	83.3
Fynbos	Suurberg Quartzite Fynbos	Least Threatened	Moderately Protected	55.4
Forest	Southern Mist belt Forest	Least Threatened	Poorly Protected	unknown
Beggars Bush Nature Reserve				
Thicket	Kowie Thicket	Least Threatened	Poorly Protected	15.3
Forest	Southern Mist belt Forest	Least Threatened	Poorly Protected	114.03
Fynbos	Suurberg Quartzite Fynbos	Least Threatened	Moderately Protected	154.29

Historically present, but now absent faunal species include elephant, black rhinoceros, hippo, leopard, Burchell's zebra, red hartebeest, oribi, Cape buffalo, kudu, bushbuck, eland, springbok, klipspringer, steenbok and mountain reedbuck.

Key larger mammal species currently present in the TBNRC cluster include bush pig, blue duiker, common duiker, grysbok and bushbuck. The reserve has about 17 freshwater fish – including the endemic Eastern Cape Rocky.

This Reserve Complex (which includes Beggars Bush and Thomas Baines Nature Reserves) contributes to the South African Aichi biodiversity targets particularly aichi target 11 of the Strategic Goal C. It contributes to the target for the following vegetation types (as per Mucina and Rutherford, 2006):

- Bisho Thornveld
- Suurberg quartzite fynbos
- Suurberg Shale fynbos
- Kowie Thicket

Although unquantified, the reserve complex contributes to carbon sequestration. The reserve complex secures several rare and endangered species. The reserve complex serves as the critical water source for the Makana Municipality.

Issues affecting ECPTA Protected Areas within the Municipality are as follow:

- Poaching
- Pollution in rivers (solid waste issue)
- Alien and Invasive species

Opportunities in addition to those identified in the Management Plans attached are as follow:

- Tourism Potential (specifically around conservation and heritage)
- Hiking trails

Desirable Planning Outcome and Priorities:

- Protection of strategic catchment areas (especially the two catchment areas feeding the two dams (inside Thomas Baines, figure that depicts the area of concern in blue as per the Zones of Influence that has been developed for Thomas Baines Nature Reserve by the ECPTA),
- road network near protected areas to be maintained
- appropriate zoning on land adjacent to ECPTA protected areas
- investment in removing alien and invasive species
- investment in eco-tourism opportunities
- preventing pollution in watercourses (rivers and wetlands)
- supporting conservation initiatives and programmes

2.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Section 66 of the Local Government: The Municipal Systems Act (Act No 32 of 2000) requires a Municipal Manager, within a policy framework determined by the Municipal Council and subject to any applicable legislation, establish a mechanism to regularly evaluate the staff establishment of a Municipality and, if necessary, review the staff establishment. **(Amendments require the approval of Council)**. Makana has developed Code of Conduct for both employees and councillors in line with the prescripts of the legislation.

All employees are bound by the Code of Conduct and are obligated to sign on the first day of starting work and councillors when they are sworn in as well as the Standing Rules of Council. Councillors are bound by the Standing Rules of Council. Both these Code of Conducts are developed in line with the requirements of the Municipal Systems Act.

Institutional structures, both political and the administration of Makana are clearly outlined in the governance framework. The framework clearly outlines the roles and responsibilities of the structures of the council as well as the reporting.

Political structures include: The Municipal Council which comprises 27 Councillors, 14 of whom are Ward Councillors and 13 of whom are Proportional Representation (PR) Councillors;

The Office of the Speaker: the Speaker is the Chairperson of the Municipal Council; The Executive Mayor and Executive Mayoral Committee and Portfolio Committees who oversee operations in all the Municipal Directorates.

2.2.1 The Administration is divided in 6 Directorates Namely:

DIRECTORATE		OFFICE
01.	The Municipal Manager's Office	City Hall, Church Square, Makhanda
02.	Corporate and Shared Services	City Hall, Church Square, Makhanda
03.	Public Safety and Community Services	Church Square, Makhanda
04.	Budget and Treasury Office	86 High Street, Makhanda
05.	Engineering, Infrastructure and Technical Services	High Street, Makhanda
06.	Local Economic Development and Planning	High Street, Makhanda
SATELLITE OFFICES		
01.	Riebeeck East	63 Morgan Street Riebeeck East 580
02.	Alicedale	1003 Main Alicedale 6135

The municipality has created community structures including Ward Committees, the IDP Representative Forum, Sector Engagements Forums, Ward Room Forums and Business sector forum.

2.2.2 Power and Functions:

Section 156, read together with Schedules 4B and 5B of the Constitution sets out the functions of a Municipality. Section 84 of the Municipal Structures Act regulates the division of these functions between the District and Local Municipality.

The Makana LM currently has 31 different functions, based on the Municipal Systems Act, No 32 of 2000 and Act 117 of 1998.

Powers and Functions:

No.	POWERS AND FUNCTION	No.	POWERS AND FUNCTION
1.	Firefighting DM function	15.	Local amenities
2.	Municipal airports	16.	Municipal parks and recreation
3.	Trading regulations	17.	Municipal Roads
4.	Sanitation	18.	Noise pollution
5.	Building regulations	19.	Pound
6.	Electricity reticulation	20.	Public places
7.	Local tourism	21.	Refuse removal, refuse dumps and solid waste disposal
8.	Municipal planning	22.	Control of undertakings that sell liquor to the public
9..	Stormwater	23.	Fencing and fences
10.	Water (potable)	24.	Street trading
11.	Cemeteries, funeral parlours and crematoria	25.	Street lighting
12.	Billboards and the display of advertisements in public places	26.	Traffic and parking
13.	Facilities for the accommodation, care and burial of animals	27.	Control of public nuisance
14.	Local sport facilities	28.	Licensing of dogs
29.	Cleansing	31.	Licensing and control of undertakings that sell food to the public
30.	Air Pollution		

2.2.3 Organisational Structure:

The municipality annually undertakes a comprehensive organisational development exercise for the entire institution. The objective was to ensure alignment of the current and future organisational needs. The current organisational structure has been approved by Council in 2019-20 financial year.

Organizational Structure



Directorate	Department
Municipal Manager's Office	Risk Management
	Internal Audit
	Executive support
	Strategic Planning and Monitoring
	Information Technology and Communication
	Land & Estate
	Legal Services
Corporate and Share Services	Human Resources
	Administration
	Council support
	Records Management
	Alicedale Unit
	Riebeeck East Unit
	Corporate Operations
Budget and Treasury Services	Budget
	Revenue Management
	Expenditure Management
	Supply Chain Management
	Compliance and Reporting
	Fleet and Asset Management
Public Safety and Community Services	Fire and rescue services
	Environmental management
	Library services
	Waste Management
	Traffic control and road worthy
	Disaster management
Engineering and Technical Services	Water and sanitation
	Roads and storm water

Directorate	Department
	Electricity
	Housing
	PMU
Local Economic Development and Planning	SMME development
	Rural Development
	Tourism
	Trade and investment
	Heritage development
	Agriculture
	Spatial Development Framework

2.2.3.1 STAFFING AND ESTABLISHMENT, CRITICAL POSITION AND VACANCY RATE

Vacancy Rate Schedule

Total positions of the entity (incl. non-funded positions)	Total vacant non-funded positions	Total Vacant Positions as per Organogram
1031	290	405

MUNICIPAL MANAGER AND SECTION 57 MANAGERS

	Approved Positions (e.g. MM-S57 etc.)	Number of Approved and Budgeted posts.	Filled Posts	Vacant Posts
1	Municipal Manager	1	Yes	0
2	Director Corporate Services	1	Yes	0
3	Chief Financial Officer	1	No	1
4	Director Local Economic Development	1	No	1
5	Director Technical & Infrastructure	1	Yes	0
6	Director Public Safety	1	Yes	0
Total		6	4	2

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT INDICATORS

	Indicator Name	Total Number of People (planned for) During the Year Under Review	Achievement Level during the Year Under Review	Achievement Percentage During the Year Under Review	Comments on the Gap
1	Vacancy rate for all approved and budgeted posts	25	25	100%	None
	Percentage of appointment in strategic	6	4	60%	One resignation and a suspension

	Indicator Name	Total Number of People (planned for) During the Year Under Review	Achievement Level during the Year Under Review	Achievement Percentage During the Year Under Review	Comments on the Gap
	positions (Municipal Manager and Section 57 Managers)				was experienced at this level
3	Percentage of Section 57 Managers including Municipal Managers who attended at least one skills development training course within the financial year	3	3	100%	No Gap
4	Percentage of Managers in Technical Services with a professional qualification	6	6	100%	No Gap
6	Percentage of staff that have undergone a skills audit (including competency profiles) within the current five year term	616	0	0%	Process will be addressed as one of the outcomes of the Organisational development process of the Municipality.
7	Percentage of councillors who attended skills development training within the current five year term	27	4	20%	Training was hampered by a severe lack of funds.
10	Percentage of staff complement with disability	1	1	100%	N/A
11	Percentage of female employees	131	131	100%	No Gap

	Indicator Name	Total Number of People (planned for) During the Year Under Review	Achievement Level during the Year Under Review	Achievement Percentage During the Year Under Review	Comments on the Gap
12	Percentage of employees that are aged 35 or younger	57	44	77%	N/A

2.2.3.2 Filling of Senior Managers Position and Vacant Posts

OFFICE	POSITION	NAME
EXECUTIVE MAYOR	Strategic Manager	Vacant
	SPU Manager	Mr. V. Wali
SPEAKERS OFFICE	Manager in the Office of the Speaker	Ms. N. Santi
MUNICIPAL MANAGER'S OFFICE		
	MUNICIPAL MANAGER : Mr M. MENE	
	Risk and Compliance Manager	Mrs. N. Kosi
	Strategic Planning & Monitoring	Mr. M. Pasiya
	Manager Internal Audit	Ms GC Mtshazi
	Manager ICT	Mr T Matshuisa
	PMU Manager	Vacant
	Manager: Support Services	Mr L. Ngandi
	Legal Manager	Mrs. N Mbanjwa
CORPORATE AND SHARED SERVICES		
	DIRECTOR : Mr. X. KALASHE	
	Manager Administration	Vacant
	Human Resources Manager	Ms P. Qezu
	Records Manager	Ms. N Xintolo
	Manager Organisational Development	Vacant
	Unit Manager Alicedale	Mr. G. Goliath
	Unit Manger Riebeeck East	Ms N. Kulati
FINANCE DIRECTORATE		
	CHIEF FINANCIAL OFFICER: VACANT	
	Manager Expenditure	Mr. M. Crouse
	Manager Revenue & Data Control	Ms. C. Mani

	Manager Supply Chain	Vacant
	Manager Compliance & Reporting	Vacant
LOCAL ECONOMIC DEVELOPMENT AND PLANNING		
	DIRECTOR: VACANT	
	Manager Agriculture	Vacant
	Manager Tourism, Heritage , SMME, Trade & Investment	Ms. V. Douse
	Manager Planning & Estate	Ms S. Jonas
	Town Planner	<ul style="list-style-type: none"> Gwabeni Siphosethu Mazani Agcobile
ENGINEERING AND TECHNICAL SERVICES		
	DIRECTOR: Ms. A. GIDANA	
	Deputy Director	Vacant
ELECTRICAL DEPARTMENT	Town Electrical Engineer	Mr. M. Radu
WATER & SEWERAGE	Manager	Mr G Maduna
ENERGY DEPARTMENT	Deputy Director	Mr. M.J. Siteto
ROADS & STORMWATER	Manager	Ms. A. Tembani
PUBLIC SAFETY & COMMUNITY SERVICES		
	DIRECTOR: Mr. K. MAKGOKA	
FIRE & RESCUE SERVICES	Manager	Mr. Welkom
LIBRARY SERVICES	Manager	Ms. P. Vubela
TRAFFIC SERVICES	Manager	Mr. Hanekom
PARKS DEPARTMENT	Manager	Vacant
ENVIRONMENTAL MANAGEMENT	Manager	Mr. N. Nongwe
CLEANSING	Manager	Vacant
OPERATIONS MANAGER	Manager	Mr. P. Simaile

2.2.3.3 Labour Relationship

Makana Local Municipality acknowledges that the primary goal of employer-employee relations is to create a productive, engaged workforce and to eliminate the perception that organized labour and management have a perpetually adversarial relationship. A number of industrial relations

objectives can help both labour unions and employer attain those goals. Fundamental to labour-management goals is a clear understanding of the Labour Relations Act.

Makana LM has a formal recognised agreement with the South African Municipal Workers Union (SAMWU) and Independent Municipal Allied Trade Union (IMATU) and South African Local Government Association (SALGA). In 2017 Salaries and wage adjustments affecting the organised labour have been satisfactorily concluded for three years. Makana LM has a disciplinary and grievance procedure in place to settle and resolve any internal matters.

An Industrial Relations Officer position has been filled with the aim of improving employer-employee relations. The following committees are functional in order to enhance constructive consultation: **Local Labour Forum (LLF), Employment Equity, Training & Development as well as Health and Safety.**

As part of improving labour relationship, the municipality established a wellness section to pursue employee wellness initiatives and within this effort, has implemented an HIV/AIDS prevention programme that serves to create awareness and share information on available assistance for HIV/AIDS treatment. The initiative has also offered elected community members as peer educators so that participants are able to interact meaningfully with affected persons, both within the workplace and in the broader community.

2.2.3.4 Work Skills Plan and Training Development:

Workplace Skills Plan is developed annually by the Skills Development Facilitator. This is a product of numerous processes that ranges from identifying the employee current, gaps or future skills. The Workplace Skills Plan is approved by Council with a specific budget and an Implementation Report is submitted to the Local Government SETA on the 30 March to recover a portion of monies spent on implementing the plan. Makana LM offers various annual in-service training/ internship opportunities to promote the development of skills in specific areas in order to encourage growth and exposure for the youth.

Targeted training and employment are also used to affirm previously disadvantaged categories, with a special training initiative to address the gender imbalances in the workforce.

There has been a particular focus on developing women as water treatment works operators over the past five years, this trend will continue in the future.

The municipality has developed a critical and scarcity policy to ensure that the municipality is attracting and retain skilled personnel, especially for service delivery functions.

2.2.3.5 Performance management:

It is noted that the municipality has revised its Performance Management System and was last reviewed and approved by Council on the 25 July 2018. PMS is not implemented across municipality. Performance evaluations are only done at senior management level.

Makana does not actively manage performance outcomes in relation to development, managing poor performance and recognition of performance. There is a lack of consequence for poor performance and transgression of policies and procedures within the municipality.

This has created a culture of non-performance which has a negative impact on service delivery, financial management sustainability and the audit outcome.

Some of the root causes that have been identified to have led to performance management related issues include: The non-availability of a champion to oversee the implementation of The Performance Management System within the municipality; and the lack of segregation of duties between the IDP/PMS Manager and the relevant personnel responsible for Performance Management within the municipality as organisational performance management fall within the IDP/PMS function. This weakens the control environment and the effective implementation of the performance management system (PMS) within the municipality.

The municipality will therefore undertake a process of performance review of all municipal employees and implement measures to address poor or non-performance. The human resources function has not undertaken any workshops on performance management for all departments and/ or employees within the municipality, specifically regarding target setting which requires performance targets to be specific, in clearly identifying the nature and required level of performance.

Evidence also suggests that thirty-three percent (33%) of the indicators were not well defined, specific or time-bound according to the SMART principle and hence it is critical that the human resource function takes the role of work shopping all stakeholders on performance management. The human resource function in the municipality requires support in the development and implementation of a good practice framework and/ or guidelines to ensure that the performance management framework illustrates how key performance indicators (KPIs) should be cascaded from the strategic level to the lowest level in the municipality.

2.2.3.6 Institutional Policies and Procedures

Institutional Policies and Procedures

NO	POLICY TITLE	DIRECTORATE	LAST REVIEW
1	Telephone Use	Corporate and Shared Services	25-July-2018
2	Use of Municipal halls	Corporate and Shared Services	25-July-2018
3	Report Writing	Corporate and Shared Services	11-Jun-15
4	Records Management	Corporate and Shared Services	27-Jun-2017
5	Communication	Corporate and Shared Services	24-Jun-16
6	Termination of Employment	Corporate and Shared Services	25-July-2018
7	Employee Wellness programme	Corporate and Shared Services	25-July-2018
8	Internship	Corporate and Shared Services	25-July-2018
9	Leave of absence and procedure	Corporate and Shared Services	25-July-2018
10	Overtime and procedure	Corporate and Shared Services	25-July-2018
11	Recruitment and Selection	Corporate and Shared Services	25-July-2018
12	Retention	Corporate and Shared Services	25-July-2018
13	Study Assistance	Corporate and Shared Services	25-July-2018
14	Training and Development	Corporate and Shared Services	25-July-2018
15	Transport allowance	Corporate and Shared Services	25-July-2018
16	Fleet Management	Corporate and Shared Services	24-Jun-16
17	Subsistence & Travel	Corporate and Shared Services	25-July-2018
18	Placement, Promotion, Demotion and Transfer Policy	Corporate and Shared Services	25-July-2018
19	Dress Code Policy	Corporate and Shared Services	25-July-2018
20	Municipal Residents Policy	LED and Planning	30-May-2018
21	Land Disposal Policy	LED and Planning	24-Jun-16
22	ICT Policy Framework	Municipal Manager's Office	11-Jun-15
23	Information & Technology Change Management Policy	Municipal Manager's Office	11-Jun-15
24	IT Use Policy	Municipal Manager's Office	11-Jun-15
25	Change Control Policy and Procedure	Municipal Manager's Office	24-Jun-16

NO	POLICY TITLE	DIRECTORATE	LAST REVIEW
26	Fraud Prevention	Municipal Manager's Office	02-Nov-16
27	Risk Management Policy	Municipal Manager's Office	02-Nov-16
28	International Relations	Municipal Manager's Office	New
29	IGR Framework	Municipal Manager's Office	New
30	Catering	Municipal Manager's Office	Last review 2014
31	Performance Management Policy	Municipal Manager's Office	25 – July - 2018
32	Property Rates	Budget and Treasury	30-May-18
33	Property Rates by-law	Budget and Treasury	26-May-16
34	Assistance to the poor & Indigent	Budget and Treasury	30-May-18
35	Cash Management and Investment	Budget and Treasury	30-May-18
36	Funding Reserves	Budget and Treasury	11-Jun-15
37	Tariff	Budget and Treasury	30-May-18
38	Expenditure	Budget and Treasury	24-Jun-16
39	Budget	Budget and Treasury	30-May-18
40	Asset Management	Budget and Treasury	30-May-18
41	Supply Chain Management	Budget and Treasury	30-May-18
42	Petty cash	Budget and Treasury	24-Jun-16
43	Grant in Aid in Lieu of Rates	Budget and Treasury	26-May-16
44	Credit Control and Debt Collection	Budget and Treasury	30-May-18
45	Credit Control and Revenue Management by-law	Budget and Treasury	26-May-16
46	Provision of Debt Write off – Doubtful debt	Budget and Treasury	30-May-18
47	Inventory Management	Budget and Treasury	24-Jun-16
48	Virement	Budget and Treasury	30-May-18
49	HIV/AIDS	Mayor's Office	
50	Grants and Donations	Mayor's Office	30-May-18

2.3 GOOD GOVERNANCE AND PUBLIC PARTICIPATION:

Makana Municipality is a Category B Municipality (local municipality) with an Executive Mayoral Committee System combined with a Ward Participatory System, as defined under Chapter 1 of the **Local Government: Municipal Structures Act No. 117 of 1998**. The Political and Administrative seat is situated in Makhanda.

2.3.1 Political Structures Overview

Section 53 of the Municipal Systems Act (Act 32 of 2000), stipulates inter alia that the respective roles and areas of responsibilities of each political structures and each Political Office Bearer of the Municipality and the Municipal Manager must be defined. **Makana Municipality has Fourteen (14) wards and 27 Councillors.**

Makana Municipal Council consists of 14 ward councilors and 13 proportionally elected councilors. Political parties are represented through elected councilors from the ANC (14= 10 Ward Councillors 3 PR), DA (5 = 2 Wards and 3 PR), and EFF (2 PR Councillors), Individual (1) and Makana Community Forum (5 PR)

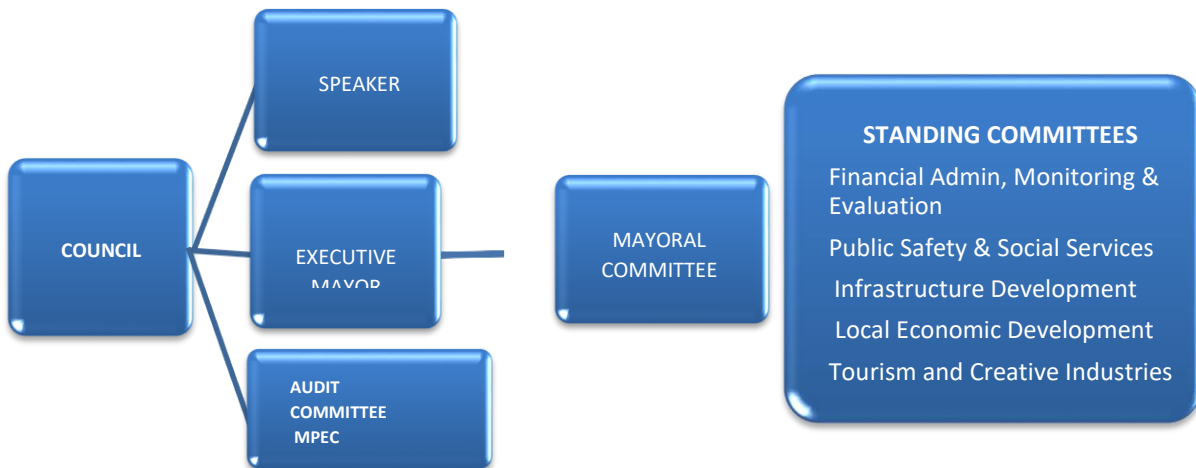
Makana Local Municipality was established in terms of Section 12 of the Local Government Municipal Structures Act (Act No. 177 of 1998). *Council has of twenty seven (27) Councillors (including the Mayor), 13 of whom are proportional councillors.*

The municipality operates in an Executive Mayoral Committee system with an Executive Mayor and five Portfolio Chairpersons being members of the Mayoral Committee. The Council plays an oversight role in terms of the delegations and the Mayor and council provides political guidance over the financial matters of the Municipality.

There is a fully functional Audit Committee attached to the municipality that provides opinions and recommendations on financial processes and performance and provides comments to the Oversight Committee on the Annual Report.

The Municipal Public Accounts Committee is comprised of non-executive councillors, with the specific purpose of providing the Council with comments and recommendations on the Annual Report. The Oversight Committee report will be published separately in accordance with MFMA guidance.

Outline of the Political Structures:



2.3.1.1 Mayoral Committee:

EXECUTIVE MAYOR:	YANDISWA VARA
MAYORAL COMMITTEE MEMBERS	
Chairperson of Social Development Committee	Cllr Vayo Thandolwethu Innocent
Chairperson of Corporate Services	Cllr Xonxa Mphumzi Rumsell
Chairperson of Finance	Cllr. Hoyi ZaneKhaya Andile
Chairperson of Infrastructure Development Committee	Cllr. Mene Gcobisa Brenda
Chairperson of Local Economic Development Committee	Cllr. Nkwentsha Mzobanzi

2.3.1.2 Speaker and Council:

SPEAKER:	CLR Matyumza Mtutuzel,
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2.3.1.2.1 Councillors

NO	ORG	WARD	SURNAME & NAME
1	EFF	PR	BENTELE ANELISA
2	EFF	PR	BOOYSEN MZAMO
3	MCF	PR	MATEBESE THANDISIZWE
4	ANC	10	CETU ZODWA ALFREDA
5	DA	08	CLARK CAROLYNN
6	DA	04	EMBLING GEOFFREY KEITH WYNSTAN
7	ANC	03	HOYI ZANEKHAYA ANDILE
8	DA	08	JACKSON BRIAN
9	ANC	06	JEZI VUYANI NELSON
10	MCF	PR	GEELBOOI MILO DIBANISILE
11	DA	PR	MADYO XOLANI GLADMAN
12	MCF	PR	MASHIANE KUNGEKA GAYNOR

13	ANC	07	MASINDA LUNGA
14	ANC	13	MATINA WANDISILE
15	ANC	PR	MATYUMZA MTUTUZEL, (MAYCO)
16	ANC	05	MENE GCOBISA BRENDA
17	MCF	PR	MANTLA ZONWABELE
18	IND	14	NESI VUYANI
19	ANC	12	NKWENTSHA MZOBANZI
20	ANC	01	PETER PHUMELELE
21	DA	PR	SIZANI LUVUYO
22	ANC	PR	VARA YANDISWA (SPEAKER)
23	ANC	PR	VAYO THANDOLWETHU INNOCENT
24	MCF	PR	SIXABA WONGEZILE LUNGISA
25	ANC	02	XONXA MPHUMZI RUMSELL
26	ANC	09	YAKA THOZAMILE SYLVESTER
27	ANC	11	ZONO SAKHIWO

2.3.2 Council Committees:

Governance and oversight within the municipality must be strengthened for improved decision making and service delivery. A meeting schedule for all Council and Committee meetings is compiled and approved by Council for a financial year. With a few exceptions, meeting dates are adhered to and well attended by Councillors and Officials.

A Control and Monitoring Sheet was developed which sets clear time-lines for among others the compilation and distribution of agendas, the finalization of minutes and the date the minutes and action sheets should be distributed to Directors and Managers for implementation.

This has contributed to the timeous implementation of council resolutions and committee decisions within the municipality.

Adherence to the scheduled dates of Council and Committee meetings is critical. There is a need for an improvement on the monitoring of the implementation of council resolutions. The implementation and enforcement of a code of conduct for councillors is critical. The system of delegations has been reviewed. The political component of the municipality should however also be addressed.

Adequate personnel is available to provide administrative services for Council and Committee meetings. The personnel however lack experience but are receiving regular in-service training. The late submission of agenda items and/ or relevant reports for the meetings is being addressed with Directors and Managers.

The culture of poor or non-performance and the perception that transgressions are an accepted norm within the municipality should be addressed. This would assist in improving service delivery, financial management and the audit outcomes.

The municipality has developed a Communication and a Public Participation Strategies, and as thus Communication both internally and externally on continued basis is enhanced.

2.3.2.1 Section 80 Committees:

- Financial Admin, Monitoring & Evaluation
- Social Services Development
- Infrastructure Development
- Local Economic Development
- Tourism and Culture Industries

2.3.2.2 Ward Committees and Community Development Workers (CDW)

Makana Municipality has 13 Ward committees in place the 14th ward is the Rhodes University area and Grahamstown Foundation (Monument) and the matter is the subject of an IEC probe. Issues pertinent to IDP are referred from these structures and other fora like IDP Representative Forum which they are part of and through the Ward Councillor to the IDP unit for attention.

There is Community Development Worker (CDW) based in each ward and acts as an ex-officio member in the Ward Committee. Ward Committees meet on a monthly basis and regular constituency meetings are held, to keep the communities informed about Municipal affairs, progress with project implementation and also to receive public input on matters of general concern.

2.3.3 Community Based Planning

Community-Based Planning Workshops were held for 13 wards and a comprehensive CBP Report containing extensive data for each Ward which was a final outcome was compiled. This in turn informed the Municipality and Sector Departments as to the Development Needs & Priorities of the communities and assisted them in their project planning & design for the forthcoming fiscal and outer years. Community Consultation & Participation is taken further by regular Ward Meetings held by Ward Councillors and their Ward Committees, as well as the Mayoral Imbizo and other events.

2.3.4 Inter- Governmental Relations

The Honourable Mayor established an Inter-Governmental Relations Forum and the forum reviewed the local IGR Strategy, to ensure its efficient and effective functioning and also clarifying the aims & objectives, as well as the roles and responsibilities of the IGR and its various stakeholders. This structure also serves to co-ordinate the planning of projects and implementation of programmes stemming from the IDP process, Ward-based Plans, etc.

The meetings of the IGR Forum are chaired by the Executive Mayor and convened on a quarterly basis with all Local Government Departments being represented by Senior-Decision makers.

2.3.5 National Intergovernmental Structures

As an active member of the South African Local Government Association, Makana Municipality plays an active role when National Planning Proposals are discussed.

2.3.6 Provincial Intergovernmental Structures

The Municipal Manager attends all meetings of the Provincial Muni-MEC and similar structures with all resolutions taken at that level being worked into the Makana Council agenda. The value in this interaction is in ensuring that the needs of the local community are considered when the implementation of Government Projects is discussed.

2.3.7 District Intergovernmental Structures:

The Makana Municipality regularly interacts with the other Municipalities in the District as the Government has created platforms for such deliberations, such as the Sarah Baartman District Municipal Managers Forum. This ensures that information related to new initiatives in the district is effectively relayed to the Makana Municipality's senior management.

2.3.8 Audit and Committee:

In compliance with Section 166(2) of the MFMA, Council has an Audit and Risk Committee which is an independent body advising the Municipal Council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to:

- Internal control.
- Risk management.
- Accounting policies.
- Adequacy, reliability and accuracy of financial reporting and information.
- Annual financial statements
- Performance management.
- Governance
- Compliance with MFMA, DoRA and other applicable legislation.
- Issues raised by the Auditor-General and Internal Audit; and
- Monitoring and evaluation of the Internal Audit Unit.

The Audit and Risk Committee Terms of Reference is reviewed by Council annually to ensure compliance with legislation and governance best practices.

The Audit and Risk Committee meets on a quarterly basis and detail regarding their recommendations to Council can be found in the Internal Audit reports.

Ref No.	Name	Capacity
01	Prof. Winston Plaatjes	Chairperson
02	Mr. Wayne Manthe	Member
03	Mr. Bulelwa Mahlakahlaka	Member
04	Vacant	Member

Other Parties in Attendance are:

Makana Municipality : The Municipal Manager, Director of Budget & Treasury, Chief Financial officer , Director of LED, Director Technical & Engineering Services, Director of Corporate Services and Director Public Safety and Community Services.

Internal Auditor and Auditor-General representative, IDP/PMS Manager and the MPAC Chairperson attend as ex-officio.

2.3.9 Internal Audit Unit:

The Municipality has an in-house Internal Audit Unit in place that is in the Office of The Municipal Manager, headed by an Internal Audit Manager.

The staff component consists of Internal Audit Manager, Senior Internal Auditor. Risk based and statutory audits as required by section 165 of the Municipal Finance Management Act are performed each year including Ad – Hoc requests from time to time.

2.3.10 Risk Management:

A Risk Management Framework is in existence and there is a risk based audit plan but the implementation remains a challenge. In addition, the risk based audit plan needs to be reviewed and updated in light of the current challenges at the municipality.

Risk management is not fully embedded in the culture and internal control processes of the municipality.

Strategic risk register has been developed and reports produced on the implementation of corrective action quarterly.

SUMMARY OF STRATEGIC INSTITUTIONAL RISKS

RISK CATEGORY	DESCRIPTION
No financial sustainability (not a going concern)	<ol style="list-style-type: none"> 1. Low collection rate. 2. Incorrect billing. 3. Non-payment and poor debt account management. 4. Unfunded budget. 5. Not cash backed. 6. Poor relations with service provider. 7. Poor relations with residents. 8. Poor governance leading to non-payment. 9. High payroll costs. 10. Poor implementation of revenue management strategy. 11. Inaccuracy of the indigent register.
Inadequate and ageing water infrastructure including plants	<ol style="list-style-type: none"> 1. Ageing infrastructure. 2. Lack of preventative and scheduled maintenance of existing water reticulation system. 3. Poor implementation of maintenance plans. 4. Inadequate funding for maintenance. 5. No regular maintenance of bulk water treatment plants. 6. Non implementation of WSDP. 7. Poor spending on conditional grants. 8. Vandalism of the infrastructure. 8. Inadequate funding to replace ageing infrastructure. 9. Delays in procurement process.
Ageing road and Stormwater Infrastructure	<ol style="list-style-type: none"> 1. Lack of maintenance, no maintenance plans. 2. Insufficient funds. 3. Lack of resources such as plant and equipment. 4. Low staff morale. 5. Inadequate maintenance of storm water infrastructure. 6. No capital budget allocation. Lack of skills. Increased traffic volumes.
Unstable and poor reliability of supply of electricity	<ol style="list-style-type: none"> 1. No maintenance plans. 2. Ageing infrastructure. 3. Lack of funding for maintenance. 4. Vandalism/Theft. 5. Non-compliance on calibrations of testing equipment. 6. Non-existence on mandatory trainings. 7. Delays in SCM processes for emergency situations.
Solid waste management	<ol style="list-style-type: none"> 1. Lack of protective wear. 2. Inadequate vehicles for refuse collection. 3. Management and maintenance of the municipal tip. 4. Illegal dumping by the communities. 5. Refuse bags not availed. Staff shortages.
Performance targets not fully achieved	<ol style="list-style-type: none"> 1. Setting of unrealistic targets. 2. Poor planning. 3. Poor management of leave 4. Low staff morale. 6. Shortage of skills/expertise in some areas of responsibility. 7. PMS not cascaded down to other levels of management. 8. Nonalignment of budget to the IDP and SDBIP. Lack of urgency. Unfunded budget. Management responsibility to motivate their staff. Lack of consequence management. The IDP and SDBIP not prioritised. Too many crises occurring. Quarterly reviews not performed.
None-compliance with laws and statutory regulations	<ol style="list-style-type: none"> 1. Lack of understanding of relevant legislations. 2. Poor compliance management and oversight. 3. Lack of implementation of MFMA calendar.

RISK CATEGORY	DESCRIPTION
	4. Lack of consequence management. Lack of institutionalised process of managing compliance.
Business continuity compromised	1. Delays in the Procurement processes of the electronic systems. 2. Lack of Prioritisation of e-governance. 3. Lack of ICT Governance. (Capacity (Financial/Human) constraints. 4. Lack of business security. 5. Logs are not reviewed regularly. 6. Segregation of duties. Poor ICT infrastructure). 7. Inadequate records management (Poor archiving, lack of disaster recovery plan for records, limited fire proof storage space for personal records, no building plans storage in place, poor financial record keeping. 8. There is not enough storage space). 9. No backups connected.
Poor contract management	1. Poor planning. 2. Poor management of SMME expectations. 3. Fraudulent activities. 4. Lack of urgency. 5. Projects not properly quantified. 6. Milestones not achieved. 7. Noncompliance with Basic Conditions of Employment Act (employment contracts)
Poor planning of infrastructure development	1. Population growth. 2. Lack of Master Plans. 3. Lack of funding. 4. No updated SDF.
Sewer spillages and inadequate waste water treatment plants	1. Inadequate capacity of the sewer system. 2. Ageing infrastructure. 3. Insufficient qualified staff. 4. Low staff morale. Inadequate maintenance. 5. No maintenance plans (for the reticulation system and plants) 6. Vandalism of plants. 7. No maintenance budget. 8. Staff shortages in critical positions. 9. Illegal settlements. 10. Use of bucket system in informal areas.
Ineffective disaster management (natural disasters)	1. No Fire Disaster Plans. 2. Not enough vehicles. Capacity constraints. Lack of experience. Limited fire proof storage space. No capital budget. Poor financial budget. Disaster management is a district function.

2.3.11 Information Communication and Technology

Information Communication Technology (ICT) section, is responsible for the following functions: Planning, Network, Data, Security and Support. Makana Municipality's ICT Environment supports about 150 users. The municipality has the following offices namely:

- I. City Hall
- II. Finance Building
- III. Engineering Building

- IV. Alicedale Office
- V. Riebeeck East Office
- VI. Electricity
- VII. Stores
- VIII. Housing
- IX. Parks
- X. Fire
- XI. Traffic
- XII. Local Economic Development
- XIII. Cleansing
- XIV. Environmental Health

In the current financial year, the municipality has managed to appoint an ICT Manager to provide the strategic direction for the unit, however there are still vacant critical positions not yet filled as per the organogram. So far the municipality has managed to procure a server which runs on Microsoft Windows server 2019.

The server is installed to facilitate network connectivity, domain control functions, active directory and password management for all those who have access to computers.

Access control unit has been installed to access the server room. Fire detection and suppression system, water detection system, sensors have also been installed. Munsoft and Payday Financial systems are installed in the Finance building server room and accessible only to authorized personnel. A system generated report can be extracted from both systems as and when required.

The ICT Master Plan has been developed but not yet approved, the document details and all ICT activities to be performed in ensuring that ICT is enabling the institution to realize its goals and objectives in an efficient manner, the municipality has also adopted ICT governance framework. The ICT Governance Institute (ITGI) defines ICT governance as “the leadership organisational structure and process that ensure that the enterprise’s ICT sustains and extends the enterprise’s strategies and objectives. ICT governance exists to inform and align decision making for ICT Planning, Policy and Operations in order to meet business objectives, ascertain that risks are managed appropriately and verify that resources are being used responsibly and strategically.

Disaster Recovery Plan: The overall objective of the plan is to facilitate the recovery of the ICT environment in the event of a disaster to enable the municipality to resume its normal operations and service delivery in an acceptable period of time.

2.3.12 Record Management:

The municipality does not have proper record keeping and no record management system is in place to ensure that documents are filed and stored correctly.

The municipality currently has a manual system of record keeping and document management and the system is characterised by poor record keeping and ineffective document management as well as the loss of documents amongst others.

An electronic document management system was installed in the municipality but has not been functional. Staff should be trained on the electronic document system. The record keeping function within the municipality needs to be reviewed and improved including document security for the protection and management of information.

2.3.13 Public and Stakeholder Participation

The municipality has a stakeholder register which is used as a data base for contacting stakeholders when there is consultative forums to be organised. This data base includes government departments and NGO/CBO.

The challenge at the moment is lack of cooperation amongst important stakeholders. Other challenges include mobilisation of communities due to geographics, where they reside (lack of access to rural areas and private farms) and language barriers.

