



2022-2027

INTEGRATED DEVELOPMENT PLAN(IDP)

NDLAMBE MUNICIPALITY (EC 105)

TEL: 046 604 5500

WEBSITE: WWW.NDLAMBE.GOV.ZA



VISION:

NDLAMBE MUNICIPALITY strives to be a premier place to work, play, and stay, on the eastern coast of South Africa. It strives to be the destination of choice for people who love natural and cultural heritage, adventure water sports, and laid-back living for families.

Our promise is to build a state-of-the-art physical infrastructure which will be laid out aesthetically in our beautiful natural environment. Our prosperous community supports a safe and healthy lifestyle which is supported by affordable natural living and a vibrant tourism and agriculturally-based economy!

We promote good governance by providing sustainable, efficient, cost effective, adequate and affordable services to all our citizens.

MISSION:

To achieve our vision by enabling optimal performance within each of the five Key Performance Areas of Local Government within the context of available resources.

VALUES:

- **Commitment;**
- **Transparency;**
- **Honesty;**
- **Trustworthiness; and**
- **Care**

MAYOR'S FOREWORD



In 2021, a new administration was elected in Council following the Local Government Elections. It is required in terms of Section 25 of the Local Government: Municipal Systems Act, 32 of 2000, each municipal council must within a prescribed period after the start of its elected term, adopt a strategic plan, known as the Integrated Development Plan (IDP). IDP is a 5-year plan which guides and informs the municipality's planning, development and budgeting. It is reviewed annually based on its performance and other changing circumstances deemed relevant by the municipal council (Section 34 of the MSA, 2000).

IDP is a process through which the municipality conducts a comprehensive analysis of the community needs and subsequently priorities available resources to address those needs. The process also seeks to ensure vertical and horizontal integration between the municipal planned intervention with the planning efforts of national and provincial spheres of government as well as within the various sectors of government. In compliance to the Municipal Systems Act, 32 of 2000, the Ndlambe municipality has developed the IDP for the next five (5) years (2022-2027).

The IDP is underpinned by key sector plans and strategies, which include the Municipality's long-term plan (Vision 2030), Spatial Development Framework (SDF), Local Economic Development (LED) Strategy, and an Integrated Waste Management Plan (IWMP), Water Services Development Plan (WSDP), and the Environmental Management Plan amongst others. The IDP is responding to the community priorities, provincial, national priorities and is in line with the State of the Nation Address (SONA), State of the Province Address (SOPA), Department of Cooperative Governance and Traditional Affairs IDP guidelines and the District Development Model (DDM).

The world was recently thrown into uncharted waters by the Covid-19 outbreak. The novel corona virus which spreads like wildfire, continues to wreak havoc. At the time of writing, over 1.5 million people had been infected and more than 50 000 died from Covid-19 in South Africa. This places enormous pressure on the health systems of all countries. The dreaded virus has forced governments to take unprecedented steps and close their national economies. While this was aimed

at mitigating the deadly effects of the virus and prepare governments to deal decisively with the pandemic, the global economy was thrown into a tailspin.

This pandemic require our concerted effort as humans to work together to heed the call of the President and the entire leadership of this country regarding safety measures. Let us show our humanity to one another in these trying times. We need to be patient and understand that service delivery will be affected by this pandemic and the measures put in place to prevent its spread. But, these do not outweigh the value of life.

The ongoing economic crisis has not spared local economies such as ours either. The slowdown in economic activity, expected increase in joblessness and deepening poverty in our municipality threaten to erode our revenue. We are therefore expected to make do with less resources. All these compel us to prioritise key projects that have a social impact in our communities. We will therefore prudently use the various grants to fast-track service delivery amid the Covid 19 pandemic.

To compound matters the situation our municipality was also hit by drought which led to water scarcity. This is the challenge that we are dealing with as a municipality. The municipality is using the various grants for the rollout of water projects in different locations within the municipal jurisdiction. As a means for relief to our communities we are using municipal and private trucks to cart water to our communities. We have placed water tanks in strategic areas in our communities for this purpose.

In the times of changing fortunes of the environmental, economic and political climate we live in, it is this reminder that gives us sleepless nights and undying resolve to remain nothing but humble servants to the masses of our people-young and old, frail and able bodied, black and white alike.

The high calling of selfless service remains the clarion call around which we all rely to progressively realize the ideal of “a better life for all”. Integrated Development Planning remains the fundamental tool to democratize governance in the Republic, and no doubt in our area of jurisdiction.

With those few words I wish to table the IDP for 2022/2023 financial year spanning a period of five years from 2022-2027.

COUNCILLOR K.C NCAMISO

MAYOR

MUNICIPAL MANAGER'S REMARKS



The Integrated Development Plans (IDP) are the most important mechanisms available to government to transform the structural differences in our previously divided society. Integrated development planning is a process by which the planning efforts of different spheres and sectors of government and other institutions are coordinated at local government level. The IDP brings together various economic, social, environmental, legal, infrastructural and spatial aspects of a problem or plan. This should take place in a way that enhances development and provides sustainable empowerment, growth and equity for the short, medium and long term. The newly introduced District Development Model is an added instrument that should assist the spheres of government to work even more coordinated than before.

Communities cannot develop in isolation and Integrated Development Planning ensures this. Through community engagements processes, the communities of Ndlambe Municipality have reaffirmed the need for water and sanitation, roads, housing, stormwater, electricity, job creation, health, education, SMME development and support, recreational facilities, etc. This means that not only is local government involved, but also Provincial and National Government Departments. Thus it will be critical for the municipality to strengthen its engagements with all stakeholders involved in the development process. This does not underestimate the impact of Covid 19 to the national fiscus.

But of critical importance to these is water. This is an issue that the municipality need to deal with decisively and with haste. The municipality have been badly affected by the drought and of course the ageing infrastructure exacerbates the situation even more. Even so the municipality is doing the best it can to find alternative solutions to resolve the problem of water scarcity. Currently there are RO plants projects in progress in Port Alfred, Bushmansrivermouth, Kenton on Sea and Cannon Rocks whose aim is to mitigate the water scarcity problem. The administration has gone out to fundraise as the municipality does not have enough internal capital funding. This has yielded some

fruits. It is very crucial that the municipality improves working relations with Amatola Water Board to find an amicable solution to the problems of Amatola Water.

The following remain the challenges that administration must deal with in the year 2022/23 and going forward:

- Combating the prevalence of COVID 19
- Improve water service delivery to all communities within Ndlambe
- Implementation of revenue enhancement and cost curtailment initiatives;
- Increase in maintenance costs;
- Reconfiguration of the Supply chain Management Unit to function optimally in terms of ensuring compliance with the MFMA and SCM Regulations;
- Improving audit outcomes;
- Ageing infrastructure;
- Land for cemeteries;
- Waste management;
- Improving security to combat vandalism.

In the year 2019 President Cyril Ramaphosa launched the District Development Model. Its primary objectives include aligning, integrating and accelerating planning and delivery of services by all three spheres of government. This is a new service delivery action plan that places the people at the centre of all our actions as government. Sarah Baartman District Municipality (SBDM) is yet to roll out this model in the district.

The Constitution of the Republic and the National Development Plan recognises the developmental role of local government. Despite a myriad of challenges, all of us who are in this sphere of government are expected to roll up our sleeves to attain without fail, the development needs of our communities. The fourth administration or term is coming to an end but service delivery must continue unbroken.

ADV. ROLLY DUMEZWENI

MUNICIPAL MANAGER

ACKNOWLEDGEMENTS

An expression of gratitude and sincere appreciation to all the people who have made it possible for Ndlambe Municipality to develop its Integrated Development Plan (2022-2027).

Amongst the key contributors to the work, the following are noted:

- The residents and stakeholders of Ndlambe Municipality who participated in the IDP process despite the challenges posed by the Covid 19 pandemic
- Ndlambe Municipal Council, which is the ultimate decision making body in the whole IDP process.
- The Directors for ensuring that the content of the IDP is of optimum level.
- The Sarah Baartman District Municipality for their support; and
- The IDP Unit and Corporate Services for the compilation and printing of the document.

EXECUTIVE SUMMARY

Integrated Development Planning is a planning process, which combines legislative requirements, stakeholder needs, political priorities, intergovernmental alignment, budget parameters, institutional capacity, strategic management and implementation. The result is a single, coherent document representative of all these components – the Integrated Development Plan (IDP).

The Ndlambe IDP serves as a strategic development plan for the current term of council. The IDP is an ongoing cumulative planning process, which should take into account the impact of past plans and, where necessary, address changing realities on the ground.

Underlying the current IDP is the need to deepen local democracy, to continue to build developmental local government, especially by further improving social and economic development, to speed up service delivery and to further enhance an integrated approach.

The philosophy of developmental local government, which acts as a launching pad for Integrated Development Planning, has four key characteristics, namely:

- Maximising social development and community growth;
- Integrating and coordinating;
- Democratising development, empowering and redistributing;
- Leading and learning.

The above characteristics require municipalities to become strategic, visionary and ultimately influential in the way they operate. In attempting to respond to the above requirements, Ndlambe Municipality formulated this five-year IDP, which is a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- Aligns resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets must be based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation

South African municipalities are required by law to use the IDPs as a basis for formulating their budgets. To form the basis of municipal resource allocation, the IDP should entail the integration of municipal strategic processes and a shift from input to outcomes based budgeting. Budgeting should be seen as the process of resourcing strategic plans within available finances, in order to give effect to policies and ensure service delivery. Without an understanding of the strategic priorities, public resources end up not being directed in a way that achieves maximum impact.

The strategic focus areas of Ndlambe Municipality's five-year IDP are as follows:

- i. Basic Service Delivery;
- ii. Municipal and Institutional Development and Transformation;
- iii. Local Economic Development;

- iv. Municipal Financial Viability and Management; and
- v. Good Governance and Public Participation.

Apart from fine-tuning municipal programmes, projects and strategies; Ndlambe Municipality's IDP is *inter alia*, informed by the comments of the MEC for Local Government and Traditional Affairs on Ndlambe's IDP. Although the IDP is referred to as a plan that supersedes all other plans that guide development at the local sphere of government, it should be read in conjunction with other sector plans mentioned in **Chapter six** of the document.

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CHAPTER ONE

1.1 THE PLANNING PROCESS

In terms of section 24(1) and (2) of the Local Government Municipal Systems Act (No 32 of 2000) municipalities should comply with the following key planning imperatives at all times, namely:

- “The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in the Constitution.
- Municipalities must participate in national and provincial development programmes as required in section 153 (b) of the Constitution.”

In addition to the above, regulation 2 (1) (d) of the Local Government Municipal Planning and Performance Regulations, 2001 stipulates that the municipality’s Integrated Development Plan must at least identify “all known projects, plans and programs to be implemented within the municipality by any organ of state.”

The above are clearly the key planning basis for Ndlambe Municipality in the development and review of its IDP. This is a progressive planning rationale and it has been entrenched into a ‘simple’ legislative framework to ensure consistence and an enhanced quality of the IDP. The principle of co-operative governance underpins this development planning rationale. Co-operative governance is enshrined in the Constitution of the Republic of South Africa as a practice for maximum benefit. This chapter seeks to identify those elements of convergence between the different plans, projects and programmes within the District, Provincial and National levels.

1.1.2 The Eight Millennium Development Goals are:

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development

1.1.3 Outcome 9:

In February 2010, the Ministry of Monitoring and Evaluation formulated and presented 12 Outcomes that reflect government’s delivery and implementation plans for its foremost priorities up to 2014. Of the 12 Outcomes, Outcome 9 holds reference to District and Local Municipalities as a mechanism to formalize ‘A Responsive, accountable, effective and efficient local government system’.

In order to achieve this goal, Outcome 9 identifies 7 Critical Outputs:

- Output 1:* Implement a differentiated approach to municipal financing, planning and support;
- Output 2:* Improving Access to Basic Services;

- Output 3:* Implementation of the Community Work Program;
- Output 4:* Actions supportive of the human settlement outcomes;
- Output 5:* Deepen democracy through a refined Ward Committee model;
- Output 6:* Administrative and financial capability;
- Output 7:* Single Window Coordination

1.1.3 NATIONAL AND PROVINCIAL DEVELOPMENT PRIORITIES

NATIONAL DEVELOPMENT PLAN (NDP) AND VISION 2030

The National Development Plan (NDP) is a detailed blueprint for how the country can eliminate poverty and reduce inequality by the year 2030. The NDP is a plan to unite South Africans, unleash the energies of its citizens, grow an inclusive economy, build capabilities and enhance the capability of the state and leaders working together to solve complex problems. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.

What are the broad objectives of the **National Development Plan**?

As a long-term strategic plan, the NDP serves four broad objectives:

1. Providing overarching goals for what we want to achieve by 2030.
2. Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
3. Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
4. Creating a basis for making choices about how best to use limited resources.

What is the aim of the NDP and the targets that the NDP seeks to realise? The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are: Housing, water, electricity and sanitation; Safe and reliable public transport; Quality education and skills development; Safety and security; Quality health care; Social protection; Employment; Recreation and leisure; Clean environment and Adequate nutrition. These are some of the targets that should be realised by 2030.

What are the main priorities articulated in the NDP? Given the complexity of national development, the plan sets out six interlinked priorities:

1. Uniting all South Africans around a common programme to achieve prosperity and equity.
2. Promoting active citizenry to strengthen development, democracy and accountability.

3. Bringing about faster economic growth, higher investment and greater labour absorption.
4. Focusing on key capabilities of people and the state.
5. Building a capable and developmental state.
6. Encouraging strong leadership throughout society to work together to solve problems.

Implementation, monitoring and evaluation of the NDP remain a critical element if the country is to address its challenges.

PROVINCIAL PLANNING PRIORITIES

What is the Eastern Cape Vision 2030 all about? The provincial vision and long-term plan are intended to mobilise all citizens and sectors of the Eastern Cape around a common vision. The aim is to provide an opportunity for revisiting social partnerships and development of common goals among citizens, the state and the private sector. The plan promotes mutual accountability between the state, citizens and private sector and enable coherence of the three spheres of the state. It sets the development agenda and priorities for the next 15 years (2015-2030), building on the Provincial Growth and Development Plan (PGDP) of 2004-2014.

What are the priorities articulated in the Eastern Cape Vision 2030? The plan addresses the following priorities:

- Redistributive, inclusive and spatially equitable economic development and growth
- Quality Health
- Education, Training & Innovation
- Institutional Capabilities

This set of priorities gives rise to the following five goals of the Vision 2030 PDP:

Goal 1: A growing, inclusive and equitable economy which seeks to ensure a larger and more efficient provincial economy; more employment; and reduced inequalities of income and wealth.

Goal 2: A healthy population through an improved health care system for the Eastern Cape.

Goal 3: An educated, innovative citizenry. This goal seeks to ensure that people are empowered to define their identity, are capable of sustaining their livelihoods, live healthy lives and raise healthy families, develop a just society and economy, and play an effective role in the politics and governance of their communities and nation.

Goal 4: Vibrant communities. This goal seeks to generate a shift from the focus on state driven quantitative housing delivery that has trumped the need for people to make own decisions, build their own liveable places and transform spatial patterns as basis for vibrant and unified communities.

Goal 5: Capable, conscientious and accountable institutions. This goal seeks to build capable, resilient and accountable institutions to enable and champion rapid inclusive development.

It is vital that the province becomes more coherent and unified around the development agenda it seeks to pursue. This must include strong policy co-ordination and leadership at provincial level (located in the Office of the Premier), and the bedding down of the often complex and unwieldy multi-level governance arrangements that hamstring development.

The provincial priorities for 2022/23 have been pronounced as follows by the Premier of the Eastern Cape:

- Economic transformation and job creation;
- Rolling out enabling infrastructure network to grow the economy and create jobs;
- Agricultural production and agro-processing;
- Unlocking the oceans economy;
- Localisation and industrialisation;
- Reforms to affirm local business;
- Conservation, tourism and sustainable development;
- Youth empowerment and job creation;
- Education, skills and health;
- Consolidating the social wage through reliable and quality basic services;
- Social cohesion and safe communities;
- Building a better Africa and the world; and
- Building a capable, ethical development state.

NDP plan for local government

The NDP Plan for local government highlights the need to strengthen the ability of local government to fulfil its developmental role. Municipal Integrated Development Plans (IDPs) need to be used more strategically to focus attention on critical priorities in the NDP that relate to the mandate of local government such as spatial planning, infrastructure and basic services. Like provincial planning processes, municipal IDPs should be used to focus on aspects of the NDP that fit within a municipality's core responsibilities. This would allow the IDP process to become more manageable and the participation process more meaningful, thus helping to narrow the gap between the aspirations contained in these documents and what can actually be achieved. To do this effectively, the IDP process needs to be led by municipal staff, not outsourced to consultants. As for provinces, there are also many areas where municipalities could start implementation immediately by engaging with aspects of the Plan that speak to their core competencies and identifying how they can action proposals for improving implementation.

1.2 Integration into government plans

The NDP highlights the need to strengthen the ability of local government to fulfil its developmental role. Integrated Development Plans need to be used strategically to focus attention on priorities in the NDP, such as spatial planning, infrastructure and basic services. The IDP should strive to focus on areas of the NDP that are in line with the municipality's priorities.

1.3 Ndlambe Planning Process

In order to effectively develop and review the Municipal IDP the municipality must prepare and adopt an annual IDP Process Plan to guide the review process. The IDP Process Plan focuses on strengthening the municipal IDP as the municipality's principle planning and management tool, through ensuring the seamless integration of especially the performance management system (PMS) and budgeting processes with the IDP Process.

Taking the above into consideration the IDP Process will address, amongst others, the following:

- ❖ Comments received from the various role – players in the assessment of the IDP documentation, inter alia:
 - Areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Process;
 - The inclusion of the most current Census data;
 - Consideration, review, and inclusion of any relevant and new information;
 - Shortcomings and weaknesses identified through self-assessment;
 - The preparation and review of relevant sector plans and it's alignment with the IDP;
 - The update of the 5 year Financial Plan as well as the list of projects, inclusive of a three year capital investment framework;
 - Preparation and finalisation of the annual municipal budget in terms of the relevant legislation; and MSA and MFMA.
 - Alignment of the various important municipal processes such as the IDP Review, Performance Management and Budget Process.

- ❖ MEC Comments on the IDP

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 of Co-operative Governance and Traditional Affairs in the Province conducted IDP assessment internally. KPA leaders were appointed to manage the assessment teams comprised of Cogta officials, sector departments and State-owned Entities. 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 follows:

- KPA 1: Spatial Considerations with these departments; Eastern Cape Department of Cooperative Governance and Traditional Affairs; Economic Development, Environmental Affairs and Tourism (DEDEAT); and South African Police Services (SAPS).
- KPA 2: Service Delivery and Infrastructure Planning with these sector departments and one State-owned entity respectively; Roads; Transport; DEDEAT; Safety and Liaison; Energy; Water and Sanitation; Rural Development and Agrarian Reform; ESKOM and Municipal infrastructure Support Agency (MISA).
- KPA 3: Financial Planning and Budgets with these sector departments EC Cogta; EC Provincial Treasury; Energy and Water and Sanitation.