2.3.14 Revised Ward Development Priorities:

WARD 1: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23		
DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT: REPRIORITIZED		RESPONSIBLE AGENT
1	New and rectification of RDP Houses	Municipality/ Human Settlement
2	Land required for human settlement development	Municipality/ Human Settlement
3	Eradication of bucket system	Municipality
4	Job creation initiatives and opportunities	Municipality
5	Livestock farming facilities needed, dip tank and loading ramp, cattle grid at commonage, fencing around commonage to be fixed	Municipality/ Dept. of Agriculture
6	Illegal dumping & general cleaning of area	Municipality
7	Repair and maintenance of school facilities (Riebeek East)	Municipality/ Education Dept.
8	Satellite fire Station in Riebeek East	Municipality / SBDM
9	Electrification of all farm cottages and streetlights	Municipality/ Eskom
10	<ul style="list-style-type: none">Provision of clean water	Municipality

	<ul style="list-style-type: none"> • Fix current earth dam • Supply water harvesting tanks and Solar Gyzers (KwaNomzamo location and farm cottages) 	
11	Resuscitation of existing boreholes(Carlisle Bridge, Fort Brown, Table Farm)	Municipality
12	Upgrading of gravel road from Riebeek East to Makhanda	Dept. Roads and Transport
13	Repair, paving and upgrading of access roads	Municipality
14	<i>Maintenance and resurfacing of roads</i>	Municipality
15	<i>road signs, paint, speed bump removed and more place at school, pedestrian crossing</i>	Municipality
16	<i>Refurbishment of WTW holding ponds</i>	Municipality
17	Playpark for children	Municipality
18	Provision Jojos and solar geysers	Municipality
19	Re-established community project	Municipality
20	Dry sewerage system in Kwa Nomzamo and school	Municipality
21	Sports field and buildings maintained.	Municipality
22	Refuse bins supplied to all houses	Municipality
23	Support for our local creche	Municipality
24	Development of arts, culture, music etc - Skills Dev	Municipality
25	<i>-Old Piet Retief Orphanage building revamped and used for skills development and an art and culture centre including agriculture</i>	Municipality
26	<i>Fixing house which burnt down, reclaim and fix hall- Hooggenoeg</i>	Huma Settlement
29	<i>Playpark/outside gym area- Hooggenoeg</i>	Municipality
30	High Mast light overlooking path to Ghost Town	Municipality

WARD 2: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23		
DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Water outages	Municipality
2.	Upgrade of sewer bulk line(KwaThaTha)	Municipality
3.	Eradicate the bucket system	Municipality

WARD 2: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23		
DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
4.	Illegal Dumping	Municipality
5.	Accessible waste disposal facilities	Municipality
6.	Town establishment to address infill areas(Upper Mnandi)	Municipality/ Human Settlement
7.	High unemployment rate	Municipality and Government Department agency
8.	Improved road safety	Municipality
9.	Install the lights for Nompondo area	Municipality
10.	Installation of Geysers	Municipality/ Eskom
11.	Satellite Fire Station	Municipality / SBDM

WARD 3: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23		
DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Water outages and quality	Municipality
3.	Illegal dumping and lack of waste management disposal facilities	Municipality
4.	RDP houses required in Phumlani: Extension 2	Municipality
5.	Rectification of houses	Municipality / Human Settlement
6.	Formalisation of Infill areas	Municipality / Human Settlement
7.	Assist unemployed youth artists	Municipality
8.	Speed humps needed in Ghost town and pedestrian bridge	Municipality
9.	Maintain roads and storm water system	Municipality
10.	Overheard bridge needed	Municipality
11.	Installation of high mast lights in Papamani, Zolani & Polar Park. Paving of extension 10	Municipality
12.	Cemetery needs maintenance – fencing	Municipality
13.	The Recreation Park and sport field not maintained	Municipality
14.	Primary health facilities	Municipality/ Health Department
15.	<i>More community taps</i>	Municipality

WARD 4: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23		
DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Speed hump needed in Scott's farm, Fitchat street	Municipality

WARD 4: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

2.	Painting of traffic lines	Municipality
3.	High level of crime	SAPS
4.	Deterioration of the electrical distribution network	Municipality
5.	Lack of Street lights maintenance	Municipality
6.	Repair and maintenance of community halls: Crown and Recreation Halls	Municipality
7.	High unemployment levels particularly in Scott's Farm	Municipality / Government Agencies
8.	New RDP Houses required	Municipality/ department of Human Settlement
9.	Housing Rectification	Municipality/ Human Settlement
10.	Drastic deterioration of Emergency Houses from the 2008 tornado	Municipality/ Human Settlement
11.	Drug and Alcohol Abuse	Municipality/ Government Agencies and NGO's
12.	Regular cleaning/ eradication of the illegal dumping sites	Municipality
13.	Deterioration of roads, pavements and stormwater drains throughout ward 4	Municipality

WARD 5: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	New RDP Houses	Municipality/ Human Settlement
2.	Paving of streets in July street, taxi routes	Municipality
3.	Lack of maintenance of cemeteries	Municipality
4.	Satellite police station is needed	Municipality / SAPS
5.	Lack of Recreational facilities	Municipality
6.	Illegal dumping	Municipality
7.	2010 Sanitation project never completed, transit camp toilets not connected	Municipality / Human Settlement
8.	Support to SMME's and food security initiatives	Municipality / Government Agencies
9.	The community hall is sinking and ramps for disabled posing a risk	Municipality
10.	Need primary school in the areas	Municipality/ Department Education
11.	Primary health facility	Municipality / Health Department

WARD 6: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Water Outages	Municipality
2.	VIP Toilets not lined	Municipality / Human Settlement
3.	Bucket system eradication	Municipality / Human Settlement
4.	Eradication of the 8 illegal dumping sites	Municipality
5.	High masts are needed	Municipality
6.	Construction of speed humps needed near Church Street	Municipality
7.	Paving of main and access roads	Municipality
8.	Skills development	Municipality / State Agencies
9.	Repair and maintenance of Roads	Municipality
10.	Maintenance of Storm water drainage	Municipality
11.	RDP houses	Municipality / Human Settlement

WARD 7: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Water outages	Municipality
2.	Flooding due to lack of stormwater drainage	Municipality
3.	Bucket eradication	Municipality
4.	RDP Housing Project, Tanti Phase II, Xolani RDP and rectification project	Municipality/ Human Settlement
5.	Provide houses for people in infill area	Municipality / Human Settlement
6.	Disaster project stalled	Municipality/Department Human Settlement
7.	Storm water drainage need maintenance	Municipality
8.	Need jobs	Municipality/ State agencies
9.	High crime rate due to unemployment	Municipality/ SAPS
10.	Mobile clinic	Municipality/ Health Department
11.	Upgrading of lights in Foleys grounds	Municipality
12.	Paving of all Gravel Roads. Resurfacing of tare Road at Hlalani. Sidewalks needed in Hlalani Main Street/Rd.	Municipality
13.	Lack of community recreational facilities	Municipality
14.	Illegal Dumping	Municipality

WARD 8: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Water outages	Municipality

2.	Major sewer blockages and leakage of sewer in De Villiers Close	Municipality
3.	Need Jobs	Municipality/ Government Agencies
4.	High rate of violence murder, burglary, rapes and crime	SAPS/CPF
5.	Need speed humps in Powell Street, George street, Mathews,	Municipality
6.	Upgrading of roads and fixing of potholes - Road maintenance and resurfacing	Municipality
7.	Storm water drainage need maintenance	Municipality
8.	Illegal dumping	Municipality
9.	Need RDP Houses	Municipality/ Human Settlement
10	<i>Working street lights</i>	Municipality
11	<i>Bush clearing and river rehabilitation, river banks stabilised to prevent erosion, walkways cleared and high mast light installed in area around river where people cross</i>	Municipality
12	<i>4 public toilets in the CBD</i>	Municipality
13	<i>Livestock tagging and control</i>	Municipality
14	<i>Traffic controls – cameras, speed control</i>	Municipality
15	<i>By law enforcement – control of street vendors without permits, noise, public indecency</i>	Municipality
16	<i>Better management of the area around the dumpsite</i>	Municipality
17	<i>All illegal dumpsites cleared – signage put up stating it is illegal to dump</i>	Municipality
18	<i>Proper security of electrical substations</i>	Municipality
19	Storm water and gutter clearing and maintenance	Municipality
20	Road maintenance and resurfacing	Municipality
21	sewer leaks and maintenance	Municipality
22	Refurbishment and maintenance of Parks and open spaces	Municipality
23	More bins in and around the CBD and key areas	Municipality
24	Beautification of the CBD	Municipality

WARD 9: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Renovations on Eluxolweni houses	Human Settle/Municipality
2.	No water coming from standpipes at Eluxolweni	Municipality
3.	Eradication of 50 bucket system toilets	Human Settle/Municipality
4.	Burst sewer pipes	Municipality
5.	The area needs proper toilets	Municipality

WARD 9: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
6.	Installation of geysers on all RDP houses	Municipality/ Human Settlement
7.	Outside toilets have no doors	Municipality
8.	Toilets required at Eluthuthwini	Municipality
9.	A clinic is needed	Municipality/ Health Department
10.	Cemeteries fencing	Municipality
11.	Fencing of the two Sport field	Municipality
12.	1000 RDP homes needed	Human Settle/ Municipality
13.	Housing rectification in Hlalani	Human Settle/ Municipality
14.	Reconstruction of disaster houses in Vukani-10 units	Human Settle/Municipality
15.	Paving of extension 5 at the circle.	Municipality
16.	Maintenance of street lights on the main road	Municipality/ State
17.	Maintenance of existing road in extension 5	Municipality
18.	Disaster houses	Human Settle/ Municipality
19.	Electrification of Eluthuthwini	Municipality/ Eskom
20.	RDP Housing Project for Newtown and Ndancama	Human Settle/Municipality
21.	A & B streets needs a housing renovation project	Human Settle/ Municipality
22.	Illegal dumping	Municipality
23.	High number of unemployed youth	Municipality/ state agencies
24.	Satellite library needed	Municipality and Department of Arts and Culture
25.	Open space at the back of extension 5 to be used for educational and business purposes	Municipality
26.	Community hall needed	Municipality
27.	Curb the speeding of vehicles in A and B Streets	Municipality
28.	Sport fields needed	Municipality
29.	Maintenance of storm water drainage systems	Municipality
30.	Access roads for Eluxolweni	Municipality
31.	Patching of Potholes	Municipality
32.	Need sidewalks in Joza	Municipality
33.	Paving required at Eluxolweni	Municipality

WARD 10: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Water outages	Municipality

WARD 10: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
2.	Eradication of bucket system for 106 units	Human Settlement /Municipality
3.	250 Phase 2 Housing programme	Human Settlement /Municipality
4.	New Development – 377 houses	Human Settlement /Municipality
5.	Reconstruction of Disaster Houses	Human Settlement /Municipality
6.	Fingo Village Project has stalled	Human Settlement /Municipality
7.	High rate of violence, murder, burglary, rapes and crime	SAPS
8.	Paving needed in: J, N, Q, R, S Streets; Xolani Extension	Municipality
9.	Upgrading of roads and fixing potholes	Municipality
10.	Unfinished RDP Project	Human Settlement /Municipality
11.	Speeding vehicles a threat to children, speed humps required Albert Road, Powel Str, upper main road from A street to Powel Traffic lights at Raglan Road are dangerous, opening for cars and people at the same time.	Municipality/ State
12.	Powel street, road a disaster	

WARD 11: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Water outages	Municipality
2.	Maintenance of high masts	Municipality
3.	Electrification of 100 households in Ethembeni	Municipality/ ESKOM
4.	Dumping sites need addressing	Municipality
5.	High number of unemployed youth	Municipality
6.	Satellite library needed	Municipality
7.	Community hall needed	Municipality
8.	Sport fields needed	Municipality
9.	Maintenance of the grave site	Municipality
10.	2000 RDP houses needed	Municipality and Human Settlement
11.	Poor workmanship on RDP Housing standard/ Rectification of RDP Houses	Municipality and Human Settlement
12.	Poor condition of roads. Need maintenance plan	Municipality
13.	Bucket system to be eradicated	Municipality

WARD 12: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Water outages	Municipality
2.	Summit and Old sub-stations need upgrade, transformers leaking oil.	Municipality
3.	Roads in African and South Street (Somerset to South) are in poor condition.	Municipality
4.	Sewerage blockages	Municipality
5.	High rate of violence targeted at students	Municipality/SAPS

WARD 13: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Housing rectification and the provision of 30 RDP homes	Municipality and Human Settlement
2.	Water outages	Municipality
3.	Need recreational facilities	Municipality
4.	Tarring of Ring Street	Municipality
5.	A clinic is required	Dept. of Health
6.	Toilets are leaking	Municipality
7.	Lack of recreational hall	Municipality
8.	No electricity in some farm areas	Municipality
9.	Highland roads resurface	Municipality
10.	Bush clearance	Municipality

WARD 14: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
1.	Shortage Water supply Seven fountains	Municipality
2.	High unemployment and shortage of skills to sustainable livelihoods	Municipality
3.	Rectification of 221 houses	Municipality and Human Settlement
4.	Reconstruction of the 20 disaster houses	Municipality and Human Settlement
5.	New development of 33 houses	Municipality and Human Settlement
6.	Seven Fountain in need of Housing Development	Municipality and Human Settlement
7.	Grave sites reaching capacity in kwa Nonzwakazi	Municipality
8.	Kwa Nonzwakazi and Transriviere community hall maintenance	Municipality

WARD 14: DEVELOPMENT PRIORITIES & CRITICAL ISSUES IDENTIFIED DURING SITUATION ANALYSIS UPDATE 2022/23		
DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT : REPRIORITIZED		RESPONSIBLE AGENT
9.	No access to primary health the community has grown tremendously since 2012	Municipality
10.	Seven Fountains in need of sporting equipment	Municipality
11.	Tarring of gravel road	Municipality
12.	Skills development centre	Municipality/ SOE's
13.	SMME Development	Municipality/ SOE's
14.	Illegal Dumping	Municipality
15.	Bushmen sand development	Municipality/ SOE's
16.	Support Tourism initiatives	Municipality/ SOE's

2.3.15 STAKEHOLDER REGISTER: NGO/CBO's

ORGANISATION	TEL. NO.	CELL. NO.	FAX.	EMAIL ADDRESS	CONTACT PERSON	DESIGNATION
SECTOR DEPARTMENTS						
DEPT. OF CORRECTIONS	046 622 7007		046 622 8815	Motseki.Maliehe@dcs.gov.za	Mr. M Madiya	Manager
DOJ & CD	046 622 7303	082 7077 757			Mr. H. Dingaen	P.C.I
DRDAR	046 603 5400			Nontsikelelo.Katshaza@drdar.gov.za	Mrs. N. Katshaza	Manager
EDUCATION DEPT.	046 603 3200/ 16/ 97/	060 5303 733 / 072 3456 069	046 603 3287/ 086 759 7242	Size.Betela@ecdoe.gov.za	Mr S. Betela	Manager
HEALTH DEPT.	046 622 4901		046 622 6225	Mohamed.docrats@ehealth.gov.za	Dr M Docrats	Manager
Home Affairs	046 603 2805/8			Xolile.sibejele@dha.gov.za	Mr X. Sibejele	Manager
Labour Dept	046 622 2104		046 622 5327	Zanele.papu@labour.gov.za	Ms Z. Papu	Regional Manager
Magistrate Court	046 622 7303				Mr Amsterdam	Chief Magistrate
SAPS	046 603 9111			Ecght.comm@saps.gov.za		
SBDM	041 508 7111	079 582 2265	041 508 7138	mbendle@cacadu.gov.za	Mr M. Bendle	Development Planner IDP
Social Development	046 636 1484 046 602 3300			Sindy.adam@ecdsd.gov.za	Mrs S. Adam	Area Manager
SRAC	046 603 4238			Vuyiseka.mokenke@ecdsrac.gov.za	Ms V. Mokenke	Director
COMMUNITY ORGANISATIONS						
APD	046 622 5847		046 622 4918	p.cimi@am.org.za	Mr P. Cimi	Chairperson
UMGA CORP.	046 622 4803			rhuman@imagnet.co.za	Mr. R. Human	Director
Child Welfare	046 636 1355		046 636 1366	Childwelfare.ght@igen.co.za	Mrs Thompson	Director
ECARP	046 622 5429		046 622 2617	lali@ecarp.org.za / admin@ecarp.org.za	Ms L. Naidoo	Manager
FAMSA	046 622 2580			famsa@imagnet.co.za		

ORGANISATION	TEL. NO.	CELL. NO.	FAX.	EMAIL ADDRESS	CONTACT PERSON	DESIGNATION
Hospice	046 622 9661		046 622 9676	director@grahamstownhospice.org.za	Mr D. Ehrke	Manager
Legal Resources Centre	046 622 9230		046 622 3933	Cameron@lrc.co.za	Mr C. McConnachie	Manager
NAFCOC	046 636 2852	082 891 0432	046 636 2852	adam@insight.co.za	Mr A. Adam	Chairperson
PSAM	046 603 8358		046 603 7578	Psam-admin@ru.ac.za l.shilangu@ru.ac.za	Mr. L. Shilangu	Training Coordinator
RADIO GRAHAMSTOWN	046 622 8899		046 603 7578	Radiograhamstown@gmail.com	Pamela Zondani	Manager
ST RAPHAEL CNTR	046 622 8831	082 966 2555	046 622 8831		Nomaxabiso	Manager
UMTHATHI PROJECT	046 622 4450		0866 656 013	directorofoperations@umthathi.co.za		Manager
	046 637 0012			info@umthathi.co.za		
Kowie Catchment Campaign	046 622 2547	083 228 0046		Ljfoster1@gmail.com		Manager
SCHOOLS						
DSG	046 603 4300		046 603 2363	office@dsgschool.com	Mr Jannie de Villiers	Headmaster
SAC	046 603 2300	083 295 5378	046 603 2381	contact@sacschool.com	Mr	Headmaster
BUSINESSES						
JENNY GOPAL	046 622 5822			j-gon@intekom.co.za	Dr. J. Gon	Optometrist
DR DAVIES	046 622 6205			trevor@drdavies.co.za	Dr. T. Davies	Optometrist

2.3.17 Sectorial Public Participation Forums

SECTOR	FORUM
LED and Rural Development	LED Mayoral Forum
Public Safety and Community Services	<ul style="list-style-type: none"> • Road and Transport • Road and Transport Forum • Environmental Management Forum • Community Safety Forum
Special Program Offices	• Youth Forum
	• Women Forum
	• Women's Forum
	• People with disability
	• HIV/AIDS Local Council

2.3.18 Communication and Customer Care

2.3.18.1 Communication: Municipality has an established Communications Unit under the office of the municipal manager with staff component consisting of

- manager media and communication (vacant)
- media and communication officer (filled)
- assistant media and communication (filled).

The municipality has a communication strategy that was last reviewed on 04 April 2018 that is used to guide all communication activities. Key functions of the unit is to ensure sound internal and external communication by providing communication support to all directorates through available communication mediums.

2.3.18.2 Customer care and petitions: the municipality has established a customer unit under Corporate and Shared Services Directorate with one delegated staff personnel and switchboard operator. The unit deals with receiving distribution and maintenance of the record, however, *the unit is not fully function due to lack of resources.*

The municipality has developed and adopted a customer care policy and mobisam customer care system in conjunction with Rhodes University to manage its complaints. Makana has also developed and adopted a Petition Public Participation Policy in 2016, this policy requires the Municipality to establish a **Petitions Committee** to consider and dispose petitions, and matters incidental thereto, create mechanisms for communicating with petitioners and provide feedback to petitioners and provide for the resolution of disputes that may arise from petitions.

Petitions Committee still to be established by the new Council will composed as follows:

- a) The Speaker as a Chair of the Petitions Committee
- b) A representative from the Office of the Executive Mayor
- c) The Portfolio Councillor, Technical/Community Services
- d) A senior official from DTIS and DCSS
- e) 5 Councillors not serving in MPAC
- f) Office of the Speaker to provide Secretarial services
- g) Representative from the Office of the Municipal Manager

2.3.19 Anti- Corruption

2.3.19.1 Fraud and Anti-Corruption Strategy

Makana Municipality had developed and adopted a Fraud Prevention Policy Framework and Fraud Prevention Plan in draft form. All members of the Bid Committees are required to disclose their interests before every meeting and the membership of all Bid Committees is revised annually. No Councillors are allowed to be part of the Bid Committees. *Municipality has got Whistleblower policy which was adopted by Council in the April 2020-21 financial year*

2.3.20 By-Laws

No new by-laws were enacted during the period of review but several of Makana Local Municipality's policies were reviewed. Traffic assists currently with by-law enforcement. A number of by-laws need to be revised and developed. *Municipality does not have dedicated unit that will assist in enforcement of bylaws discussion underway.*

2.3.21 Website

During the year under review, the Makana Website was regularly updated as the appointment of a skilled IT Manager ensured the availability of sufficiently skilled human resources.

2.4 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The Makana local municipality is both, the **Water Service Authority and Water Service Provider** and is also responsible to provide all the **other local government services such as municipal roads, storm water management, electricity and waste collection and disposal etc.**

There is a total of 6085 poor (indigent) households on the Municipality's indigent register who are provided with indigent support in terms of the Municipality's Indigent Policy monthly.

The Municipality is granted an equitable share which is received from government in terms of the Division of Revenue Act (DORA), for the provision of *Free Basic Services* to households who cannot afford to pay for their services.

National policy requires that poor households should receive 50 kWh of free basic electricity, 60kl of free basic water, free basic sanitation and free weekly refuse removal.

2.4.1 WATER AND SANITATION PROVISION

In terms of the Water Services Act (Act no. 108 of 1997) and declaration of the powers and functions by the Minister of Water Affairs and Forestry in 2004, Makana Municipality is acting as both Water Services Authority and Water Services Provider.

The Authority function means that the Municipality is responsible for regulation, water quality, ensuring access and monitoring and evaluation. The Provider function means that the Municipality is responsible for access, provision, operations and maintenance of all water needs.

The National Department of Water and Sanitation (DWS) is responsible for policy formulation, capacity building and support, where it is needed, regulation and enforcement of legislation. The National Department of Corporate Governance and Traditional Affairs (COGTA) is responsible for funding of some capital projects for water services, through Municipal Infrastructure Grant (MIG).

2.4.1.1 WATER PROVISION

The Municipality has the responsibility of implementing water services projects and maintenance thereof. Water deliveries are made by water truck to rural areas, mainly on request by the Community.

2.4.1.1.1 Blue Drop Status PAT

Assessment Areas	Alicedale	Grahamstown	Riebeeck East
BULK / WSP			
A: Total Design Capacity (Ml/d)	1.6	18	1
B: % Operational Capacity in terms of design	N/I	N/I	N/I
C1a: % Microbiological Compliance	100%	83.9%	100%
C1b: % Microbiological Monitoring Compliance	45.8%	20.5%	45.8%
C2a: % Chemical Compliance	81.8%	58.1%	81.8%
C2b: % Chemical Monitoring Compliance	0%	0%	0%
D: % Technical Skills	75%	58.3%	56.3%
E: % Water Safety Plan Status	0%	0%	0%
%BDRR/BDNR max	47.8%	95%	48.7%

There are three drinking water supply systems under Makana LM. Alicedale and Riebeeck East supply systems are in the low-risk rating category while Grahamstown is in the critical-risk category. Unavailability of operational flow data for all supply systems may impact on planning and water conservation and demand management initiatives and also impacted negatively on the score under criteria B. Alicedale and Riebeeck East supply systems achieved excellent compliance under microbiological compliance, however, inadequate alignment of microbiological monitoring programmes to SANS 241: 2015 requirements. This coupled with poor chemical and chemical monitoring compliance means that the safety of water supplied from these systems cannot be guaranteed. Grahamstown supply system achieved poor microbiological and chemical compliance and monitoring programmes are not aligned to SANS 241: 2015 requirements, this presents a serious health risk to the consumers as the safety of water supplied cannot be guaranteed. With regards to technical skills, Alicedale has a supervisor and process controllers that are adequately aligned to the regulations requirements while Grahamstown and Riebeeck East are lacking in this regard. Maintenance teams are also lacking for all supply systems and therefore presents a risk of poor infrastructure maintenance which may lead to water supply interruptions. Poor Water Safety Plan availability scores were achieved for all supply systems. This indicates that adoption and implementation of SANS 241: 2015 aligned Water Safety Planning process inclusive of risk assessments, risk-based monitoring and implementation of corrective measures is lacking for all supply systems.

The Regulator encourages the WSA and WSP to urgently implement the following recommendations to ensure delivery of safe drinking water for all consumers:

1. Installation of calibrated inflow meters to verify operational capacity at all WTW.

2. Implementation of corrective measures in the event of microbiological and chemical failures to ensure delivery of safe drinking water at all times.
3. Implementation of monitoring programmes with sufficient samples based on population size as outlined in SANS 241: 2015.
4. Appointment of suitably qualified maintenance teams that complies with the regulations requirements.
5. Supervisors and process controllers for Grahamstown and Riebeeck East WTW should also be aligned to the regulations requirements through appointment of qualified staff and/or training of new staff.
6. Development of Water Safety Plan as per SANS 241: 2015 and WHO guidelines including risk assessment of entire supply system, water quality evaluation based on full SANS 241: 2015 analysis of raw and final water, development of risk-based monitoring programmes, and implementation of mitigating measures to address all medium and high risks.

2.4.1.1.2 Green Drop Status: Assessment:

Water Service Institution	Makana Local Municipality		
Water Service Provider	Makana Local Municipality		
Municipal Green Drop Score	VROOM Impression: (Towards restoring functionality):		
2021 Green Drop Score	9%↓	1. Vandalism	
2013 Green Drop Score	62%	2. Flow measurement absent	
2011 Green Drop Score	49%	3. Sludge management lacking	
2009 Green Drop Score	7%	4. Loading and water quality unknown	
		5. Maintenance lacking	
		6. Process knowledge severely lacking	
		VROOM Estimate:	
		- R8,407,500	

Key Performance Area	Weight	Alicedale	Belmont Valley	Mayfield
A. Capacity Management	15%	32.0%	44.0%	32.0%
B. Environmental Management	15%	23.5%	23.5%	23.5%
C. Financial Management	20%	0.0%	0.0%	0.0%
D. Technical Management	20%	12.5%	23.8%	28.8%
E. Effluent & Sludge Compliance	30%	0.0%	6.0%	15.0%
F. Bonus		0.0%	30.0%	30.0%
G. Penalties		-50.0%	-75.0%	-50.0%
H. Disqualifiers		None	Directive	None
Green Drop Score (2021)		1%	8%	14%
2013 Green Drop Score		37%	66%	60%
2011 Green Drop Score		29%	53%	48%
2009 Green Drop Score		7%	7%	7%
System Design Capacity	MI/d	0.85	5.5	2.5
Design Capacity Utilisation (%)		3%	136%	112%
Resource Discharged into		Kabega River	Kowie	Botha River
Microbiological Compliance	%	0% (NI)	Insufficient data set	Insufficient data set
Chemical Compliance	%	0% (NI)	Insufficient data set	Insufficient data set
Physical Compliance	%	0% (NI)	Insufficient data set	Insufficient data set
Wastewater Risk Rating (CRR% of CRR_{max})		Alicedale	Belmont Valley	Mayfield
CRR (2011)	%	88.2%	68.2%	70.6%
CRR (2013)	%	82.4%	63.6%	58.8%
CRR (2021)	%	70.6%	86.4%	88.2%

*Insufficient data was presented to calculate compliance

Makana Local Municipality took a disappointing step backwards to a low 9% Green Drop score in 2021 compared to the promising 62% in 2013. The Regulator is concerned about the extensive capital upgrades to sludge (and other) infrastructure that has never been operational. Nor does the municipality have the required expertise to operate or maintain the infrastructure. These enablers should be a prerequisite before further capital funding is granted for the planned infrastructure upgrades as listed below.

The audit results (1%) coupled with the site inspection (27%) confirmed that Alicedale is poorly managed with low flows to the plant as result of continuous spillages from vandalised pumpstation/s which has not been corrected (electrical supply). The Belmont Valley and Mayfield treatment plants are severely overloaded.

The staff was found lacking in their knowledge / reporting of status of flow to the Alicedale plant. The Regulator is left with an impression of an overall lack of knowledge, commitment, and responsible culture in the organisation. This reaches beyond technical aspects, as is noted from the 0% attained in the financial performance area. On the positive side, Makana is commended for taking initiative to appoint a service provider to assist in collating- and uploading design and process information after the initial main audit event. This bodes well for the future of Makana and could be the genesis of willingness and positive attitude by Makana leadership to correct existing gaps and return to the former good performance levels. The high-risk ratings of the plants are derived from the lack of effluent compliance data, no measurements of hydraulic flows, the lack of classified operational staff and the lack of a W2RAP or Risk Register. All three (3) the plants are categorised as high-risk plants. Corrective action should be prioritised starting with the appointment of technical competent staff – as none of the 3 plants had qualified staff in place. Technical qualifications were claimed, but not proof of such qualification could be substantiated with evidence of certificates. Once capacity is in place, the remainder of issues can be addressed. The low Green Drop scores places the municipality under regulator enforcement, noting that a Directive has already been issued for Belmont Valley.

2.4.1.1.3 Green Drop findings:

1. Flow measurement records are not being maintained – this is a basic requirement
2. No Supervisory and Process Controller registrations verified
3. No technical, engineering, or scientific expertise in place at the Treatment Works
4. No operational or compliance monitoring in place
5. No financial, asset or energy cost could be provided

6. Plants are treating in excess of design capacity – DWS is engaged in these instances
7. Sludge classification and sludge management plans are absent
8. All 3 plants are in the high-risk positions
9. Several capital projects have been undertaken or planned – noting that these improvements did not result in any positive gains as is evident by the low audit score

2.4.1.1.3 REGULATORY IMPRESSION:

Makana LM has completed the selected areas of the Green Drop PAT scorecard. This effort does not necessarily do justice to the good work and progress that was noticed by DWS at Makana, over the past 2 years. As a result, the CRR scores have digressed, mostly as a result of effluent quality data not available for Alicedale, and non-compliance for Belmont Valley and Mayfield. Flow measurement is not recorded for Alicedale, which carries a significant risk with it.

The extensions taking place at Ext 6, Mayfield and Glebe is noted with encouragement. However, concerns are raised regarding the treatment plants which are already operating beyond the design capacity and where the effluent quality is not meeting the legal specification.

This additional flow will place undue pressure on the plant to perform and comply with its legal specification. Makana LM is requested to communicate with the DWS on this pertinent matter, as no indication was given as to the status of upgrading the plants. These aspects result in all three (3) treatment facilities residing in high-risk positions during the current assessment.

The completion of a well-structured Wastewater Risk Abatement Plan (W2RAP) is however noted and commended. The key 31 risks have been identified, rated and addressed in this risk management plan. Regrettably, there is a need to upgrade the plant.

2.4.1.1.4 Bulk Water Infrastructure Resources:

The Howiesonspoort Dam is located in the Palmiet River Catchment (upstream of the Kariega River now part of the Thomas Baine Nature Reserve). This was constructed in 1031 with an estimated capacity of $883 \times 10^3 \text{m}^3$ and surface area of 16.3ha. The estimated 1:50 year yields including the Settlers Dam is $2450 \times 10^3 \text{m}^3$ of which $2200 \times 10^3 \text{m}^3$ is for domestic supply (the remainder for irrigation and other uses.)

According to the DWS, the registered permit volume is $500 \times 10^3 \text{m}^3$ per annum (p.a.). Raw water is pumped from the Howiesonspoot pump station situated slightly downstream and South West of the dam wall, directly to the Waainek WTW.

2.4.1.1.4.1 Settlers Dam

The Settlers Dam is located in the Kariega River catchment further south, it supplies the Albany Coastal catchment area. The dam was constructed in 1962 with an estimated capacity of $4020 \times 10^3 \text{m}^3$, making it the biggest in the Makana region. The surface area of the dam is 82.2ha.

The registered volume permit from the DWS is $1000 \times 10^3 \text{m}^3$ p.a. to increase capacity the dam wall was raised by 2.3m in 1981. Raw water in this dam is pumped directly into the Howiesonspoot Dam thus augmenting the Howiesonspoot in time of low water availability.

2.4.1.1.4.2 Jameson Dam:

The Jameson Dam is located in the Nuwejaarsspruit River on the Slaaikraal farm. It is also referred to sometimes as the Slaaikraal Jameson dam for this reason. This dam was constructed in 1906 with an estimated reservoir capacity of $575 \times 10^3 \text{m}^3$. The surface area of the dam is 15.5ha.

The estimated total yield is $460 \times 10^3 \text{m}^3$ although no exact figures are available, to confirm what portion is earmarked for irrigation or other uses.

The registered volume permit from the DWA is $150 \times 10^3 \text{m}^3$ p.a. Raw water from this dam gravitates to the downstream Milner Dam from where it gravitates towards the Town filter storage tank in Makhanda via a 200mm \varnothing main. From there it is pumped to the Waainek WTW via a 150mm \varnothing steel.

2.4.1.1.4.3 Milner Dam:

The Milner Dam is located downstream of the Jameson Dam in the Nuwejaars River, also on the Slaaikraal farm. This dam was constructed in 1898 making it the oldest functional dam in the Makana region. The estimated reservoir capacity of $255 \times 10^3 \text{m}^3$ with the surface area of 7.7ha. The estimated total yield is $190 \times 10^3 \text{m}^3$. The registered volume permit from the DWA is $150 \times 10^3 \text{m}^3$ p.a., which is the same as Jameson Dam. According to the Stewart Scott report, the dam's full supply level is approximately 626.4 msl?.

Thus the hydraulic grade difference between Milner Dam and Town Filter Storage is approximately 15.9m (Town Filter Storage is at 610.5 msl). Based on a gravity main length of 6380m (exact

distance to be confirmed) indicates a much lower figure of 15-20l/s. Since the incoming flow is not measured, this cannot be confirmed.

2.4.1.1.4.4 Service Reservoirs

One 2.5ML service reservoir and an elevated storage tank are located on the precinct of the works. The elevated water tank is approximately 8m³ and 10m height, this supplies the Waainek WTW and two houses with potable water. This tank is manufactured from fabricated steel panels which is in a very poor condition due to corrosion. The tank is leaking, and the non-return valve is also not working and needs to be replaced.

The inside of the tank also needs to be repaired; the Makana Municipality is currently in the planning stages to have the elevated storage tank repaired.

The 2.5ML high level reservoir acts as the main distribution reservoir for the industrial and higher lying residential areas. This reservoir is still in good condition with no problems reported. During failures or other interruptions, the potable water supply to the higher lying areas becomes problematic as this reservoir tends to run dry since it feeds water to the downstream reservoir as well.

To ensure that sufficient potable water storage is available for the higher lying areas, it is proposed that the existing 10ML raw water storage dam on the eastern side of the WTW be converted in a clear water storage reservoir. This will be achieved by installing a floating HDPE roof cover to this reservoir.

2.4.1.1.4.5 Waainek Water Purification Works (PLANT)

The WTW is located next to the N2 highway west of Makhanda. Access to the treatment works is directly from the N2. The current processes involved to treat the water includes flocculation, sedimentation, filtration and disinfection.

Waainek Water Treatment Works is supplied with raw water from 4 sources, the Howiesonspoor and Settlers dams in the Kariega River catchment, and the Jameson and Milner dams in the Slaaikraal catchment

The existing Waainek Water Treatment Works has a capacity of 8 MI/d and designed to operate over a 24 hour period. The works comprises a 16MI raw water storage dam. There is an additional 6MI raw water storage constructed above the works from which raw water is gravitated to the inlet works. Total raw water storage represents 60 hours of the works capacity. The works is supplied either directly from the Howiesonspoor pumping main or from the raw water storage reservoirs.

2.4.1.1.4.6 Raw Water Inlet

Water from both the Howiesonspoort and Town Filter Storage tanks are pumped to the WTW. The system is designed so that raw water from Howiesonspoort PS directly enters the WTW with a bypass weir to supply water to the lower lying raw water storage reservoir.

The Town Filter supply pumps directly to the lower raw water storage dam. A bypass system is in place to divert water directly to the inlet works.

2.4.1.1.4.7 Raw Water Storage Reservoirs

The WTW has two raw water storage reservoirs, one a 16ML on the west of the WTW and a newer storage reservoir on the east of approximately 10ML. the 16ML lower lying reservoir has recently been relined and is in a good condition.

The exact construction date of the new upper reservoir is unknown although it can be confirmed that the lining still appears to be in a relatively good condition. It has deteriorated to some extent due on the edges due to little or no maintenance and on some sections of the liner it could be noticed that vegetation has penetrated the liner (which needs to be repaired).

2.4.1.1.4.8 James Kleynhans Water Treatment Works

James Kleynhans water treatment works supply mostly Makhanda east, Water Treatment Works is supplied with raw water from the Glen Melville Dam, owned and operated by DWS. Water from the Orange River is released into the upper reaches of the Fish River as part of the Orange-Fish-Sundays scheme. Water abstracted from the Fish River is stored in the off-channel Glen Melville dam. Water from the dam gravitates to the James Kleynhans WTW.

Currently, Makhanda's allocation of water from the Glen Melville dam is 3000 Mℓ/annum (average daily abstraction of 8.22 MI/d).

The James Kleynhans Water Treatment Works has a capacity of 10 MI/d and designed to operate over a 24 hour period. Elements within the works require upgrading, as the existing required capacity is 12.96 MI/d (2.96 MI/d shortfall).

Capital funding has been secured for the bulk water supply (James Kleynhans) from the Department of Water and Sanitation. An amount of R30 million has been budgeted for the 2022/2023 financial year. The project is implemented by Amatola Water Board and a contractor for

Phase 2 of the project was appointed in January 2020 and is due to be completed in July 2022. The project is divided into three phases and will be completed in December 2022.

Phase One: Entailed the augmentation of the James Kleynhans WTW and included the optimization of the existing Water Treatment Works, covering the following:

- Inlet works
- Valve refurbishments
- Electrical supply
- Water supply pumps
- Sludge ponds

This phase was completed in September 2019.

Phases Two (2): This phase entails the construction of new additional 10 mega liters a day per Water Treatment Works which will double the treatment capacity of the current WTW. After some delays, the project was awarded in January 2020 and will be completed in July 2023.

Phase Three (3): This phase entails the upgrading/refurbishment of the existing 350mm-diameter Pumping Mainline to Botha's Hill reservoir and upgrading/refurbishment of the electrical work. The project, once completed, will increase the output capacity of James Kleynhans Water Treatment works from 10MI to 20MI/day. This will ensure that supply meets demand.

2.4.1.1.4.9 Refurbishment of Riebeeck East Water Treatment Works (WTW's)

The raw water supply is abstracted from the 4 boreholes and that were recently refurbished and newly drilled and equipped. The current water supply is still not enough as groundwater is hard to quantify especially with the current draught therefore less rain and less recharge of groundwater. Water is supplied to the residents for 3 hours in the morning and in the evening. This is so to rather have a sustainable supply and therefore prolong it. Recently a project at a value of R5m for both Alicedale and Riebeeck East was completed, this was to augment the raw water supply as the Treatment works capacity was previously increased from 0.5MI/day to 1MI.

2.4.1.1.4.10 Refurbishment of Alicedale Water Treatment Works (WTW's):

"Alicedale is the small town situated in between a variety of game reserves and hunting lodges. It has one major industry, namely a large Mohair factory. The existing water treatment works was previously refurbished and meet DWS standards. Unfortunately, with the ongoing draught, raw water supply has been a problem as the New Years Dam is low and below abstraction point.

The average daily peak water demand for Alicedale is 1MI/day and this is not possible in the absence of adequate raw water supply. As it stands, raw water supply is reliant on 4 boreholes that are supplying only 0.7MI/day when operated at optimum. Unfortunately, with less recharge of these boreholes due to draught, the boreholes are operated below optimum so to prolong water supply in the area. As such, water is only supplied to Alicedale residents for 3 days a week with the plan to make it every second day.