- KPA 4: Local Economic Development with these sector department and State-owned entities; EC Cogta; DEDEAT; Eastern Cape Rural Development Agency (ECRDA); Eastern Cape Development Corporation (ECDC); and Statistics South Africa (Stats SA)
- KPA 5: Good Governance and Public Participation verified by EC Cogta.
- KPA 6: Corporate Administration verified by EC Cogta.

Key Performance Areas	
KPA 1	Spatial Planning, Land, Human Settlement and Environment Management
KPA 2	Basic Service Delivery
KPA 3	Financial Planning and Budgets
KPA 4	Local Economic Development
KPA 5	Good Governance and Public Participation
KPA 6	Institutional Arrangements

The overall findings on the Final IDP 2021/2022 of Ndlambe local municipality can be summarized as follows:

- The municipality has tabled, adopted and submitted its 2021/22 Reviewed Integrated Development Plan for assessment
- The municipality did not deviate from the Council approved process plan in terms of approving the IDP by end of May 2021 or 30 days before the end of the financial year as per the MFMA of 2003.
- The municipality has conformed to the core components of an IDP as prescribed by section 26 of the Municipal Systems Act (MSA), 2000 as amended
- The municipality will make reference to its Individual Assessment Report, however a summary of salient issues of the gaps identified per KPA during assessment will be provided
- An overview of the assessment is set out below to provide municipality a synopsis of scoring per KPA.

Each commission has allocated an objective overall rating per Key Performance Area. The ratings range from scoring low, medium and high within the following context:

Score/Rating	Performance description	Action required
Low	Poor	Immediate and intensive intervention
Medium	Satisfactory	Minimum support required
High	Good	Benchmarking

Specific Assessment Findings on the 2021/2022 Final IDP

This section presents findings on the areas of major concern per KPA deduced from the KPA reports. The overall findings on the 2021/22 Final IDP of Ndlambe Local Municipality can be summarized as follows:

KPA 1: SPATIAL PLANNING AND LAND USE MANAGEMENT – OVERALL RATING HIGH

The municipality need to review its Spatial Development Framework (SDF) to align with the SPLUMA 2017 SDF Guidelines. The municipality needs to develop the land invasion policy to better manage development in the municipality.

KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE PLANNING

- **Roads and Infrastructure:** There is no reflection of existence of both Storm-water Management and Roads planning forum within your municipality. The municipal access roads do not last for more than 6 months due to that storm-water related challenges, management of storm-water is not prioritized.
- **Transport:** Transport Planning forum discusses issues related to Roads and transport management. Inter-Governmental Relations (IGR) should be in to support the section on coordination of the relevant stakeholders.
- **Disaster Management and Emergency Services:** The municipal Spatial Development Plan informed by disaster vulnerability and risk assessment reports are not reflected in the IDP. Emergency procurement measures not reflected in the plan, assistance required from the District and the Provincial Government. The municipality is required to develop disaster management by-laws, and assisted by the District and Provincial Government. Fire services tariffs are not in place. Plans to deal with the veld and forest fires, oil spillages and floods developed however, not reflected in the IDP.
- **Water and Sanitation:** The municipality need to categorize the water and sanitation services according to their spatial positioning. The Water Service Development Plan (WSDP) update needs to be expedited as there is a prevailing water shortages within the region. There is also a need to consider development of the operations and maintenance plan for the municipality to budget for Operations & Management (O&M). With various proposals being made to reclaim waste water, the status of the waste water treatment works is important to be indicated and known.

ENVIRONMENT

- **Air Quality Management(AQMP):** While Sarah Baartman District Municipality has an adopted AQMP, it has not yet cascade to its Local Municipalities. The DEDEAT regional office is willing to assist also where possible to ensure your municipality has developed this plan.

KPA 3: FINANCIAL PLANNING AND BUDGETS - OVERALL RATING HIGH

- **Expenditure:** The municipality should develop a Repairs and Maintenance Plan as per MFMA Circular 51. The municipality must spend 100% of its Capital Budget.
- **Financial Reporting:** The municipality must reflect on their compilation and submission of financial reports (Section 71, Section 52 d, Section 72, and Yearly Reports).

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KPA 4: LOCAL ECONOMIC DEVELOPMENT (LED) – OVERALL RATING HIGH

The municipality should use the most current data to analyse socio-economic profiles e.g. 2018 socio economic data is available from HIS Global Insight and Quantec. Caption of graphs and tables to be reflected on socio-economic information.

Existing LED specific policies should be reflected in the IDP document. The municipality should provide detailed analysis of income distribution within the socio-economic profile for the local economy. The analysis should also reflect on economic implications and recommended intervention measures.

It is recommended that the Municipal IDP should clearly organise and reflect alignment between local priorities to the District, Provincial and National LED Priorities. The information can be provided in matrix format.

The state of economic infrastructure of the municipality needs to be captured in the situation analysis e.g. type of, quantity, condition of economic infrastructure. The relative contributions of sectors to GVA and employment should be indicated and analysed. e.g. which sectors are high labour absorbing but low paying, etc? This is important for policy making where government decided either to increase income or address unemployment. The implementation plan to be developed with clearly specified baselines, targets, indicators and timeframes must also be clearly reflected.

LED Inter – Governmental Relations (IGR) structures or other stakeholder participatory mechanisms that are involved in LED initiatives should be reflected in the document if they do exist. i.e. LED Forums, DST and etc.

The mechanisms for business expansion, retention and attraction needs to be packaged in the IDP in a way that is conspicuous if they exist. If they don't then strategies must be developed for such mechanisms. These policies assist municipality for investment and funding purposes. Specific programmes on both public employment programme should be clearly specified on the document.

KPA5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION – OVERALL RATING HIGH

The KPA on Good Governance and Public Participation has been well expressed in the IDP document.

KPA 6: INSTITUTIONAL ARRANGEMENT – OVERALL RATING MEDIUM

- **Corporate Administration:** The municipality must reflect on its powers and functions as per Part B of Schedule 6 of the constitution, clearly indicating those functions they perform and those performed by other institutions.
- Local government is one of the three spheres of government together with the provincial and the national spheres. Local government consists of municipalities, which deliver many of the services people use in their daily lives. The Constitution provides for three categories of municipalities, namely : metropolitan, district and local municipalities. In South Africa there are currently 278 municipalities, comprising of 8 metropolitan, 44 district and 226 local municipalities. The Constitution spells out the function of each sphere of government in Schedules 4 and 5. Local Government functions are listed in Part B of each Schedule. All three spheres must co-ordinate their efforts. National and provincial government share the responsibility for functions listed in Schedule 4, for example for the South

African Police Services and disaster management. Provincial government has the sole responsibility for functions listed in Schedule 5, for example ambulance services and provincial roads.

- **Organisational development:** The municipality must reflect on the critical and scarce skills that are a challenge to the municipality

Vacancy Rate

A pre-requisite for achieving the sustainability of service delivery is the adequate staff provisioning of the municipality. Critical posts that need to be filled as a matter of priority were identified. It is necessary that the Municipality first determines the future supply and demand for human resource. The labour supply may come from existing employees (internal labour market) or from outside the municipality (the external labour market). The estimate of the total number of employees needed as well as the skills required is known the demand forecast.

Name of Department	Total number of approved positions	Total No. of vacancies	Interns
Municipal Manager's Office	17	7	0
Department of Corporate Services	52	5	0
Department of Finance as	49	11	2
Department of Infrastructural Development	215	8	0
Department of Protection Services	36	3	0
Department of Community Services	119	9	0
Total	488	43	2

- The Retention and Scarce Skill Policy will delegate the Municipal Manager as the authority to determine the Scarce Skill occupations in line with requirements of the Department of Higher Education and Training, as published in Government Gazette No. 41728 dated 22 June 2018. The latter shall be performed in relation to retaining staff members by introducing counter-offers within the applicable notches.

Ndlambe Municipality currently has the following staff Policies in place:

No.	Policy	Last Reviewed & Adoption Date	Custodian(s) Responsible person
1	Allowances Policy	28 January 2021	Corporate Services
2	Bereavement Policy	30 June 2017	Corporate Services
3	Employee Wellness Policy	30 June 2017	Corporate Services
4	Labour Relations Policy	30 June 2017	Corporate Services
5	Leave Policy	25 August 2020	Corporate Services
6	Occupational Health & Safety Policy	26 June 2020	Corporate Services
7	Overtime Policy	25 August 2020	Corporate Services
8	Private Work (Code of Conduct) Policy	07 December 2018	Corporate Services
9	Remuneration Policy	28 January 2021	Corporate Services
10	Recruitment and Selection Policy	29 March 2018	Corporate Services

11	Essential User Car Scheme Policy	07 December 2018	Corporate Services
12	Study and Capacity Building Policy	20 May 2020	Corporate Services
13	New Policy Disciplinary Procedure Agreement	29 March 2018	Corporate Services
14	Motor Vehicle Allowance	25 August 2020	Corporate Services

15	Policy On Casual Or Contract Workers	17 November 2017	Corporate Service
	Grievance Policy	30 March 2021	Corporate Services
17	Attendance and Punctuality Policy	30 March 2021	Corporate Services
18	Relocation Policy	25 August 2020	Corporate Services
19	Retention and scarce skills Policy	28 January 2021	Corporate Services
20	Smoking Policy	27 March 2019	Corporate Services
21	Substance abuse Policy	25 August 2020	Corporate Services
22	Job Evaluation Policy	25 August 2020	Corporate Services
23	Chronic illness Policy	25 August 2020	Corporate Services
24	Sexual Harassment Policy	27 March 2019	Corporate Services
25	COVID-19 Ready Workplace plan and return to work Policy	20 May 2020	Corporate Services
26	Data allowance Policy and Procedures for Audit Committee members	29 October 2020	Corporate Services
27	Training, Education and development Policy and Skills Development Plan for Councillors	26 June 2020	Corporate Services

Local Labour Forum

In Ndlambe Municipality the Local Labour Forum meets on a monthly or regular basis for consultation on workplace or issues of mutual interest and to ensure there is labour peace.