2.4.1.1.4.11 Seven fountains Water Provision:

Municipality is providing 30 000 liters of raw water storage capacity for the community of Seven Fountains as compare in the previous year of 10 000 liters by means of Jojo tanks. All existing pipework was fixed and expanded to accommodate the additional storage tanks, including individual tank isolating valves. There is currently a project to explore more groundwater development through ECCOGTA Drought Emergency fund at a value of R2.2m for both Seven Fountain and Manley Flats. The preliminary results are not looking good as the newly 2 drilled boreholes are giving low yield of no more than 1l/s. However, this alleviates the water supply to the area by providing an additional 20000kl which still makes it hard for the municipality not to ration water. Once the project is completed, the residents will get water for 3 hours in the morning and in the evening.

2.4.1.1.4.12 Fort Brown Water Provision:

The municipality is currently supplying water through water carting to strategically positioned Jojo tanks across the community. These tanks are filled twice a week and this is to happen until the abstraction point for raw water supply is secured as it has been difficult to use the current with it being on the flood zone as it done directly from the Orange Fish River. A floating pump will be installed, so as to enable proper pumping capacity of raw water, so that the package plant can function effectively.

2.4.1.2 SANITATION BULK INFRASTRUCTURE RESOURCES (WWTW)

The Makhanda sewerage network is divided into two distinct drainage areas namely North and South which drains to the Mayfield Wastewater Treatment Works (WWTW) and the Belmont Valley WWTW respectively.

2.4.1.2.1 Belmont Valley WWTW:

The Belmont Valley Wastewater Treatment Works (WWTW) is a 5.4MI biological filter plant currently being operated at an average inflow of between 7 and 8MI/d. The plant is servicing the entire CBD and Western side and 60% of the Eastern side.

The Belmont Valley WWTW is currently not meeting the set discharge standards and needs to be upgraded. The WWTW is currently running at 150% of its capacity. The upgrade will unlock development in the area, as currently all housing projects have been put on hold as the WWTW is overloaded and overflowing, thus polluting water resources in the area and downstream.

2.4.1.2.2 Mayfield WWTW:

The Mayfield WWTW has an existing hydraulic capacity of 2.5 MI/day and currently treats flows from the areas known as Mayfield, Makanaskop, Kings Flats, Transit Camp and Extensions 6 and 7.

The augmentation of the Mayfield Wastewater Treatment Works (WWTW) are necessary and critical, as the spillages contaminate water courses and pollutes the natural environment. However, the Municipality has not managed to source funding for the required upgrade.

2.4.1.2.3 Alicedale WWTW:

Alicedale WWTW has a design capacity of 0.85MI/d but operating at a capacity of 0.1MI/d. The plant is servicing the areas of Nomzamo, Mandela and Transriviere.

2.4.1.2. Water and Sanitation Critical Challenges:

The Municipality is still struggling with its ageing infrastructure and external funding was received to increase the capacity of James Kleynhans Water Treatment Works. DWS is the funder for the project and Amatola Water (AW) is the implementing Agent. Makana is also challenged with increasing pressure on its waste water treatment leading to works overflow i.e. Belmont Valley which is near full capacity.

These are some critical areas:

- Aged and dilapidated infrastructure
- Water supply is not sufficient to meet the demand.
- Inadequate catchment area to Makhanda West, which could result in possible water shortages to the community in the future
- Inadequate electricity supply on the western side of Makhanda, which results in the inability to supply raw water for purification.

- Inadequate storage retention capacity (DWS requirement is 48 hours but Makana has an average of 12 hours);
- Insufficient capacity at waste water treatment works. , as the

plant is operating above design capacity.

Pre-directives received from DWS, on non-compliances,

which could result in legal action against the Municipality.

- Health hazards to the people and pollution to the environment.
- Inadequate capacity of the collector mains (rising main and outfalls) resulting in sewer spillages.
- Inadequate capacity of pump stations resulting in sewer spillages.
- Inadequate capacity reticulation network sewers resulting in spillages, which result into health hazards to the people and pollution to the environment.
- Storm water ingresses to sewer network system increases the inflow to the wastewater treatment works;
- Absence of centralised customer services, which results into the inability to attend to all the complaints, systematically; and
- Continuous vandalism of critical infrastructure, which could lead to reverse backlog, injury, and damage to property, resulting in possible litigation.
- **Water source Challenges:**
 - Quality of the raw water from the dams– High turbidity
 - Unstable pumping system & rising main capacity
 - Unreliable electricity supply to pump raw water from H/Poort
- **Water treatment works Challenges:**
 -
 - Plants operated above capacity.
 - Old infrastructure and outdated technological processes.
- **Bulk water distribution Challenges:**
 - Storage Retention Capacity (DWS requires 48hrs but Makana has 12hrs)
 - Network Water Leaks (Through broken/old valves, pipes & meters)

- Absence of Zonal Metering.

- **Service reticulation challenges:**

- High Water Leaks (Resulting to water loss)
- Absence of meters (Impact to Billing mechanism)

Lack of Pressure Control, resulting into inequitable distribution between high and low-lying areas.

2.4.2 **ELECTRICITY INFRASTRUCTURE:**

Makana is currently the service provider for the distribution of electricity only in the old Makhanda (CPA) municipal area, while the new urban settlements, Makhanda East, Riebeeck East, rural farm areas are serviced by Eskom. Alicedale is supplied by both the Municipality and Eskom. Electricity Department ensures that its customers get good supply of quality service in compliance with the quality criteria prescribed by the national Electricity Regulator. The Department has the responsibility of refurbishing electrical infrastructure and connecting customers who are not on the grid. The Department is also responsible for project implementation as well as day-to-day operations and maintenance. Municipality has a supplier agreement with ESKOM to purchase electricity for the areas supplied by the municipality.

<p>Level and standard of services</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Customers are provided with a bulk 11 kilovolts of electricity. Some of this electricity is provided from solar energy. <input type="checkbox"/> The Municipality provides streetlights in accordance to the standards as outlined in the National Energy Regulator of South Africa (Nersa) guidelines. It also provides high masts which are funded by the Municipal infrastructure grant (MIG). <input type="checkbox"/> Medium and low voltage electricity is distributed according to consumer requirements.
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Access to minimum electricity standards is defined as an electricity connection at the dwelling. National policy also requires that poor households should receive 50kWh of free basic electricity per month.

The Maintenance Plan is in place but not fully adhered to, due to staff shortages. Budgetary constraints hinder the effective operation and maintenance as the infrastructure is aging and needs upgrading.

The Municipality is looking at innovative alternative energy and sourcing methods to implement sustainable solutions. There is a draft policy which sets out the criteria, which will enable the evaluation of renewable energy generation infrastructure to be developed in a manner that will limit the potential negative impacts thereof.

Municipality has one alternative power wind farm established that is managed by service provider Innowind at Waainek and the southern portion of the municipality has been identified as having potential for the development of wind energy generation infrastructure.

Wind farms as part of an alternative energy solution a:

- Distribution Agreement (DA) for the Waainek Wind farm Project (Alternative Energy) was signed and construction was completed. The project is earmarked to have R400 million economic spinoffs over 20 years;
- R30 million was received for the refurbishment of ageing electricity infrastructure, mainly substations; and
- R2, 2 million was spent for 13/14 for Thomas Baines Power line as an alternative power supply.

There are 5 wards (3, 10, 11, 13 and 14) comprising most households with no access to electricity. There has however been an overall reduction in the number of persons without access to electricity.

All indigent households and households who are prepared to install a 20 AMP Circuit Breaker get their first 50 kWh free. Therefore, there are no backlogs in respect of service provision to existing formal households, within the Municipal area of supply.

There is a direct correlation between electricity backlogs and housing backlogs. The planning for the new proposed areas are in place. There are areas within the Municipal and ESKOM supply area where existing services need to be upgraded.

There is also a need for enhanced maintenance of street lighting. This is coupled with the need for development within the Municipal area necessitates upgrading of the electrical service infrastructure.

The high-level challenges are as follows:

- Makana's electricity and energy services are divided into two in terms of supply i.e. Makhanda West (eRhini) is supplied and managed by Eskom and Makhanda East (CBD and town areas) is supplied and managed by Makana Municipality;
- The Electricity and Energy Department is not compliant due to it not having GMR2.1 accredited personnel to approve the work done by electricians.
- Ageing electricity network cables between distribution substations to secure firm electricity supply and lack of an upgrade plan for the transformers. This could result in a possible disruption to the Wind farm Project (Waainek Wind farm).
- Major substation (66/11 KV): Waainek Substation - Old infrastructure, needs transformers and control panels. Supplies Rhodes University, Prisons, Military Base and Industrial Area. Summit Substation – poor soil condition (clay) causing major cracks to the foundation and poor drainage.
- Distribution substations require new isolators to the breakers (60% of the 153 substations need urgent attention). In addition, security is required at the substations.
- Inadequate resources such vehicles, ladders, materials, testing equipment, safety clothing, designing software, etc.; and
- Insufficient staff training in particular trade tests for electricians and authorisation of electricity staff.
- Cable theft

Given the above, the electricity and energy solutions to meet the challenges of supplying a reliable electricity supply, which must be prioritised and considered, going forward, are as follows:

- Development of a master plan to identify issues that need to be addressed.
- Installation of a new 10MVA transformer at Makhanda sub-station.
- Installation of a new 66KVcircuit breaker at Summit sub-station.
- Refurbishment of 2x15 MVA transformers and drainage system at Summit sub-station.
- Installation of ripple control system at Sugar Loaf sub-station.
- Electrification of Ethembeni infill area comprising of 330 housing units.

- Electrification of Mayfield Phase 2 comprising of 1320 housing units.
- Substation upgrade at Waainek sub-stations; and
- 66Kv line upgrade from Makhanda sub-station to Sugar Loaf sub-station

2.4.5 ROADS AND TRANSPORT:

The roads network, within Makana jurisdiction, are under the custodianship of Makana Local Municipality, in case of access roads and streets, Provincial Department of Transport, in case of District/ Roads and . Each authority is responsible for provision and maintenance of roads infrastructure under relevant custodianship.

The SBDM has developed a Roads Maintenance Plan and is busy developing a Roads and Storm water Master Plan, through Roads Asset Management System (RAMS) programme.

Makana Municipality's roads system is categorised as follows, with the varying ownership and responsibilities of these making the management of this function difficult for Makana:

- municipal roads.
- provincial roads (Department of Roads and Public Works)
- undefined access roads.
- rural surfaced and gravel roads; and
- national roads (SANRAL)

2.4.5.1 Road Infrastructure and Transport Modes:

BASIC SERVICE / INFRASTRUCTURE	MUNICIPAL ROADS
Total length of Roads	757.4Km
Gravel	588Km
Tarred	169km
Man-made house access	N/A
Transport Modes Stats' 2001	74 539
On foot	25 674
By bicycle	435
By motorcycle	173

BASIC SERVICE / INFRASTRUCTURE	MUNICIPAL ROADS
By car as a driver	2 957
By car as a passenger	3 324
By minibus/taxi	4 386
By bus	573
By train	88
Donkeys	
Other	220
Not applicable	36 709

A large contingent of the population in 2001 was travelling by foot. Unfortunately, the 2011/16 Stats' does not give a comparison. Makhanda is situated on the N2, which links it to East London/ Bisho and Port Elizabeth. The R400 links Makhanda to Riebeeck East and the N10.

- The MR476 links Makhanda and Alicedale.
- The R343 links Makhanda and Salem to Kenton-on-Sea and Alexandria.
- The R350 links Makhanda to Bedford.
- The R344 links Makhanda to Adelaide.
- The R67 links Makhanda to Port Alfred in the South and Fort Beaufort to the North.

The municipality is using Road Asset Management System, to identified road needs, upgrading and maintenance to check length and status, which is managed by SBDM

2.4.5.2 Condition of unpaved roads

Condition	Very Good	Good	Fair	Poor	Very Poor	Total (km)
Paved Roads	2%	22%	66%	10%	0%	160.3
Unpaved Roads	0%	0%	0%	59%	41%	114.1

2.4.5.3 Paved Network Needs (km)

Local Municipality	Rehabilitation	Special Maintenance	Periodic Maintenance	Total
km	9.0	59.6	56.3	125.0
Cost	45 866 675	229 408 190	56 728 877	332 003 738

2.4.5.4 Road Condition Index:

Traffic Management Plan Study Area - Surfaced Roads

Municipal			Provincial	
Condition	Length (km)	Percentage (%)	Length (km)	Percentage (%)
Very Good	0.00	0.00%	0.00	0.00%
Good	2.90	12.27%	0.95	10.50%
Fair	12.91	54.69%	4.93	54.26%
Poor	7.37	31.22%	2.99	32.93%
Very poor	0.14	0.60%	0.00	0.00%
No Details	0.29	1.22%	0.21	2.32%
Totals	24.08	100.00%	9.08	100.00%

Due to budgetary constraints, lack of maintenance has led to many roads being in a poor condition. Based on the condition assessments only 12.27% of the surfaced municipal roads in the TMP area are in good condition. Such a situation hampers the expansion and development of the transport, agricultural and tourism sectors.

In addition, poor road conditions create a poor investment climate and stifles growth in the area. It is noted that SANRAL has recently assisted the municipality by surfacing portions of Beaufort Street from the N2 in the Southwest to the R67 in the Northeast.

2.4.6 RAIL

No functional rail service. The intention is to look at the feasibility of changing the train station to a bus station /depot.

2.4.7 AIRSTRIPS:

There is a municipal airstrip just outside of Makhanda, adjacent to the Army Base, however, the airfield is not in compliance civil aviation regulations and the licensing conditions. The Main challenges are, Run way has potholes, doesn't have lights for landing, parameter fencing is vandalised, socks are damaged and stray animals are roaming around the field. Municipality has engage SBDM development agency to assist to make the airfield viable

2.4.8 NONE- MOTORISED TRANSPORT:

2.4.8.1 Animal drawn transport:

Donkeys are found in Makana area more especial in Makhanda Township. These vehicles are not licensed and are not allowed on public roads, however, in certain areas, such as on the N2 and R67 near Grahamstown *and* CBD, owners ignore traffic rules and travel on the surface roadway, results in a major traffic safety problem.

2.4.8.2 Bicycle Transport & Facilities:

There is generally no provision for bicycle travel within the Municipality. Cyclists share the travelled way with motorised traffic. Cycling, however, is not a prevalent form of transport in the district but is predominantly a recreation sport activity.

2.4.8.3 Sidewalks and Walkways:

An assessment of the primary transport corridors in the Municipality indicates a dire need for the provision of sidewalks and walkways. Given the limited resources and proximity of residential townships to the business node, walking is one of the main transport modes in the Municipality.

Despite this, there is a lack of suitable pedestrian facilities, and where sidewalks or walkways are present, these are often in a poor condition. The lack of verge maintenance along primary routes often results in pedestrians sharing the travelled way with motorised transport.

Pedestrian infrastructure is required in Makana, for new roads currently built and future one's sidewalks and walkways need to be considered.

2.4.8.4 Road and Stormwater Critical Challenges:

Makana has insufficient roads infrastructure with maintenance carried out as and when required, which is also evident during community-based planning, where concerns are always raised about potholes, corrugated gravel roads and stormwater drains.

The high-level challenges in the main are as follows:

- Dilapidated roads and stormwater Makana has Provincial acclaimed roads within its boundary especially in the Makhanda CBD, suburbs and rural areas. These roads, including municipal roads, where the condition has deteriorated substantially have become unaffordable for the municipality to maintain; and
- Municipal funds are insufficient ensure that maintenance of the roads and storm water infrastructure which is urgently required.

- Makana's rural areas are fast becoming a safety hazard and are becoming inaccessible, due to a lack of maintenance and upgrading due to a lack of funds, equipment, and human resources.

The roads and storm water operating challenges are as follows:

- Deteriorating condition of the roads causing damage to public vehicles and litigation claims;
- Budgetary constraints resulting into poor or no maintenance.
- Lack of relevant of resources intoe.g. machinery and human resources resulting in Incomplete work.
- storm water flooding which could cause death, damage to peoples' properties and possible claims; and
- Deteriorating municipal buildings making them inhabitable with the possibility of causing staff to be sick, resulting in possible litigation or charges being laid by the Department of Labour.

The roads and storm water solutions, identified during the assessment, to meet the challenges are as follows:

- Provincial/ district roads maintenance plan have a signed Service Level Agreement with province/ district on the maintenance plan;
- Introduce a Pavement Management System (PMS)
- Acquisition of machinery for maintenance of roads and storm water Infrastructure.
- Training of artisans and improving the skills and knowledge of the staff.

2.5 HUMAN SETTLEMENT MANAGEMENT:

Housing is a concurrent National and Provincial competency in terms of Part A of Schedule 4, of the Constitution.

Section 10 of the Housing Act, 1997 (Act 107 of 1997), sets out the responsibilities of municipalities in relation to the provision of housing.

Housing is included in this section as a basic service because there is a direct correlation between the provision of basic services and housing, which makes it a complex function that relies on high levels of cooperation between the Municipality, the Provincial and National Departments responsible for Housing.

2.5.1 Roles and Responsibilities in Relation to Housing Provision

2.5.1.1. Municipality:

- Ensure that the IDP addresses the right to adequate housing on a progressive basis;
- Set housing delivery goals in respect of the Municipal area;
- Plan, co-ordinate, promote and facilitate housing development the Municipal area;
- Identify and designate land for housing development
- Plan and manage land use and development (township establishment subdivision, consolidation, rezoning etc.);
- Provision of bulk engineering services;
- Provision of services in respect of water, sanitation, electricity, roads, storm water drainage etc.;
- Maintenance of a housing database.

2.5.1.2 Provincial Department Human Settlement:

- Develop Provincial Housing Policies;
- Co- ordinate housing development in the Province;
- Prepare and maintain a multi-year plan in respect of each National and Provincial Housing Programme to access finance from the National Housing Fund
- Fund the erection of top structures;
- Fund the purchase of land in the event that the Municipality has no land available;
- Capacity development of municipalities to enable them to perform obligations in terms of housing delivery;

- Appointment of developers/ contractors.

2.5.1.3 National Department Human Settlement:

- Develop National Housing policy as well as norms and standards;
- Set National housing delivery goals;
- Monitor performance in terms of housing delivery;
- Assist provinces to develop the administrative capacity required for effective exercise of their powers and performance of their duties in respect of housing development;
- Promote consultation and communication on matters regarding housing development;
- Administer the National Housing Fund and allocation of funding to Provinces

2.5.2 Housing and Settlement Analysis:

2.5.2.1 Heritage:

The heritage resource of the municipality is significant and contributes to the economy of the municipality and needs to be conserved in terms of the provisions of the National Heritage Resources Act (Act 25 of 1999 - NHRA). The Act introduced an integrated system for the identification, protection and management of heritage resources nationally, provincially and at municipal level.

The Act prescribes land use planning and management to give attention to, and respond to, heritage considerations both at site and landscape levels. Of particular significance is the obligation placed on the municipality to undertake the preparation of a comprehensive heritage inventory in terms of Section 30(5) of the National Heritage Resources Act, 1999 (Act 25 of 1999). Makana Municipality has not prepared such an inventory.

It is also important to note that the heritage resource of the municipality does not only comprise of conservation worthy buildings and urban precincts, but also includes physical and cultural landscapes.

2.5.2.2 Urban and Rural Settlements areas

Urban and Rural Settlement Areas

No	Settlements	Approximate population distribution
1	Makhanda	80%
2	Riebeeck East	5%

No	Settlements	Approximate population distribution
3	Alicedale	10%
4	Seven Fountains	4%
5	Fort Brown	
6	Salem	Surrounding land is the subject of a substantial land claim, which may result in the need to expand the settlement
7	Sidbury	Entirely surrounded. It has become the administrative centre for game farming and no longer performs a true human settlement function

Settlement and Nodes

Settlement Type	Settlement Name	Settlement Function	General Description
<i>District Centre</i>	<i>Makhanda</i>	District-level administrative centre. Major District service centre for commercial and social goods and services. Education centre Industrial centre for value-adding processes and local-based manufacturing. Residential development covering full range of economic bands. Tourism	Makhanda fulfils a regional and district function within the Makana Municipality, the Sarah Baartman District Municipality and the Province. The District and Provincial functions include the Rhodes University, Eastern Cape High Court, hosting of the National Arts Festival and others. Accommodate ± 83.7 % of the municipal population in a well-defined urban environment. Fulfil a key economic function within the district with trade and government administration being the core contributors. Rich cultural heritage and resources.
<i>Local Centre</i>	<i>Alicedale</i>	Local-scale administrative centre. Local-scale service centre for commercial and social goods and services.	Small rural centre with a population of ± 1 932 Railway station and Bushman Sands Country Estate. Key economic and important structuring elements.

Settlement Type	Settlement Name	Settlement Function	General Description
		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.	Rural services function.
Sub-Local Centre	Seven Fountains Fort Brown Riebeek East	Minor administrative functions. Minor service centre for social goods and services. Focused support of local economic initiatives agriculture-based.	Seven Fountains and Fort Brown are small rural settlements with potential to be developed as agri-villages. Seven Fountains mainly established based on accommodating workers from the surrounding rural area. Fort Brown was originally a military out-post with the possibility of developing the outspan as a rural agri-village. The Riebeek East village is situated within the farming and game reserve area with a population of ± 753
Rural Settlements	Salem Sidbury Committee's Drift	Primarily residential and livelihood subsistence function. Some provision of limited social goods and services.	These small rural settlements provide a less important services function to the rural area. Opportunity for small services function and tourism / rural support.

2.5.2.2 Informal Dwellings

The five wards with the highest number of informal dwellings are (From highest to lowest)

- Ward 3
- Ward 14
- Ward 11
- Ward 13
- Ward 9

There has been a reduction in the number of informal dwellings from 2001; informal dwellings are concentrated in Makhanda and in Alicedale.

Informal Dwellings

Informal Dwelling (Not Backyard Shacks)	No. of persons (2001)		No. of persons (2011)		Change	
	Numeric	%	Numeric	%	Numeric	% change
Ward 1	46	2.93	28	1.96	-18	-39.13
Ward 2	76	4.85	4	0.28	-72	-94.74
Ward 3	27	1.72	396	27.65	369	1366.67
Ward 4	664	42.35	16	1.12	-648	-97.59
Ward 5	57	3.64	11	0.77	-46	-80.70
Ward 6	209	13.33	6	0.42	-203	-97.13
Ward 7	3	0.19	63	4.40	60	2000.00
Ward 8	12	0.77	15	1.05	3	25.00
Ward 9	-	29.27	127	8.87	-	
Ward 10	459	0.57	103	7.19	-356	-77.56
Ward 11	9	0.38	220	15.36	211	2344.44
Ward 12	6	-	1	0.07	5	-83.33
Ward 13	-	-	189	13.20	-	-
Ward 14	-		253	17.67	-	-
Makana – EC104	1568	100	1432	100	-136	-8.67

Source: StatsSA2001

2.5.2.3 Backyard Shacks:

The five wards with the highest number of persons living in backyard shacks are (From highest to lowest)

Ward 10
Ward 5
Ward 3
Ward 7
Ward 14

2.5.2.4 Dwelling Types and Tenure Status:

Dwelling Types and Tenure Status

BASIC SERVICE / INFRASTRUCTURE	MAKANA AREA (STA SA 2001)	MAKANA AREA (STATS SA 2011)	%	GROWTH % p.a.
Total number of households	18 009	21 388		
Dwelling Type	17 815	21 387		
Brick house in yard	10293	15822	74.0	5.4
Mud/Traditional Dwelling	3112	780	3.6	-7.5
Apartment in block of flats	761	647	3.0	-1.5

BASIC SERVICE / INFRASTRUCTURE	MAKANA AREA (STA SA 2001)	MAKANA AREA (STATS SA 2011)	%	GROWTH % p.a.
Town/cluster/semi-detached (simplex: duplex: triplex)	264	872	4.1	-2.4
House/Flat in back yard	882	810	3.8	-0.8
Informal shack in yard	785	722	3.4	-0.8
Informal shack not in back yard	1598	1431	6.7	-1.0
Room/flat not in back yard but shared property	66	117	0.5	7.7
Other (ship/caravan)	54	186	0.9	24.4
		21 388		
Rented		5 685	26.6	
Owned but not yet paid off		1 701	8.0	
Rent-free		4 130	19.3	
Owned and fully paid off		8 629	40.3	
Other		1 243	5.8	

Source: Stats' 2011

to 2011). There has also been a slight decline in both the number of informal shacks in the yard and those not in the back yard since 2001. This implies that there is still a demand for urban housing development.

2.5.2.5 Rhodes University Campus:

The Rhodes University Campus is the largest single ownership footprint within the Makhanda urban footprint. Rhodes University is currently undertaking a review of their long term spatial planning. For the purpose of this review information was sourced from older Rhodes University Spatial Planning. Extracts thereof are set out below.

PROJECTED GROWTH OF STUDENT NUMBERS						
Current Number	6954	2009	2010	2014	2019	2023
		2%	7093	7678	8477	9176
		4%	7232	8461	10294	12042
		8%	6510	10218	15013	20425
PROJECTED GROWTH OF RESIDENCES						
Current Number	6954	2009	2010	2014	2019	2023
		2%	2	8	18	26
		4%	3	18	39	60
		8%	7	38	95	158

2.5.2.6 Housing Demand:

The total estimated housing demand resulting from population growth (Based on the current growth rate) is 4430 additional households by 2030. This demand equates to a land requirement of approximately 220 ha across the entire municipality. Most of this demand would be accommodated in Makhanda.

Based on the Census 2011 figure, the housing demand associated with the eradication of informal dwellings would be 723 households, backyard shacks 1432 households and growing need for provision good quality rental accommodation for the upper end of the low income market, with the primary objective of urban restructuring, creating sustainable human settlements.

The associated land demand is 36ha and 72ha respectively. Officials speculate that there may be considerable duplication in the backlog figures for Makhanda and estimate that the figure should be in the region of 7000 to 8000 households and can be more when it included social housing demand.

If the informal dwelling and backyard shacks figures are deducted from this approximately 6000 households or persons are accommodated elsewhere or in formal dwellings in the established urban areas of the municipality; the settlement planning priority is therefore to provide adequate shelter to those households accommodated in informal settlements and in backyard shacks.

Social Housing Programme: There is an increasing need for affordable rental units which provide secure tenure to households which prefer the mobility provided by rental accommodation. Social housing provides good quality rental accommodation for the upper end of the low-income market (R1500 - R7500), with the primary objective of urban restructuring, creating sustainable human settlements.

The programme provides for grant funding to establish, capacitate and capitalize social housing institutions which may develop, hold and administer affordable rental units within identified restructuring zones.

Housing Backlogs:

	Makhanda	Alicedale	Riebeeck East	Rural Areas (Seven Fountains & Fort Brown)	TOTAL
Estimated Housing Demand 2018 (Town Planning Report & IDP 2018)	12 800	948	456	417	14 621
Estimated Housing Demand 2028 (@ 1.12 % population growth / annum)					16 154
Current Projects :					
• Mayfield North	2 763				9 558
• East Commonage	3 585				
• Provincial Project	2 200				
• Etembeni	300				
• Phola Park / Glebe (Erf 4103)	300				
• Infill Areas	410				
• Alicedale		338			912
• Fort Brown				341	
• Seven Fountains				233	
Total Current Projects (2018)					10 470
Current Shortfall (2018)					4 151
Additional Households (2028) (@1.12 % population growth / annum)					2 838
Estimated Housing Demand including Shortfall (2028) (@1.12 % population growth / annum)					6 989
Estimated Land Requirements @ 40 units / ha					172 ha

***The Municipality cannot provide housing on private land – Names of towns indicate town of origin of applicant.**

2.5.2.7 Housing Sector Plan

Makana Municipality reviewed its Housing Sector Plan in 2012. Currently the municipality has some capacity to deal with housing administration and development and Makana Council is committed to establish a fully-fledged department to manage the Human Settlement Development. The following table is a status quo of the housing projects:

Table 50: Housing Projects:

Running projects:					
Project name	No. of subsidy	Status	No. of units Completed	No. of units to be built	Budget Requirement
Fingo Village 577(2)	3577 (237)	Blocked	237	0	R5.3m
Fingo Village 577 (3)	577 (340)	Planning	0	340	R38m
Eluxolweni 176 (15)	8 176	Blocked	158		R3,9m
Transit Camp (421)	4 440	Running	38 Incomplete		R1,7m
Transit Camp 440	1 19	Planning	19		R1,9m
Mayfield 2200 Ph. 2, Stage 1 (1200)	a1200	Planning	1200	1200	

Running projects:						
Project name	No. of subsidy	Status	No. of units Completed	No. of units to be built	Budget Requirement	
Mayfield 2200 (1200)	P 1200	Installation services running & procurement section	R157 m	0	R0m	
Planning projects:						
Project name	No. of Subsidy	Status	Approved Budget	No of units completed	Budget Required	
Fort Brown	188	Planning	R0 m	0	R4,4 m	
Seven Fountains	229	Planning	R0 m	0	R5,3 m	
Alicedale 316	316	Planning	R0 m	0	R5,3 m	
Ethembeni 2000	3330	Planning				
Alicedale16	27	Construction	R0 m	0	R5,3 m	
Upper Mnandi	14	Planning	R0 m	0	R0,976 m	
Lower Mnandi	40	Planning	R0 m	0	R2,7 m	
Xolani	34	Planning	R0 m	0	R2,3 m	
Zolani	167	Planning	R0 m	0	R11,6 m	
N Street	27	Planning	R0 m	0	R1,8 m	
J Street	31	Planning	R0 m	0	R2,1 m	
K Street	31	Planning	R0 m	0	R2,1 m	
Planning projects (serviced sites)						
Project Name	No Subsidies	Status	Approved budget	No units completed	Budget required	
25 Sites	25	Construction	R0 m	0		
Newtown/Kwa Ndancama	33	Planning	R0 m	0		
Phumlani 250	250	Planning	R0 m	0	R2,1 m	
Glebe Mission 28	28	Planning	R0 m	0	R2,1 m	
Erf 4103	28	Planning	R0 m	0	R2,1 m	
Rectification projects			Informal project areas			
Project Name	No of Subsidies	Project name	No of Subsidies	Status	Approved Budget	Completed
Alicedale 221	221	Phaphamani	No information			
Scott's farm	90	Polar Park				
Ghost town	189	Upper Zolani				

Running projects:					
Project name	No. of subsidy	Status	No. of units Completed	No. of units to be built	Budget Requirement
Vukani location		J,N, Xolani, Up and lower Mnandi, Extension 9 and Farmer field			
Disaster project:					
Makana Disaster	161	Not started	R20 m		Information not available

2.6 COMMUNITY AND SOCIAL DEVELOPMENT

2.6.1 Community Facilities:

2.6.1.1 Community Halls:

There are 8 community/ town halls in the Makana area which are utilised by the community. Some of these facilities are in need of repairs, maintenance and security.

2.6.1.2 Libraries:

There are 8 libraries in Makana managed by the Municipality in terms of a Service Level Agreement with the Province. These libraries are situated in ward 1; 7; 8; 10; 14 and a mobile library that services ward 5.

2.6.1.3 Sport and Recreation Facilities:

Makhanda- Rhini:

- Indoor Sports Centre (New Facility functional)
- Mickey Yili Rugby Fields (2 x Playing fields) - In need of refurbishment especially lighting and stands
- Millennium Cricket Stadium (1 x field with turf wicket and Practice nets) need refurbishment
- Dlepu Stadium (2 x soccer fields) In need of refurbishment especially lighting, ablutions and Pavilion
- Foley's Ground (soccer field with tennis court and basketball court) need repair and maintenance
- The Oval - Lavender Valley Sports grounds (2 x rugby fields and Basketball court) in need of refurbishment, levelling of fields, ablutions and lighting
- Egazini Rugby field- Need upgraded

- Extension 5 Satellite Soccer ground (3 x Soccer fields)
- **Alicedale:**
 - Transriviere (1 x Rugby Field plus two netball courts) Need refurbishment
 - KwaNozwakazi (1 x Soccer Field and Netball court) Need refurbishment
- **Riebeeck East:**
 - KwaNomzamo (1 x Rugby field and netball court) Budget for Sporting grounds is valued at R 2,062,620, all-inclusive and Capital Program at R 406,000.
 - There are two Golf Courses in the Municipal Area, both privately run, one in Makhanda and the other in Alicedale.

2.6.1.4 Cemeteries:

- **Makhanda:**
 - Mayfield Cemetery (currently in use and has capacity for another 12 Years at the current rate of burials)
 - *Waainek Cemetery (currently full only reserved graves are available)*
 - Lavender Valley (Currently not in use other than for reserved graves) Grahamstown Historical Cemetery (currently not in use other than for Reserved graves)
 - Extension 1 Cemetery (currently not in use)
 - Kings Flats Cemetery (currently not in use other than for reserved graves)
 - Kwa Dinga Cemetery (currently not in use)
- **Alicedale:**
 - Kwa Nonzwakazi (currently at full capacity)
 - Transriviere (currently in use and has capacity for a further 5 years at current rate of burials)
 - Town Cemetery (currently in use and has capacity for a further 5 years at current rate of burials)
- **Riebeeck East:**
 - KwaNomzamo (currently in use and has capacity for a further 5 years at current rate of burials)

- Town Cemetery (currently in use and has capacity for a further 5 years at current rate of burials)

Outlying;

Districts:

Several farm cemeteries that are not registered (status of cemetery and available space for burials still being investigated)

2.6.1.5 Public Amenities:

COMMUNITY SERVICES AND FACILITIES	WARD	NAME	TOTAL IN MAKANA MUNICIPAL AREA
Taxi Rank	8	Ncedo Taxi Association and Border Alliance	2
Post office	7 & 8	Market Square, High Street & Joza	3
Pension pay points	3; 4; 5; 7; 8; 9; 10	Recreation; B.B. Zondani SASSA Building, Banks,	2
Cemetery	1; 3; 4; 9 & 11	Albany Old Cemetery. Ndancama; Waainek; Ext 7 Mayfield & Thatha	6
Church/Place of Worship	1; 2; 3; 4; 6; 7; 8; 9; 10;11; 12,13; 14	Methodist; Anglican. Presbyterian; Zion; Adventist; Pentecostal	Numerous
Banking Facilities	8	NED BANK, ABSA, FNB, STANDARD BANK, CAPITEC and GBS	5
Parks & Recreation	1,3,6	Pumlani Park, Lavender Valley, Memorial Park	3

2.6.1.6. Health and Care Facilities:

Settlers Hospital is the main health care facility in Makana area established in 1858. Settlers Hospital is located in Makana Sub-District, Makhanda within the Sarah Baartman Municipal District. It serves a population of 157998 (Makana /Ndlambe municipality).

Settlers Hospital has 219 approved public beds, the hospital is currently functioning with 166 active/usable beds. Makana has 8 clinics under the department of health and other health facilities

2.6.1.6.1. Other Health Facilities:

Nos.	CLINICS	CENTER
1.	Clinic	Anglo African Street Clinic
2.	Clinic	Joza Clinic
3.	Clinic	Kwa-Nonzwakazi Clinic
4.	Clinic	Middle Terrace Clinic
5.	Clinic	NG Dlukulu Clinic
6.	Clinic	Raglan Road Clinic
7.	Clinic	Raymond Mhlaba Clinic
8.	Clinic	Virginia Shumane Clinic

OTHER FACILITIES	
Community Health Centre	Settlers Day Hospital
Condom Distr Site	Makana Condom Distribution Site
Condom Distr Site	Makana Primary Condom Distribution Site
District Hospital	Hospital
EHS LG Service	Makana Local Municipality - LG EHS
EHS Prov Service	Makana Health sub-District - Prov EHS
EMS Station	Alicedale EMS Station
EMS Station	Grahamstown EMS Station
Mobile Service	Grahamstown Mobile 1
Mobile Service	Grahamstown Mobile 2
Mobile Service	Grahamstown Mobile 3
Non-Medical Site	Rhodes University Non-Medical Site
Specialised Psychiatric Hospital	Fort England Hospital
Specialised TB Hospital	Temba TB Hospital

All our primary health centres are opening from 08h00 to 16h30, 5 days a week except Joza clinic which opens seven days a week, including Saturday and Sunday. Professional nurses range bet (3-5) per clinic depending on the capacity of the clinic. Doctors visit clinics, some clinics once a week and others once in two weeks

Makana Municipality has two Ambulance Services i.e. EMS and Netcare. For those patients referred to either Port Elizabeth or East London there is transportation organised by the hospital and the ambulance service; on Monday, Wednesday and Friday to PE and Tuesday & Thursday to East London.

COMMON DISEASES:	REFERRAL SYSTEM:
<ul style="list-style-type: none"> • TB • HIV • Hypertension (High Blood pressure) • Diabetes • Arthritis • Asthma 	<ul style="list-style-type: none"> • Ward Based outreach Teams • Clinic • Community Health Centre • Hospital (District or TB hospital) • Port Elizabeth (Tertiary hospitals) – Specialist Clinics

2.6.2 Traffic and Law Enforcement

Makana municipality operates a traffic service (7 posts). Makana delivers an agency service for licensing (NATIS) on behalf of the Provincial Department. Three Peace Officers have been appointed to enforce by-laws.

2.6.3 Community Safety:

The South African Police Service Act as amended, made provision for the establishment of municipal police services and community police forums. In Makana a cluster ward approach was undertaken to establish Community Police Forums, in total five have been established. During the Community based planning, a concern was raised around the effectiveness of these forums and the lack of visibility of the SAPS.

The SAPS Crime Research Statistics show that crime levels are high in Makhanda. Contact crimes against a person and burglary at residential premises are most prevalent.

Police Stations in Makana Area

NAME	WARD
Makhanda CBD Area	8
1x Riebeeck East	1
1x Alicedale	14
1x Fort Brown	1
1x (Extension 6 New Police station)	6
Seven Fountain	14
Committees Drift	1
Joza Police Station	6

2.6.4 Fire Services and Disaster Management

Makana Municipality has 24-hour fulltime fire service with Chief Fire Officer appointed as manager fire services. Municipality has signed a corporate agreement with Sarah Baartman District Municipality to perform the function on agency bases. Also the Municipality has co-operative agreement with all other six (6) Sarah Baartman District Municipalities.

The aim of the Disaster Management Act, No. 57 of 2002, and the Disaster Management Framework, is to minimise the effects of hazards on local communities by ensuring coordinated efforts to manage risks. This plan has been designed around the identified risks, highlighted during the Risk Assessment process.