The forum does not replace collective bargaining at a Central Level, but deals with matters which are better suited to resolution through consultation rather than through collective bargaining.

Workplace forums are established to:

- promote the interests of all employees in the workplace, not only of trade union members
- enhance efficiency in the workplace

- consult employees on certain matters
- include employees in joint decision making on matters of mutual interest.
- Furthermore, disciplinary hearings of employees do not form part of the Local Labour Forum as this is an exclusive employer initiative; however, where there is transgression of a policy it is the employer that institutes a disciplinary hearing. Such disciplinary hearings are reported to the Executive Committee on a quarterly basis.

Due to the above diligent work and functional Local Labour Forum, Ndlambe Municipality remains a stable Municipality.

- **Information Communication and Technology (ICT):** The municipality must reflect on how the records are kept. Municipality must develop ICT Policy Framework and reflect in the IDP.

The Comparative KPA Ratings with the recent 2021/22 IDP Assessment Ratings for Ndlambe municipality are as follows:

KPAs	Ratings 2019/20 IDP Review edition	Ratings 2020/21 IDP Review edition	Ratings 2021/22 IDP Review edition
KPA 1: Spatial Considerations			HIGH
KPA 2: Service Delivery and Infrastructure Planning	High	High	MEDIUM
KPA 3: Financial Planning and Budgets	Medium	Medium	HIGH
KPA 4: Local Economic Development	High	High	HIGH
KPA 5: Good Governance and Public Participation	High	High	HIGH
KPA 6: Municipal Institutional Arrangements	Low	Medium	MEDIUM
Overall Rating	HIGH	HIGH	HIGH

In conclusion, let me now take this opportunity to congratulate you for developing a legally compliant IDP. It has been noted with great delight that your municipality has scored overall **HIGH** rating. I trust that the above submission will be of great value to your institution, all stakeholders and your communities during development planning process to ensure production of a responsive IDP that will facilitate the improvement of the lives of the people through accelerated visible and tangible services provision.

❖ IDP PROCESS PLAN

According to the legislative requirements set out in the Municipal Systems Act of 2000 (MSA) as well as the Planning and Performance Management Regulations, all municipalities, both district and local have to prepare

an IDP and subsequently submit the document to the MEC for Local Government. The assessment was completed in terms of Chapter 5, Section 25, of the Municipal Systems Act (MSA) by the MEC.

In terms of Section 34 of the MSA:

A municipal council –

(a) must review its integrated development plan –

(i) annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) to the extent that changing circumstances so demand; and

(b) may amend its IDP in accordance with a prescribed process

In order to effectively develop and review the Municipal IDP the municipality must prepare and adopt an annual IDP Process Plan to guide the review process. The IDP Process Plan focuses on strengthening the municipal IDP as the municipalities' principle planning and management tool, through ensuring the seamless integration of especially the performance management system (PMS) and budgeting processes with the IDP Process.

Taking the above into consideration the IDP Process will address, amongst others, the following:

☒ Comments received from the various roles – players in the assessment of the 2021/2022 IDP documentation, inter alia:

1. Areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Process;
2. The inclusion of the most current data;
3. Consideration, review, and inclusion of any relevant and new information;
4. Shortcomings and weaknesses identified through self-assessment;
5. The preparation and review of relevant sector plans and it's alignment with the IDP;
6. Finalization of a Performance Management System (PMS), in terms of Chapter 6 of the MSA, and its findings;
7. The update of the 5 year Financial Plan as well as the list of projects, inclusive of a three year capital investment framework;
8. Preparation and finalization of the annual municipal budget in terms of the relevant legislation; and MSA and MFMA.
9. Alignment of the various important municipal processes such as the IDP Review, Performance Management and Budget Process.

BUDGET TIMETABLE FOR THE 2022/2023 FINANCIAL YEAR

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE
JULY 2021			
30 July 2021	Review Process Plan and develop IDP/PMS/Budget time schedule for 2022/2023 (MFMA S35(1)).	(Legal requirement) Cacadu DM and Local Municipality.	Aligned Draft IDP and Budget time schedule / Process Plan with CDM Draft Framework.
31 July 2021	Develop Performance Agreements (2021/22) of Municipal Manager and Managers reporting to the Municipal Manager and submit to MEC and publicize.	Municipal Manager	Check legal requirement
AUGUST 2021			
August 2021	IDP/Budget timetable, budget guidelines, budget instructions, IDP/budget schedule to be presented to the Budget Steering Committee.	IDP/Budget Office	Budget Steering committee minutes and attendance register
18 August 2021	Submit reviewed IDP/Budget timetable, budget guidelines, budget instructions, and budget schedules for 2022/2023 to be presented to Council for adoption.	IDP/Budget Steering Committee	Council Resolution and IDP/Budget process plan
31 August 2021	Upload the IDP/Budget time schedule, process plan on the municipal website, place on notice boards and advertise in a local newspaper	IDP/Budget Office	Newspaper advert and notice
31 August 2021	Submit adopted process plans and council resolution to EC-CoGTA, National and Provincial Treasury	IDP/Budget Office	E-mail, formal letter or Courier receipt
31 August 2021	Submit adopted schedule of key dates to external stakeholders (Sector Departments)	MM and IDP Manager	E-mail or formal letter
September 2021			
10 September 2021	Attend District IDP Rep Forum Meetings	IDP Co-Ordinator's and Mayors	Attendance Register
13 September 2021	IDP/Budget Steering Committee to set parameters for the next 3 years based on marked trends and other information available. <ul style="list-style-type: none"> ➤ Tariff increases ➤ Salary increases ➤ General expenses ➤ Repairs and maintenance ➤ Key changes to be reflected considering all strategies and studies (including institutional study) ➤ Develop priority areas Reflect on all factors that could potentially impact on future budgets.	Chairperson IDP/Budget Steering Committee	
15 September 2021	Confirm Councils existing and new policy priorities for next three years	Chairperson IDP/Budget Steering Committee	
30 September 2021	IDP/Budget Steering Committee to determine the funding / revenue covering potentially available funding for next three years.	Chairperson IDP/Budget Steering Committee	

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE
30 September 2021	Submit draft 2020/21 annual performance report	Municipal Manager, CFO, Sec 56 Managers	Letter of Acknowledgement by Office of the AG.
30 September 2021	IDP/Budget Steering Committee to determine the most likely financial outlook and identify need for changes to fiscal strategies.	Chairperson IDP/Budget Steering Committee	
30 September 2021	Managers / directors to have held a staff meeting with staff in their directorate responsible for compiling the budgets where the budget timetable, policies, guidelines, instruction, and minutes of the budget steering committee are to have been discussed.	All Managers / Directors	Minutes of the meeting
OCTOBER 2021			
01 October 2021	Chairperson of the IDP/Budget Steering Committee to have held a meeting with all ward councillors to discuss the budget timetable, policies, guidelines, instructions, and minutes of the budget steering committee.	Chairperson IDP/Budget Steering Committee	
05 October 2021	Convene first IDP/Budget Representative Forum meeting. Present adopted process plan and project status. Sector departments to report on 2021/22 FY project implementation progress.	Municipal Manager, Mayor and IDP Official	Presentations, minutes and attendance register
05 October 2021	Ward councillors to have completed meetings with their ward committees to explain the budget process and documentation and to gather information and submit to the Chairperson of the IDP/Budget Steering Committee that is to be considered when offices and directorates do their capital / operational budgets and tariffs.	All Ward Councillors	
For the month of October 2021	Conduct gap analysis to determine level of existing development consider changes in the current environment; IDP Assessment (2021/22) and Annual Performance Report and develop corrective action plans.	Municipal Manager, Directors and IDP Official	Corrective Action Plans
10 October 2021	Q1 Performance Reporting. Evaluation Sec 56 managers, lower levels if applicable and institution PMS - Legal compliance	MM and PMS Officer	Score sheet
15 October 2021	Chairperson of the IDP/Budget Steering Committee to provide all offices and directorates with the input from Ward Councillors to consider when preparing their budgets and tariffs	Chairperson IDP/Budget Steering Committee	
October 2021	Q1 review by Internal Audit. Preparation of Annual Performance Report for MPAC	MM, PMS Manager and Internal Audit Unit	Reviewed Reports
15 October 2021	Municipalities receive inputs from National and Provincial Government and other bodies on factors influencing the budget – reference to legislation	All Managers / Directors	
15 October 2021	Offices and Directorates to start to prepare draft capital and operational plans with cost and revenue estimates	All Managers / Directors	
30 October 2021	Convene IDP/Budget Steering Committee meeting. Report on refined objectives and strategies, planned strategic interventions and proposed amendment to the organogram (if any) in response to overcome challenges. Present consolidated proposed directorate projects and budget needs.	Municipal Manager, CFO and IDP Manager	Reports, presentations, minutes and attendance register

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE
03 NOVEMBER 2021	Managers and directors to assess the Human Resources component of their operating budget for the next year and for the two following years and make submissions to the finance department. Submissions would include full motivations for each post and assessments must take into consideration all known studies, establishment plan (organogram) and any other future developments over the next three years that would require a provision for costing.	All Managers / Directors	
15 November 2021	The submission on all offices and directorates human resources requirements to be considered by the Municipal Manager in consultation with each manager and director and to be facilitated by the chairperson of the IDP/Budget Steering Committee.	Chairperson IDP/Budget Steering Committee , Municipal Manager and Directors	
30 November 2021	The submission of the salary and allowance component of the budget to be provided to the Human Resources Department by all managers and directors. The Human Resources Department is responsible for determining the costs associated with the submissions. Once Human Resources Department has budgeted all salary and allowance budgets for all offices and directorates, this information is then to be submitted to the relevant office or directorate.	All Managers / Directors	Salary budget per directorate
30 November 2021	Human Resources Department to calculate required budget amount for the leave provision.	Dir. Corporate Services	Leave provision calculation
30 November 2021	The finance department will assist offices and directorates where required in determining budget figures for: <ul style="list-style-type: none"> ➤ Insurance ➤ Depreciation ➤ Provision for bad debts 	All Managers / Directors	
30 November 2021	Offices and directorates are to complete the relevant capital request forms as provided by the finance directorate with all required information and to provide a summary of capital requirements for the next three financial years.	All Managers / Directors	
30 November 2021	Income, expenditure, and capital budgets together with all forms and supporting documents are to be consolidated to be submitted to the finance department in the mSCOA format for inclusion budget designed for three years.	All Managers / Directors	Income and expenditure budget

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE
30 November 2021	Offices and directorates to finalise their SDBIP's for each cost / functional centre on what is contained in the operating budget that indicate what the key objectives / measurable outputs are. The SDBIP format provided by the Office of the Municipal Manager is to have been used.	All Managers / Directors	
DECEMBER 2021			
10 December 2021	Chairperson of the IDP/Budget Steering Committee to confirm in writing to the Mayor that all required documentation (SDBIP's, capital budget, operating budget, Tariffs) has been submitted to the finance directorate for consolidation.	Chairperson IDP/Budget Steering Committee	Letter or email
10 December 2021	Chairperson of the Budget Steering Committee to advise the Mayor and Municipal Manager, in writing, of any office or directorate that has not submitted all budget related documentation to the finance directorate by the stipulated date.	Chairperson IDP/Budget Steering Committee	Letter or email
JANUARY 2022			
10 January 2022	Q2 Performance Reporting. Evaluation Sec 56 managers, lower levels if applicable and institution PMS - Legal compliance	MM and PMS Officer	
22 January 2022	All the submissions from offices and directorates are to be consolidated by the finance department with all working papers that would have been submitted in support of the proposed operating and capital budget.	Budget office	
22 January 2022	The finance directorate is to keep a central file on all budget related documents.	Budget office	
22 January 2022	The finance directorate to review all budget related policies with internal stakeholders and request written submissions on any proposed amendments from internal stakeholders.	All Managers / Directors	
22 January 2022	Chairperson of the IDP/Budget Steering Committee to confirm in writing to the Mayor that all SDBIP's, capital budgets and operating budgets have been consolidated.	Chairperson IDP/Budget Steering Committee	
22 January 2022	Finance directorate to incorporate any changes from National and Provincial Governments on three-year allocations in the budget.	Budget office	
22 January 2022	Finance directorate to review tariffs and charges and ensure that all costs of trading and economic services are covered by the tariff submitted by offices and directorates.	Budget office	
22 January 2022	Finance directorate to document all material changes in budgets from the previous financial year budget and report such changes to the Chairperson of the Budget Steering Committee.	Budget office	
25 January 2022	IDP/Budget Steering Committee to have met to discuss capital / operational budget to be tabled to Council, tariffs, draft SDBIP's and any material changes to the budget based on the previous year's budget. Also to ensure that anticipated expenditure meets parameters set out by National / Provincial Government.	Chairperson IDP/Budget Steering Committee	
FEBRUARY 2022			
05 February 2022	IDP/Budget Steering Committee Chairperson to have met with the ward councillors to discuss any anticipated changes to the operational / capital budget, tariffs and draft SDBIP's that are to be tabled to Council.	Chairperson IDP/Budget Steering Committee All ward councillors	
10 February 2022	Mid-year Budget Performance engagements	MM, CFO, All Directors, Internal Audit, IDP/PMS, BTO Managers	Assessment Report

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE
By mid-February 2022	IGR Session to facilitate alignment	Municipal Manager and IGR secretariat	Attendance Register
26 February 2022	Finance directorate to finalise detailed budget to be tabled in the formats issued by National Treasury.	Budget office	
26 February 2022	Finance directorate consolidates all comments on budget related policies and inserts budget policies with internal comments into the budget pack to be tabled to Council.	Budget office	
MARCH 2022			
05 March 2022	Convene IDP/Budget Steering Committee. Finalize internal alignment and project register. Ensure budget alignment between the draft IDP and draft SDBIP with agreed upon targets and performance indicators per project.	Municipal Manager, Mayor and IDP Official	Reports, presentations, minutes and attendance register
6 March 2022	The capital/operating budget and draft SDBIP's and budget related policies presented to the IDP/Budget Steering Committee by the finance directorate and to include a high-level summary and is supported by the budget forecasting model and reflects over a period of three years.	Budget office	
6 March 2022	Provincial Treasury engagements on the Section 72 (S.72) Report	CFO, Budget Office	Engagement Report
13 March 2022	Chairperson of IDP/Budget Steering Committee presents budget pack to Mayor with recommendations.	Chairperson IDP/Budget Steering Committee	
15 March 2022	Convene the third IDP/Budget Representatives Forum meeting. Present the final draft IDP and Draft SDBIP. Sector Dept. report on project implementation for 2021/22 and confirm project and budget allocations for 2022/23. (Finalize external project alignment)	Municipal Manager, Mayor and IDP Official	Presentations, minutes and attendance register
30 March 2022	Mayor to have tabled draft IDP, operating/capital budget, tariff list and budget related policies and draft SDBIP's to Council.	Executive Mayor / IDP/Budget Office	Tabled budget document and Council resolution
APRIL 2022			
10 April 2022	Forward copy of tabled budget to National and Provincial Governments and Cacadu District Municipality for review, both electronically and in printed format.	Budget office	Email and courier receipt
10 April 2022	IDP Unit to advertise the Draft IDP and tabled budget approved by Council, inviting comments from all stakeholders.	Budget office	Advert and notice
10 April 2022	In collaboration with Council develop and publicize the draft IDP and tabled budget 2022/23 Community Engagement Programme. Make citizens aware of outreaches, prior to the adoption of the final Draft IDP and Budget. Secure venues and arrange logistics for scheduled meetings.	All Ward Councillors	Public notices. Mayoral Imbizo programme
10 April 2022	Q3 Performance Reporting. Evaluation Sec 56 managers, lower levels if applicable and institution PMS - Legal compliance	MM and PMS Officer	Score sheets and attendance registers
15 April 2022	Draft Budget/Benchmark Engagement	MM, CFO, All Directors, Internal Audit, IDP/PMS, BTO Managers	Budget Engagement Report
21 April 2022	Convene 4th IDP and Budget Steering Committee. Interrogate community comments and finalize SDBIP/IDP alignment and any necessary amendments to the IDP/ budget.	Municipal Manager and IDP Official and CFO	Reports, presentations, minutes and attendance register

COMPLETION DATE	ACTIVITY	RESPONSIBILITY	EVIDENCE
30 April 2022	Convene IDP Representatives Forum meeting to present final IDP for consideration Present the REVISED DRAFT IDP . Report on public engagement and outcome of the 21-days public inspection and invite any last changes or additions to sector project register.	Municipal Manager, Mayor and IDP Official	Presentations, minutes and attendance register
30 April 2022	IDP/Budget Steering Committee to discuss and analyse additional inputs from community, ward committees, National/Provincial Governments and Cacadu District Municipality.	Chairperson Budget Steering Committee	
30 April 2022	Managers and directors to incorporate feedback from community, ward committees, National/Provincial Governments, and if required, revise the budget previously tabled to Council in consultation with the Chairperson of the IDP/Budget Steering Committee.	All Managers / Directors	
MAY 2022			
Mid May 2022	Submit 2022/23 IDP/Budget to the MPAC for oversight before adoption.	Municipal Manager, CFO and Mayor	Oversight report and recommendations by MPAC
31 May 2022	Mayor to have presented final budget to council for adoption and to have included operating / capital budget, resolutions, tariffs, capital implementation plans, operational objectives, changes to IDP/budget plans.	Executive Mayor / IDP/Budget Office	Adopted Final IDP/Budget and related budget policies and Council resolution.
Within 10 days after adoption	Submit adopted Reviewed IDP to the MEC for local government	MM and IDP Manager	Letter of acknowledgement
JUNE 2022			
10 June 2022	Capital / operating budget to have been presented to National Treasury and DPLG (Budget Engagements)	Executive Mayor/ CFO /Budget Office	
10 June 2022	Upload the Council approved Reviewed IDP/Budget (2022/23) on the municipal website and place a notice in local newspapers for public inspection (21days).	Budget office and IDP Manager	Notice and local newspaper
29 June 2022	Complete all the budget annexures required by National Treasury and submit to the National Data Base and submit hard copies to National and Provincial Treasury	Budget office	
29 June 2022	Finance to provide the Mayor with the consolidated SDBIP for consideration	Budget office	
29 June 2022	Publish the rates tariff in the Provincial Government Gazette	Dep Dir Revenue	
Date to be communicated by COGTA	Final IDP Provincial Assessment	DM, LM, KPA leaders, CoGTA, Sector Departments	Signed MEC comments and individual assessment reports

It is worth noting that in compliance 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, some activities could not be carried out and for some, timeframes had to be shifted.

1.3.1 IDP Management Systems

Ndlambe Municipality established systems for the formulation of its five year IDP (2022-2027) in order to reinforce alignment with government departments and ensure public participation.