A Disaster Management Plan outlines the key institutions and programming components relative to deal effectively with disaster management and emergency responses. Partnerships have been established with Provincial Government, District and Non-governmental organisations with a responsibility or capacity to render Disaster Management Services. In terms of Makana Disaster Management Plan the following are the result of risk assessment conducted that the municipality is prone to:

- Tornado
- Floods
- Fires(Veld and Forest Fires)
- Epidemics
- Accidents

Furthermore, the plan contains contingency plans for every risk identified. The most common disaster that occurs in the area is floods and protracted drought. Tornadoes are common and have caused extensive damage to homes in Alicedale and the Makhanda area.

2.6.4.1 Disaster Incident:

Makana Municipality was affected by a disaster on the 8th October 2008 where 161 houses were severely damaged in Makhanda and 22 houses in Alicedale. An amount of R101 000.00 was approved by Provincial Government and the project was to be coordinated by them. The project has been delayed to date.

Makana was again in October 2012 affected by floods where most of its road's infrastructure were damaged. In October 2012, The Premier of the Province of the Eastern Cape had, in consultation with other MEC's declared a provincial state of disaster in terms Section 41 of Disaster Management Act (Act 57 of 2002)

After the occurrence of the October 2012 disaster incident, the Provincial Disaster Management Centre had, in terms of section 35 of the Disaster Management Act 57 of 2002, initiated efforts to assess the magnitude and severity of the disaster and informed the National Disaster Management Centre of the cost of the damages for provision of emergency relief.

The National Treasury had through the National Disaster Management allocated an amount R43.5m for emergency projects which was divided among the Nelson Mandela Bay Municipality and five other municipalities in the Sarah Baartman District Municipality. Makana Municipality was allocated R 2 400 567 for the following projects.

1. Repairs to electrical infrastructure at Old town filters, Evans Poort and Market feeders – R2 400 567 and
2. Repair pump station (replace sewer pump) at Lingelihle – R387 236,

The above mentioned projects were completed between January and May of 2013. There were about 128 informal houses that were damaged by floods. Makana Municipality made an urgent application for temporary housing structures to the Department of Human Settlement.

On the 23rd of November 2012 the Department of Human settlement together with the municipality made an assessment of the damage caused by the floods and 39 temporal housing structure where approved.

Subsequent to that, Makana Municipality allocated an amount R8 7224 000 for reconstruction and rehabilitation. The above-mentioned amount was intended for the re-gravel, reconstruction of municipal roads, storm water pipe, channels, slabs and pedestrian bridges that were affected during the October 2012 flooding, this included Alicedale.

The Provincial Disaster Management Centre established a Project Management Steering Committee to monitor the funds allocated for response and recovery of the flood incidents which engulfed the province during the period.

2.6.4.2 Priority Risk Identified:

TOP RISKS	
No	Risk
1.	Landslide/Subsidence
2.	Heat wave
3.	Severe Storm
4.	Road Incident
5.	Animal Epidemic Diseases
6.	Criminal Activities
7.	Critical Infrastructure
8.	Illegal/Uncontrolled Solid Waste Disposal
9.	Climate Change Rainfall

2.6.5 Community Policies and Bylaws:

Type	Title	Date	Status
Policy	Speed Hump	May 2013	Final *
Policy	Environmental	*	Final
Policy	Paupers Burial (To be developed before the financial year end)	*	To be revised
By-law	Animals, Birds and Poultry	*	Final
By-law	Dumping and Accumulation of Water	*	To be revised
By-law	Liquor and Trading Hours	*	To be revised
By-law	Parking	*	To be revised
By-law	Refuse Removal	*	To be revised

Type	Title	Date	Status
By-law	Street Collections	*	To be revised

2.6.6 Challenges and Development Priorities:

The Directorate of Public Safety and Community Services is one of the biggest departments within the municipality and is made up of about 40% of the staff employed by the municipality. The Directorate is responsible for the provision of parks, recreational and sporting facilities, cleansing and environmental health services, library services, environmental management, traffic services, and fire and emergency services.

The challenges facing the Public Safety and Community Services Directorate are as follows:

- Lack of human capacity to implement the by-laws. The by-laws are not updated, and some are not approved, which could result in possible litigation as regards to billing and collection of monies levied for services.
- Implementation of unfunded and underfunded mandates, example firefighting which is a district function. Engagements with the Sarah Baartman District Municipality are taking place in this regard.
- Lack of resources e.g. no fire stations in outlying areas and therefore the inability to respond to fires on time especially in areas like Alicedale and Riebeeck East;
- There also need for Fire station in the Makhanda East
- Establishment of libraries in the new areas not done due to a lack of funding.
- Inadequate customer complaint handling processes. At present all complaints are referred to the Fire Services and therefore there is a need to establish a centralised responsive customer care unit/ centre to deal with customer care complaints and emergencies; and
- Vehicles are old and unreliable and impact negatively on service delivery; and
- Eradication of illegal dumping sites, fencing of legal dumping sites, improvement of street cleaning, the provision of the cleaning services in all areas of Makana and monitoring of cleaning staff.
- Improve and Increase visibility of Police, Resuscitate Community Policing Forums and establish Community Safety Forum

- The municipality should prioritise, update, approve and enforce the by-laws.
- The billing of refuse and an audit of all refuse removals to ensure that consumers are being billed correctly for the amount of refuse removed should be undertaken.
- Amongst others undertake the acquisition of vehicles and equipment, cleanliness of the town, identify and cost unfunded and underfunded mandates which are the competency of the district and other departments and engage these institutions to address the matter.

2.7 LOCAL ECONOMIC DEVELOPMENT AND RURAL DEVELOPMENT:

The purpose of the Strategy is to:

- Provide guidance and direction to Makana's LED Directorate for the effective and sustainable achievement of the local economic development objectives;
- Contribute to the implementation of economic plans from the overall planning of the municipality as detailed in the Integrated Development Plan (IDP);
- Stimulate economic growth in Makana;
- Address the socio-economic challenges of the community resulting from unemployment;
- Increase the tax base of the municipality; and
- Build up the administrative and economic capacity of Makana in order to improve its economic future and the quality of life for all.

2.7.1 Makana Local Economic Development Strategy:

In the context of a slow economic climate, unemployment is on the increase, resulting in the shrinking of the municipal revenue tax base. Against this backdrop the Makana LED Strategy needs to both find innovative ways to grow the local economy to address the growing socio-economic challenges of marginalised communities, and – in the interest of sustainable service delivery – increase the municipal tax base. Both these issues can only be addressed by growing the levels of sustainable employment in areas that need it the most.

The focus of this LED Strategy is not to provide communities with social support or intermittent relief from poverty, but to enable the prospect of sustainable poverty alleviation. Sustainable poverty alleviation requires providing unemployed people with opportunities that provide individuals with a sustainable source of income.

2.7.2 Overview of the core elements of the LED Strategy

The focal point of the LED Strategy is the three Strategic Objectives, the 10 Key Performance Areas and the 23 Strategic Initiatives

2.7.2.1 Strategic Objectives 1: Promoting Economic Growth

Economic growth is achieved by identifying and focusing on projects and initiatives that increase the capacity of the economy to promote a positive change in the level of production and provision of goods and services, and ultimately provide additional work opportunity for local communities. Local stakeholder cohesion will promote the prospect of successfully identifying the projects and initiatives that will promote economic growth in the region.

2.7.2.2 Strategic Objective 2: Promoting the Generation of Sustainable Work

Opportunities

Sustainable work means achieving living and working conditions that support people throughout an extended working life. This should ensure that people have a reliable source of income and assist people to stay in charge of their own lives for as long as possible so that they can meaningfully contribute to society and the local economy. Promoting sustainable work opportunity is the responsibility of all local stakeholders, both the municipality and local community. Local stakeholder cohesion will improve the prospect of generating sustainable work opportunity.

2.7.2.3 Strategic Objective 3: Promoting an enabling environment

An enabling municipal environment requires a set of interrelated conditions that together should provide, facilitate and support the prospect of development in the Makana municipal area. It is within the municipality's responsibility and power to provide this enabling environment.

2.7.3 Key Performance Areas and Strategic Initiatives

The nine Key Performance Areas in the LED Strategy are:

1. Promoting stakeholder collaboration and other networks for unlocking opportunities for economic growth,
2. Promoting Makana as a creative city,
3. Promoting stakeholder networks for unlocking work opportunities,
4. Capacity building for employment or self-employment in order to maximise local procurement opportunities,
5. Encouraging a vibrant township economy,
6. Promote business growth through a conducive policy environment,
7. Enforcement of by-laws,
8. Ensuring the reduction of red tape, and

9. Ensuring that infrastructure is in place to promote the local economy.

Details on the Strategic Initiatives are provided in the Implementation Framework for the LED Strategy. The following information is provided for each Strategic Initiative: Objective, Outcome, Activities, Timeframe, Champion, External stakeholders and Potential Funding source.

2.7.4 LED strategy alignment to national frameworks and priorities

The LED Strategy is aligned with key national frameworks and priorities to ensure that it promotes the broader socio-economic transformation objectives of the government. The alignment of the LED Strategy to the outcomes in the Medium Term Strategic Framework (MTSF), the New Growth Path (NGP) and the Policy Pillars of The National Framework for LED.

This alignment is important in view of the following statements in the National Framework for LED: “Municipalities are encouraged to share these and to incorporate them into their IDP and LED strategies.

Seen as objectives, the pillars reflect the aims of much of government’s socio-economic policy agenda as well as the views of stakeholders during the process of consultation. By including these objectives in their IDPs and LED strategies, municipalities will align LED to national policy objectives and at the same time will set in motion process to strengthen their local economies in line with the vision of the Framework”.

Table: LED Strategy alignment to strategic national documents

National outcomes in the MTSF	New Growth Path Framework	Pillars: National Framework for LED, 2017-2022	Strategic Objectives of the LED Strategy	Key Performance Areas of the LED Strategy
<p>Outcome 6: An efficient, competitive and responsive economic infrastructure network</p> <p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</p>	<p>Jobs Driver 3: Seizing the potential of new economies</p> <p>Jobs Driver 4: Investing in social capital</p>	<p>Pillar 1: Building diverse and innovation driven local economies</p> <p>Pillar 6: Strengthening local innovation systems</p>	<p>Strategic Objectives 1: Promoting economic growth</p>	<p>Key Performance Area 1.1: Promoting stakeholder collaboration and other networks for unlocking opportunities for economic growth</p> <p>Key Performance Area 1.2: Promoting Makana as a creative city</p>
<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Outcome 8: Sustainable human settlements and improved quality of household life</p>	<p>Jobs Driver 1: Infrastructure for employment and development</p> <p>Jobs Driver 2: Improving job creation in economic sectors</p> <p>Jobs Driver 3: Seizing the potential of new economies</p> <p>Jobs Driver 4: Investing in social capital</p>	<p>Pillar 1: Building diverse and innovation-driven local economies</p> <p>Pillar 2: Developing inclusive economies</p> <p>Pillar 3: Developing learning and skilful economies</p> <p>Pillar 4: Enterprise development and support</p>	<p>Strategic Objective 2: Promoting the generation of work opportunities</p>	<p>Key Performance Area 2.1: Promoting stakeholder networks for unlocking work opportunities</p> <p>Key Performance Area 2.2: Capacity building for employment or self-employment in order to maximise local procurement opportunities</p> <p>Key Performance Area 2.3: Encouraging a vibrant township economy</p>

National outcomes in the MTSF	New Growth Path Framework	Pillars: National Framework for LED, 2017-2022	Strategic Objectives of the LED Strategy	Key Performance Areas of the LED Strategy
Outcome 6: An efficient, competitive and responsive economic infrastructure network	Jobs Driver 1: Infrastructure for employment and development Jobs Driver 5: Spatial development	Pillar 5: Economic and infrastructure governance	Strategic Objective 3: Promoting an enabling environment	Key Performance Area 3.1: Promote business growth through a conducive policy environment
				Key Performance Area 3.2: Enforcement of by-laws
				Key Performance Area 3.3: Ensuring the reduction of red tape
				Key Performance Area 3.4: Ensuring that infrastructure is in place to promote the local economy

2.7.5 SWOT Analysis of Local Economic Development in Makana

A SWOT analysis is undertaken with participants attending a workshop to identify the Strengths, Weaknesses, Opportunities and Threats with the aim of developing an LED Strategy. The participants were asked to focus their analysis according to following themes: Agriculture, Land, Tourism, SMMEs, Trade and Investment and Township Economy. Issues identified in the SDF SWOT analysis were incorporated with that of the analysis undertaken by the participants at the workshop

2.7.5.1 Agriculture in Makana

Strengths	Weaknesses
Historic farms: existing and established farms	Lease contracts (tariffs)
NDP provides guidelines for enhancing agriculture for economic development	Limited policies for land reform on a local level – disconnect between LED and Land Reform
Market access	Public transport
Established policies and administrative framework	Limited access to agricultural land for emerging farmers
Established road and rail network supporting accessibility to the area	Business friendly guidelines on local level don't exist
Back-yard gardens	Agricultural programmes – low visibility
Climatic conditions favourable for agriculture, wildlife and ecotourism	Value adding on products and services
Large sections of the Municipality are currently utilised for game farming and conservation areas, ± 50 % of the area	Low success rate of LED projects
	Poor communication and integration between departments in the municipality – working in silos
	Inadequate communication between the municipality and other spheres of government, lack of clarity on who takes responsibility
	Strong and diverse agricultural sector
	Ageing infrastructure development
	Inadequate maintenance of infrastructure
	Delays in approvals
	Large sections of the Municipality are currently utilised for game farming and conservation areas, ± 50 %
	Low agricultural potential and non-arable land (Department of Agriculture Land Capability Index) north of Seven Fountains and Sidbury, including low large stock unit grazing capacity
	Limited opportunity for crop production

	The absence of a Municipal Environmental Management Plan can have a long-term impact on conservation and biodiversity management.
Opportunities	Threats
Fair trade	Ageing infrastructure
Diversification of the sector aqua culture (Rhodes initiative)	Poor state of the local roads
Extension and development of the airport to enhance exports	Inadequate service delivery
Employment of high tech agri processes (intensive farming)	Inadequate policies for driving development
High value crops (berries and tunnel farming)	Negative spin-off (housing backlog) on agricultural land and farms
Skills development for empowerment	Safety on farms
Availability of public land	Climate change
Partnership between higher education institutions and industry – renew partnership	Vandalism
	High cost of land
	Labour unrest

2.7.5.2 Land

Strengths	Weaknesses
Availability of land	Don't know what land is catered for – need for a land audit
Legislative compliance (building control and town planning, by-laws in place)	Execution of policy (non-communication between departments)
Rhodes University	Acting up on programmes that we have
High Court	Allocation inequality
Private schools	Heritage buildings are not well monitored
Municipality owns the majority of the land in the East	Who gets the lands in terms of allocation
Opportunities	Threats
Subsidy housing for human settlements	East area: businesses are dominated by foreigners (township economy)
Tourism sector is based on heritage (much of CBD)	Businesses are not formalised
	Only one type of housing subsidy (gap market is not addressed)

	No data on institutional demands on land
	Urban structure is typical of former segregated planning with poorly developed business and support infrastructure in Makhanda East.
Potential to speed up the process of legislative compliance to address irregularities	Capacity: in the municipality, finances (equipment)
Generate revenue: for selling, leasing land	Land grabbing / land invasion (due to weaknesses) especially for residential purposes
Development of land on the Eastern side	Doing business in residential areas not zoned for business
Land available in East for township economy	Local people not benefitting (as informal traders) – therefore increasing the indigent population
Partner with Rhodes University in relation to research capacity	Shops (informal traders) are not monitored resulting in them spreading & over-use of municipal services
Partner with Rhodes University to create other faculties on the eastern side & student accommodation	Gap housing market – so they take over RDP houses (while they could qualify for other housing subsidies)
Monitor informal traders to generate revenue	If we don't monitor the heritage buildings, they demolish the cultural houses
Tighten up on RDP houses	Lose the heritage advantage if you don't act to protect it
Highly urbanised population indicates options for more cost-effective service delivery and social services provision	Red tape and over-burdened regulatory framework
	Although the Census indicates ± 2 200 households residing in informal structures in Makhanda, the Municipality estimates a subsidised housing demand of 12 800, current projects addressing ± 10 470 units. Population growth between 2001 and 2018 estimated at 1.12 % per annum with an estimated population in 2028 at 102 258 or an additional 2 838 households

	Population growth significantly higher than the Eastern Cape and Sarah Baartman DM, confirming in migration
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2.7.5.3 Tourism

Strengths	Weaknesses
Thriving creative industry	Lack of participation of PDIs in the main stream tourism economy
East of accessibility due to strategic location on the N2	Township tourism development is stagnant
Vast heritage resources	
Opportunities	Threats
Airport development	Aging infrastructure
Production of crafts using kaolin	Lack of cleanliness
National arts Festival	Lack of inner-city development
Creative City	

2.7.5.4 SMMEs, trade and investment:

Strengths	Weaknesses
Host to a world-renowned NAF	Lack of inward investment due to infrastructure issues
Host to some of the country's best schools	Limited market opportunities for SMMEs
Enabling environment for business growth	Unorganised business sector, particularly SMMEs
The Municipality is accessible through the N2 National Road, halfway between King Williams Town and Port Elizabeth	Lack of well-defined investment opportunities
Monthly average household income in the Makana Municipality is the highest in the SBDM and significantly higher than the Provincial average	
Opportunities	Threats
Renewable energy	Issues relating to the cleanliness of the city
Clay mining	Dilapidated infrastructure
Airport development	Agriculture and mining are very low GDP contributors. Low employment GDP contributors

	are transport and communication, construction and manufacturing
Levels of education and education profile is slightly better than the SBDM and the Eastern Cape with 15.3 % completing secondary education in comparison to 11.5 % in the Eastern Cape	Unemployment is estimated at 45.5 % which is slightly higher than the Provincial average (44.6 %) and significantly higher than the unemployment rate in the SBDM (38.7 %)
Although lower than the Provincial average (12.7 %), the poverty headcount in Makana is 2.2 % and the intensity of poverty is 41.6 %	

2.7.5.5 Township Economy:

Strengths	Weaknesses
The biggest economy of the town	Private homes converted into businesses
Massive buying power	Cost of converting residential site to business site (R1500+)
Vacant land	Distance & cost of travel from township to CBD
Entrepreneurs – examples of business success	No concept document on township economy
Opportunities for small businesses	Insufficient data for decision making, e.g. type of businesses, reasons for success,
Successful businesses have passion for business	Lack of relationship between municipality and assumption development centre & other entities involved in the township (e.g. Liquor Board & NPOs, Umthathi)
The biggest economy of the town	Enforcement of by-laws
Massive buying power	Lack of cooperation and collaboration between municipality and local businesses
Vacant land	Failure of small local businesses due to competition in the township
Entrepreneurs – examples of business success	Lack of small business success to compete in the township economy
Opportunities for small businesses	Fragmentation of the business sector

Successful businesses have passion for business	Dependence of small businesses on financial support to start businesses (opportunists who are not entrepreneurs)
The biggest economy of the town	Insufficient training for small business development
Massive buying power	Poor identification of beneficiaries for training in entrepreneurs (use the Get2Test)
Vacant land	Unregulated and unethical business practices
Entrepreneurs – examples of business success	More effective communication of by-laws (e.g. about business premises)
Opportunities for small businesses	Outdated by-laws that need to be strengthened
Successful businesses have passion for business	Informal traders who don't abide by the by-laws
	Lack of financial literacy among small businesses, reducing the potential impact of these businesses to the local economy
	Lack of capacity to enforce the by-laws
Opportunities	Threats
Analyse models for township economy (use the research capacity of the university & other experts)	Informal sector act outside the legislative requirements resulting in loss of revenue to the municipalities
Ensuring that the money remains in the local economy	Pull of the 2 major centres (leakage of money)
Monitoring, data collection and control mechanisms	Growth of unemployment due to poor township economic growth
Opportunity to tidy up legislation	Global and national economic decline
Analyse the business model – to learn lessons about the reason for success and competitiveness	Social problems emanating from low economic growth, e.g. illegal drug trade
Opportunities	Threats
Consider free rezoning for greater revenue (e.g. for municipal services) – then punitive measures if they don't pay for services: but must still be process & requirements	Counterfeit goods
Creating one business forum – “LED forum with a business focus” – separate	Shrinking municipal tax base

business forum that is linked to the LED Forum [LED responsibility is to initiate the forum]	
Revised regulations / policies to address issues specifically for the township economy	Illegal activities surrounding informal traders
Improved communication relating to business activities in the township economy	
Ensuring compliance by business owners	

CHAPTER THREE: SPATIAL DEVELOPMENT FRAMEWORK (SDF)

A Spatial Development Framework (SDF) is an important Municipal Policy instrument provided for in legislation, but it should not be seen as merely fulfilling policy requirements and legal compliance. Makana Local Municipality's SDF was adopted by council in January 2020

3.8.1 Objective of the SDF

The SDF should:

- Give effect to the development principles contained in Chapter 2, Section 7 of SPLUMA
- Spatial representation of a five-year spatial development plan for the spatial form of the municipality
- Include a longer term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern
- Identify current and future significant structuring and restructuring elements, including development corridors, activity spines and economic nodes where public and private investment will be prioritised and facilitated
- Include estimates of the demand for housing and the planned location and density of future housing developments
- Identify and provide requirements of engineering infrastructure and services provision
- Include a strategic assessment of the environmental pressures and opportunities
- Identify the designation of areas in which-
 - More detailed local plans must be developed
 - Shortened land use development procedures may be applicable
- Determine a capital expenditure framework for the municipality's development programmes

- Include an implementation plan comprising of Sectoral requirements, including budgets and resources for implementation
- Necessary amendments to a land use scheme
- Specification of institutional arrangements necessary for implementation

3.8.2 Legal Status of the SDF

The Makana SDF is prepared within the context and principles of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and Regulations (MSA) and Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) and Regulations (SPLUMA)

3.8.3 Spatial Plan Alignment

The alignment of the SDF to the Provincial Growth and Development Plan (PGDP) and the Draft Provincial Spatial Development Framework (PSDF) is regarded as essential to create a Province wide relationship between the PGDP, PSDF, Government Sector programmes and projects and the initiatives of parastatals, entities and agencies.

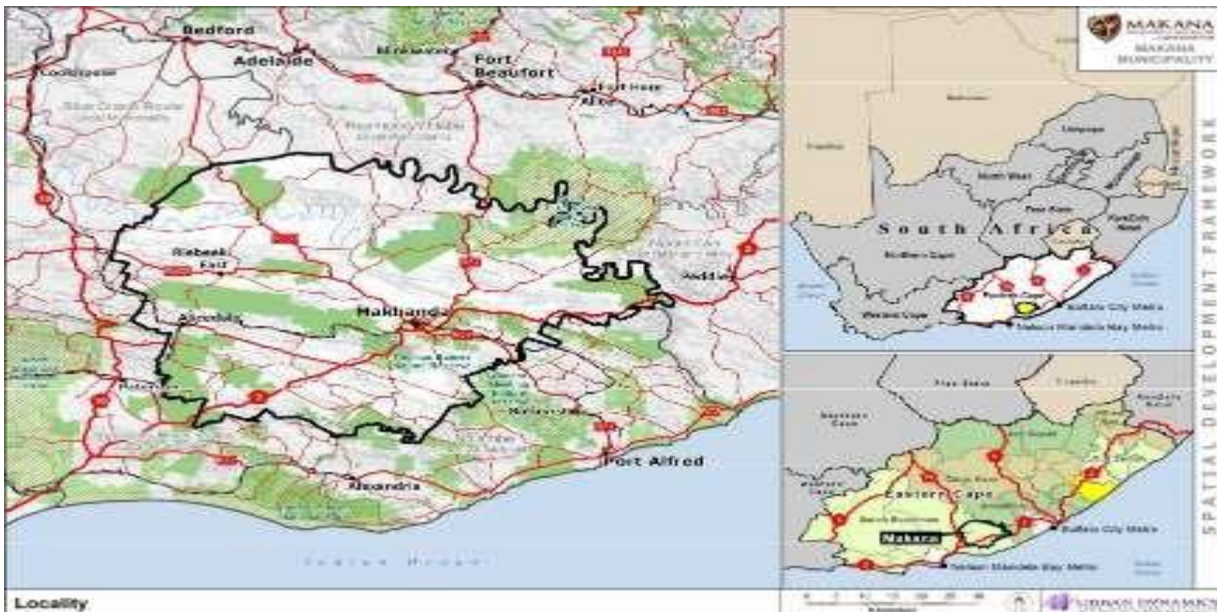
The District SDF needs to be of a strategic and regional coordinating nature referring to local SDFs, which are more detailed and reflect the situation on the ground according to community needs, community development codes, livelihood zones and development requirements.



3.8.4 The Municipal area comprises:

Makana Municipal area approximately 4 375 km² with an estimated population of 80 390 (Stats SA Census 2011). Makhanda is the economic hub of the district and plays a key role as a district service centre within the Eastern Cape, between East London and Port Elizabeth.

The study area is generally dominated by commercial farming activities, game farms and conservation areas. Land ownership patterns are predominantly private ownership.



3.8.5 Policy Context & Vision Directives

The spatial vision, principles and goals are guided by and should be aligned with various National, Provincial and Local informants. Specific reference is made to national guidelines and legislation for spatial development, i.e. Spatial Planning & Land Use Management Act (SPLUMA), National Development Plan (NDP), Provincial Growth and Development Plan (PGDP), Provincial Spatial Development Framework (PSDF), Makana Integrated Development Plan (IDP) and various sector plans.

3.8.5.1 Spatial Planning & Land Use Management Act (SPLUMA)

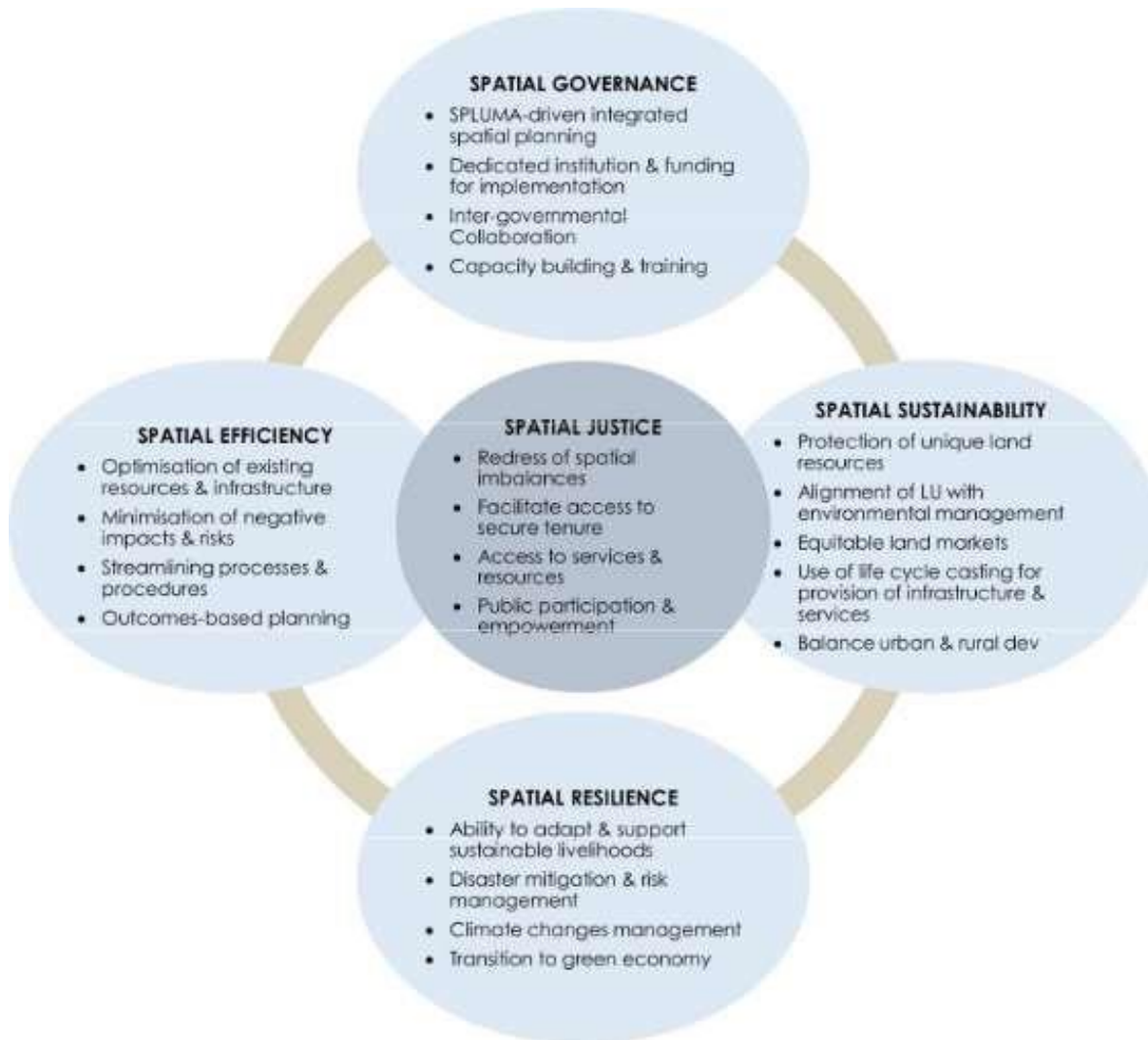
SPLUMA provides an important set of overarching guidelines through the development principles contained in Chapter 2 of the Act.

The objectives of SPLUMA:

- Provide for a uniform, effective and comprehensive system of spatial planning.
- Ensure that the system of spatial planning and land use management promotes social and economic inclusion.
- Provide for development principles and norms and standards.
- Provide for the sustainable and efficient use of land.

- Provide for cooperative government and intergovernmental relations.
- Redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

3.8.5.2. Development Principles of SPLUMA:



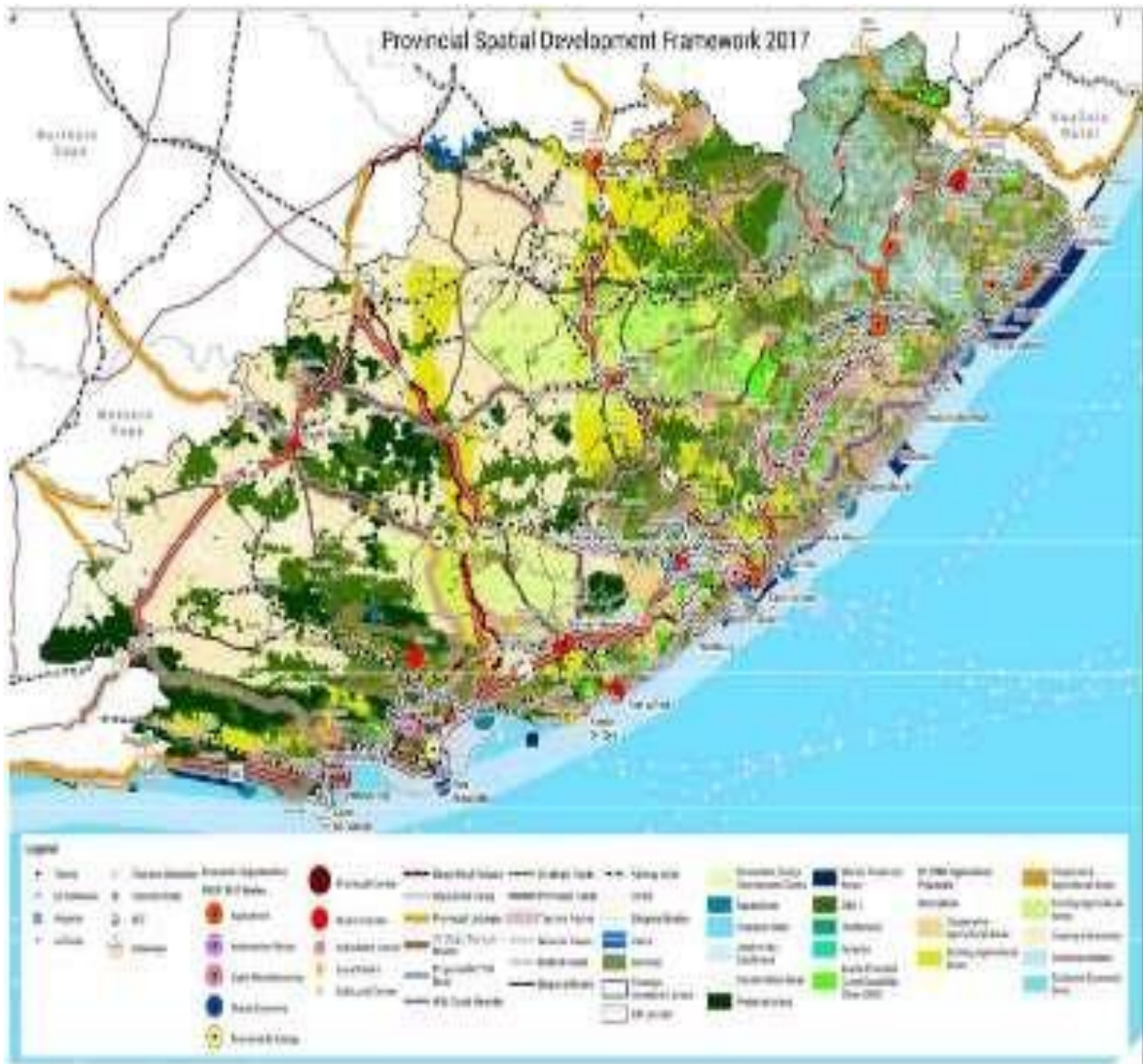
3.8.5.3 Provincial Spatial Development Framework (PSDF)

The Eastern Cape Province recently embarked on the revision of the Provincial Spatial Development Framework in terms of SPLUMA. The Draft PSDF (2017) has not been approved, but for the purposes of the Makana SDF, the philosophy and approach, as outlined in the PSDF, it is adopted.

The PSDF provides a spatial development vision for the province:

The future spatial perspective of the province over the next 15 to 20 years could be conceptualized in the context of the Provincial Growth and Development Plan vision of a “poverty free Eastern

Cape". Understanding that such a vision would be founded upon a concept of a "modern, ecologically sustainable economy based in agriculture, tourism and industry", it is believed the future spatial perspective would comprise a spatial development framework of managed urban and rural human settlements clustered in urban (settlement) regions and corridors, alongside productive agricultural precincts, managed ecological natural resource areas and connected to a network of strategic transportation corridors, open to the global, national and provincial economy.



3.8.5.4 Local Policy Directives

**Makana Municipality Vision and & Mission and Integrated Development plan 2017-22
Development Priorities:**

We shall strive to ensure sustainable, affordable, equitable and quality services in a just, friendly, secure and healthy environment, which promotes social and economic growth for all.

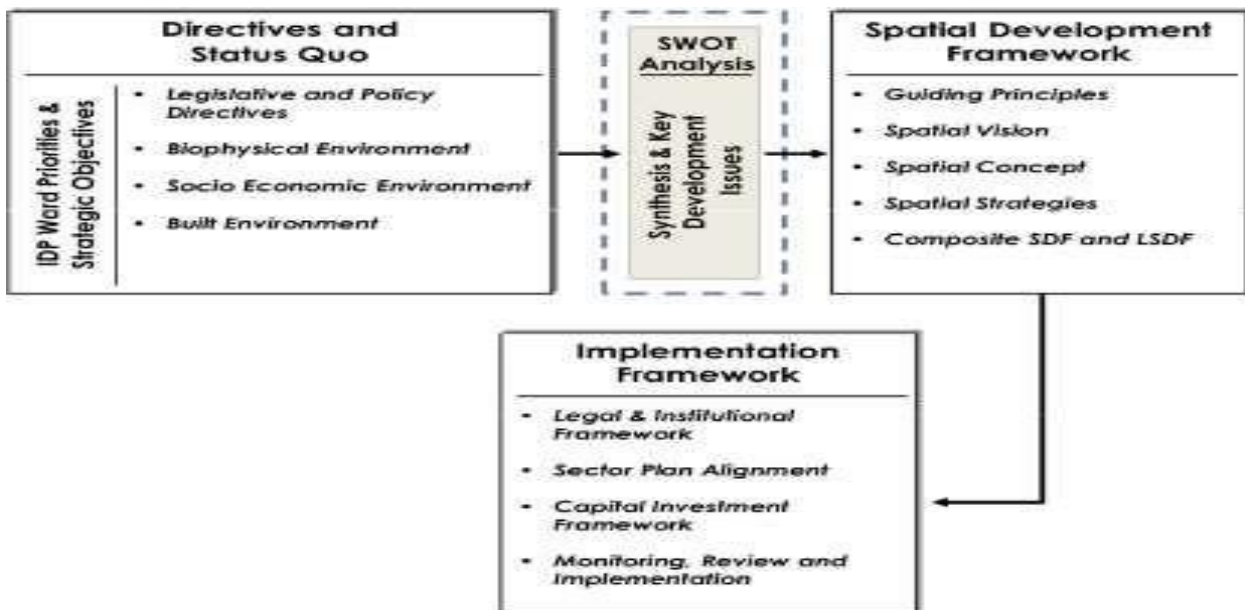
Development Priorities

In support of the Municipal vision, the Municipality identified the following development priorities, goals and strategic objectives.

1. Basic Service Delivery and Infrastructure Development
2. Community and Social Development
3. Local Economic Development and Rural Development
4. Institutional Development and Financial Management
5. Good Governance and Public Participation
6. Human Settlement Management

3.8.6 Spatial Analysis & Synthesis

The spatial analysis of the study area represents an overall spatial picture of the Municipality, the current situation, patterns and trends within the Municipality and quantify specific needs and capacities. The information is focused on key developmental sectors and based on the key issues identified. The spatial analysis follows on from the informants (National, District and Local), SBDM and Makana IDP alignment and key issues. Spatial analysis will lay the foundation for the SDF and development proposals and policy. Synthesis & Key Development Issues based on the status quo assessment, the following opportunities and constraints relevant to the study area have been identified.



3.8.7. Spatial Vision

The spatial vision for the Makana Municipality is underpinned by the following principles:





3.8.8 Spatial Strategies:

3.8.8.1 Development Objectives & Spatial Implications

In order to achieve the spatial vision and implement the spatial concept for the greater Makana on an urban and rural level, the following development objectives and spatial implications will guide the spatial strategies for the individual urban areas and rural hinterland. The development priorities are aligned with the Makana IDP 2017-22.

SDF Strategic Theme	Development Objectives and Spatial Implications
Basic Service Delivery and Infrastructure Development	To provide basic services and infrastructure to all the communities within the Makana Municipality.
	To manage the provision of bulk water supply, sewer treatment, road maintenance, and electricity supply based on existing strategies and programmes.
	To implement and manage a well-functioning Project Management Office (PMO) to co-ordinate all Sector Plans and programmes, including National, Provincial and District initiatives and priorities.
	To prepare a comprehensive Infrastructure Master Plan (water, sewerage, electricity, and waste management).
	To prepare a transportation management plan.