Ndlambe Municipal Council

Ndlambe Municipal Council should adopt the draft Integrated Development Plan which is to be used as a basis for consultation. After completion of the consultation process, the final IDP must be adopted together with the Budget.

IDP Steering Committee

This Committee consists of the Mayor and the Executive Committee, the Municipal Manager and the Heads of Department.

The following are **inter alia**; the functions of the IDP Steering Committee:

- Engage in strategic discussions regarding the plans for the respective functional areas;
- Evaluate progress made in the implementation of the process plan and initiate corrective action where necessary;
- Evaluate the impact of the Integrated Development Plans;
- Review and refine the vision for Ndlambe Municipality. Ensure that the vision is incorporated into the IDP;
- Refine and review IDP objectives, strategies and projects for consideration by Ndlambe IDP Representative Forum and the incorporation thereof into the IDP.

IDP and Budget Representative Forum

The IDP and Budget Representative Forum is the structure established for the purpose of review and implementation of the IDP and ensures maximum participation of different interest groups and sectors. The Forum provides for communication to ensure that the community at 'grass roots' gets an opportunity to determine its destiny.

The IDP Representative Forum shall, **inter alia**:

- Ensure that every activity and decision taken in its meetings are properly communicated to the forum members' respective constituencies;
- Monitor the implementation of the IDP;
- Reflect and safeguard community inputs by acting as 'messengers' of the communities;
- Represent the interests of their communities;
- Provide an organisational mechanism for discussion, negotiation and decision-making between stakeholders, including the municipality;
- Participate in the process of setting and monitoring key performance indicators.

Ward and Proportional Representative Councillors

The brief for Ward and Proportional Representative Councillors who constitute the IDP Representative Forum is to ensure that their mandates in the IDP process come at all times from communities or sectors which they represent, particularly on issues affecting them. The Ward and Proportional Representative Councillors are further expected to communicate deliberations of the IDP Representative Forum and always ensure that feedback on progress registered is given to the communities.

District Municipality and Provincial Government: Implementation and Management Support

The main role of the Sarah Baartman District Municipality and Provincial Government will be to provide technical inputs and assistance in the IDP process.

CHAPTER TWO

SITUATIONAL ANALYSIS: NDLAMBE MUNICIPAL PROFILE

2. BACKGROUND

In terms of section 26 of the Local Government Municipal Systems Act (No 32 of 2000), the core components of the IDP must reflect, *inter alia*:

- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.

In line with the above, section 2(1) of the Local Government Planning and Performance Regulations, 2001, further reinforces that a municipality's integrated development plan must at least identify –

- The institutional framework, which must include an organogram, required for the implementation of the integrated development plan; and addressing the municipality's internal transformation needs.

This section seeks to highlight some of the developmental challenges and current realities within Ndlambe which the Municipality should consider when committing itself ***'to be a premier place to work, play, and stay, on the eastern coast of South Africa. It strives to be the destination of choice for people who love natural and cultural heritage, adventure water sports, and laid-back living for families.'***

Our promise is to build a state-of-the-art physical infrastructure which will be laid out aesthetically in our beautiful natural environment. Our prosperous community supports a safe and healthy lifestyle which is supported by affordable natural living and a vibrant tourism and agriculturally-based economy!

We promote good governance by providing sustainable, efficient, cost effective, adequate and affordable services to all our citizen.'

The strategic direction of Ndlambe Municipality should be informed by the developmental challenges and current realities discussed below. The references/sources consulted for this chapter include *inter alia*:

- Census 2011 – Statistics South Africa;
- Community Survey 2016- Statistics South Africa;
- ECSECC Reports;
- Departmental Reports;
- Ndlambe Draft Spatial Development Framework 2011 -2016; and
- Other relevant sector plans

2.1 The establishment of Ndlambe Municipality

Ndlambe Municipality was established as a result of the Local Government Elections of 2000 and in accordance with the provisions of section 12(1) of the Local Government Municipal Structures Act (No 117 of 1998). Since then, Ndlambe Municipality incorporates former Councils of Alexandria, Bathurst, Boesmansriviermond, Kenton-on-Sea and Port Alfred, as well as the former local areas of Boknesstrand/ Canon Rocks and Seafield. Ndlambe Municipality consists of 10 wards and is classified as Category B Municipality. The developmental

vision of Ndlambe Municipality is moulded within the context of the five (5) National Key Performance Areas of the Local Government Strategic Agenda, namely:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Financial Viability and Management; and
- Good Governance and Public Participation.

2.1.1 Spatial Location

SARAH BAARTMAN DISTRICT MUNICIPALITY WITHIN THE CONTEXT OF THE PROVINCE OF THE EASTERN CAPE

In 2011 the total population in the Eastern Cape was 6 562 053 living in 1 687 385 households, spread over an area of 168 966 km². Sarah Baartman District Municipality has a population of 450 584 and has the largest geographical spread (58 243 km²) of the six (6) District Municipalities designated in the Eastern Cape Province, as depicted on Map no. 1 below. Sarah Baartman District accounts for 6.9% of the Provincial population and makes up 34.5% of the Eastern Cape landmass.

Map no. 1: Spatial Location of the Eastern Cape



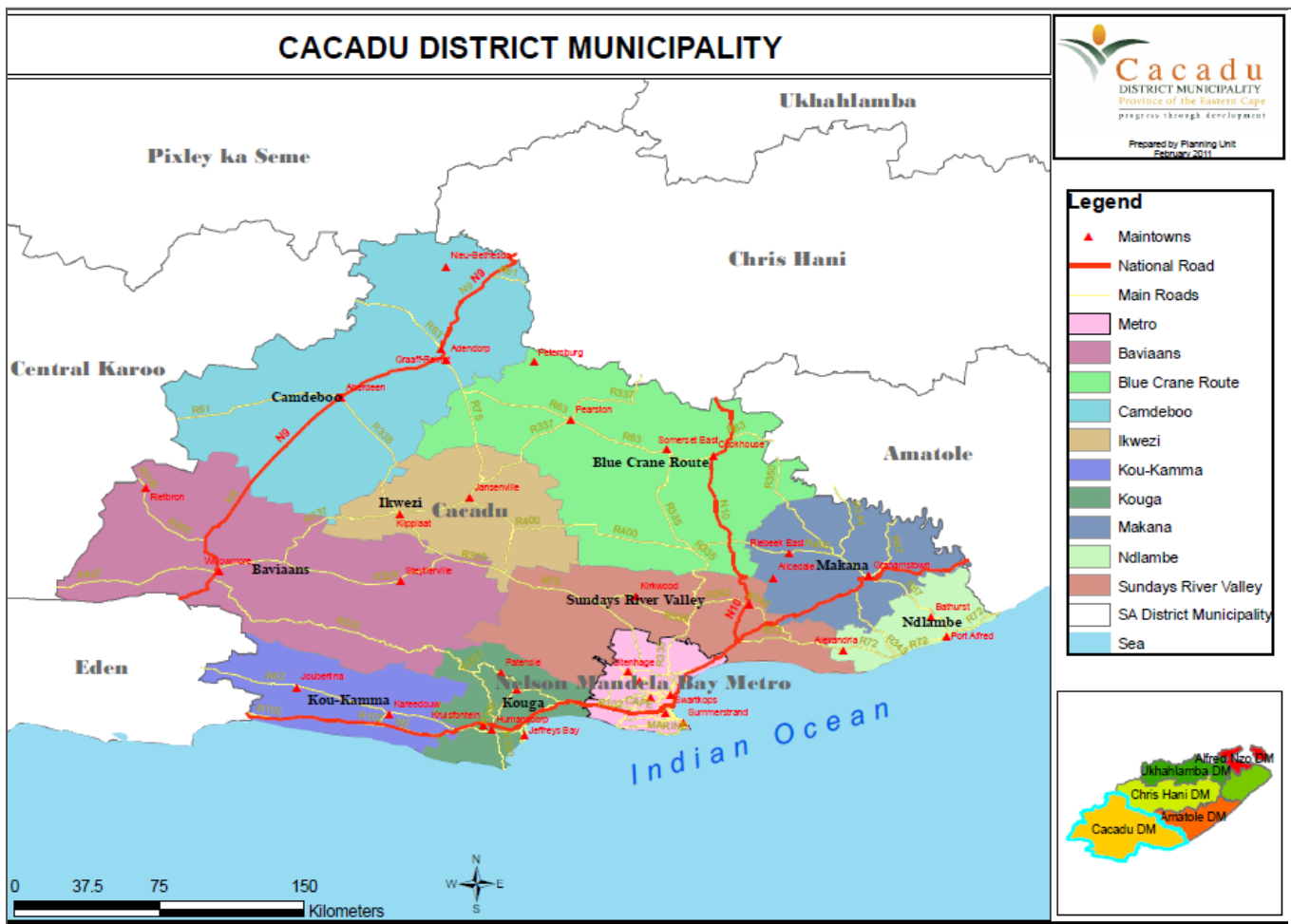
Source: Municipal Demarcation Board, 2011

The District is situated in the western portion of the Province, bordering the Western Cape, Northern Cape and Chris Hani and Amathole District Municipalities in the Eastern Cape as depicted in Map 1 above. The Ndlambe Local Municipality falls within the jurisdiction of the Sarah Baartman District Municipality.

NDLAMBE LOCAL MUNICIPALITY WITHIN THE CONTEXT OF SARAH BAARTMAN DISTRICT MUNICIPALITY

Nine local municipalities have been established within the jurisdiction of Sarah Baartman DM, as reflected on Map no. 2 below. Makana abuts Ndlambe in the North West and the two municipalities share an extended boundary. Sundays River Valley neighbours on the municipality's Western boundary.

Map no. 2: Spatial Location of NLM within the context of the Sarah Baartman District Municipal Area



Source: Sarah Baartman District Municipality

The Ndlambe municipal area is bordered by the following local municipal areas: Makana within the Sarah Baartman District Municipality to the North;

- Sundays River Valley within the Sarah Baartman District Municipality to the West; and
- Ngqushwa within the Amathole District Municipal Area to the East.

The Ndlambe municipal jurisdiction is shown in **figure 2.1** below:

Figure 2.1: Ndlambe Municipal Jurisdiction



The Ndlambe municipal area falls within the Eastern Coastal Zone (one of the areas within the Sarah Baartman District Municipality that has similar geographical characteristics and requires similar geographical guidance). This area can be described as an area with:

- A pristine coastal area;
- Well preserved river mouths and inter-tidal areas;
- Diverse vegetation;
- A relatively low density development along the coast; and
- Major tourism potential

2.2 INSTITUTIONAL ARRANGEMENTS

The political leadership and the administration complement each other in ensuring that they respond to the broad developmental mandate of Council outlined by the communities of Ndlambe through the IDP process. The structure provides for accountability and transparent governance, in addition to enhancing legislative compliance. Both the political and administrative seat of Council reside in Port Alfred. Furthermore there are administrative units located in Alexandria, Kenton-on-Sea, Bathurst, Seafield, Boknes and Cannon Rocks (satellite offices) which are properly managed by delegated official.

2.2.1 Political governance

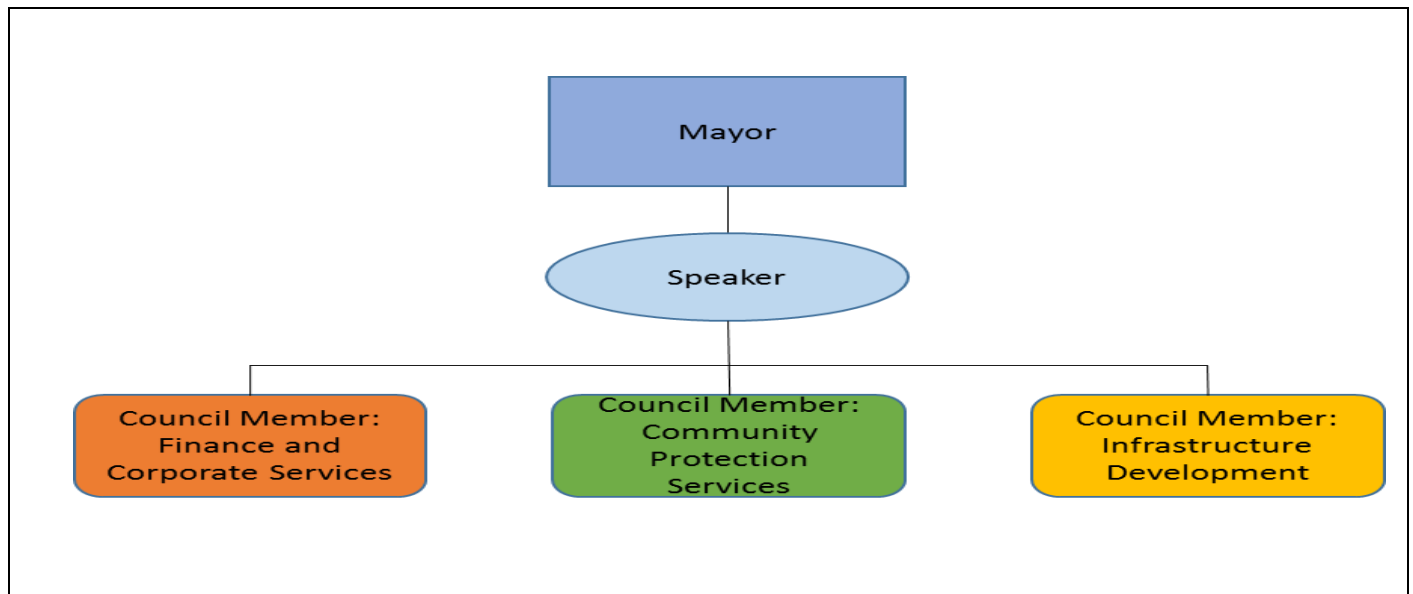
2.2.1.1 Council

The Council has 20 seats (10 Proportional Representative (PR) Councillors and 10 Ward Councillors). All seats in the Council are filled. The Speaker is the Chairperson of Council. The party-political and demographic representation of Councillors is reflected in the table below:

Political Party	Number of Councillors	Gender of Distribution	
		Male	Female
African National Congress (ANC)	11	9	2
Democratic Alliance (DA)	6	4	2
Economic Freedom Fighters (EFF)	3	2	1
TOTAL	20	15	5

The Mayor of the Ndlambe Local Municipality is Ms KC Ncamiso and the speaker is Mr A Marasi. The Portfolio Councillor for Infrastructure Development is Cllr. S Dyakala, Community and Protection Services is Cllr. N Memani and the Portfolio Councillor for Finance is Cllr. S Venene and Corporate Services is Cllr KC Ncamiso.

Council Structure



2.2.1.2 Municipal Public Accounts Committee (MPAC)

The Municipality has a functional Public Accounts Committee in place, which fulfils an oversight role in respect of the institution's Executive and administration. The MPAC consists of members from all 3 political parties represented in Council i.e. ANC, DA and the EFF.

The Committee is made up as follows:

- African National Congress – 3 members
- Democratic Alliance – 1 member
- EFF – 1 member

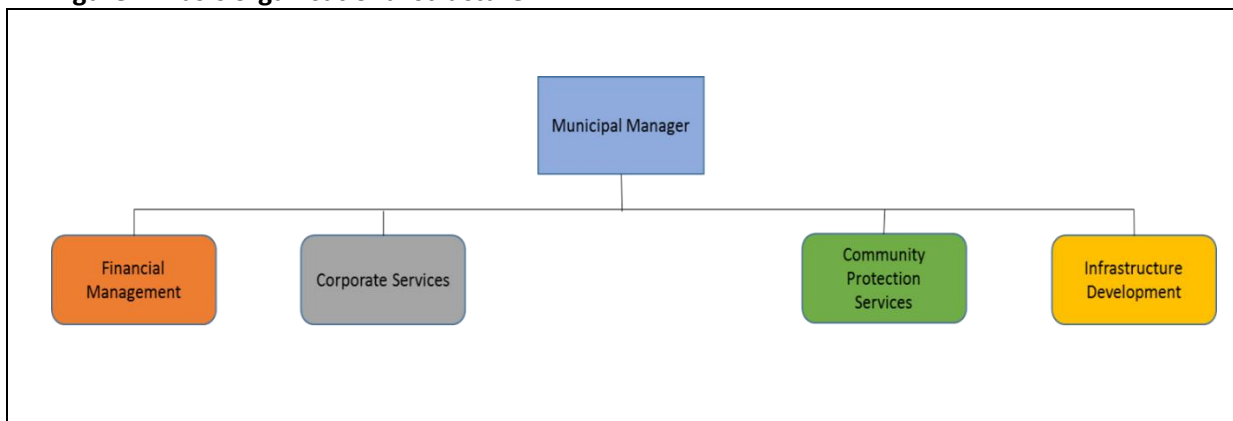
Other key Council governance structures

Audit Committee: The Municipality has a functional Audit Committee. The Audit Committee is made up of three members and meets at least quarterly to advise Council on internal control, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance and compliance with the relevant statutes. The Municipality has an approved Audit Committee Charter, which provides the responsibility and authority to the Audit Committee members to audit the risk management, controls and governance processes, which include the IDP framework, internal controls, financial management controls, procurement and performance management. The Audit Committee Charter outlines the objectives of the Audit Committee; broad powers of the Audit Committee; authority of the Audit Committee; duties and responsibilities of the Audit Committee; structure and composition of the Audit Committee; remuneration; term of members and requisite skills; and the functioning of the Audit Committee.

2.2.2 Administration

Within the Ndlambe Local Municipality, there are four departments that report to the municipal manager (Adv. Rolly Dumezweni) namely; Financial Management (CFO: Mr Mlungisi Klaas), Corporate Services (Director: Lazola Maneli-Payi), Community Protection Services (Vacant) and Infrastructure Development (Director: Noluthando Vithi-Masiza).

Figure 2: Basic organisational structure



The political leadership and the administration complement each other to achieve the objectives of the IDP. The organogram of the municipality showing filled, vacant funded and unfunded and proposed positions will be attached when the IDP goes to Council.

REGISTRY/ARCHIVES : Access to information and storage of documentation

The Directorate : Corporate Services is mandated with ensuring that relevant information is stored safely, in the prescribed manner, and for the periods as stipulated in the following Acts:

The Records Management policy establishes a framework for the implementation of Ndlambe Municipality's records management programme and ensures that full and accurate records of the municipality's activities are created, captured, maintained, made accessible, stored and legally disposed of in accordance with legislative requirements. The Records Management policy also outlines the responsibilities of staff in support of these requirements.

The PAIA Act further formalises access to Information sought by the Public. Information which is not protected under Law is transparent and the public may apply for copies of such information under the abovementioned Act.

The responsibilities of Registry/Archives includes:

Access to information

Document management

Contracts/Leases/Agreements Register

Tender Register

2.3 NDLAMBE MUNICIPAL STATISTICS

The following is the presentation and analysis of key Ndlambe municipal statistics from the demographics to socio-economic profile.