	To identify areas for future development, confirm the urban edge and identify areas for intensification and high densities to inform infrastructure provision and long term bulk planning
	To refine Development Levy Policy and Calculator through a By-law.
	To develop a Municipal Transport Master Plan.

SDF Strategic Theme	Development Objectives and Spatial Implications
Development Priority : Community and Social Development	To assess social facilities and identify areas of highest need.
	To provide social facilities based on CSIR standards, within walking distances and accessible to the target communities.
	Ensure that all new development (green fields) confirm to CSIR community facility thresholds.

SDF Strategic Theme	Development Objectives and Spatial Implications
Development Priority : Local Economic Development and Rural Development	To promote opportunities for small business, SMME investment and informal trade
	To create a conducive environment within the land use management system, stimulating investment and economic growth.
	To identify specific precincts or economic investment areas, i.e, Makana CBD, City Hall Precinct, African Street Precinct, Industrial Area Development, etc.
	To develop an Investment and Incentive Strategy for developers, investors and PPP's.
	To ensure land availability for industrial and mixed-use investment and development.
	To revise the Municipal Local Economic Development strategy and ensure alignment with IDP and SDF priorities and objectives.
	To support and implement the principles of the Eastern Cape Biodiversity Sector Plan (under review).
	To promote growth and expansion of existing eco-tourism industry and game farm / hunting industry.
	To compile an environmental management plan for the Makana Municipality.
	To explore the possibilities and secondary industries to the game farming and eco-tourism industry for possible mixed use and industrial development within Makhanda.
	To prepare a tourism strategy and implementation master plan.
	To confirm nodal functions of rural villages and sustainability of further investment within the rural area.
	To confirm and plan for human settlement needs and demand in a sustainable manner.
	To ensure infrastructure maintenance and district linkages.
	To implement and align with the Provincial Rural Development Plan and the Sarah Baartman DM Rural Development Plan proposals, strategies, and initiatives.
To support the sustainable land reform programmes and projects.	

SDF Strategic Theme	Development Objectives and Spatial Implications
	<p>To support and priorities' farm worker accommodation and rural livelihood areas.</p> <p>To explore options of PPP with farming and eco-tourism industry.</p>
<p>Development Priority : Institutional Development and Financial Management</p>	<p>To ensure implementation of the Makana Spatial Planning & Land Use Management By-laws.</p> <p>To update and maintain SPLUMA land use management system, i.e. Spatial Development Frameworks, Land Use Scheme, Municipal Planning Tribunal, Appeal Authority, and ongoing policy formulation.</p> <p>To improve and expand institutional capacity of the planning office, with specific reference to land use management control and GIS.</p> <p>To actively participate in District and Provincial planning, land use management and institutional platforms.</p>
<p>Development Priority : Good Governance and Public Participation</p>	<p>To implement and manage a well-functioning Project Management Office (PMO) to co- ordinate all Sector Plans and programmes, including National, Provincial and District initiatives and priorities.</p> <p>To ensure SPLUMA implementation and SDF revision aligned with local and district IDP initiatives, on an annual basis.</p> <p>To implement mechanisms and support structures to expedite land use change applications.</p> <p>To ensure a well-functioning MPT, AO and Appeals Authority</p> <p>To identify and formulate policies and procedures that would support the land use management function.</p> <p>To align organisational structures of planning functions with National directives.</p> <p>.To ensure compliance of IDP vision and Sector Plan alignment with National guidelines and requirements.</p> <p>To fast track and prioritise land development applications and building plan process.</p>
<p>Development Priority : Human Settlement Management</p>	<p>To implement the core principles of SPLUMA, the National Development Plan and the Provincial Spatial Development Framework.</p> <p>To promote the function of Makhanda as a primary node in the district and within the Province.</p> <p>To prioritise nodal and corridor development as a catalyst for investment and development.</p> <p>To strengthen the Makhanda CBD through the promotion of higher densities and mixed use</p> <p>To improve linkages between Makhanda East and Makhanda West through corridor development and urban regeneration.</p> <p>To acknowledge the importance of key economic role players, i.e. Rhodes University, private schools, business sector, arts, culture and heritage, eco-tourism and the game farming industries</p> <p>To confirm the urban edge and consider interaction between urban agriculture, communal grazing and future expansion and development areas</p> <p>To include revision of Capital Expenditure Framework as part of the IDP / SDF review cycle.</p>

SDF Strategic Theme	Development Objectives and Spatial Implications
	To align urban development and urban investment with Municipal IDP infrastructure investment programmes, especially water, sanitation, electricity, and roads
	To align transportation development strategy with urban form to alleviate traffic issues and improve ease of trade.
	To identify key structuring elements and investment partners to stimulate development and investment
	To proactively plan for human settlement development and investment for subsidised, medium and high-income residential typologies.
	To identify specific precincts for urban regeneration and intervention to stimulate economic development and investment.

SDF Strategic Theme	Development Objectives and Spatial Implications
	To assess the nodal functionality and importance of rural nodes, i.e. Alicedale, Riebeek East, Seven Fountains, Fort Brown and Salem.
	To align subsidised human settlement project with SDF implementation.
	To confirm and implement accurate housing demand database.
	To ensure flexible SDF land use guidelines to promote development and investment, within specific parameters.
	To develop and implement an Aesthetic and Heritage Management By-law.
	To implement a Land Release Strategy to stimulate economic development.

3.8.8.2 Structuring Elements

Structuring elements are spatial tools and concepts required to achieve specific development objectives. Management and implementation intensity of these structuring elements are tools for redevelopment and development implementation. Structuring elements should operate at a variety of levels and scales on an urban and rural level.

The following structuring elements are relevant to the study area, informing the Spatial Development Framework:

- Nodes and Settlements
- Access, Corridors and Movement Routes
- Conservation, Open Space and Heritage
- Infill and Densification
- Urban Edge and Containment
- Industrial Development and Mining
- Tourism

- Infrastructure
- Economic Catalyst and Special Development Zones

3.8.8.2.1 Nodes & Settlements Objective

The identification and classification of nodes and settlements within the Municipal operational context is important and a mechanism to identify areas where higher intensity land uses, and activities should be supported and promoted. Nodal development and containment improves efficiency as it provides easy access to services and provides thresholds for a variety of uses and transport services. Nodal classification reflects the different levels of investment, promotion and support the strengthening of inter linking corridors and networks. Nodal development should represent service delivery to the rural areas and smaller rural settlements generally support the rural population, economy and agriculture.

Movement Routes Objective: Movement routes and corridors represent linkages between nodes and activity areas and provide critical support for economic development, rural sustainability and growth. Accessibility to nodes and rural activity further supports the agricultural industry and eco-tourism opportunities with direct and indirect support of nodal growth.

Makhanda Nodes Objective: To strengthen existing and proposed mixed nodes and improve service delivery, stimulate economic growth within a demarcated area, providing services and job creation opportunities to surrounding urban areas.

Access & Corridors Objective: To strengthen main movement corridors and access to ensure integration between Makhanda East and Makhanda West and improve accessibility through mixed use development along main access routes and mobility corridors, specifically relating to internal access roads and pedestrian linkages within the Makhanda CBD and the east / west corridor between the identified CBD's and gateway nodes.



3.8.8.2.2 Conservation Open Space, & Heritage Objective

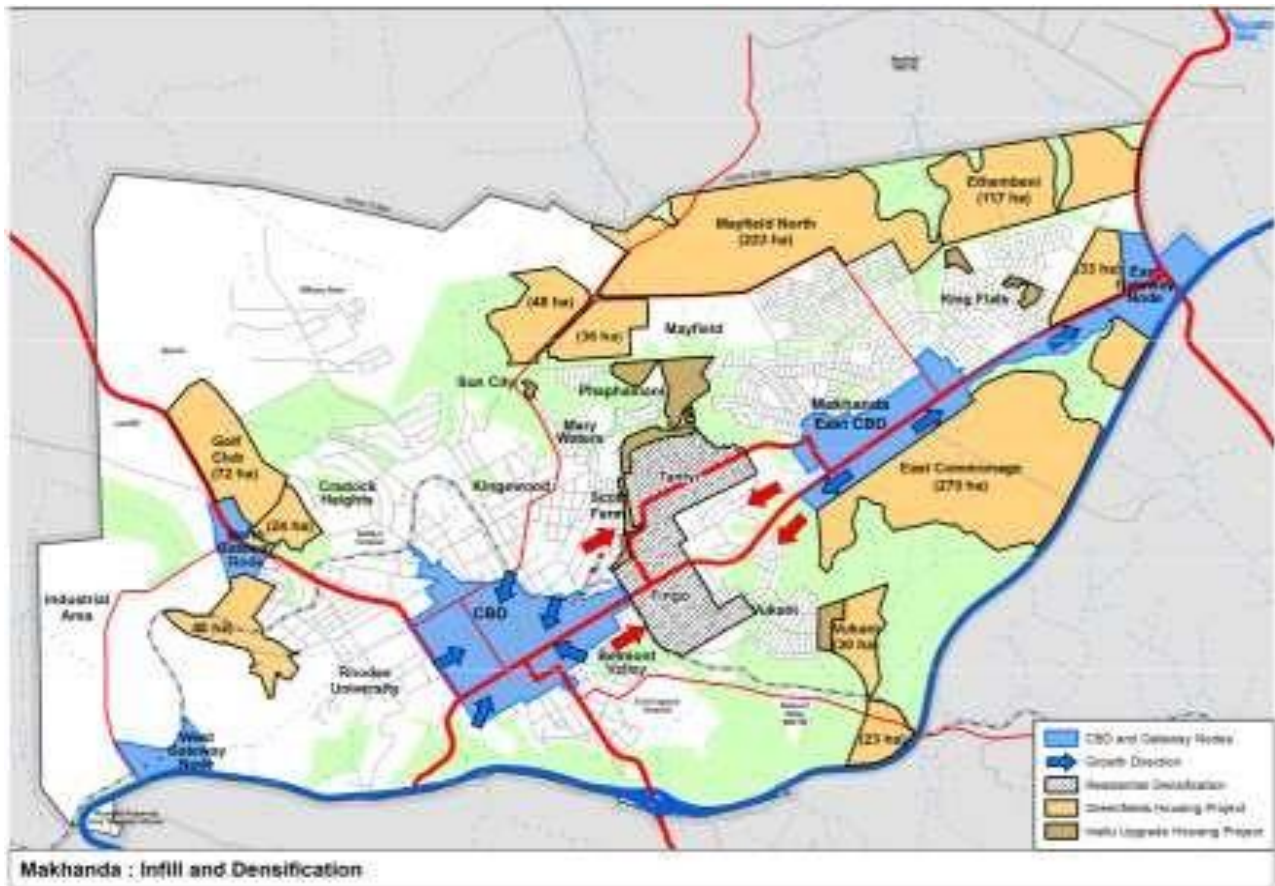
Conservation of the natural and built environment through protection of heritage resources, maintenance of the existing open space system and compliance with environmental legislation and guidelines.

The protection of Agricultural land, wetlands, ecological corridors, heritage resources and scenic landscapes are key building blocks for rural sustainability and growth in the district. Conservation of critical biodiversity areas are prioritised on National and Provincial level and should inform all rural land use decision making.

3.8.8.2.3 Economic Catalyst & Priority Growth Areas Objective

Areas for special growth should be based on agreed principles and direct budget allocation and future priority spending. Development of the rural hinterland should concentrate on competitive advantages, with specific reference to the provision of support infrastructure for the agriculture, tourism and rural settlement support. This should include strengthening of land reform.

3.8.8.2.4 Infill & Intensification Objective



3.8.8.2.5 Human Settlement Development & the Urban Edge Objective

Delineation of the urban edge is a mechanism to contain urban sprawl and ensure more compact and efficient urban structure. The urban edge further ensures more efficient service delivery and sustainable community development with accessible social services, job opportunities and service centres. Urban growth and urban expansion should be based on the principles of densification within the urban edge and future urban development should not be permitted outside the urban edge as demarcated. The Human Settlement Development Strategy comprises of:

3.8.8.2.5.1 Major catalytic projects or PPP initiatives: Greenfield housing projects

Priority Ref	Area	Settlement or Node	Makhanda Demand for Housing + Support *	No of Dwellings + Support * for other
G1	Makhanda East	Mayfield North Ph 2b	1139	
G2	Alicedale	Alicedale		339
G3	Fort Brown	Fort Brown		340
G4	Seven Fountains	Seven Fountains		229
G5	Makhanda East	Mayfield North Ext Ph 3 FLISP	720	

G6	Makhanda East	Mayfield North Ext Ph 4	5000	
G7	Riebeck East	Riebeck East		450
G8	Makhanda East	East Commonage ph 1	2525	
G9	Makhanda East	Ethembeni	1269	
G10	Makhanda East	East Commonage ph 2	2525	
G11	Makhanda East	East Commonage ph 3	2524	
G12	Makhanda East	Vukani Extension	600	
Total			16302	1358

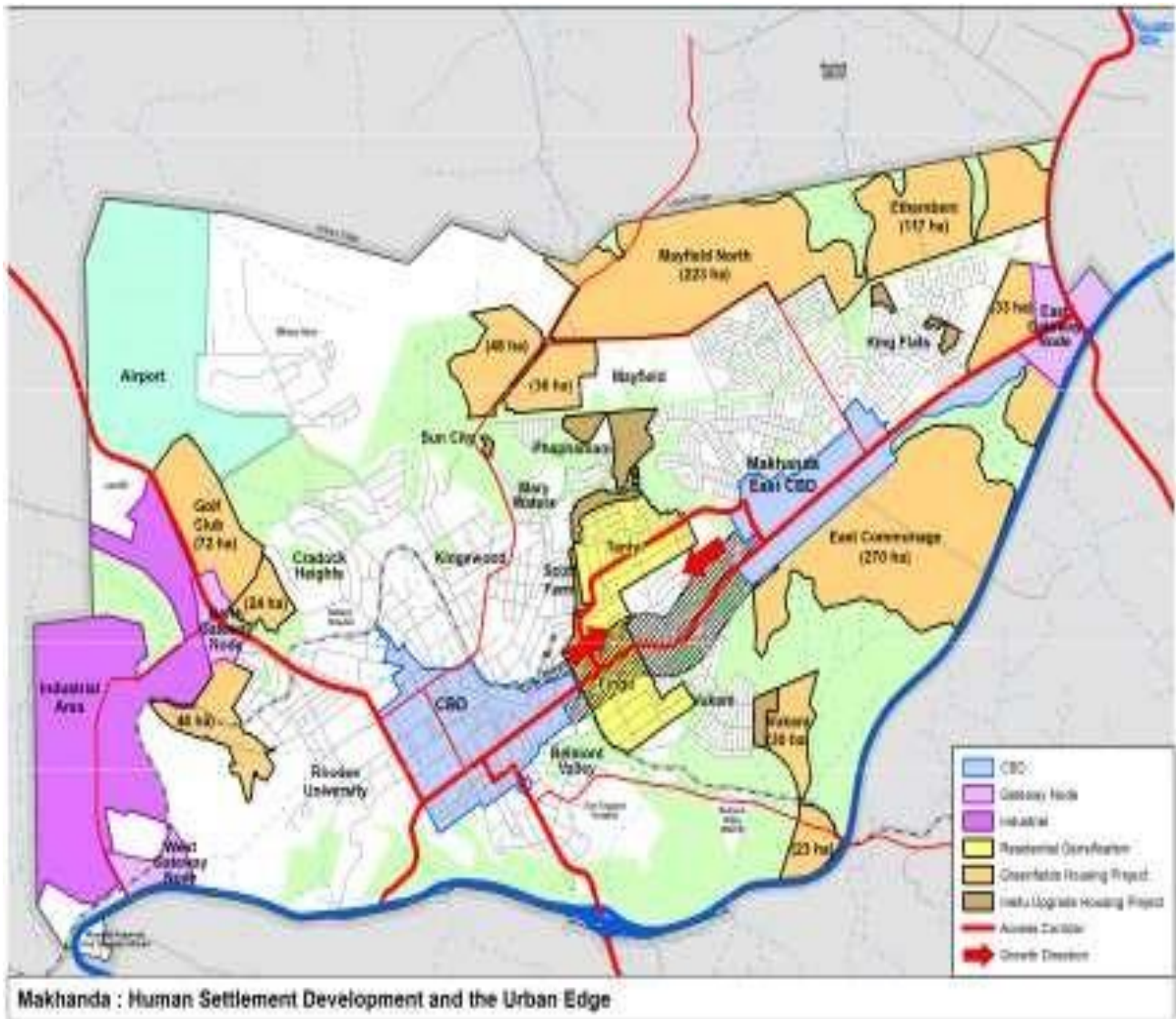
3.8.8.2.5.2 Department of Human Settlements in-situ upgrading projects

Priority Ref	Area	Settlement or Node	Demand for Housing + Support *
	Makhanda East	Enkanini & Mayfield North	incl above
I1	Makhanda East	Sun City	200
I2	Makhanda East	Phaphamani	506
I3	Makhanda East	Infill Sites	203
I4	Makhanda East	Vukani	100
Total		6	1009

3.8.8.2.5.2 Major Private Sector Projects:

Priority Ref	Area	Settlement or Node	New Development Demand
P1	Makhanda East	Eastern Gateway Node (MU)	25
P2	Makhanda West	Cradock heights Ext 2 (res)	200
P3	Makhanda West	Western Gateway Node (MU)	25
P4	Makhanda West	Old Golf course (Res/MU)	750
P5	Makhanda West	Northern Gateway (Mu)	25
P6	Makhanda West	Industrial Rhodes Expansion	300
Total			1325

Figure Human Settlement Development:



3.8.8.2.6 Industrial & Manufacturing Objective:

To strengthen the opportunities for industrial development and expansion of the manufacturing sector in the greater Makhanda area. It is acknowledged that expansion of the manufacturing sector is critical for sustainable employment creation and economic growth. Expansion on the industrial area and opportunities for light manufacturing in the Gateway nodes should provide opportunities for investment.

2.8.8.2.7 Social Services Objective

To provide social and public facilities that is adequately maintained and provided within walking distance of the general population within the town.

3.8.8.2.8 Infrastructure Objective

To ensure the provision of water, sanitation, electricity, roads, water, conservation, IT and refuse removal infrastructure acceptable norms and standards to ensure sustainable community development and support for future growth, expansion and job creation and local economic development.

3.8.8.2.9 Special Development Zones (SDZ) Objective

To identify specific areas that require urgent intervention or can contribute significantly towards development investment, economic growth and possible public private partnerships. The Special Development Zones (SDZs) further include areas in need of urban regeneration, corridor development and green fields' areas to address the residential shortages in especially the subsidised housing market.

□ Makhanda Central Business District

Gateway Node:

- Between Nompondo Street and east towards the indoor sports centre, West along the R67 as indicated.
- East Gateway north of the R67 / N2 intersection.
- West Gateway along the N2 industrial area access.
- North Gateway west of Cradock Heights.

Strategic Land Release: A number of strategic land portions have been identified for land release or public private partnership investment. This initiative will further unlock economic development opportunities increase the Municipal rates base.

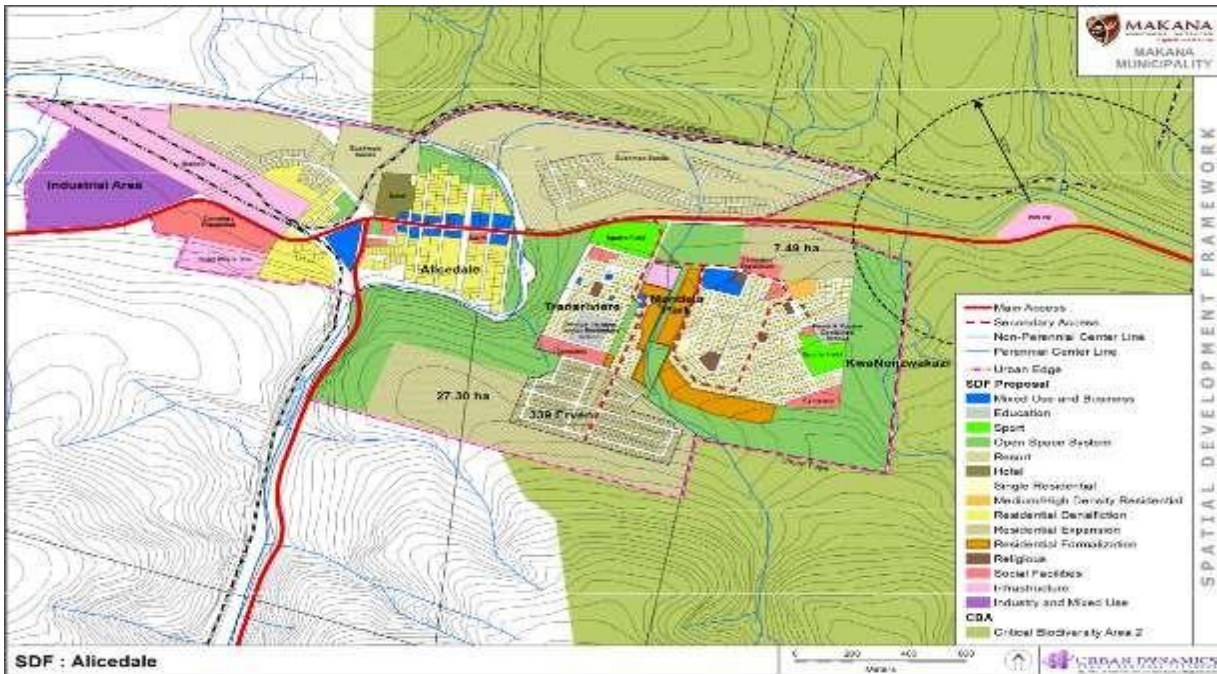
□ Makhanda Composite LSDF: Alicedale

▪ Objectives:

- To strengthen the existing Alicedale business and mixed use component along the Main Street and to strengthen the Transriviere / kwa Nonzwakazi urban structure by allocating land for mixed use and services purposes.
- To strengthen existing accessibility corridors with emphasis on integration of Alicedale, Transriviere, Mandela Park and kwa Nonzwakazi residential areas through road upgrades and pedestrianisation.
- To delineate an urban edge as a mechanism to contain urban sprawl and ensure more compact and efficient urban structure.

- To identify land to address housing demand and shortages and ensure upgrade and formalisation of informal areas in the Mandela Park area.
- To provide social and public facilities that is adequately maintained and provided within walking distance of the general population within the town.

Alicedale Composite LSDF:



Makhanda Composite LSDF: Riebeeck East

To provide strategies for development of the 3 sub-local centres within the Makana Municipality, i.e. Riebeeck East, Seven Fountains and Fort Brown and to ensure sustainable development of these nodes, within the principles of service delivery and rural support.

Riebeeck East Composite LSDF:



Makhanda Composite LSDF: Seven Fountains

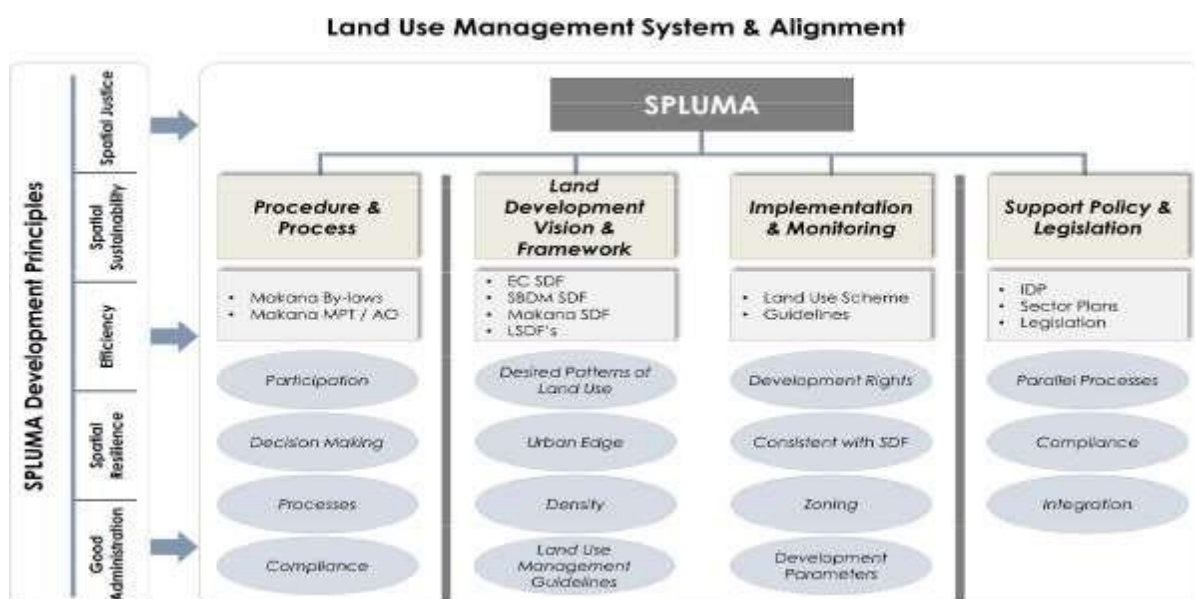
Objectives:

- Upgrade and formalise the existing Seven Fountains community on the Municipal owned farm portions, i.e. 13, 18 & 28 of Farm Seven Fountain No. 477
- Carefully consider future expansion based on limited infrastructure and expansion options, i.e. private land ownership.
- Consider re-design of the layout plan to increase densities and more sustainable use of infrastructure.

□ Makhanda Composite LSDF: Fort Brown

- Acknowledge the demand for rural housing development in the Fort Brown area, in support of existing social facilities (taps, school, community hall).
- Future development to take place on Fletcher's Outspan based on the principles of rural or agri-village design with minimum site sizes of 500 m².
- Scale and expansion of the Fort Brown node to be carefully assessed based on beneficiary demand and existing projects by private land owners to accommodate farmworkers.
- Scale of the Fort Brown development to be based on availability of infrastructure and services
- The Implementation Framework for the Makana SDF provides the vehicle for SDF implementation through projects, budgets, priorities and institutional arrangements to ensure implementation, monitoring and review.

3.8.8.2.10 Package of Plans & Land Use Management System



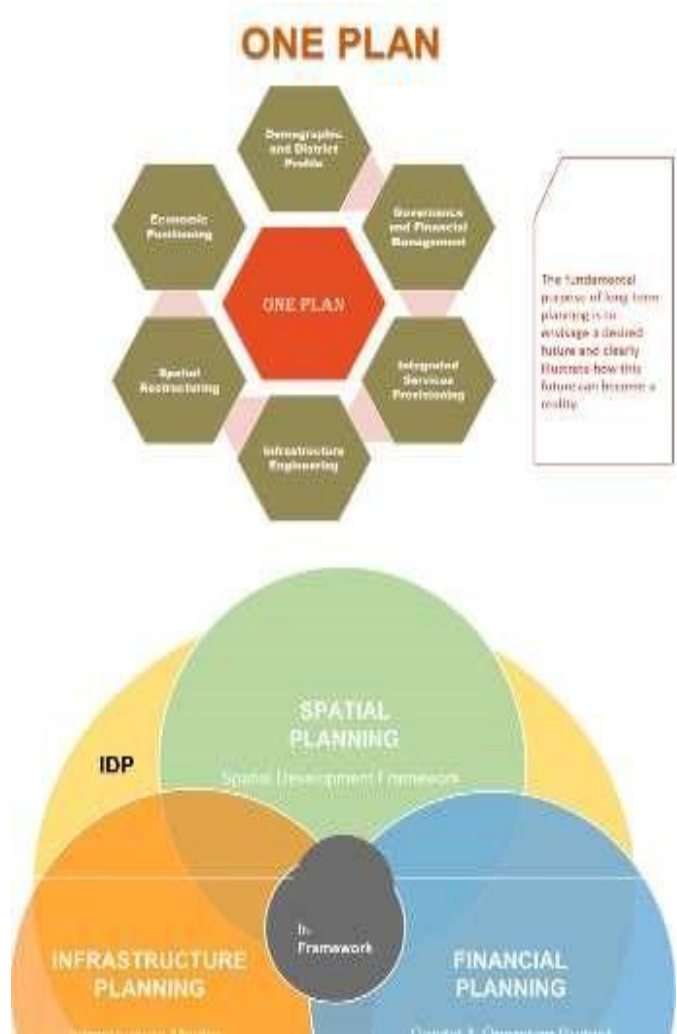
3.8.8.2.11 Guiding Principles for Decision Making

- Decision making within the Land Use Management System (rezoning, subdivision, departure, consent use, etc.) should be based on the following guiding principles:
- Promotion and support of the IDP and long term development vision.
- Support the key principles for development and development management as per the SDF.
- Support the SDF Conceptual Framework and Spatial Development Framework proposals, objectives and goals.
- Adhere to legislative requirements relevant to all forms of development, with specific reference to, but not limited to, environmental conservation, heritage, infrastructure, municipal powers and functions, National and Provincial Government legislation, guidelines and policy.
- Due cognisance to the principles of sustainability, equality, efficiency and integration as outlined in SPLUMA.
- Impact of development on the general welfare, safety, amenity and living environment of development on its and/ or surrounding land uses and inhabitants.
- Adequate participation of the affected community and interested and affected parties.
- Economic sustainability, long term advantages and economic growth prospects.

3.8.8.3. District Integrated Planning Model Recognising Integrated Urban Development Framework (UDF) approach to long term planning and crafting urban-rural Linkages

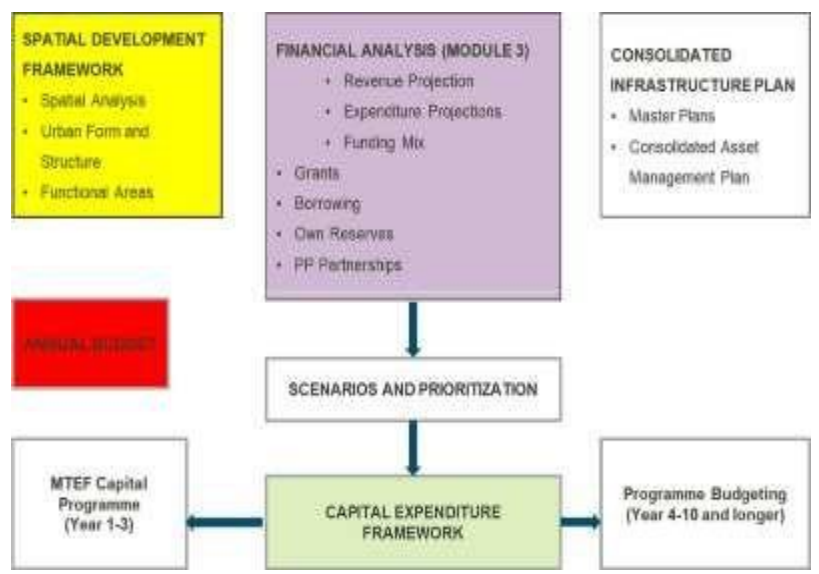
A district co-ordinated Service Delivery Model will be implemented on district Municipal Level (Sarah Baartman District Municipality) as part of the National initiative to improve service and infrastructure delivery.

Implementation and alignment of the Makana Capital Expenditure Framework (CEF) with budgets requirements, programmes and priorities will be significantly improved through district integrated planning.



3.8.8.4 Capital Expenditure Framework (CEF)

A Capital Expenditure Framework is a consolidated, high-level view of infrastructure investment needs in a municipality over the long term (10 years) that considers not only infrastructure needs but also how these needs can be financed and what impact the required investment in infrastructure will have on the financial viability of the municipality going forward.



The CEF articulates how the spatial proposals are to be achieved sequentially, with attention to projects, timeframes, budgets and funding. Planning inputs are based on the spatial planning proposals, Municipal, Provincial and National Government financial planning and capital budgets and the Municipality's Infrastructure Master Plans and infrastructure programme rollout.

3.8.8.5 CEF Alignment & Process

The figure below captures the integration and alignment of the key components of the CEF, namely the spatial element with the Technical Assessment element with the Financial Alignment element to produce the CEF.

3.8.8.6 Project Focus & Prioritisation

Project Focus:

Given various budgetary constraints, the need for sustainable development and other issues likely to affect the implementation of identified projects, the implementation strategy should be focused on the following principles:

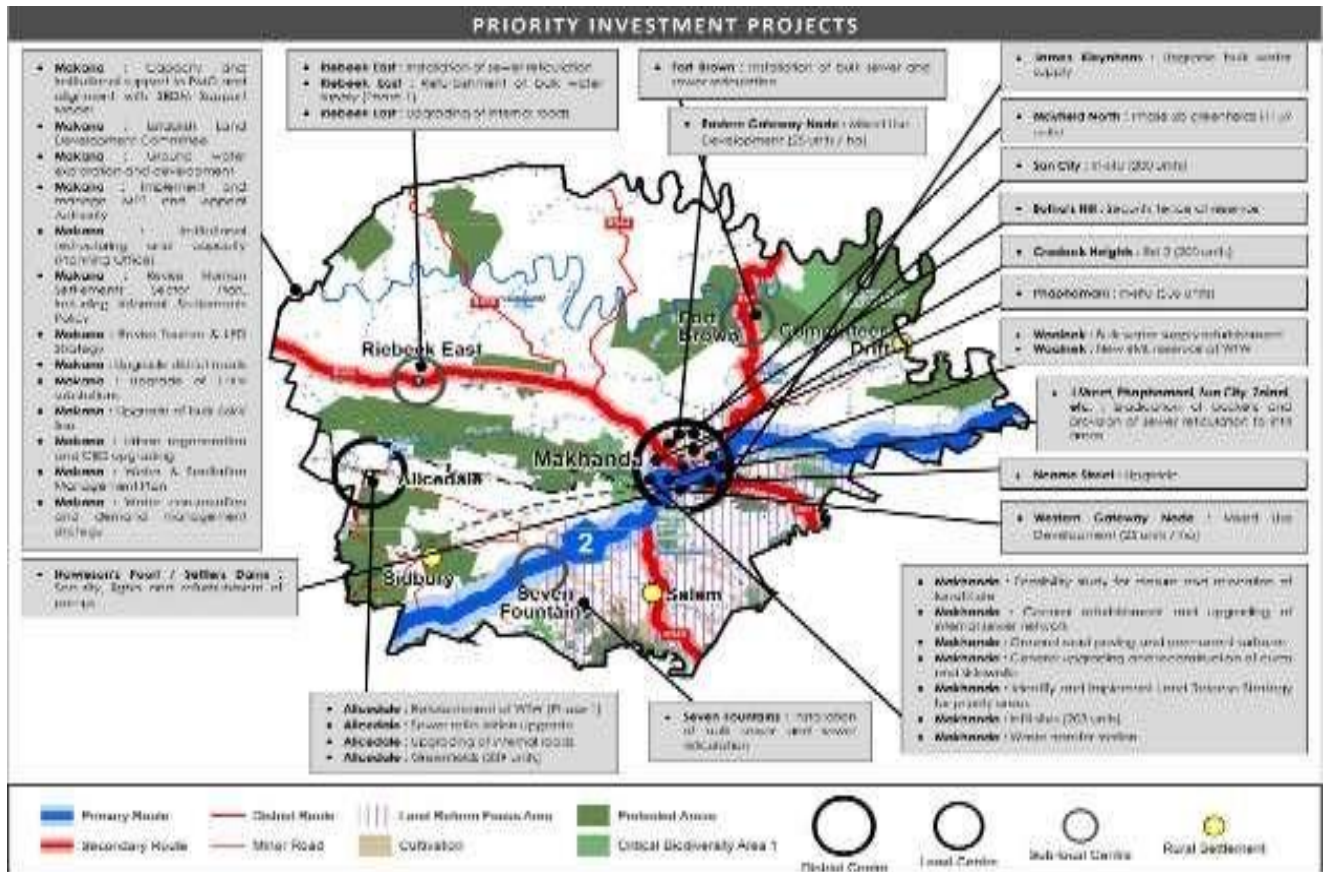
- Focus on projects that promote the optimal use of existing infrastructure and services and also enable the local municipality to make better returns from existing and newly built infrastructure
- Upgrading engineering services and infrastructure capacity is critical to accommodate the needs of new property developments
- Focus on projects that will stimulate the objectives and priorities
- Acknowledge existing IDP programmes and initiatives
- Acknowledge community prioritisation through ward prioritisation
- Focus on District and Provincial Programme Alignment
- Prioritise projects that could better unlock or trigger more investment into the area.
- Focus on projects that require low capital budget but have a high impact (quick wins)
- Focus on projects that utilize and harness local initiatives

3.8.8.7. Priority Investment Projects & Program

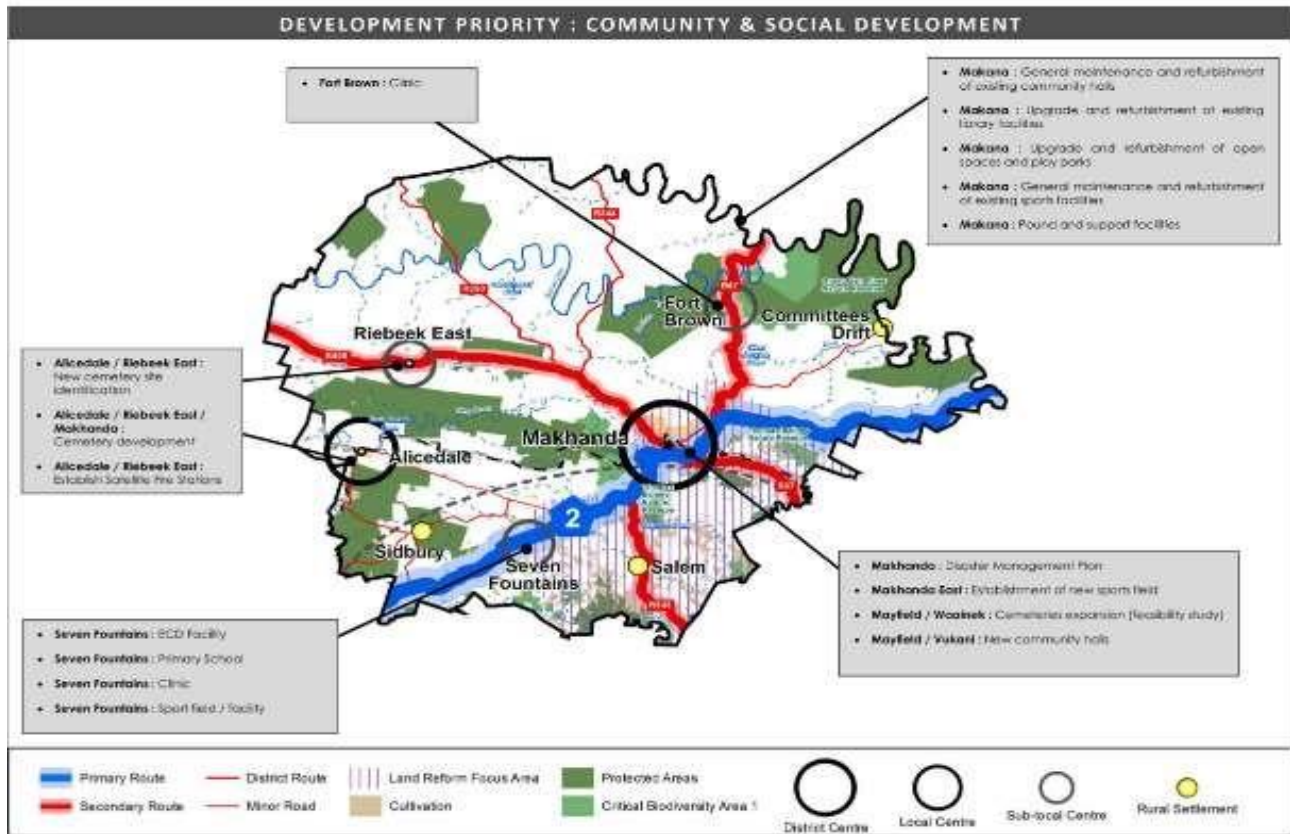
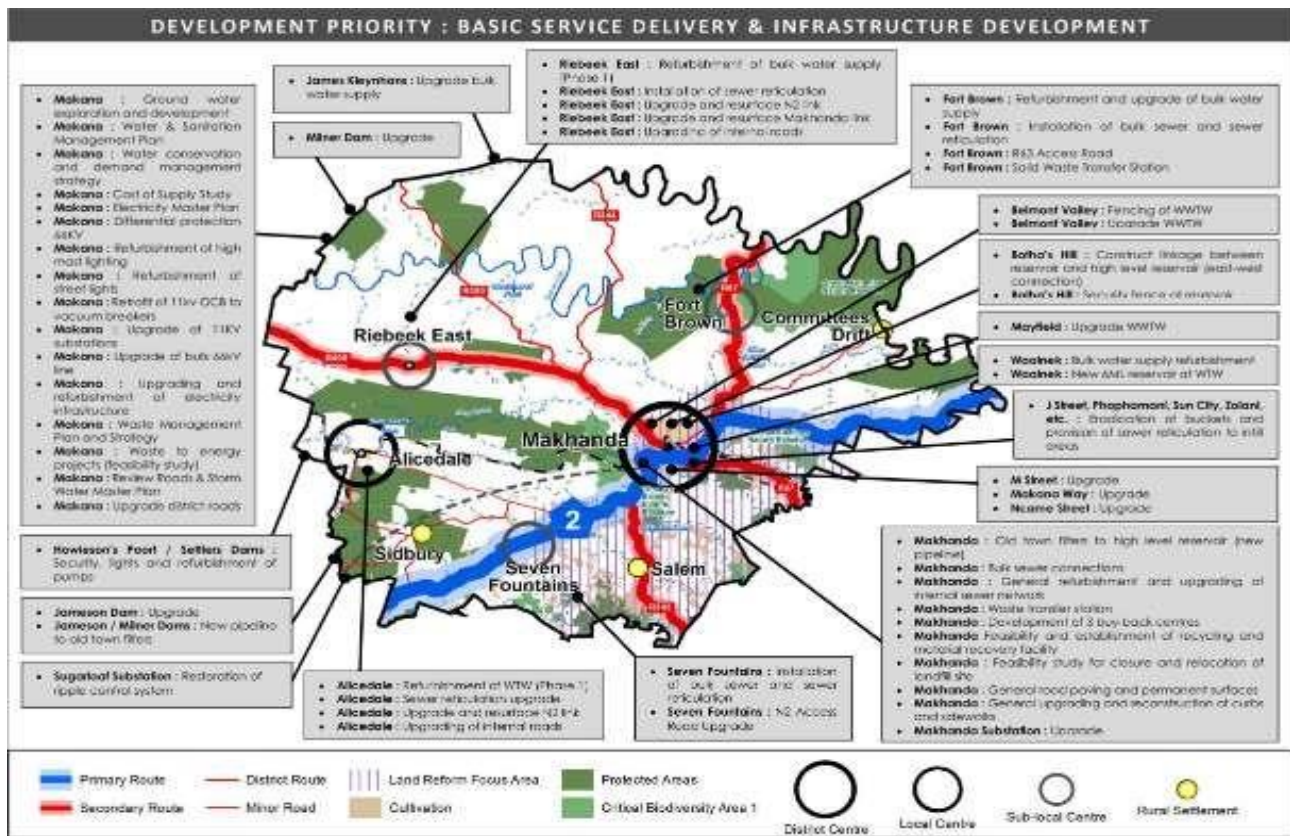
Investment planning and participation should focus on getting the basics in place to facilitate growth and investment and realigning the spatial vision. Projects for immediate implementation within a 2 year budget cycle are indicated on the diagram.

These areas must be the focus for getting the basics right as well as adding value through new investment to facilitate social inclusion, attract economic activity and private sector and household investment. There is considerable scope for the absorption of residential, commercial and industrial growth within this zone. These areas and the priority nodes within Makana should be the focus of any municipal land incentives. The focus of priority investment remains infrastructure provision and Human Settlements.

Priority Investment Projects & Programs



Implementation Programme:



Implementation Program reflects projects, programmes and strategies for implementation over a short-, medium- and long-term period. The implementation program is aligned to the Makana IDP development priorities and key performance areas, i.e.:

- Basic Service Delivery and Infrastructure Development
- Community and Social Development
- Local Economic Development and Rural Development
- Institutional Development and Financial Management
- Good Governance and Public Participation
- Human Settlement Management

CHAPTER FOUR: MUNICIPAL DEVELOPMENT STRATEGIC AGENDA

This Chapter outlines Makana strategic Intent and Key Performance Areas (KPA's) for the next financial year. It aims to respond to some key issues and challenges highlighted in Chapter Two and National policy imperatives outlined in the Chapter One.

4.1 Municipal Development Priorities for 2017-22

Number of Priority	Development Priority
Development Priority No. One:	Basic Service Delivery and Infrastructure Development
Development Priority No. Two	Community and Social Development
Development Priority No. Three:	Local Economic Development and Planning
Development Priority No. Four:	Institutional Capacity and Organisational Development
Development Priority No. Five	Financial Viability and Management
Development Priority No. Six	Good Governance and Public Participation

4.2 Strategic Review outcomes

4.2.1 Socio Economic Review

Strengths / Opportunities	Weaknesses / Threats
<ul style="list-style-type: none"> • Estimated Census 2011 population of 80 390 and estimated Quantec 2018 (Urban Econ) population of 91 473 with 23 918 households at a household size of 3.8. • Population growth between 2001 and 2018 estimated at 1.12 % per annum with an estimated population in 2028 at 102 258 or an additional 2 838 households. • Highly urbanised population indicates options for more cost effective service delivery and social services provision. • Levels of education and education profile is slightly better than the SBDM and the Eastern Cape with 15.3 % completing secondary education in comparison to 11.5 % in the Eastern Cape. • Monthly average household income in the Makana Municipality is the highest in the SBDM and significantly higher than the Provincial average. • The Municipality contributes ± 19 % of the District GDP at R 3 689 million or 1.7 % of the Provincial GDP. • General government, finance and business, trade and manufacturing are the biggest sector contributors to the GDP. • Tourism and ecotourism play a significant part in the economic structure of the Municipality and opportunities for further expansion and economic growth within Makhandanda. 	<ul style="list-style-type: none"> • Increase in population will increase pressure on the provision of infrastructure, services and land for future urban development. • Current backlogs in services and amenity provision will be further exacerbated by continuous population growth rate at 1.12 % per annum. • Population growth significantly higher than the Eastern Cape and Sarah Baartman DM, confirming in migration. • Majority of population growth to be expected in Makhandanda with possible decline in rural population. • Although lower than the Provincial average (12.7 %), the poverty headcount in Makana is 2.2 % and the intensity of poverty is 41.6 %. • Unemployment is estimated at 45.5 % which is slightly higher than the Provincial average (44.6 %) and significantly higher than the unemployment rate in the SBDM (38.7 %). • Agriculture and mining are very low GDP contributors. • Low employment GDP contributors are transport and communication, construction and manufacturing. • Quarrying, mining only extracted in raw format with no processing and value adding. • Industrial and manufacturing sectors contribute only 17 % to the GDP with opportunities for growth and expansion.

4.2.2 Service Delivery Challenges Review

Strengths / Opportunities	Weaknesses / Threats
<p>⇒ <u>Makhanda</u></p> <ul style="list-style-type: none"> • The nodes and settlement structure of the Makana Municipality is well-defined with Makhanda as a District Centre, Alicedale as a Local Centre and Seven Fountains, Fort Brown and Riebeek East as Sub-Local Centres. • The Municipality is accessible through the N2 National Road, halfway between King Williams Town and Port Elizabeth. • Based on the CSIR Social Services Provision Thresholds, social facilities and amenities are well-provided for in the District, mostly within accessibility thresholds, with specific reference to district policing service, health and education. • The urban structure of Makhanda is well-defined with vast higher density residential areas in Makhanda East, the Rhodes University to the west and CBD. • The urban structure is clearly defined with residential densities above 25 units per hectare in Makhanda East and lower residential densities in Makhanda West. • Residential densities in Makhanda East are $\pm 4\ 725$ people per km^2 in comparison with $\pm 1\ 430$ people per km^2 in Makhanda West. • The CBD is well-defined between Cradock, African, Burton and Market Streets with strong accessibility corridors within the greater Makhanda. • The provision of social services in Makhanda is well-established with the provision of community halls, libraries, sports facilities, cemeteries, health care, education and safety and security within the CSIR threshold. • Large tracts of land south of Makhanda is owned by the Municipality and north of the town by the State, providing opportunities for possible future residential expansion. 	<p>⇒ <u>Makhanda</u></p> <ul style="list-style-type: none"> • The rural population, although relatively low, is dependent on the larger District Centres, i.e. Makhanda and Alicedale for day-to-day services and support. • Poorly developed small rural settlements, i.e. Committee's Drift, Fort Brown, Riebeek East, Seven Fountains and Salem. • Urban structure is typical of former segregated planning with poorly developed business and support infrastructure in Makhanda East. • Sections of Makhanda are characterised by informal structures with specific reference to Phaphamani, Ethembeni, Vukani and infill areas. • Although the Census indicates $\pm 2\ 200$ households residing in informal structures in Makhanda, the Municipality estimates a subsidised housing demand of 12 800, current projects addressing $\pm 10\ 470$ units. • Housing demand for Makhanda is estimated to increase to 6 989 units in 2028, requiring additional development areas of 174 ha. • Maintenance and upkeep of community facilities (sport fields, community halls, and cemeteries) are lacking in all urban areas within the Makana Municipality. • Maintenance of service delivery infrastructure (roads, stormwater, sewer, and water) • Housing implementation is seriously affected by financial constraints and legislative requirements for layout

Strengths / Opportunities	Weaknesses / Threats
<ul style="list-style-type: none"> The open space system is well-defined, although not well maintained. Various redevelopment precincts have been identified that provide opportunity for economic growth, mixed use intensification and urban renewal. These include the CBD, City Hall, Beaufort Street / Raglan Road, African Street and Makanaskop. Subsidised housing initiatives are currently being implemented on large sections of the commonage (Mayfield North, East Commonage and Ethembeni) and various infill portions to accommodate informal structures. Makhanda and the greater Makana Municipality have significant heritage resources. 	<p>plan formalisation, survey and infrastructure provision.</p> <ul style="list-style-type: none"> Future residential expansion may experience challenges with land ownership, land capability, services availability and urban sprawl. A Heritage Resources Management Plan and Inventory has not been prepared by the Municipality and maintenance of heritage resources lacking in general. The provisions of the National Heritage Resources is not complied with.
<p>⇒ <u>Alicedale</u></p> <ul style="list-style-type: none"> Alicedale fulfils a strong local rural function with a population of ± 3 873. Large sections around kwa Nonzwakazi, Transriviere and east of the Commonage is state owned. Provision of community facilities are adequate. 	<p>⇒ <u>Alicedale</u></p> <ul style="list-style-type: none"> An estimated subsidised housing demand of ± 948 of which 338 are part of an existing project. Business and commercial component very restricted with residents generally dependent on Makhanda for institutional and commercial support. A number of informal structures between Transriviere and kwa Nonzwakazi. Maintenance and operational issues with community facilities to be addressed.
<p>⇒ <u>Riebeek East</u></p> <ul style="list-style-type: none"> Riebeek East has a very small population with opportunities for future growth and a stronger rural function. 	<ul style="list-style-type: none"> Lack of water resources Lack of housing Lack land
<p>⇒ <u>Rural Settlements</u></p> <ul style="list-style-type: none"> The Fort Brown and Seven Fountains rural settlements have been identified and prioritised for development and provision of services, social infrastructure and housing for the surrounding rural population. 	<p>⇒ <u>Rural Settlements</u></p> <ul style="list-style-type: none"> High cost of provision of bulk infrastructure and lack of funding for layout formalisation and service provision.

Strengths / Opportunities	Weaknesses / Threats
<p>⇒ Infrastructure</p> <ul style="list-style-type: none"> • 85% of the population has access to piped water (inside dwelling and inside yard) with a further 10 % with access to communal stand pipes. • Highest level of services are in Makhanda. • 75% of the population has access to flush toilet sanitation system. 	<p>⇒ Infrastructure</p> <ul style="list-style-type: none"> • Ageing infrastructure, poor maintenance and possible lack of bulk supply in future. • 19.7 % of the population has only access to pit and bucket toilets and 3.9 % with no access to sanitation services. • General inadequate wastewater treatment works capacity, collector mains and pump stations.
<p>⇒ Electricity</p> <ul style="list-style-type: none"> • 80.6 % of the population has access to electricity for cooking and 89 % for lighting purposes. • High levels of adequate refuse removal and disposal at ± 89 % of the population. 	<p>⇒ Electricity</p> <ul style="list-style-type: none"> • ± 19 % of the population relies on gas, paraffin and other sources for cooking purposes. • Ageing electricity network, cables, substations and support infrastructure and personnel identified as key constraints.
<p>⇒ Roads & Transport</p> <ul style="list-style-type: none"> • A Traffic Management Strategy is currently being developed as part of the Makana SDF review. 	<ul style="list-style-type: none"> • Poor roads

4.2.3 High level of critical Challenges

The Municipality is still challenged with the following areas:

- **Basic Service Infrastructure and Community Services:** (water and electricity outages; poor infrastructure operations, project management and water quality; dilapidated roads, housing backlogs and spatial development planning; illegal dumping; lack of tools of trade)
- **Good Governance & Public Participation:** (non-effective performance management; lack of compliance with prescripts; lack in the monitoring of implementation of council resolution; lack of enforcement of by-laws, effective communication)
- **Institutional and Capacity Development:** (skills and capacity gaps; Job description and evaluation; recruitment and placement for the vacant budget position, non-effective performance management system, high overtime spending)

and effective management of satellites office) Regular Maintenance of basic service infrastructure and municipal properties

- **Financial Viability and Management** (Inadequate revenue collected resulting in rising levels of unpaid creditors litigation by creditors and overreliance on grant funding; declining Audit Outcomes – the Municipality has had 3 disclaimers in a row from the Auditor General, inadequate internal controls and non-adherence to policies and procedures; revenue collection

Given the above and the urgency to ensure service delivery to communities and financial viability, Municipality has come- up with a development approach that will guide 2022-2027 Municipality Strategic Agenda Integrated Development Plan as critical Goals for Makana Municipality Development:

- **Sustainable and reliable basic service infrastructure and community services** this will include acceleration of upgrading and refurbishment, regular maintenance of basic service infrastructure and municipal properties through development of maintenance plans, management lease agreement of the Municipal properties and ensure safe, healthy, and secure living environment.
- **Promoting and stimulate economic growth**, this include review of local Economic development strategy and plans(i.e) tourism plan and promote investment through facilitate economic growth and to support SMME, Tourism and Heritage development to stimulate economic growth and improved stakeholder collaboration to unlock opportunities for economic growth
- **An effective productive administration capable for sustainable service delivery**, this will involve to ensure efficient and effective organisational support by a competent and skilled workforce
- **Ensure effective financial accountability and management system.** This will involve Improve audit outcome outlook and ensure financial viability (i.e implement and monitor audit action plan, revenue enhancement, financial controls and effective management of lease Agreements)
- **Ensure accountability and transparency**, this will included enhance stakeholder engagement to improve service delivery (i.e lobby funding for water and sewer bulk infrastructure, public, private partnership be formed)

4.3.2 DEVELOPMENT PRIORITIES IMPLEMENTATION FRAMEWORK:

4.3.2.1 Priority No One: Basic Service Delivery and Infrastructure Development

DEVELOPMENT PRIORITY(KPA)	STRATEGIC OBJECTIVES	STRATEGY(KFA)	PERFRMANCE INDICATOR
Basic Service Delivery and Infrastructure Development	Review and development of Infrastructure Developments Plans	Ensure Infrastructure development Planning are in place	Ground water exploration and development plan
			Review water & sanitation management plan
			Review of water services development plan
			Development Water conservation and demand management strategy
			Development electricity master plan
			Development strategy for alternative basic service to rural areas water and sewer facilities
			Review roads & storm water master plan
			Infrastructure Asset development Planning are in place
	Mainstreaming and improve basic service delivery across Municipality	Improve Service Delivery provision on water, sanitation and electricity	Provision of basic services to informal areas and rural settlements (using EPWP-CWP Program)
			Quick resolution to outages to ensure continuity of service provision of water, sewer and electricity
			Regular repair and maintenance water, sanitation, and electricity infrastructure
	Provision of water, sanitation and electricity service to all Makana Municipality communities	Upgrading, refurbishment and secure of Bulk Infrastructure development Water, Sanitation, Electricity	Upgrading and refurbishment of bulk basic services infrastructure
			Upgrade and refurbishment of internal sewer/water and electricity network reticulation system
			Installation and upgrading of new water, sanitation and electricity infrastructure for new development
Electrification of infill area and Rural areas			
Secure water, sewer electricity bulk infrastructure			
Provide an additional electricity supply and alternative energy generation initiatives			
Provision and regular maintenance of-street lights and High mast			
Basic Service Delivery and Infrastructure Development			To provide safe & sustainable roads network
	Resurfaced, resealed, paving of internal roads		
	Refurbishment, rehabilitation, and upgrade of Municipal roads		
	General upgrading and reconstruction of curbs and sidewalks		

			Provision of access bridge
			Maintenance of Storm water and gutter clearing and maintenance
	Ensure equitable access to housing development	Construction Houses Development	New, outstanding, ratification of RDP and social housing development
			Upgrading Informal Human settlement
			Development of affordable housing opportunities-Provision of affordable service sites

4.3.2.2 Priority No Two: Community and Social Development

DEVELOPMENT PRIORITY(KPA)	STRATEGIC OBJECTIVES	STRATEGYKEY (KFA)	PERFORMANCE INDICATOR
Community and Social Development	Provision of a safe, healthy and secure living environment	Review community and social service developments plans and infrastructure Development	Review of Integrated Waste Management Plan and Strategy
			Decommission, close, rehabilitation and management of landfill sites.
			Establishment of new landfill sites
		Control and clearing of illegal dumping	Recycle initiatives to address Illegal dumping and clean city
			Establishment of waste material recovery facilities
			Establishment of Illegal dumping unit
			Improve refuse collection strategies
			Provision of new waste management fleet
			Eradicate and revamp illegal dumping sites
		Secure living environment	Compliance and enforcement of environment by -laws
			Environmental education,awareness and Community engagement
			Control of stray animal-Livestock control
			Notice Boards to discourage littering at problem areas.
		Ensure conservation management (Park and open space)	Implement alien eradication programme (greater Makana)
			Environmental Management Plan
			Open Space Management Strategy
		Provision and upgrading traffic law enforcement resource	Provision of more resources to enhance revenue
			Refurbishment of Traffic law offices
			Installation road safety signages

		Upgrading, refurbishment, Security and Provision of Community facilities	Refurbishment Sport recreation facilities
			Sport facilities, playgrounds, community halls and outside gyms area
			Provision of new cemeteries
			Provision of Mobile Library facilities
			Improve access to library services and use of Wi-Fi Technology
			Provision Fire and Disaster management Resources

4.3.2.3 Priority No Three: Local Economic Development and Planning

DEVELOPMENT PRIORITY(KPA)	STRATEGIC OBJECTIVE	STRATEGY(KFA)	PERFORMANCE INDICATOR
Local Economic Development and Planning	Improved stakeholder collaboration to unlock opportunities for economic growth	Review development Local Economic Development Plans	Review of LED Strategy
		Implementation of Local Economic Development Strategy Framework	Stakeholder Networking Engagements
			Stakeholder collaboration for a technology incubation centre
			Creation of Job Opportunities
	Promoting and enabling environment	Ensuring the reduction of red tape	Develop a red-tape reduction strategy
		Facilitation of investment opportunities	Local Investment conference
		Promoting the generation of work opportunities	Develop precinct plans to unlock land for economic opportunities
			Develop informal trading policy
			Develop trading hubs in Makhanda East
			Rejuvenation of old projects and establishing new ones under skilled mentorship projects
		Support SMME Development	SMME support programmes including capacity programmes
		Support Tourism and Heritage development	Support Tourism and Heritage development programmes
			Transformation of Tourism and Heritage development sector
		Support Agriculture and Rural development initiatives	Develop small scale communal farms
			Review Commonage Management Policy & Plan
			Alicedale / Riebeek East: Develop rural development plans

			East Commonage: Feasibility study for mixed land use development
	To plan, promote investment and facilitate economic growth	Spatial Planning and Development	Review of Spatial development Framework
			Unlock land for Human settlement
			Conduct Land Audit
			Formalisation of Informal settlement
			Ensure land-Use Management
			Management of Building Plans
			Management lease Agreements

4.3.2.4 Priority No Four: Institutional Capacity and Organisational Development

DEVELOPMENT PRIORITY(KPA)	STRATEGIC OBJECTIVE	STRATEGY(KFA)	PERFORMANCE INDICATOR
Institutional Capacity and Organisational Development	Ensure efficient and effective organisational support by a competent and skilled workforce	Effective Management of Organisational Design and policy development	Organisational structure review annually-(Relevant, realistic, affordable underpinned by service delivery and fit for purpose)
			Review Job description review
			Conduct Job Evaluation
			Institutional Policy Review
			Review Service Delivery Business Model for Alicedale and Riebeeck East
		Effective and efficient Human Resources Development and management programme	Review Human Resources Plan
			Effective recruitment and selection in ensuring attracting of suitable candidate
			Training and development of staff and capacity of councillor's
			Adherence to HR Policies and Procedures: (Leave, overtime management and Productivity)
			Effective stakeholder engagement
		Employees Wellness	Employees wellness programs (Health & safety programs)

	To create an efficient, effective and accountable administration	Improve organisational culture to enhance productivity	Cascading of individual Performance Management System all employees
			Rewards system linked to high performance
			Development of Service delivery Business processes and development of Standard operational Procedures across municipality
			Adopt performance standard for service delivery.
Institutional Capacity and Organisational Development	To create an efficient, effective and accountable administration	Review Records Management System	Review processes, procedures, and capacitation. Review of filing System
			Establishment of offsite storage facility for back-up
			Resuscitate electronic record Management system
		Enhance customer care management	Centralisation of Customer Relation Management
		Ensure maintenance of Municipal Buildings and Community halls	Repair and maintenance of Municipal Building and Community Halls

4.3.2.5 Priority No Five: Financial Viability and Management

DEVELOPMENT PRIORITY(KPA)	STRATEGIC OBJECTIVES	STRATEGY(KFA)	PERFORMANCE INDICATOR
<i>Financial Viability and Management</i>	Ensure sound financial sustainability and adhere to statutory prescriptions	Enhance revenue collection and management (FRP)	Compilation, updated General and Supplementary valuation roll of all registered properties
			Ensure accurate billing applicable availability charges/ consumers tariffs are levied on each property
			Revenue collection:-sector department engagement and other stakeholder.
			Lobby Grant Funding for unfunded Projects
			Provision and increase of households with access to free basic service and maintain indigent register
		Ensure Budget Management: Cost containment (FRP)	Funded Budgeting to tight control over expenses to ensure that the total amount of expenditures does not exceed the budgeted amount.
			Reduce unauthorised expenditure less than 30% of Budget
		Enhance Expenditure Management (FRP)	Eliminate Fruitless, Wasteful expenditure and credit control to Zero(0) % Fruitless, Wasteful expenditure

			Expenditure Management: Payments of creditor with 30 days
			Eliminate Irregular expenditure by 30% (SCM)
		Maintenance of Asset Register (FRP)	Maintaining fully GRAP compliant asset register annually

4.3.2.5 Priority No Six: Good Governance and Public Participation

DEVELOPMENT PRIORITY(KPA)	STRATEGIC OBJECTIVE	STRATEGY(KFA)	PERFORMANCE INDICATOR
Good Governance and Public participation	Ensure good governance and compliance	Enhance Risk management and assurance	Internal Audit assurance
			Capacitate Internal Audit function
			Review risk register
			Monitor Compliance
			Implement the fraud prevention policy: Development Whistle blower policy which will includes a reward for information leading to arrests.
		Enforcement of by-laws	Establish an internal law enforcement team to monitor the compliance to by-law
			Collaborate with external law enforcement agencies to enforce compliance to by-law
		Enhance administration and Council oversight	Improve Governance Structures (MPAC-Audit & Risk Committee) and Monitor Council decision
		Enhance public participation and stakeholder engagement	Enhance IGR
			IDP-Budget Reviews Consultation
			Enhance Civic organisation engagement (Business, NGO, youth and other organise groups)
		Ensure good corporative governance and public participation	Enhance Ward Committee and Public Meetings
			Regular Website update on mandatory reports
			Improve Audit opinion outcomes
		Effective communication (Internal-External)	Review Communication Strategy
		Effective implementation of ICT Governance Framework	Review of the ICT Strategy
			Review of ICT Risk Register
Improve ICT infrastructure provision			
Reduce Legal cost for and against Municipality	Development of Standard operating procedure on Management of Legal Matters		

Good Governance and Public participation	Support Human Empowerment	Support Vulnerable groups	Youth development programmes
			Women, Disabled and Children
			Gender based violence
			Poverty Alleviation programme
			Raise awareness on Gender Based Violence In Municipality
Implementation of HIV/AIDS Plan			

CHAPTER FIVE: FINANCIAL PLAN

5.1 Executive summary

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. A critical review was also undertaken of expenditures on noncore and 'nice to have' items.

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

National Treasury's MFMA Circular No. 112 & 115 and applicable previous budget circulars were used to guide the compilation of the 2022/23 MTREF.

The main challenges experienced during the compilation of the 2022/23 MTREF can be summarised as follows:

- The ongoing difficulties in the national and local economy.
- Aging water, sewerage, roads and electricity infrastructure.
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality.
- The increased cost of bulk water and electricity (due to tariff increases from Department Water & Sanitation and Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable.

- Salary increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies.

The following budget principles and guidelines directly informed the compilation of the 2022/23 MTREF:

- The 2021/22 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2022/23 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

The following table is a consolidated overview of the proposed Draft 2022/23 Medium-term Revenue and Expenditure Framework:

Consolidated Overview of the 2022/23 MTREF

Description	2021/22 Adjusted Budget	2022/23 FINANCIAL PERIOD		
		Draft Budget 2022/23	Draft Budget 2023/24	Draft Budget 2024/25
R thousands				
Total Revenue	660,907	688,978	740,829	817,025
Total Expenditure	524,465	620,332	650,907	692,594
Total Capital Expenditure	53,326	43,566	48,680	51,255
Surplus/(Deficit) inclusive of capital transfers	79,296	68,645	89,922	124,431

Budget Summaries:

Description	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousands							
Financial Performance							
Property rates Service	110 794	110 794	110 794	79 597	117 832	128 437	139 997
	325 676	325 676	325 676	220 183	381 322	415 641	453 049
	750	750	750	172	3 000	3 270	3 564

charges	113 500	113 400	113 400	125 146	128 944	130 376	151 615
Investment revenue	56 961	56 961	56 961	14 092	57 879	63 104	68 800
Transfers recognised - operational							
Other own revenue	607 681	607 581	607 581	439 190	688 978	740 829	817 025
Total Revenue (excluding capital transfers and contributions)	212 379	212 429	212 429	47 843	247 659	269 937	294 219
Employee costs	13 335	13 335	13 335	2 789	15 262	16 635	18 133
Remuneration of councillors	33 500	28 500	28 500	28	35 200	36 749	38 333
Depreciation & asset impairment	9 000	9 000	9 000	1 007	9 000	9 396	9 801
Finance charges	151 727	151 228	151 228	55 053	177 290	185 091	193 069
	1 000	300	300	-	300	313	327
	107 341	109 673	109 673	174 649	135 621	141 726	147 989
Inventory consumed and bulk purchases	528 282	524 465	524 465	281 370	620 332	659 848	701 870
Transfers and grants	79 399	83 115	83 115	157 820	68 645	80 981	115 155
Other expenditure	54 311	54 311	54 311	30 514	9 905	796	1 319
Total Expenditure							
Surplus/(Deficit)							
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)							
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-
	133 709	137 426	137 426	188 334	78 550	81 777	116 474
Surplus/(Deficit) after capital transfers & contributions	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	133 709	137 426	137 426	188 334	78 550	81 777	116 474
Surplus/(Deficit) for the year							
Capital expenditure & funds sources							
Capital expenditure	49 227	57 146	57 146	35 982	43 566	38 797	40 542
Transfers recognised - capital	47 227	53 326	53 326	33 926	38 866	38 014	39 724
Borrowing	-	-	-	-	-	-	-
Internally generated funds	2 000	3 820	3 820	1 541	4 700	783	818
	49 227	57 146	57 146	35 467	43 566	38 797	40 542
Total sources of capital funds							
Financial position							
Total current assets	389 385	387 384	387 384	384 802	428 583	524 534	646 363
Total non current assets	1 177 840	1 190 760	1 244 360	1 144 665	1 170 480	1 172 528	1 174 737
Total current liabilities	165 902	173 104	(128 924)	421 021	172 312	188 534	196 099
Total non current liabilities	155 741	155 741	(155 741)	163 651	155 741	155 741	155 741
Community wealth/Equity	1 245 583	1 249 299	1 249 299	920 172	312 155	534 741	1 469 260
					1 271 009	1 352 786	

Cash flows							
Net cash from (used) operating	129 312	129 312	129 312	129 044	111 263	120 859	143 882
Net cash from (used) investing	(48 727)	(48 727)	(48 727)	(41 343)	(43 916)	(39 162)	(40 924)
Net cash from (used) financing	–	–	–	(913)	–	–	–
Cash/cash equivalents at the year end	280 817	280 817	280 817	105 716	348 164	429 860	532 818
Cash backing/surplus							
reconciliation Cash and investments available	280 817	280 817	280 817	180 383	348	429	532 818
Application of cash and investments	(84 714)	(75 842)	(92 246)	159 562	164	860	(82 461)
Balance - surplus (shortfall)	365 531	356 659	373 062	20 821	(64 148)	(66 154)	615 279
Asset management							
Asset register summary (WDV)	1 143 812	1 154 132	1 154 132	1 154 132	1 170 480	1 172 528	1 174 737
Depreciation	33 500	28 500	28 500	28 500	35 200	36 749	38 333
Renewal and Upgrading of Existing Assets	43 629	46 399	46 399	46 399	39 484	38 797	40 542
Repairs and Maintenance	14 970	14 632	14 632	14 632	18 575	19 392	20 228

5.2 Operating Revenue

Total Operating Revenue for the 2022/23 financial year will increase by R28 million from R660.90 million in the 2021/22 Adjustment Budget to R688.97 million funded by increased Service Charges and increased Property Rates.

5.3 Operating Expenditure

Total operating expenditure for the 2022/23 financial year has been appropriated at R620.33 million and translates into an operational budgeted surplus of R68.64 million. When compared to the 2021/22 Adjustments Budget, operational expenditure has increased by R95.8million in the 2022/23 financial year from R524,4 million to R620.33 million. The expenditure for the two outer years respectively increase with R30.57 million and R41.68 million respectively.

The municipality continues to face financial challenges and this has a negative impact in providing services to Makana residents and not being able to fulfil financial obligations. Repayment of long outstanding debts continues to cripple financial muscle of the institution especially Eskom account; Amatola Water & Department of Water & Sanitation. Service delivery has previously been neglected due to the financial burden of payment plans that are in place.

5.4 Capital Expenditure

The capital budget of R43.56 million for 2022/23 represents a decrease of 9.76 million when compared to the 2021/22 Adjustment Budget. The capital programme decreases are attributable to the reduction to WSIG allocation, INEP and Rollovers that are in the 2021/22 Adjustments Budget. The Capital Budget will increase to R48.68 million in the 2023/24 financial year and then

increases in 2024/25 to R51.25 million. There is no Borrowing in the Capital Budget due to the lack of cash resources to repay the annual instalments. There will only be R4.2 million funded from internally generated funds in the 2022/23 financial year and R500 thousand for Finance Management Grant.

A major portion of the capital budget is mainly funded from government grants and subsidies as the municipality has limited financial resources to commit large amounts of its own funds to capital financing.

Table 2: Tabled Capital Budget MTREF 2022/23 to 2024/25

EC104 MAKANA MUNICIPALITY DRAFT CAPITAL EXPENDITURE 22/23			
MUNICIPAL INFRASTRUCTURE GRANT	2022/23	2023/24	2024/25
Upgrade of Ncame Street in Joza Kingsflats in Makhanda (Grahamstown)	3,892,456.19		
Replacement of Ageing Asbestos pipes in Makhanda Phase 3	10,790,996.50	9,172,520.00	
Infrastructure Asset Management Plan	1,350,000.00	1,000,000.00	
Purchase of Solid Waste Waste Compactor Vehicle	1,369,300.00	1,422,950.00	
Upgrade of Sports Facilities in Oval Stadium, Lavendar Valley Makhanda.	4,157,900.00	4,268,850.00	
Upgrade of Makana way Phase 1	4,456,047.00	9,748,780	
TOTAL	26,016,700	25,613,100	24,451,348
WATER SEWER INFRASTRUCTURE GRANT(WSIG)	2022/23	2023/24	2024/25
Makana Bulk Sewer Phase 3	12,112,000	16,475,652	17,217,391
Howiesonspoort Pumpset Replacement	4,000,000		
	16,112,000	16,475,652	17,217,391
INEP	2022/23	2023/24	2024/25
Upgrading 11 KV Mini Substation		8,695,652	9,086,087
TOTAL		8,695,652	9,086,087
Finance Management Grant	2022/23	2023/24	2024/25
ICT Infrastructure Upgrading	500,000		500,00
Internally Generated Funds	500,000		500,000
Community Services Equipment	300,000		
Technical Services Equipment	350,000		
Replacement of Fleet	1,050,000		
Refurbishment of Halls in Alicedale	2,200,000		
Office & Computer Equipment	300,000		
TOTAL CAPITAL BUDGET	4,200,000		

5.5 Operating Revenue Framework

5.5.1 Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

The following stipulations in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA).
- For pensioners a rebate may be granted to owners of rate-able property. In this regard the following stipulations are relevant:
 - The rate-able property concerned must be occupied only by the applicant as his / her primary residence, and;
 - The applicant must be at least 60 and submit proof of his/her age and identity and:
 - In the case of a person being declared medical unfit even if not yet 60, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension;
 - Proof of monthly household income being less than the income threshold determined by the municipal council, R14 991 per month.

Comparison of proposed rates to levy for the 2022/23 financial year

EC104 MAKANA MUNICIPALITY APPROVED PROPERTY RATES FOR 2022/23		
<p>Notice is hereby given that, in terms of the Local Government Municipality Property Rates Act (Act No. 6 of 2004) the under-mentioned cents in rands will be levied for the financial year 2022/2023 (i.e 1 July 2022 to 30 June 2023) on the categories of rateable properties in the Makana Municipality area of jurisdiction as follows:-</p>		
PROPERTY TYPE	APPROVED CENT IN RAND (RAND/TARIFF) 2021/22	APPROVED CENT IN RAND (RAND/TARIFF) 2022/23
1. Businesses	0.020019	0.021821
2. Government Properties (e.g Public Schools, Government Buildings, etc)	0.025739	0.028055
3. Schools (Private & Public)	0.006742	0.007348
4. Residential Properties	0.006742	0.007348
5. Tertiary Institutions (e.g University)	0.013279	0.014474
6. Domestic Farmers (bona fide farmers)	0.001687	0.001838
7. Public Service Infrastructure (PSI)	0.001687	0.001838
8. Industrial Properties	0.010010	0.010910
9. Monument	0.010010	0.010910
10. Tourism/Game	0.001687	0.001838
11. RDP Houses	0.001687	0.001838
12. Sectional Titles	0.006742	0.007348
13. B&B Properties	0.006741	0.007348
14. Museum Properties	EXEMPT	EXEMPT
15. Sporting Bodies	EXEMPT	EXEMPT
16. Places of Worship	EXEMPT	EXEMPT
17. Public Benefit Organisations (P.B.O.)(Including Private Schools)	0.001687	0.001838
<p>Please note that the municipality does not levy property rates on places of worship (churches) as in line with the Property Rates Act and the Council's Property Rates Policy. Also note that rebates as per Council Resolution, as well as rebates as per the Municipal Property Rates Act No. 6 of 2004 for all the qualifying rateable properties are available on application, which must be completed on or before 30 September each year.</p>		

Property Rates tariffs are proposed to increase by 9 percent from 01 July 2022. The new General Valuation Roll was implemented on 01 July 2019. The municipality is currently busy with the 3rd supplementary valuation roll which will add in the rates revenue base over the MTREF.

The municipality is in the process of addressing variances identified on property rates reconciliation and the following activities are performed for the purpose of completeness:

- Identifying account with inaccurate classifications
- Undervalued properties
- Unregistered properties since 2019 and transferring of billing

5.5.2 Sale of water and Impact of Tariff increase

South Africa faces similar challenges about water supply as it did with electricity, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs 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 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 are designed to encourage efficient and sustainable consumption.

Better maintenance of infrastructure, new reservoir construction and cost-reflective tariffs will ensure that the supply challenges are managed in future to ensure sustainability.

A tariff increase of approximately 9 percent from 1 July 2022 for water is proposed. In addition 6 kℓ water per month will **ONLY** be granted free of charge to registered indigent residents.

In light of the Drought situation, Makana Municipality's punitive tariff structure will continue to be implemented until the Settlers' Dam level increases to considerably above 30%.

EC104 MAKANA MUNICIPALITY APPROVED WATER TARRIFS 2022/23 (Excl VAT)							
CATEGORY	KILOLITRES	STEPPED TARRIF (NORMAL PERIOD) 2021/2022	STEPPED TARRIF (NORMAL PERIOD) 2022/2023	STEPPED TARRIF (CRITICAL PERIOD) 2021/2022	STEPPED TARRIF (CRITICAL PERIOD) 2022/2023	STEPPED TARRIF (CRITICAL PERIOD) 2021/2022	STEPPED TARRIF (CRITICAL PERIOD) 2022/2023
RESIDENTIAL PROPERTIES	0 - 10kl/pm	8.60	9.37	9.37	10.21	10.12	11.03
	11 - 20kl/pm	10.91	11.89	13.08	14.26	14.13	15.40
	21 - 30kl/pm	12.02	13.10	17.44	19.01	18.84	20.53
	31 - 40kl/pm	13.21	12.12	21.80	23.76	23.54	25.66
	41 - 50kl/pm	14.53	15.84	32.70	35.64	35.32	38.49
	>51kl/pm	15.99	17.43	43.60	47.52	47.09	51.33
BUSINESS; INDUSTRIAL AND OTHER PROPERTIES	0 - 10kl/pm	8.84	9.64	11.14	12.14	12.03	13.12
	11 - 20kl/pm	11.80	12.86	14.88	16.21	16.07	17.51
	21 - 30kl/pm	12.98	14.15	16.37	17.84	17.68	19.27
	31 - 40kl/pm	14.26	15.54	18.00	19.63	19.45	21.20
	41 - 50kl/pm	15.70	17.11	19.80	21.58	21.39	23.31
	>51kl/pm	17.26	18.81	21.80	23.76	23.54	25.66
NB:(i) Critical periods will be based on the Dam Levels such as when Settlers Dam is less than 30% the situation will be critical and Engineers will alert Finance in order to alter tariffs.							
(ii) All other properties not listed amongst the above categories will be categorised by the Chief Financial Officer after motivation by applicant.							
MISCELLANEOUS WATER CHARGES							
CATEGORY	KILOLITRES					TARIFF 2021/	TARIFF 2022/
Raw	1st 10 kl					6.45	7.03
	>10kl kl					7.94	8.66
Standpipe	Consumption					24.72	26.94

5.5.3 Sale of Electricity and Impact of Tariff Increases

Bulk electricity cost are consistently higher than the inflation, having gone up to 17.8 per cent in 2021/22 financial year. Eskom's need 'for increased funding means that over the period ahead they'll be applying for much higher tariff and request for 2022/23 budget is 20.5 per cent, 15 per cent in 2023/24 and 10 per cent in 2024/25 financial year .Nersa rejected the revenue application and Eskom has filed application to High Court.

Considering the Eskom increases, the consumer tariff had to be increased by approximately 12 per cent to offset the additional bulk purchase cost from 1 July 2022.

Furthermore, it should be noted that given the magnitude of previous tariff increases, it is expected to depress growth in electricity consumption, which will have a negative impact on the municipality's revenue from electricity.

Free electricity to registered indigents will be granted at 50 units as per the national norm and allowed in accordance with the equitable share grant to municipalities, Pensioners qualifying for assessment rates rebate will also be given the first 50 units of electricity free of charge.

The approved budget for the Electricity Division can only be utilised for certain committed upgrade projects and to strengthen critical infrastructure (e.g. substations without back-up supply).

Owing to the previous high increases in Eskom's bulk tariffs, it is clearly not possible to fund these necessary upgrades through increases in the municipal electricity tariff – as the resultant tariff increases would be unaffordable to the consumers. It is therefore proposed that the electricity upgrades only be undertaken by Grant funding. A full listing of tariffs will be available separately on the municipal website.

5.5.4 Sanitation and impact of Tarff Increases

A tariff increases of 9 % for sanitation from 1 July 2022 is proposed. The increase in tariff is necessary to ensure that service delivery standards are met and to secure the long-term sustainability of the service over the medium term.

This is based on the input cost assumptions related to water. It should be noted that electricity costs contributes approximately 20 percent of waste water treatment input costs, and therefore the cost-reflective tariff study will determine future tariff increases. The following factors also contribute to the proposed tariff increase:

- Free sanitation will be applicable to registered indigents; and
- The total revenue expected to be generated from rendering this service amounts to R58 million for the 2022/23 financial year.

The municipality is considering to link the sewer charge based on a certain percentage of water consumed in the variable charge's category, and to introduced a fixed charge. Consideration to the fact that variable sewer charges based on a percentage of water consumption, in the time of drought and water restrictions, will also be taken into account when investigating the above method of billing.

The exercise will also assist the municipality in addressing Auditor-General recurring findings and completeness of billing.

The below table compares current and proposed amounts payable from 1 July 2022:

ANNUAL SEWER CONNECTION CHARGES	2021/2022	2022/2023
Domestic	R 1,944.00	R 2,118.96
	R 972.00	R 1,059.48
Sporting/Churches /Monument	R 972.00	R 1,059.48
Flats	R 1,944.00	R 2,118.96
	R 1,944.00	R 2,118.96
Business Sub-Economic	R 1,944.00	R 2,118.96
Housing	R 972.00	R 1,059.48
	R 0.00	R 0.00
Industrial Area	R 2,160.00	R 2,354.40
	R 1,944.00	R 2,118.96

1.4.5 Waste Removal and Impact of Tariff Increases

An increase of 9 per cent in the waste removal tariff is proposed from 1 July 2022. The removal and sewerage services charges are running at a deficit and the municipality has taken steps to budget for a breakeven or surplus position. However, due to continued struggles to adequately deliver services with aged fleet and plant, the municipality has to propose an increase of 9% to reduce the deficit. The increased charge is still well below the market price charged by other municipalities and far below private sector charges for the same service.

The following table compares current and proposed amounts payable from 1 July 2022:

	2021/2022	2022/2023
Annual Refuse Removal Charges	R 1,879.20	R 2,048.33
MONTHLY REFUSE REMOVAL CHARGES	2021/2022	2022/2023
Domestic	R 108.00	R 117.72
Business	R 215.00	R 234.35
Removal of Garden Refuse	R 650.00	R 708.50
Removal of Garden Refuse (domestic Notice)	R 785.00	R 855.65
Removal of Condemned Goods	R 410.00	R 446.90
Illegal dumping of Refuse (domestic or Other)	R 800.00	R 872.00
Special Refuse Removals (Festival)	R 200.00	R 218.00
	Cost determined by suppliers prices	Cost determined by suppliers prices
Refuse Bins / Bags & Otto Bins		
Street Traders Fruit and Veg p/m	R 41.00	R 44.69
Street Traders Clothing p/m	R 270.00	R 294.30
Street Traders Groceries p/m	R 410.00	R 446.90
NEW - LANDFILL SITE DUMPING CHARGE PER	R 43.20	R 47.09

5.6 Operating Expenditure Framework

The expenditure framework for the 2022/2023 budget and MTREF is informed by the following:

- Improvement in the quality-of-service delivery across all services.
- Ensuring the financial sustainability of the municipality over the medium and long term.
- Repairs and maintenance expenditure are still limited due to the financial difficulties however an amount of R16.5 million has been set aside for materials in respect of repairs and maintenance and in addition to the capital budget allocated for the upgrading of existing assets;
- Continued provision of basic services remains a high priority as well as the financial sustainability of services.
- Ensuring value for money through procurement process; and
- Cost containment measures to key control to unnecessary spending.

The below table is a high-level summary of the 2022/23 budget and MTREF (classified per main type of operating expenditure):

Description	2021/22 Adjusted Budget	2022/23 FINANCIAL PERIOD		
		Draft Budget 2022/23	Draft Budget 2023/24	Draft Budget 2024/25
R thousands				
Expenditure By Type				
Employee related costs	212,429	247,659	269,937	294,219
Remuneration of councillors	13,335	15,262	16,635	18,133
Debt impairment	45,000	58,500	61,074	63,707
Depreciation and asset impairment	28,500	35,200	36,749	38,333
Finance charges	9,000	9,000	9,396	9,801
Bulk purchases - electricity	126,000	143,500	149,814	156,272
Inventory consumed	25,226	33,791	20,072	20,976
Contracted services	38,291	45,717	47,729	49,786
Transfers and subsidies	300	300	313	327
Other expenditure	26,382	31,404	32,924	34,496
Loss on disposal of PPE	-	-	-	-
Total Expenditure	524,465	620,332	644,643	686,048

The budgeted allocation for employee related costs for the 2022/23 financial year totals R 247 659 million, which equals 39% of the total operating expenditure. Employee related cost has reached the upper limit of an acceptable ratio for employee cost to total expenditure being 39% the target set in the financial recovery plan of 5 per cent reduction. The municipality is currently

The cost associated with the remuneration of public office bearers is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The remuneration cost of councilors is partially subsidized through the equitable share allocation awarded to the municipality in terms of the division of revenue Act.

The provision of debt impairment was determined based on an annual collection rate of 90% and the Debt Write-off Policy of the Municipality. The current average collection rate equals 67% as at end of February 2022 and it is anticipated that the recovery of debt will again increase with new revenue enhancement strategies that have been implemented and strict debt collection policy implementation .

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate at which assets are consumed. Budget appropriations has been increased to R35 million for 2022/23 financial year. This expenditure item equates to 6% of the total operating expenditure.

Bulk purchases are directly informed by the purchase of electricity from Eskom and water from the Department of Water. Bulk purchases equal 32% of total expenditure. The annual price increase has been factored into the budget appropriations and directly inform the revenue provisions.

The expenditure includes electricity distribution losses which equals approximately 6%. Water distribution losses as at 30 June 2019 amounted to 12% and a concerted effort is necessary to ensure the reduction of the losses to further reduce and stay within acceptable norms.

Contracted services relate to the provision of services by means of the appointment of service providers where the necessary in-house skills are not available or have not yet been adequately developed. Specialist services such as security services, speed fines services as well as technical expertise in both engineering and finance are also used for specific programs and projects to supplement in-house capacity and to provide professional expertise where required. Certain functions also require the contracting of specialist knowledge contracted from time to time due to the fact that the municipality cannot afford to employ experts on a full-time basis. This category of expenditure equates to R45.7 million or 7% of operating expenses for the 2022/2023 financial year.

Other general expenditure comprises of various line items relating to the daily operations of the municipality. These costs include items such as audit fees in the amount of R5 million, rates rebates, SALGA membership fees, fuel and lubricants, insurance cost, telephone expenses, printing cost, and other domestic expenses as well as a variety of other operating cost. This group of expenditure remains an area in which cost savings and efficiencies can further be achieved. Other general expenditure amounts to 5% or R31.4 million for the 2022/23 financial year.

5.7. Revenue Management:

Persistent under collection of revenue for the past three years below the NT norm. The 2020/21 FY audited collection rate shows decline collection rate, however the revenue initiatives have been implemented to improve the credibility of data and collection rate.

Audited collection rate for 2018/19: 56%.

Audited collection rate for 2019/20: 71%

Audited collection rate for 2020/21: 70%

As part of data cleansing the municipality is busy with meter audit for both water and electricity for the purpose of identifying faulty meters and those that have been replaced and not billed.

According to the 2020/21 AG report, Makana is under collecting on refuse removal and sanitation due to properties that billed less number of sewerage points and units. Door to door verification implemented seeks to address the findings raised and improve the collection rate.

5.8. Expenditure Management:

5.8.1 The 2020/21 AG report revealed the following:-

Money owed by the municipality was not always paid within 30 days as required by section 65(2)(e) of the MFMA;

An adequate management, accounting and information system is not in place which recognized expenditure when it was incurred and accounted for creditors made, as required by section 65(2)(b) of the MFMA; Reasonable steps were taken to investigate the expenditure and the Council recommended a write-off R27 142 606) in 2020/21 financial year.

The majority of the disclosed fruitless and wasteful expenditure was caused by non-payment of service providers within 30 days; Reasonable steps were not taken to prevent unauthorized and irregular expenditure, as required by section 62(1)(d) of the MFMA. The full extent of both unauthorized and irregular expenditure could not be quantified in the basis for disclaimer of opinion paragraphs. However, the majority of the disclosed unauthorized expenditure was expenditure exceeding the budget and weak budgetary controls while the majority of disclosed irregular expenditure was caused by non-compliance with SCM regulations;

Unauthorised expenditure, irregular expenditure and some fruitless and wasteful expenditure incurred by the municipality was not investigated to determine whether any person was liable for the expenditure, as required by section 32(2)(a) and (b) of the MFMA

5.8.2 Other expenditure matters:

Employee related costs are budgeted to increase by 17% when compared to current financial year. Employee costs as % of Tot Opex is at 42.4% while the outer 2 years it is budgeted at 43.4% and 44.5% which is above the 40% norm.

Overtime is budgeted at R7.8m, R8.5m and R9.3m for the 2023 MTREF. The current budget is R6.9m measures to reduce the overtime expenditure are being explored.

5.8.3. Supply Chain Management:

According to the 2020/21 AG report, there are that payments that were classified as irregular expenditure and included in the irregular expenditure note, but no reasons were provided in the supporting schedule explaining why the payments were classified as irregular expenditure.

It was also identified that awards that were identified to have non-compliance that results in irregular expenditure were not recognised in the irregular expenditure register for the 2020/21 financial year.

Reasons for deviating from SCM processes are not valid as these relate to poor planning and contract management, and non-submission of supporting information to support the reasons for the award when less than three written price quotations received.

5.8.4. Cash Flow Management:

The municipality has inadequate cash to cover the short-term municipal obligations. Unspent Conditional Grants is however cash backed. The municipality relies heavily on grants to fund the operations and capital projects.

5.8.5. Internal Controls:

Inadequate oversight regarding implementation of Audit Action Plan resulted in recurring audit findings on compliance with laws and regulations.

Poor financial management, operations, and administrative inefficiencies

Lacking effective system of Risk Management to achieve the objectives of a strengthened internal control environment and to mitigate the risks of material misstatements in the Annual Financial Statements.

Analysis of key financial ratios and norms:

The following table provides an analysis of all key and critical financial ratios that are used to monitor the financial performance of the municipality. These uniform financial ratios and norms are determined under Circular 71 published in 2014 of MFMA. These ratios and norms assist in the assessment of the performance of the municipality.

Ratio	Ratio for 2018/19	Ratio for 2019/20	Ratio 2020/21	Remarks
Repairs and Maintenance to Property, Plant and Equipment and Investment Property – measures the level of repairs and maintenance to ensure adequate repairs and maintenance to prevent breakdowns and interruptions to services delivery. The norm is 8%.	0,21%	0.07%	1%	The municipality's percentage ratio is significantly below the norm and continue to be declining. This is an indication of insufficient expenditure incurred on repairs and maintenance to the extent that it could impact on the use of the assets and have a resulting increase of impairment of useful assets. The municipality must ensure adequate maintenance of asset to prevent breakdowns and interruptions to service delivery
Annual Collection Rate - indicates the level of payments as a percentage of revenue billed on credit. The norm is 95%.	56%	87%	70%	A municipality with outstanding debtors should aim at achieving a collection rate of more than 100% so as to ensure a reduction in the outstanding debt. The municipality's Collection Rate appears to be improving. The municipality must ensure improvement towards achieving the norm of 95%..

<p>Bad Debts Written-off as % of the Bad Debt Provision</p> <p>The Ratio compares the value of Bad Debts Written-off on Consumer Debtors to Bad Debts Provided for Consumer Debtors to ensure that the Provision for Bad Debts is sufficient.</p> <p>The norm is 100%.</p>	17%	22%	111%	<p>The municipality's ratio is way below the norm for both 2018/19 and 2019/20 financial years.</p> <p>Municipality should only write-off Bad Debts already provided for and ensure that policies and procedures regarding irrecoverable debt are in place to avoid over or under provision of bad debts.</p>
<p>Debtors Management Net Debtors Days – indicates the average number of days taken for debtors to pay their accounts.</p> <p>The norm is 30 days.</p>	30 days	386 days	90 days	<p>Net debtors days ratio has improved when compared to the past audit ratios.</p> <p>It is clear that the municipality still needs to improve internal controls in managing debtors.</p>
<p>Cash/ Cost Coverage Ratio (Excluding Unspent Conditional Grants)</p> <p>The Ratio indicates the Municipality's or Municipal Entity's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue.</p> <p>The norm is 1-3months</p>	1 month	0 month	0 Months	<p>The municipality's ratio remained below the norm for the past three financial years.</p> <p>This situation is vulnerable and poses a high risk in the event of financial "shocks/set-backs."</p> <p>It is clear that the municipality's ability to meet its obligations to provide basic services or its financial commitment is compromised. In order to improve the situation, the following must be achieved in the shortest possible time: -</p> <ul style="list-style-type: none"> •Immediate reduction in expenditure on non-essentials, non-core activities, non-revenue generating activities. •Increase revenue through improved collections and billing efficiencies and seeking alternate revenue sources. •Ensuring proper administrative and governance arrangements are in place to manage daily bank deposits and withdrawals.
<p>Current Ratio - this ratio indicates the extent to which current assets can be used to settle short-term liabilities.</p> <p>If current assets do not exceed current liabilities it means a liquidity problem i.e. insufficient cash to meet financial obligations.</p> <p>The norm is 1.5 - 2:1.</p>	0.40	0,53	0.40	<p>The current ratio is significantly low for all the years though it is showing some improvement. This an indication that current liabilities exceed current assets, highlighting insufficient cash to meet short-term financial obligations. The municipality must therefore increase its current assets to appropriately cover current liabilities otherwise there is a risk that non-current assets will need to be liquidated to settle current liabilities.</p>

Creditors Payment Period This ratio indicates the average number of days taken for trade creditors to be paid. The norm is 30 days.	279 days	208 days	223 days	The municipality's ratio is way beyond the norm and an urgent attention must be given to cash flow management which need to be addressed to avoid unnecessary interest charges by creditors. Non-compliance with MFMA regulation guiding the payment of creditors should be considered.
Irregular, Fruitless and Wasteful and Unauthorised Expenditure to Total Expenditure – this ratio measures the extent of irregular, fruitless and wasteful and unauthorised expenditure to total expenditure. The norm is 0%.	161%	178%	21 %	Irregular, Fruitless and Wasteful and Unauthorized expenditures' norm range is 0%. The municipality's ratio for the past three financial years is way beyond the norm, This indicates weaknesses within the municipality's SCM processes and non-compliance with procurement regulations and guidelines. The municipality must investigate these expenditures in line with applicable legislation
Remuneration (Councillor Remuneration and Employee Related Costs) as % of Total Operating Expenditure - Indicates the extent to which expenditure is applied to the payment of personnel. The norm is 25% - 40%.	32%	42%	37%	Remuneration as a percentage of Total Operating Expenditure has been within the norm in 2019/20 is exactly at the ceiling of 40%. Improvement is seen in 2020/21 audit
Contracted Services as a % of Total Operating Expenditure - indicates the extent to which the municipalities resources are committed towards contracted services to perform Municipal related functions. The norm is 2%-5%.	10%	6%	4%	Contracted Services' ratio is way beyond the norm range of 2%-5% for the financial years 209 and 2020 from the ratio of 4% which is within the norm for the 2018 FY. This is an indication of the absence of a Contract Management policy and over reliant on contracted services to perform municipal related functions as opposed to filling critical positions based on the new well researched and informed organisational structure that is fit for purpose and appointment of qualifying and skilled people.

5.9 FINANCIAL POLICIES

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality. All Polices are reviewed annually and only when changes are made, will the date be amended accordingly for being last updated.

The following are the key financial related policies:

POLICY	LAST UPDATED	REMARKS
Tariff Policy	30 May 2018	No action required at present.
Property Rates Policy	20 June 2016	Contents being reviewed as part of GV process.
Indigent Management Support Policy	March 2021	Currently developing the relating indigent management Strategy
Budget Policy	30 May 2018	No action required at present.
Asset Management Policy	30 May 2018	No action required at present.
Accounting Policies	Part of Annual Financial Statements for year ended 30 June 2020	Accounting policies need to be updated, approved and implemented.
Assistance to poor and indigent policy	30 June 2017	No action required at present.
Supply Chain Management Policy	30 May 2018	No action required at present.
Credit Control and Debt Collection Policy	20 June 2016	No action required at present.
Cash Management and Investment Policy	20 June 2016	Given the cash flow challenges faced by the municipality the policy should refined, approved and vigorously be implemented.
Short-term Insurance Policy	20 June 2016.	Policy needs to be drafted, approved and implemented.
General Ledger Chart of Accounts Maintenance Policy	No policy supplied.	Policy needs to be drafted, approved and implemented.
Debt Management Policy	20 June 2016	No action required at present.
Debt Incentive Scheme	31 Jan 2019	Revised
Cash Management Policy	20 June 2016	No action required at present.
Budget Process Policy	30 May 2018	No action required at present.
Asset Management Policy	30 May 2018	No action required at present.
SCM Infrastructure Policy	30 May 2018	No action required at present.
Virement Policy	30 May 2018	No action required at present.
Grant Policy	30 May 2018	No action required at present.
Lease Policy	30 June 2017	No action required at present

POLICY	LAST UPDATED	REMARKS
Policy on provision For doubtful debt	30 June 2017	Policy to be reviewed to reflect current market situation
Principles and policy on the provision of impairments to debtors, and writing off of irrecoverable	30 June 2017	Policy to be reviewed to reflect current market situation
Customer care credit control	26 May 2016	No action required at present

CHAPTER SIX: INTEGRATION

6.1 Introduction:

To ensure that the IDP address all strategic issues relevant to any effective municipality, the following section offers a comprehensive list of issues discussed during the IDP process. The integration phase represents the institutional readiness for implementation and to ensure integrated planning for the provision of basic services. An analysis was conducted in respect of various sector plans for the Municipality. Some of these sector plans were found to be still relevant and required minor changes. Others required a review, whilst new ones need to be developed and this was based on benchmarked and IDP Assessment with other local Municipal with our side.

6.2 Summary of Sector Plans:

Sector Plans

Status	Sector plans
EXISTING PLANS	Review Water Service Development Plan
	Integrated Waste Management Plan
	Area Based Plan
	Comprehensive Infrastructure Plan
	Disaster Management Plan
	Housing Settlement Plan
	Review of Transport Plan
	Review Fire and rescue plan(CPS report)
	Environmental strategy(LEAP)
Spatial Development Framework	
NEW ONE TO BE DEVELOPED	Five Invest Financial plan
	Development of Job creation sector plan
	Poverty alleviation plan

	Fleet management plan	
	Development of Electricity Master Plan	
	Asset Management Strategy	
	Supply chain Management Strategy	
	Cooperative strategy	
	Revenue enhancement strategy	
CROSS CUTTING PLANS	Plans	Action required
	Local Economic Development Plan	Strategy was approved and due for review 2017
	HIV/AIDS action plant	To be developed
	Special Programs sectorial plans	Youth plan need to be develop People with Disability

6.2.1 Human resources plan

Municipality has developed a Human Resources Plan with the assistance of Provincial Government (Department of local government in 2011, was adopted by council in 2016. Alignment of the Human Resource Plan with municipal objectives

Alignment: Effective achievement of our Municipality goals through implementing the following development strategies and policies:

- Enhance Employee retention & recruitment
- Improve human resource administration
- Employment wellness
- Training and Development

Strategic direction: Makana Municipality Development Priorities

- Institutional transformation and Organisational Development
- Basic Service delivery
- Local Economic Development
- Municipal Financial Viability Management
- Good Governance and Public Participation
- Empower Rural Communities and support to vulnerable groups

DEVELOPMENT PRIORITY	OPERATIONAL OBJECTIVE	HR PROGRAM
Institutional transformation and Organisational Development	Develop HR Plan by in order to provide an conducive working environment and ensure compliance with legislative requirements HR Plan will assist in coordinating all HR programmes as listed below	HR Plan
	Ensure the cascading of Performance Management System to all employees to ensure effective service delivery. 2020-2021 cascaded to HOD level, 2021-2022 cascaded to supervisory and Forman level, 2022-2023 to all employees.	Performance Management System Training and Development
	Development of work skills plan that seeks to achieve organisational goal e.g. shortage of qualified electricians, accountants, etc. DTIS: Assessment shortage of skills by DBSA	
Institutional transformation and Organisational Development	Operationalization of wellness policy to enforce health and safety regulations. There is vacant position in the organogram of Employment well facilitator.	Wellness (Health and safety)
	Operationalization of career succession plan policy	Career planning
	To ensure sound good working relations between the employer and employees. (LLF) To empower members of LLF –all stakeholders (training) i.e. ORA, Labour relations Act, Basic conditions Act, LLF constitution and other related courses	Labour relations
	Ensure smooth exit procedure Resignation Retirement Dismissal Early retirement due to health	Exit management

6.2.2 COMMUNICATION STRATEGY

Chapter 4 of the Municipal Systems Act (Act 32 of 2000), equally, states that all Municipalities must strive to meet the following object, among others: -

- Foster meaningful dialogue and interface within the internal structures of Municipalities, external bodies and members of the public.
- Likewise, the Promotion of Administrative Justice Act (Act 3 of 2000) and Promotion of Access to Information Act (Act 2 of 2000) charge Government Bodies to observe and adhere to the principles and practices of good governance,
- It is within this context that this policy shall direct Makana Municipality on how to constructively engage the members of the public and external bodies in particular media institutions as instructed by the Constitution of the Republic of South Africa and applicable pieces of legislation and the institutional policies.

Scope of the policy: This policy and strategy applies to the Councillors and Officials of Makana Municipality, be they casuals, part time, full time, contract or consultants. The communication policy and strategy will be reviewed and revised when the need arises by the Council. The last review was done in 2016 and adopted on the 24 June 2016.

Aims of the policy: The aim of this policy is to ensure the streamlining of communication within the Makana jurisdiction and to ensure a coherent and coordinated communication process.

To provide a framework within which internal and external communication of the Municipality will be discharged with its stakeholders and to reduce the risk of damaging or ineffective communication, and to ensure that staff and Councillors are aware of how communication is best conveyed externally and internally, and who has responsibility for which aspects.

Objectives of the Policy: The objectives of the Communication Policy of Makana Municipality are as follows:

- (a) Ensuring that there is a clear and co-ordinated communication process within the Municipality, to enhance and promote cooperative governance between its clientele, partners, stakeholders and the media.
- (b) Ensuring that there are clear roles of communication by the staff of Makana Municipality and to foster meaningful dialogue and interface between and among the internal role players.
- (c) Ensuring that the image of the Municipality is at all times upheld.
- (d) Ensuring that the Municipality complies with the legislative requirements as far as communication is concerned.

(e) Ensuring that resources are used in support of the achievement of the Municipality's strategic goals.

(f) Ensuring effective coordination and coherent system of communication within Makana Municipality.

Official Communicators: All staff members (officials) as defined above and Councillors are communicators of the Council by virtue of their work. All staff members and Councillors are representatives and messengers of the Municipality.

Staff members and Councillors should always be mindful that when they communicate with a member from the public, things they say are seen as official statements expressing the views of the municipality. In instances where Councillors speak in their personal capacity or for their political parties, they must make sure that point is clear.

However it is critical to note that for interview or research purposes, whether by institutions, organisations, private companies, media, etc. consent to engage with such bodies must be sought from the Municipal Manager by officials and from the Executive Mayor or Speaker by the Councillors. Councillors do not need to seek the approval of the Speaker or the Executive Mayor when they speak in their personal capacity or for their political parties.

The Media and Communications Officer (Municipal Spokesperson), the Municipal Manager and the Executive Mayor are not only the official communicators of the Municipality but the primary communicators. However, they can delegate their powers to whomever they see fit at times.

6. 2.3 Integrated Waste Management Plan

Purpose: Makana municipal integrated waste development consideration various service categories as well as evaluate the service delivery in each of the towns in the Municipality.

The service categories that are taken into consideration can be summarised as follows:

- Refuse Removal:
- Residential
- Commercial
- Industrial
- Garden Refuse
- Builders' Rubble and
- Medical Waste
- Street and ablution cleaning
- Landfill Sites,
- Transfer Stations and

- Bulk Containers

The Status Quo investigation of the waste management section considered each of these aspects, In addition to this existing structure, the status quo study also considered planned developments for service extensions and any planned projects that have been identified in the IDP. The Makana Local Municipality (LM) Integrated Waste Management Plan (IWMP) has been reviewed in 2017 and was approved by council 2018, in line with the requirements of the Waste Act and the Department of Environmental Affairs (DEA) Guideline for the Development of Integrated Waste Management Plans.

Makana LM has a total of approximately 80 400 persons and 21 384 households with an average of 3.7 persons per household. Based on Census data from 2011, about 19 014 (89%) households receive weekly waste collection services. A total 8% households either utilize their own dumpsite or have no refuse disposal facilities.

Status Quo of Waste Disposal Facilities Makana LM has three (3) landfill sites all situated on municipal property, at the following main centres: Makhanda, Alicedale and Riebeeck East.

The Makhanda landfill is an old quarry located 2km north-west of town. The site was permitted by the then Department of Water Affairs and Forestry (DWAF) on 10 September 1996 as a G:M:B+ landfill site in terms of Section 20 of the Environmental Conservation Act (No 73 of 1989). The site is medium by classification, it is estimated that the site receives approximately 125 tons of waste a day. The expected lifetime of the site is approximately 20 years.

The Alicedale landfill site is an old sandstone quarry located approximately 500m west of town. The site was authorised in May 2005 through Directions in terms of Section 20(5) (b) of the then Environmental Conservation Act (No 73 of 1989) as a G:C:B- landfill site. The site is classified as a communal landfill and it receives approximately 1.56 tons of waste a day. The expected lifetime is approximately 20 years.

The Riebeeck East landfill site is located approximately 2km east of town. The site was authorised in May 2005 through Directions in terms of Section 20(5) (b) of the then Environmental Conservation Act (No 73 of 1989) as a G:C:B- landfill site. The site is classified as a communal landfill and it receives approximately 0.56 tons of waste a day. The expected lifetime is approximately 10-15 years.

6.2.4 Disaster Management Plan

Introduction: The Makana Local Municipality Disaster Management Plan has been prepared in accordance with the provisions of the Disaster Management Act no 57 of 2002, and within Cacadu Disaster Management Framework and was adopted was by Council In May 2009, currently under review. The plan is aimed at ensuring an integrated and uniform approach to comprehensive disaster management in the Municipality.

This Plan has been documented by the Disaster Management Centre, Sarah Baartman District Municipality, with the support of Makana Municipality.

Objectives: To strengthen the capacity of Makana disaster management system to reduce unacceptable risks and improve response and recovery activities.

Strategic Focus: Move disaster management programming efforts from a response and relief emphasis to comprehensive risk management culture.

Top Priority Risk for Makana municipality: A Risk Priority Rating has been determined for Makana Municipality and the top three being, Storms, Fires and Epidemics. Within the Plan there are contingency plans for all the Hazards/Disasters that the Municipality is prone to and the purpose of this is to be effective and efficient during emergencies.

Below is the list of contingency plans that are in place to deal with disasters that has strike or threatening to occur.

1. Contingency Plan for Floods
2. Contingency Plan for Fires
3. Contingency Plan for Epidemics
4. Contingency Plan for Accidents

6.2.5 Water Service Development Plan

- The purpose of IDP and WSDP goals is to provide the Municipality's long term direction and desired state for water services provisioning within the Makana Water Services Authority.
- To comply with the Water Services Act (Act 108 of 1997) and the National Water Act (Act 36 of 1998), the WSDP should be prepared as part of the IDP process unless there is no IDP process in which case it can be prepared separately. The WSDP is a sectorial plan that falls within the inter-sectorial umbrella plan of the IDP.
- The strategies developed as part of the WSDP has been based on the IDP vision, priority issues and objectives in terms of addressing the when, who, what, etc.

- Should it be found that insufficient resources are available to support the strategy, the IDP priority issues and objectives would have to be reconsidered. Municipal WSDP was last revised 2008 and adopted by Council in June 2009 financial year. SBDM is currently reviewing the WSDP for all the Local Municipalities within the district.

- **Objectives:** The primary objective is for Makana Municipality to provide effective, efficient and sustainable water services and sanitation for all communities within the Makana Municipality jurisdiction and the planning to eradicate backlogs

Water and Sanitation Backlogs

Water Works Service Area	Water needs to RDP Level		Sanitation Needs to RDP Level	
	Technical	Management	Technical	Management
Reticulation	35%	35%	35%	35%
Bulk	45%	35%	45%	45%

Status of supply to higher levels

Present services level	Basic RDP	Hugh RDP	Urban
LM-Services Levels	%	95.5%	95.5%
LM- Sanitation Services	13.6%	73.3%	86.6%

Cost of Eradicating Backlogs:

- Typical Required Water Sector (DWAf & Local Gov.) Cash flow to meet target dates of 2008 for Water Services and 2010 for Sanitation (DWAf & CMIP) – RM

Cost of Backlogs:

As in 08/09 -10/11	TOTAL
Bulk Water Supply System	48,891,927
Reticulation and Cost Recovery	728,640
Household Sanitation (Up to 2010/11)	38,264,507
Rehabilitation	12,297,966
Sub Total	100,183,040

- **What is the strategy to eradicate backlogs:** Cost split of Water Sector Funding Requirements for Different Service Levels (RM) Note: Estimates are provided only in the categories where integrated supply services are (to be) provided. The remaining categories can readily be isolated on municipal level and can be financed by consumer contributions and external (non-governmental loan grant etc., funding)

Backlogs	Basic	High	Urban	Total
	(%)	(%)	(%)	(%)
Bulk Water Supply System	28	20.8	48.8	48.8
Village Reticulation and Cost Recovery	0.7		0.7	0.7
Household Sanitation (Up to 2010/11)		38.2	38.2	38.212.3
Rehabilitation		12.3	12.2	

6.2.6. Transport Management Plan

The objective of the Traffic Management Plan is to ensure integration between Development Framework Planning and Traffic Engineering aspects. The Makana Transport Plan was revised in October 2019. In so doing the Traffic Management Plan addresses the following aspects:

- Traffic generation
- Capacity (intersection and link)
- Access Management
- Mobility and Accessibility
- Safety
- Traffic Calming
- Non-motorised transport modes
- Public transport (including illegal and informal taxis)
- Development Levies
- Movement Routes (including provision for disabled)
- Parking and off-loading needs (specifically in relation to Public Open Spaces)
- Parking Levy / Fund Contributions
- Assessment of success, failure or shortcomings of traffic management interventions implemented to date.

National Routes: N2

This route links Makhanda to Port Elizabeth in the Southwest and East London and Bisho in the North-east

Provincial Routes

- R67 This route links with Port Alfred in the south and Fort Beaufort and Komani in the north
- R350 This route links to Bedford in the northwest
- R400 This route links to Riebeeck East and the N10 via the R350
- R344 This route links with Adelaide via the R350 (gravel)
- R343 This route links with Salem and Kenton-on-Sea as well as Alexandria (via the R72)
- MR0476 This route links with Alicedale via the N2

The main routes into, out of and through the study area in the Makhanda CBD that link up with the strategic National and Provincial routes include Beaufort Street, Somerset Street, High Street, Hill, Street, African Street, Bathurst Street and George Street.

Road Condition:

Condition Index – Traffic Management Plan Study Area - Surfaced Roads

Condition	Municipal		Provincial	
	Length (km)	Percentage (%)	Length (km)	Percentage (%)
Very Good	0.00	0.00%	0.00	0.00%
Good	2.90	12.27%	0.95	10.50%
Fair	12.91	54.69%	4.93	54.26%
Poor	7.37	31.22%	2.99	32.93%
Very poor	0.14	0.60%	0.00	0.00%
No Details	0.29	1.22%	0.21	2.32%
Totals	24.08	100.00%	9.08	100.00%

Due to underfunding, lack of maintenance has led to many roads being in a poor condition. Based on the condition assessments only 12.27% of the surfaced municipal roads in the TMP area are in good condition. Such a state of affairs hampers the expansion and development of the transport, agricultural and tourism sectors. In addition, poor road conditions create a poor investment climate and stifles growth in the

It is noted that SANRAL has recently assisted the municipality by surfacing portions of Beaufort Street from the N2 in the Southwest to the R67 in the Northeast.

6.3 Performance Management Institutional level

The PM process at organizational level in the Municipality is characterized by the steps that are set out in Figure2. Although the steps and what follows relate mainly to performance management at organizational level, the principles and approaches as espoused could also be applied to performance management at departmental level.

6.3.1 Performance Planning

Performance will be managed in terms of the IDP and the process of compiling the IDP information; therefore the annual review of the IDP planning process for performance. From figure 2 it should be noted that the last step of the cycle is” Performance review” and the outcome thereof should inform the next cycle of IDP compilation / review by focusing the planning processes on the areas in which the Municipality has under-performed. \

6.3.2 Performance Monitoring

Performance monitoring is an on-going process by which a manager accountable for a specific indicator as set out in the organizational scorecard (and a service delivery target contained in a SDBIP) continuously monitoring current performance against the set targets. The aim of the monitoring process is to take appropriate and immediate action where it appears that target will not be timeously met. The same will apply to the various SDBIPs.

Performance monitoring requires appropriate action to be taken should it become evident that a specific performance target is not going to be met. In undertaking performance monitoring processes, the following aspects need to be determined and provided for

- ❖ The data that must be collected in order to assess performance.
 - ❖ The methods that must be employed of n the collection, storage, verification and analysis of that data.
- ❖ The processes and formats that must be used in compiling reports on that data.
- ❖ Corrective measures that will be employed when poor performance has been detected.
 - ❖ Mechanisms to compare current performance with baseline indicators and performance during the previous financial year.

6.3.3 MONITORING REPORTS SHOULD BE SUBMITTED AS FOLLOWS:

Monitoring Reports

Submitted to	Frequency
Director	At least quarterly
Municipal Manager	At least Monthly

Managers should track performance trends against targets for those indicators that lie within their area of accountability at least once per month. That will allow them to identify performance related problems and take appropriate remedial action in time. In addition each senior manager should delegate to the direct line manager the responsibility to monitor the performance for his/ her sector.

6.3.4 Performance Measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each KPI and against the target set for such indicator. A manual process will be used to measure performance at Makana Municipality. The municipality's

SDBIP scorecards should spell out the name of an official who will be reporting on each indicator. The said official will, when performance measurement is due, have to collect and collate the necessary performance data or information and capture the result against the target for the period concerned. As such, they need not be against the target for the period concerned. As such, they need not be accountable for performance on the said performance indicator.

6.3.5 PERFORMANCE ANALYSIS

Performance analysis involves the process of making sense of measurements. It requires interpretation of the performance measurements to determine whether targets have been met /exceeded and to project whether future targets will be met or not.

Where targets have not been met, the reasons thereof should be examined and corrective action recommended. Where targets have been met or corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organizational learning.

6.3.6 The manager responsible for each indicator should, therefore do the following:-

1. Capture the performance data against targets on the scorecard.
2. Analyse reasons for meeting or not meeting a target
3. Capture a summary of findings on the scorecard.
4. Recommend remedial actions as appropriate.

The completed organizational and SDBIP scorecards should be submitted to a formal meeting of the senior management team for further analysis and consideration of draft recommendations from the relevant managers. This level of analysis should examine performance across the municipality in terms of all its priorities with the aim to reveal and capture whether there are any broader organizational factors that are limiting the ability to meet any performance targets.

Such analysis should also ensure that quality performance reports are submitted to the Executive committee and that adequate response strategies are proposed in cases of poor performance. After reaching agreement on the analyses the management team can take the scorecards to the executive committee for consideration and review.

6.3.7 Performance Reporting and Review

The next two steps in the process of performance management (i.e. Performance reporting and performance Review) will be dealt with at the same time.

This section is further divided into three sections dealing with the requirements for in –year versus annual reporting and reviews respectively and lastly a summary is provided for the various reporting requirements.

6.3.8 In – Year Performance Reporting and Review

The submission of the scorecards to the executive committee for consideration and review of the entire municipal performance is the next step in the process.

The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event (i.e. using the performance report as a tool to review the municipality’s performance and to make important political and management decision on how to improve).

Performance Review is the process where the leadership of an organization reviews the results; and decides on appropriate action, after the performance of the organization has been measured and reported. In reviewing the organizational and departmental scorecards, the Executive Committee will have to ensure that the committed targets have been met; and where they have not, that satisfactory and sufficient reasons have been provided and that the proposed corrective action is adequate. If satisfied with the proposed corrective action those should be adopted as formal resolution of Council, minutes read and actioned accordingly.

As indicated earlier, the organizational and SDBIP scorecards should be submitted to the executive committee for consideration and review on a quarterly basis. The reporting should therefore take place as follows:-

Quarter	Period under review	Month of reporting
1	July to end of September	October
2	October to end December	January
3	January to end March	April
4	April to end June	July

The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must, by 25 January of each year, assess the performance of the municipality and report to council on inter alia, its service delivery performance during the first half of the financial year and service delivery targets and performance indicators as set out in the SDBIP

6.3.9 Annual Performance Reporting and Review

❖ On an annual basis a comprehensive report on the performance of the Municipality also needs to be compiled. The requirements for the compilation, consideration and review of such annual report are set out in chapter 12 of the MFMA. In summary it requires that:-

- ❖ All Municipalities for each financial year compile an annual report.
 - ❖ The annual report should be tabled within seven months after the end of the financial year.
 - ❖ Soon after the annual report has been tabled it should be made public and local community should be invited to submit representations thereon.
 - ❖ The Municipal Council should consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the Council's comments on the annual report.
- ❖ The adopted oversight report should be made public.
 - ❖ The annual report as tabled and council's oversight report should be forwarded to Auditor General, the Provincial Treasury and the department responsible for local government in the Province.
 - ❖ The annual report as tabled and the council's oversight report should be submitted to the provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the Municipality. The requirements that the annual report once tabled and oversight report be made public similarly provides the mechanism for general public to review the performance of the Municipality.

However the Municipality will budget for the compilation of a user friendly citizens' report. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

Over and above the legal requirements of the MSA and the MFMA, there should be an annual public campaign that involves the community in the review of municipal performance. Such a campaign could involve all or any combination of the following methodologies:-

- ❖ Various forms of media should be used to convey the annual report e.g. radio newspapers, notice boards (in shops and community halls) and billboards.

- ❖ The public should be invited to submit comments on the annual report via physical visits to the Municipality offices, telephone, fax and email.
- ❖ Public hearings could be held in a variety of locations to obtain input of the annual report.
- ❖ Making use of existing structures such as ward committees to disseminate the annual report and invite comments.
- ❖ Hosting a number of public meetings and roadshows at which the annual report could be discussed and input invited.
- ❖ Producing a special issue of the municipal newsletter in which the annual report is highlighted and the public invited to comment.

The public review process should be concluded by formal review of the annual report by the IDP representative Forum of the Municipality.

The annual performance report should be compiled and completed no later than two months after financial – year end. That will ensure that its outcomes can timeously inform the next cycle of performance planning.

6.3.10 Summary of various performances reporting requirement

Annual Performance Report:

Section 121(3) A annual performance report would have to be Section 121 (3) (c) of the MFMA outlines the requirements for Annual performance reporting. An assessment of municipal performance together with recommendations for council by the audit committee, corrective actions undertaken arising from audit report and competency compliance for inclusion in the annual report.

Performance Reporting Requirements

Report	Frequency	Submitted for Consideration or review to	Remarks
1. SDBIP	Quarterly	ExCo	See MFMA Circular 13 of National Treasury for further information
2. Monthly Budget Statements	Monthly	Mayor in consultation with ExCo	See sections 71 and 54 of the MFMA
3. Organisational Scorecard	Quarterly	ExCo	This PMS framework (see section 2.

4. SDBIP mid- year budget and performance assessment	Annually in Jan of each year	Mayor + ExCo Council	See section 72 and 54 of the MFMA
5. Performance Report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report
6. Annual Report	Annually	Council	See chapter 12 of the MFMA

PERFORMANCE MANAGEMENT PLAN

Reporting Structure	Reviewing Structure	Report	Submission Date	Where	When
Divisions	Directorates	Monthly performance reports	25 th of each month	Directorate	Monthly
Directorates	Executive Management Committee	Monthly performance reports	27 th of each month	Municipal Manager's Office	Monthly
Directorates	□ IDP/PMS and Budget Steering Committee	Quarterly performance reports	10 th the of next month after the end of each Quarter	IDP/PMS Unit	Quarterly
Directorates	□ IDP/PMS and Budget Steering Committee	Mid-term performance reports	10 th of January	IDP/PMS Unit	Mid-year
Portfolio Committee	□ Portfolio Committee	SDBIP Quarterly Report	First and second week next month after the end of each Quarter	IDP/PMS Unit	Quarterly
Directorates	<ul style="list-style-type: none"> • Executive Mayoral Committee ▪ Council 	Mid-term performance reports	25 th January	Strategic Planning Session	Mid-year

Reporting Structure	Reviewing Structure	Report	Submission Date	Where	When
IDP/PMS Unit	<ul style="list-style-type: none"> ▪ Audit Committee Internal Audit Unit	<ul style="list-style-type: none"> ▪ Consolidate Directorates Quarterly performance reports audit ▪ Quarterly Performance analysis report 	14 th of the next month after the end of the Quarter	<ul style="list-style-type: none"> ▪ Municipal Manager's Office Internal Audit Unit 	Quarterly
Directorates	<ul style="list-style-type: none"> ▪ IDP/ PMS and Budget Steering Committee <ul style="list-style-type: none"> ▪ Council 	Annual Performance reports	10 th July	IDP/PMS Unit	Annually
IDP/PMS Unit	<ul style="list-style-type: none"> • IDP/ PMS and Budget Steering Committee • Council 	<ul style="list-style-type: none"> • Consolidate Directorates Annual performance reports ▪ Annual Performance analysis report 	14 th July	<ul style="list-style-type: none"> ▪ Municipal Manager's Office ▪ Internal Audit Unit 	Annually

6.3.11 The Auditing of Performance Measures

The Role of Internal Audit in Terms of Performance Management:

The MFMA requires that the Municipality must establish an internal audit section which could be outsourced (depending on municipal resources and specific requirements) Section 45 of the MSA stipulates that the results of the municipality's performance measures should be audited by the said internal audit sections as part of the internal auditing process and annually by the auditor-General. For Makana, the internal audit function will be outsourced in liaison with the Sarah Baartman District Municipality.

The Municipal Planning and Performance management Regulations stipulates that the internal audit section must, on a continuous basis, audit all performance and auditing must include an assessment of the following:-

- The functionality of the Municipality's performance management system.
- The internal audit section must therefore on a regular basis audit whether the PMS of the Municipality is functioning as developed and described in this framework.
- Whether the Municipality's performance management systems complies with the act.

- This compliance check would require that the Municipality's internal audit unit, at least on an annual basis verify that the Municipality's PMS complies with the said legal requirements.
- The extent to which the Municipality's performance measurements are reliable in measuring the performance of by making use of indicators.
- The Municipality should have proper information that the internal audit function is able to access information regularly and to verify its correctness.
- The Municipality's internal auditors must submit quarterly reports on the audits undertaken to the Municipal Manager and the Audit Committee.

Audit committee: The MFMA and the Municipal Planning and Performance Management Regulations require that the Municipal Council Should establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the Municipality. No Councillor maybe a member of an audit committee. Council should also appoint a chairperson who is not an employee of Makana Municipality.

The regulations give Municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of Audit Committee when dealing with performance management is governed by section 14 (2-3) of the regulations which require the audit committee to do the following:-

- Review the quarterly reports submitted to it by the internal audit unit.
- Reviews the municipality PMS and make recommendations in this regard to the council of the Municipality.

At least twice during a financial year submit an audit report to the Municipal Council.

In order to fulfil their function, a performance audit committee may according to the MFMA and the regulations:-

- ❖ Communicate directly with the council, Municipal manager or the internal and external auditor of the Municipality concerned;
- ❖ Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- ❖ Request any relevant person to attend ant of its meetings and if necessary to provide information requested by the committee, and
- ❖ Investigate any matter it deems necessary for a performance of its duties and the exercise of its powers.

Performance investigations: The Audit Committee should also be able to commission in depth performance investigations where there is either continued poor performance or a lack of reliability in the information being provided. Those performance investigations should assess the following:-

- ❖ The reliability of reported information.
- ❖ The extent of performance gaps from targets.

The reasons for performance gaps.

- ❖ Corrective action and improvement strategies.

The outsourced internal audit section will be used to conduct these investigations and should ensure the involvement of people who are experts in this area. For each investigation, clear terms of reference will need to be adopted by council.

6.3.12 Stakeholder Roles and Responsibilities

Stakeholder Roles and Responsibilities

Stakeholder	Role
Council / ExCo	Adopt the PMS Framework & PMS Adopt the Municipal Scorecards Conduct Annual Review Commission Performance Audits Reports to the Public and Province
Management team	Plan for PM Adopt the PMS Framework & PMS Draft scorecards Approve Departmental Scorecards Conduct Performance Measurements Produce PM reports Commission Performance Audits
Audit committee	<input type="checkbox"/> Assess Performance Management Reports & Make recommendation
Internal audit	<input type="checkbox"/> Audit the results of performance Measurements

6.4 Performance management at individual level:

The reality is that the Municipality is an institution that employs people, thus its performance is highly dependent on employees. It therefore follows that performance needs to be managed at individual employee level. The individual performance management system is a vehicle for implementing the operational plans emanating from the linkages between individuals, functions and the broader

Municipal objectives, The PMS is aimed at providing specific standards to assist the employer, management and municipal staff to perform to the required standards. Makana will use the individual PMS to:-

- ❖ Manage and measure behaviours' that contribute to organisational and individual success.
- ❖ Recognise levels of actual performance in relation to agreed targets Encourage continuous improvement and efficiency
- ❖ Identify and act on areas for individual development.
- ❖ Provide a platform for communication on performance between superiors and employees.

This section discussed the structured process for managing performance of the municipal manager and the employees that are directly report to her separately discussed the process of managing performance for the rest of municipal staff.

6.4.1 Performance management for section 57 managers

Performance management for municipal manager and the employees that directly report to him swill strictly adhere to the provisions of the Municipal performance regulations (2006). The key phases are, namely, Performance Contracting, Performance review, and Performance assessment. This section will also discuss dispute relating to PM.

6.4.2 Performance contracting

Performance contracting is characterized by the consultation between the employer and the employee regarding specific performance standards that should be adhered to during the given financial year. Being the first of the three key phases, performance contracting entails the signing of the performance Agreement within one month after commencement of each financial year, with the purpose to:-

- ❖ Comply with the contract of employment
- ❖ Comply with section 57 of the MSA;
- ❖ Specify the agreed objectives and targets, and communicate within municipality's performance expectations in line with the IDP, the SDBIP and the budget;
- ❖ Specify accountabilities that are drawn in the Performance Plan
- ❖ Serve as basis of the municipality's commitment to a performance orientated relationship
- ❖ Provide a platform for monitoring, evaluating and measurement performance against targeted outputs and subsequently rewarding good performance.

At this phase, the employee will commit to focusing on implementing the key objectives (i.e. KPA's including any relevant special projects and the core Competency Requirements (CCR's).

The KPA and CCRs are assigned a weight, respectively. Such weighting (as it is known) denotes the relative importance of the key objective to each other. The KPAs would cover the main areas of work and would account for 80% whereas the CCRs would account for 20% of the final performance assessment. For the MM the KPA's are as follows:

- ❖ Basic Service Delivery
- ❖ Municipal Institutional Development and Transformation

- ❖ Local Economic development
- ❖ Municipal Financial Viability and Management
- ❖ Good Governance and Public Participation

For managers that directly account to the MM, the KPAs that are related to the functional areas of that manager's position, should be negotiated between that manager and municipal manager. The CCR that is critical for the employee's job should be selected from the following list and must also note the compulsory Core Managerial Competencies.

6.4.3 Core managerial competencies

- ❖ Strategic Capability and Leadership
- ❖ Programme and Project Management (compulsory)
- ❖ Financial Management
- ❖ Change Management
- ❖ Knowledge Management
- ❖ Service Delivery Innovation
- ❖ Problem solving and analysis
- ❖ People Management and Empowerment (Compulsory)
- ❖ Client orientation and customer focus (Compulsory)
- ❖ Communication
- ❖ Honesty and Integrity

6.4.4 Core occupational competencies

- ❖ Competence in self –Management
- ❖ Interpretation of and implementation within the legislative and national policy frameworks
- ❖ Knowledge of development local government
- ❖ Knowledge of Performance Management and reporting
- ❖ Knowledge of global and South African specific political, social and economic context
- ❖ Competence in policy conceptualization, analysis and implementation
- ❖ Knowledge of more than one functional municipal field / discipline
- ❖ Skills in mediation
- ❖ Skills in governance

- ❖ Competence as required by other national line sector departments
- ❖ Exceptional and dynamic creativity to improve the functioning of the municipality

6.4.5 List of Core Competency Requirements (CCRS) for Employees

In order to address the development gaps that support the achievement of set performance targets, a personal development plan (PDP) will be developed and form part of the Performance Agreement i.e. In line with the MFMA the performance agreements will be made available to the public.

7.4.6 Performance review

Performance review is aimed at checking and monitoring progress of the employee in satisfying the key objectives and their targets. Performance reviews will happen at the end of the first, second and third quarters of the year as noted below

Performance Review Schedule

Quarter	Period under review	Month of conducting review
1	July to end September	October
2	October to the end of December	January
3	January to the end of March	April
4	April to the end June	July

Makana Municipality may elect to conduct verbal reviews for the first and third quarters, particularly if performance is deemed satisfactory. During any of the reviews, the municipality will however make use of the assessment tools that will be ultimately used in performance assessment phase (4th Quarter). Despite the force stated performance review intervals, the employer reserves a choice to review performance at any stage (for as long as the employment contract is still valid). For the operational reasons and also based on agreement with the employee the employer will be entitled to making changes to the provisioning of the performance plan. In addition, performance feedback will be based on the employer's assessment of the employee's performance.

The performance review will entail the "stock taking" of the achievements on KPA and CRRs. Each of the two will be reviewed as follows:-Key performance areas.

Level	Terminology	Rating				
		1	2	3	4	5
5	Outstanding Performance					
4	Performance significantly above expectations					
3	Fully Effective					

Level	Terminology	Rating				
		1	2	3	4	5
2	Performance not fully effective					
1	Unacceptable performance					

The rating calculator will be developed and used for adding the scores for each KPA thus giving a final KPA score

6.4.7 Critical competency requirements

- a) Each CCR will be reviewed in terms of the extent to which the specified standards have been met.
- b) The fore going five-point scale will be used for each CCR.
- c) The rating will be multiplied by the weighting for each CCR and result in a score.
- d) The rating calculator will be used to add the scores and calculate the final CCR score.

It should be noted that for the mid-year review (i.e. October – December) it is important for the employer to keep records.

7.4.8 Performance assessment

Performance assessment is aimed at concluding the employee’s performance measurement and development against set objectives. It will happen during the fourth quarter of the financial year. For purposes of practicality, performance assessment will be executed similar to the

Performance Review (explained above), save the following important variations:

It will not be “stock take” but a “final evaluation” exercise for the financial year.

- a) The minimum composition requirements of the evaluation panels will be as follows:

Performance Assessments

Evaluation of the Municipal Manager	Evaluation of Managers Accountable to the Municipal Manager
Mayor	MM
Chairperson of the audit committee	Chairperson of the audit committee
Executive Committee Member	Executive Mayoral Committee Member
Mayor or MM from another municipality	MM from another municipality

Evaluation of the Municipal Manager	Evaluation of Managers Accountable to the Municipal Manager
Ward Committee Member nominated by Mayor	HR Manager or Manager responsible PMS for secretarial purposes
HR Manager or Manager responsible PMS for secretarial purposes	

- c) Performance assessment will form the basis of rewarding outstanding performance and correcting unacceptable performance.
- d) Using the rating calculator, the range of performance bonus will allocated as follows, as a percentage of the all-inclusive remuneration package.

Performance Score	Performance Bonus
150% +	10% - 14%
130% to 149%	5% - 9%

- e) Unacceptable performance will be handled through providing remedial support to improve the employee's performance for an agreed timeframe (with the employer). If such structured attempts prove to be unsuccessful, the employer should take steps to terminate the contract on ground of unfitness or incapacity. In the case, there should be adherence to the provisions of the Labour Relations Act.
- f) Within 14 days of concluding the assessment of the MM's performance, the results thereof will be submitted to the MED for Eastern Cape local government and the national Minister for local government.

6.4.9 Performance management for all other municipal staff members

The Municipality will be focusing in the next following years in cascading Performance management to all employees. PMS has been cascade up HOD level but no review has been conducted yet.

6.4.10 General issues relating to performance management

This section highlights some general issues related to performance management that need to be taken into account in implementing the PMS in the Municipality.

6.4.11 Annual review of the performance management system

After the full cycle of the annual review and reporting is complete and the audit committee has met as required, the internal audit function will compile a comprehensive assessment/ review report.

The report will be on whether the Municipality's PMS meets the system objectives and principles as set out in this framework and whether it complies with the MSA, PMS Regulations and the MFMA.

The report will need to be considered by the audit committee who will then submit any recommendations to the Executive Committee. The review undertaken and recommendations made by the audit committee could serve as input into the wider municipal review of the PMS. After the full cycle of the annual review, the Municipal Manager should initiate an evaluation report that includes inputs from departments.

The report will then be discussed by the management team and finally submitted to the Council for discussion and approval. All those steps will also fulfil the MSA's requirement that the Municipality should annually evaluate its PMS.

6.4.12 Amendments to KPI's and targets

The Municipality will need to adopt a policy on amendments to performance indicators and targets. As a policy area, such amendments may be proposed but will be subject to the approval of the Executive Committee in consultation with the Municipal Manager.

6.4.13 Integrating PMS with the Council's Existing Management Cycle

International best practice indicates that PMS stands the chance to succeed if it is integrated with the current management cycle of the Municipality.

The purpose of such a cycle would be to guide the integration of important process e.g. the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved PMS and this framework. Makana Municipality will develop and adopt a similar cycle that is suitable to its own circumstances and requirements.

6.4.14 Institutional arrangements

The implementation of the PMS in terms of this framework would require coordination at organisational level and that will be the task of the IDP-PMS Manager's position which will be acting on behalf of the Municipal Manager Performance Agreement.

For PMS at an individual level, the responsibility for co-ordination, administration and record keeping will be the responsibility of the position that is responsible for human resource management. Likewise, such duties will form part of the Corporate Service Director Performance Agreement.

The municipality will ensure that its outsourced internal audit section has expertise in dealing with performance management responsibilities which are practically over and above the traditional financial audit responsibilities.

6.5 CONCLUSION

Performance Management System has been implemented for section 56/57 managers and plans are in place to cascade to lower levels starting form Head of Department level in the 2017/22 financial years.

ANNEXURE A:DRAFT IDP PROJECT REGISTER:

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT:												
KFA	Number	Project Number	Projects & Programmes	Total Project Cost (R'm)	Funding Source	Service Delivery Model	5 Year Implementation Framework					5+ Years
							2022/23	2023/24	2024/25	2025/26	2026/27	
							Water	1.1	P 001	<i>Makana : Ground water exploration and development</i>	12	
	1.2	P 002	<i>Makana : Water & Sanitation Management Plan</i>	1	MISA							
	1.3	P 003	<i>Makana : Water conservation and demand management strategy</i>	10	WSIG Drought							
	1.4	P 004	<i>Makhanda : Old town filters to high level reservoir (new pipeline)</i>	4	COGTA							
	1.5	P 005	Infrastructure Asset Management Plan		WSIG							
	1.6	P 006	<i>Botha's Hill : Construct linkage between reservoir and high level reservoir (east-west connection)</i>	35	MIG							
	1.7	P 007	<i>Howiesonspoort Pumpset Replacement</i>	4								
	1.8	P 008	<i>Fort Brown : Refurbishment and upgrade of bulk water supply</i>	5	MIG							
	1.9	P 009	<i>Howieson's Poort / Settlers Dams : Security, lights and refurbishment of pumps</i>	1.5	COGTA							
	1.10	P 010	<i>James Kleynhans : Upgrade bulk water supply</i>	200	RBIG							
	1.11	P 011										

	1.14	P 014	Riebeeck East : <i>Refurbishment of bulk water supply (Phase 2)</i>	15	WSIG							
	1.15	P 015	Waainek : Bulk water supply refurbishment Phase 2	33	MIG							
	1.16	P 016	Waainek : New 6ML reservoir at WTW	10	MIG							
Sanitation	1.17	P 017	Makhanda : Bulk sewer connections	90	DWS COGTA							
	1.18	P 018	Makhanda : General refurbishment and upgrading of internal sewer network(Replacement of Ageing Asbestos pipes)	30	MIG							
	1.19	P 019	Alicedale : Sewer reticulation upgrade	25	MIG							
	1.20	P 020	Belmont Valley : Fencing of WWTW	1.3	MIG							
	1..21	P 021	Belmont Valley : Upgrade WWTW	140	RBIG							
	1.22	P 022	Fort Brown : Installation of bulk sewer and sewer reticulation	10	DHS							
	1.23	P 023	J Street, Phaphamani, Sun City, Zolani, etc. : Eradication of buckets and provision of sewer reticulation to infill areas	10	MIG							
	1.24	P 024	Mayfield : Upgrade WWTW	100	RBIG							
	1.25	P 025	Riebeeck East : Installation of sewer reticulation	10	DHS							
	1.26	P 026	Seven Fountains : Installation of bulk sewer and sewer reticulation	10	DHS							
Electricity	1.27	P 027	Makana : Cost of Supply Study	1	MM							
	1.28	P 028	Makana : Electricity Master Plan	1	MM							
	1.29	P 029	Makana : Differential protection 66KV	2	MM							

	1.30	P 030	Makana : Refurbishment of high mast lighting	1.2	MIG							
	1.31	P 031	Makana : Refurbishment of street lights	1	MIG							
	1.32	P 032	Makana : Retrofit of 11kv OCB to vacuum breakers	5	MM							
	1.33	P 033	Makana : Upgrade of 11KV substations	4.5	DOE							
	1.34	P 034	Makana : Upgrade of bulk 66kV line	3.5	DOE							
	1.35	P 035	Makana : Upgrading and refurbishment of electricity infrastructure	10	MIG							
	1.36	P 036	Makhanda Substation : Upgrade	20	MM							
	1.37	P 037	Sugarloaf Substation : Restoration of ripple control system	3	MM							
	1.38	P 038	Makana : Electrification of Infill areas									

KFA		Project	Projects & Programmes	Total	Funding Source	Service Delivery Model	5 Year Implementation Framework					5+ Years
		Project Number		Project			2022/23	2023/24	2024/25	2025/26	2026/27	
				Cost								
				Estimate								
				(R'm)								
Refuse	1.39	P 039	Makana : Waste Management Plan and Strategy	1	MIG							
	1.40	P 040	Eradicate and revamp of dumping sites		Makana							
	1.41	P 041	Establishment of Waste material recovery facilities)		Makana							
	1.42	P 042	Decommission, close, rehabilitation and management of landfill sites		Makana							
	1.43	P 043	Provision of area Duping stands		Makana							
	1.44	P 044	Refuse Bins		Makana							
	1.45	P 045	Procure new equipment and truck		Makana							
	1.46	P 046	Makana : Waste to energy projects (feasibility study)	0.5	DOE							
	1.47	P 047	Makhanda : Waste transfer station	5	MIG							
	1.48	P 048	Makhanda : Development of 3 buy-back centres	3	MIG							
	1.49	P 049	Makhanda Feasibility and establishment of recycling and material recovery facility	10	MIG							
	1.50	P 050	Makhanda : Feasibility study for closure and relocation of landfill site	1	MIG							
	1.51	P 051	Fort Brown : Solid Waste Transfer Station	1	MM							

KFA		Project	Projects & Programmes	Total	Funding Source	Service Delivery Model	5 Year Implementation Framework					5+ Years 5+ Years
Roads	1.52	P 052	Makana : Review Roads & Storm Water Master Plan	1	MISA							
	1.53	P 053	Makana : Upgrade district roads	50	DPW							
	1.54	P 054	Makhanda : General road paving and permanent surfaces	50	MIG							
	1.55	P 055	Makhanda : General upgrading and reconstruction of curbs and sidewalks	20	MIG							
	1.56	P 056	Makhanda : Traffic Management Plan implementation	3.4	DOT							
	1.57	P 057	Alicedale : Upgrade and resurface N2 link	10	DPW							
	1.58	P 058	Alicedale : Upgrading of internal roads Rings Street	10	MIG							
	1.59	P 059	M Street : Upgrade	20	MIG							
	1.60	P 060	Fort Brown : R63 Access Road	3	MIG							
	1.61	P 061	Makana Way : Upgrade	10	MIG							
	1.62	P 062	Ncame Street : Upgrade	12	MIG							
	1.63	P 063	Riebeeck East : Upgrade and resurface N2 link	10	DPW							
	1.64	P 064	Riebeeck East : Upgrade and resurface Makhanda link	10	DPW							
	1.65	P 065	Seven Fountains : N2 Access Road Upgrade	3	MIG							
	1.66	P 066	Riebeeck East : Upgrading of internal roads	10	MIG							

KFA		Project	Projects & Programmes	Total	Funding Source	Service Delivery Model	5 Year Implementation Framework					5+ Years 5+ Years
	1.67	P 067	Makhana: Refurbishment, rehabilitation Upgrading of Taxi Route									
Housing	1.68	P 068	Makana: Review Housing Plan									
	1.69	P 069	Makhanda: Construction of outstanding RDP houses 178 outstanding RDP Houses									
	1.70	P 070	Makana: Upgrading of Infill areas									
	1.71	P 071	Makana: Rectification of RDP Houses									
	1.72	P 072	Rollout of new basic services installations and replacement of existing redundant services informal areas									

COMMUNITY AND SOCIAL SERVICES:

Category		Project	Projects & Programmes	Total Project	Funding Source	Service Delivery Model	5 Year Implementation Framework					5+ Years
		Number		Cost								
				Estimate			2022/23	2023/24	2024/25	2025/26	2026/27	
				(R'm)								
Cemeteries	2.1	P 073	<i>Alicedale / Riebeeck East : New cemetery site identification</i>	0.5	MM SBDM							
	2.2	P 074	<i>Alicedale / Riebeeck East / Makhanda : Cemetery development</i>	6	MM SBDM							
	2.3		<i>Mayfield / Waainek : Cemeteries expansion (feasibility study)</i>	0.5	MM SBDM							
Community	2.4	P 075	<i>Makana : General maintenance and refurbishment of existing community halls</i>	5	MM							
Halls	2.5	P 076	<i>Refurbishment of 2 Alicedale Halls</i>		MM							
	2.6	P 077	<i>Mayfield / Vukani : New community halls</i>	10	MIG							
Education	2.7	P 078	<i>Seven Fountains : ECD Facility</i>	2	DOE							
	2.8		<i>Seven Fountains: Primary School</i>	4	DOE							
Fire	2.9	P 079	<i>Makhanda : Disaster Management Plan</i>	1	SBDM							
Protection	2.10	P 080										
	2.11	P 081	<i>Alicedale / Riebeeck East : Establish Satellite Fire Stations</i>	10	SBDM							
Health	2.12	P 082	<i>Fort Brown : Clinic</i>	3	DOH							
	2.13	P 083	<i>Seven Fountains : Clinic</i>	3	DOH							

Libraries	2.14		Makana : <i>Upgrade and refurbishment of existing library facilities</i>	5	DSRAC								
Open	2.15	P 084	Makana : <i>Upgrade and refurbishment of open spaces and play parks</i>	10	MM								
Space	2.16	P 085											
	2.17	P 086	Beautification of the CBD										
Sports Fields and recreational facility	2.18	P 087	Makana : General maintenance and	5	DSRAC								
	2.19	P 088	<i>refurbishment of existing sports facilities</i>										
	2.20		<i>Construction of Public Toilets</i>										
	2.21	P 089	Makhanda East : <i>Establishment of new sports field</i>	5	DSRAC								
	2.22	P 090	Seven Fountains : <i>Sports field / facility</i>	1	MIG								
	2.23	P 091	Makana East: Construction of Swimming pool										
	2.24	P 092	<i>Refurbishment and maintenance of Parks and open spaces</i>										
Pound	2.25	P 093	Makana : Pound and support facilities-Review of Commanage Management Plan	2	MM								
Stray	2.26	P 094											
Animals	2.27	P 095											
Conservation	2.28	P 096	Makana : <i>Environmental Management Plan</i>	1	MM DEDEAT								

	2.29	P 097	Makana : <i>Implement alien eradication programme (greater Makana)</i>	10	WFW							
	2.30		Makana : <i>Open Space Management Strategy</i>	0.5	MM							
LOCAL ECONOMIC DEVELOPMENT AND PLANNING:												
Category	Number	Project Number	Projects & Programmes	Total Project	Funding Source	Service Delivery Model	5 Year Implementation Framework					5+ Years
				Cost			2022/23	2023/24	2024/25	2025/26	2026/27	
				Estimate								
				(R'm)								
LED	3.1	P 098	Makana : <i>Feasibility study and establishment of creative city art and performance display areas</i>	1								
	3.2	P099	Makana : <i>Revise Tourism & LED Strategy</i>	1	MM DEDEAT							
	3.3	P 100	Makanaskop : <i>Development and</i>	25								
	3.4		<i>finalisation of interpretation centre</i>									
	3.5	P 101	Fort Brown : <i>Business Node Development</i>	2	MM							
	3.6	P 102	Soccer City : <i>Feasibility and provision of hawker stalls</i>	2								
Tourism	3.7	P 103	Egazini Memorial Site : <i>Upgrade and refurbishment, including security and office facility</i>	1.2								

	3.8	P 104	Grey Dam : <i>Tourism development and facilities</i>	25								
<i>Agriculture and Rural Development</i>	3.9	P 105	Makana : <i>Development urban small scale community gardens</i>	2	PPP							
	3.10	P 106	Makana : <i>Commonage Management Plan</i>	0.5	DRDLR							
	3.11	P107	Alicedale / Riebeeck East : <i>Development and upgrading of community farming areas (including infrastructure)</i>	2	DRDLR							
	3.12	P 108	East Commonage : <i>Feasibility study and possible development for agriculture cooperatives</i>	1	DRDLR							
	3.13	P 109	Thorn Park Agricultural Initiative :	20	DRDLR							
	3.14		<i>Development and upgrade (including infrastructure)</i>									
<i>Rural</i>	3.15	P 110	Makana : Area Based Plan and Land Reform Strategy	1	DRDLR							
<i>Development</i>	3.16											
<i>Land</i>	3.17	P 111	Makana : <i>Conduct a land audit, land disposal and re-development strategy</i>	1								
<i>Management</i>	3.18											

	3.19	P 112	<i>Makhanda Provide Land for Social Housing and sites for affordable sites</i>										
	3.20	P 113	Makana : GIS Maintenance and support	0.5									
<i>Planning</i>	3.21												
	3.22	P 114	Makana : Implement 5 year SDF review cycle	0.5									
	3.23	P 115	Makana : Precinct and urban design plans	3									
	3.24												
	3.25	P 116	Makana : Implement and manage MPT and Appeal Authority	1									
	3.26												
	3.27	P 117	Makana : Establish Land Development Committee	N/A									
	3.28	P 118	Makana : Institutional restructuring and capacity (Planning Office)	tbd									
	3.29	P 119	Makana : Capacity and institutional support to PMO and alignment with SBDM Support Model	tbd									
	3.30	P 120	Makana : Refine Development Levy Policy and Calculator into By-law (subject to Integrated Services Master Plan)	0.1									
	3.31	P 121	Makana : 4th Industrial Revolution Strategy and Implementation Plan	0.4									

	3.32	P 122	Makhanda : <i>Heritage Resource Management Plan</i>	1									
	3.33	P 123	Makhanda : <i>Identify and implement Land Release Strategy for priority areas</i>	0.5									
	3.34	P 124	Makhanda : <i>Small Town Regeneration</i>	3									
	3.35	P125	<i>Master Plans (Makhanda, Alicedale,</i>										
			<i>Riebeeck East)</i>										
	3.36	P126	Makana: Local Investment conference										
	3.37	P 127	Makana: Develop a red-tape reduction strategy										
	3.38	P 128	Makana: Revise the SMME development & preferential procurement policy										

INSTITUTIONAL CAPACITY AND ORGANISATIONAL DEVELOPMENT

Category	Number	Projects & Programmes	Total Project	Funding Source	Service Delivery Model	5 Year Implementation Framework					5+ Years
			Cost			2022/23	2023/24	2024/25	2025/26	2026/27	
			Estimate								
			(R'm)								
	4.1	P 129	Makana: Organisational structure review								
	4.2	P 130	Makana: Review Job description review								
	4.3	P 131	Makana: Conduct Job Evaluation								
	4.4	P 132	Makana: Institutional Policy Review								
	4.5	P 133	Alicedale & Riebeeck East: Review Service								

			Delivery Business Model for Alicedale and Riebeeck East								
	4.6	P 134	Makana: Review Human Resources Plan								
	4.7	P 135	Makana: Review Recruitment and Selection Policy								
	4.8	P 136	Makana: Review Training and development Policy								
	4.9	P 137	Makana: Review of HR Policies and Procedures : (Leave, overtime management and Productivity								
	4.10	P 138	Makana: Revise Stakeholder Engagement Policy								
	4.11	P 139	Makana: Develop Employees wellnes programs(Health & safety programs)								
	4.12	P 140	Makana: Cascaded of individual Performance Management System all employees								
	4.13	P 141	Makana: Development a rewards system linked to high performance								
	4.14	P142	Makana: Review of Business processes and development of Starndard operational Procedures across municipality								
	4.15	P 143	Makana: Adopt performance standard for service delivery.								
	4.16	P 144	Makana: Review processes, procedures, and								

			capacitation. Review of Fillings System									
	4.17	P 145	Makana: Establishment of offsite storage facility for back-up									
	4.18	P 146	Makana: Resuscitate Electronic Record Management system									
	4.19	P 147	Makana: Development of Centralized Customer Relation Management									
	4.20	P 148	Makana: Establishment of unit that that will deal maintenance of Municipal Building and offices									

FINANNCIAL VIABILITY AND MANAGEMENT

Category	Number	Project Number	Projects & Programmes	Total Project	Funding Source	Service Delivery Model	5 Year Implementation Framework					5+ Years
				Cost			2022/23	2023/24	2024/25	2025/26	2026/27	
				Estimate								
				(R'm)								
	4.23	P 149	Makana: Compilation, updated General and Supplementary valuation roll of all registered properties									
	4.24	P 150	Makana: Ensure accurate billing applicable availability charges/ consumers tariffs are levied on each property									
	4.25	P 151	Makana: Revenue Collection: Sector Department engagement and other stakeholder.									

	4.26	P 152	Makana: Lobby Grant Funding for unfunded Projecs									
	4.27	P 153	Makana: Provision and increase of households with access to free basic service and maintain indigent register									
	4.28	P 154	Makana: Funded Budgeting to tight control over expenses to ensure that the total amount of expenditures does not exceed the budgeted amount.									
	4.29	P 155	Makana: Reduce unauthorised expenditure less than 30% of Budget									
	4.30	P 156	Makana: Eliminate Fruitless, Wasteful expenditure and credit control to Zero(0) % Fruitless, Wasteful expenditure									
	4.31	P 157	Makana: Expenditure Management: Payments of creditor with 30 days									
	4.32	P 158	Makana: Eliminate Irregular expenditure by 30% (SCM)									
	4.33	P 159	Makana: Maintaining fully GRAP compliant asset register annually									
	4.34	P 160	Makana: Improve expenditure management									
	4.35	P 161	Makana: Reduce capital expenditure to total expenditure ratio.									

	4.36	P 162	Makana: Debt coverage ratio (Total Operating revenue - operating grants receiver) (Debt service payment due)									
	4.37	P 163	Makana: Measure ability for the debtor to pay their debts)									
	4.38	P 164	Makana: Service debtors to revenue ratio (Total outstanding service debtors / revenue received for the service									
	4.39	P 165	Makana: Cost coverage ratio (Available cash + investment monthly fixed operating expenditure									

GOOD GOVERNANCE AND PUBLIC PARTICIPATION:

Category	Number	Project Number	Projects & Programmes	Total Project	Funding Source	Service Delivery Model	5 Year Implementation Framework					5+ Years
				Cost			2022/23	2023/24	2024/25	2025/26	2026/27	
				Estimate (R'm)								
	5.1	P 166	Internal Audit assurance									
	5.2	P 167	Capacitate Internal Audit function									
	5.3	P 168	Review risk register									
	5.4	P 169	Monitor Compliance									
	5.5	P 170	Implement the fraud prevention policy: Whistleblower policy which includes a reward for information leading to arrests.									
	5.6	P 180	Establish an internal law enforcement team to monitor the compliance to by-law									

	5.7	P 181	Collaborate with external law enforcement agencies to enforce compliance to by-law										
	5.8	P 182	Governance Structures (MPAC-Audit & Risk Committee and Monitor Council decision										
	5.9	P 183	Enhance IGR										
	5.10	P 184	IDP-Budget Reviews Consultation										
	5.11	P 185	Enhance Civic organisation engagement(Bussines, NGO,youth and other organise groups)										
	5.12	P 186	Ward Committee and Public Meetings										
	5.13	P 187	Regular Website update on mandatory reports										
	5.14	P 188	Improve Audit opinion outcomes										
	5.15	P 189	Review Communication Strategy										
	5.16	P 190	Review of the ICT Strategy										
	5.17	P 191	Review of ICT Risk Register										
	5.18	P 192	Development of Standard operating procedure on Management of Legal Matters										
	5.19	P 193	Youth development programes										
	5.20	P 194	Women, Disabled and Children										
	5.21	P 195	Gender based violence										

	5.22	P 197	Poverty Alleviation program								
	5.23	P 198	Raise awareness on Gender Based Violence In Municipality								
	5.24	P 199	Implementation of HIV/AIDS Plan								