SUMMARY OF KEY DEMOGRAPHIC AND SOCIO-ECONOMIC HIGHLIGHTS OF NDLAMBE LOCAL MUNICIPALITY

Demographics	2011		2016	
	Number	Percent	Number	Percent
Population	61 176		63 180	
Population growth				0.6
Population profile				
Black African	47 557	77.7	52 697	83.4
Coloured	4 473	7.3	5 077	8.0
Indian or Asian	144	0.2	136	0.2
White	8 704	14.2	5 271	8.3
Population density				
Population by home language				
Afrikaans	7 137	11.9	6 102	9.8
English	7 475	12.5	4 963	8.0
IsiXhosa	43 721	72.9	50 486	81.3
IsiZulu	171	0.3	115	0.2
Sesotho	169	0.3	34	0.1
Other	1 269	2.1	391	0.6
Number of households	19 875		20 818	
Households size	3.1		3.0	
Gender				
Male	29 035	47.5	30 096	47.6
Female	32 141	52.5	33 084	52.4
Age				
0 - 14	15 438	25.2	17 697	28.0
15 - 34	19 269	31.5	20 192	32.0
35 - 64	20 382	33.3	17 373	27.5
65 +	6 087	9.9	7 919	12.5

Household Services	2011		2016	
	Number	Percent	Number	Percent
Access to housing				
Formal	16 153	83.6	18 589	89.3
Traditional	727	3.8	856	4.1
Informal	2 185	11.3	1 315	6.3
Other	265	1.4	58	0.3
Access to water				
Access to piped water	18 796	95.7	18 721	89.9
No Access to piped water	841	4.3	2 097	10.1
Access to sanitation				
Flush toilet	11 978	66.3	15 977	76.7
Chemical	337	1.9		0.0
Pit toilet	5 021	27.8	2 116	10.2
Bucket	162	0.9	174	0.8
None	579	3.2	828	4.0
Energy for lighting				
Electricity	16 966	86.7	18 506	90.8
Other	2 608	13.3	1 881	9.2
Energy for cooking				
Electricity	15 221	77.7	17 846	86.1
Other	4 368	22.3	2 887	13.9
Access to refuse removal				
Removed by local authority at least once a week	15 440	78.6	18 544	89.1
Removed by local authority less often	474	2.4	121	0.6
Communal refuse dump	260	1.3	352	1.7
Own refuse dump	2 496	12.7	1 230	5.9
No rubbish disposal	582	3.0	512	2.5

Employment	2011		2016	
	Number	Percent	Number	Percent
Employed	15 184			
Unemployed	6 593			
Employment by industry				
Formal				
Informal				
Private Households				
Economically active population	21 777			
Labour force participation rate		54.9		
Absorption rate		38.3		
Unemployment rate		30.3		

Rating of quality of municipal services	2011		2016	
	Number	Percent	Number	Percent
Water (good)			11 283	55.2
Electricity supply (good)			14 873	77.9
Sanitation (good)				58.7
Refuse removal (good)		54.2		0.0
Poverty head count ratio		0.0		91.0
Sex ratio		90.3		

Employment at municipality	2014		2015	
	Number	Percent	Number	Percent
Full-time	309		445	
Education	2011		2016	
Vacant post				
Total of education (20+)				
No schooling	3 841	9.7	2 998	7.4
Some primary	8 052	20.2	7 212	17.8
Completed primary	2 544	6.4	2 817	6.9
Some secondary	13 271	33.3	15 047	37.1
Grade 12/Matric	8 109	20.4	9 479	23.4
Higher	3 706	9.3	2 974	7.3
Other	276	0.7	59	0.1

Agriculture	2011		2016	
	Number	Percent	Number	Percent
Agricultural households			2 602.0	12.5
Cattle				
1 - 10			307	72.1
11 - 100			51	12.0
100+			68	16.0
Total			426	100.0
Sheep				
1 - 10			26	51.0
11 - 100			25	49.0
100+			0	0.0
Total			51	100.0
Goat				
1 - 10			142	44.9
11 - 100			159	50.3
100+			15	4.7
Total			316	100.0
Type of agric activity				
Livestock production			1 111.0	51.0
Poultry production			850.0	43.3
Vegetable production			1 072.0	70.4
Other			590.0	9.9

Free Basic Services	2014		2015	
	Number	Percent	Number	Percent
Indigent Households	9 298		9 618	
Water	9 298		8 108	
Electricity	6 315		6 339	
Sewerage & Sanitation	4 352		4 343	
Solid Waste Management	8 379		8 414	

Infrastructure	2011		2016	
	Number	Percent	Number	Percent
Access to telephone lines	3 591	18.3	2 409	12.1
Access to cellular phones	15 769	80.4	18 030	87.9
Access to Internet	5 871	29.9	1 863	9.3

Source: Stats SA, Census 2011 & Community Survey 2016

Population

According to the 2011 Population Census conducted by Statistics South Africa the Ndlambe municipality has a population of 61 176 occupying an estimated 19 331 households. Ndlambe accounts for 13.6% of the inhabitants living in the Sarah Baartman District. The extent of Ndlambe municipal area covers an area of one thousand eight hundred and forty square kilometres (1 840.63km²) which was delimited into ten wards with a total of twenty elected councillors.

Table 1: Population, Extent of Area km² and Population density

StatsSA 2011	Sarah Baartman District Municipality	Ndlambe Local Municipality
Total Population 2011	450 584	61 176
Area km ²	58 243.3 km ²	1 840.63 km ²

Source: StatsSA 2011

Geographically Ndlambe makes up 3.2% of the District municipality's landmass, with a relatively high population density of 33.2 per km², which is four times higher than the District average of 7.7 persons per km².

Table 2: Population Growth Rate

Population Growth over time	2001	2011	% Growth 2001 to 2011	% Growth p.a.
Ndlambe	54 717	61 176	11.8	1.18
Sarah Baartman	388 206	450 584	16.1	1.61
Eastern Cape	6 278 651	6 562 053	4.5	0.45

Source: StatsSA 2001 and 2011

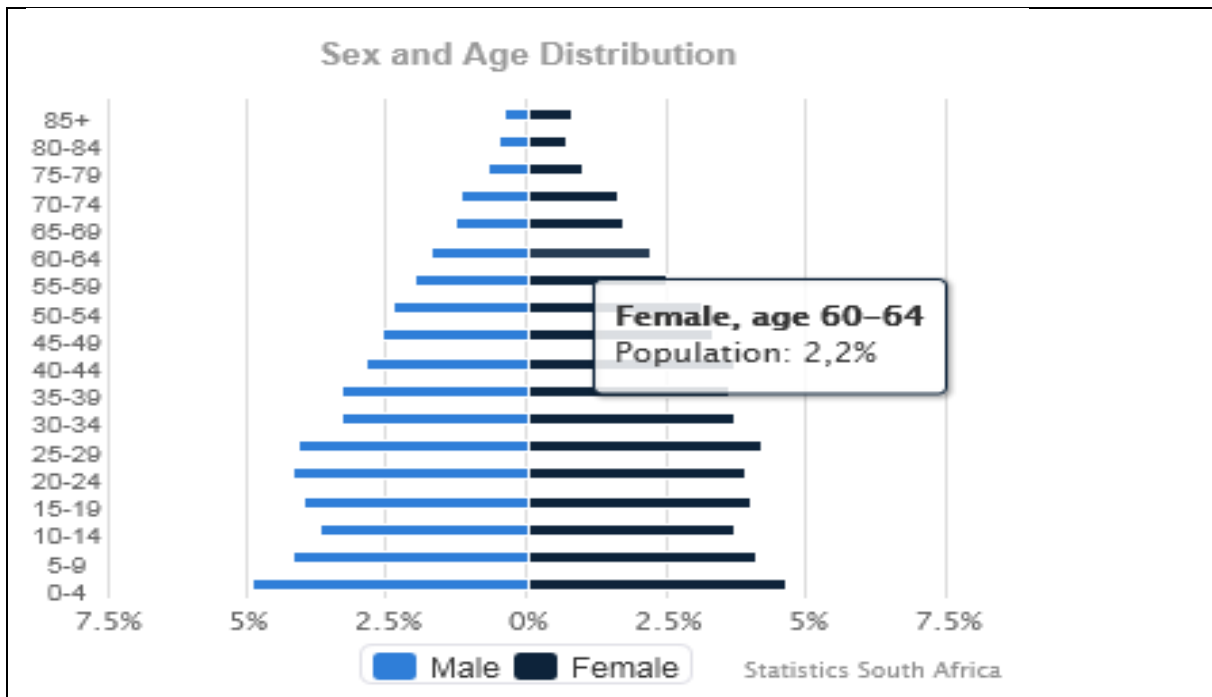
The population which totalled 61 176 in 2011 increased by 6 458 people over a 10 year period. This is reflective of an 11.8% average population growth rate in Ndlambe from 2001 to 2011, which is higher than the Provincial growth and slightly lower than the growth rate accrued for Sarah Baartman District Municipal area over the same period.

Table 2.3.1 Population by age group and gender

Age	Male	Female	Total	%Male	%Female
0 - 4	3006	2796	5802	4.9	4.6
5 - 9	2593	2538	5131	4.2	4.1
10 - 14	2261	2243	4504	3.7	3.7
15 - 19	2469	2464	4933	4	4
20 - 24	2549	2408	4957	4.2	3.9
25 - 29	2509	2571	5080	4.1	4.2
30 - 34	2032	2266	4298	3.3	3.7
35 - 39	2014	2218	4232	3.3	3.6
40 - 44	1767	2269	4036	2.9	3.7
45 - 49	1571	1998	3569	2.6	3.3

Age	Male	Female	Total	%Male	%Female
50 - 54	1477	1906	3383	2.4	3.1
55 - 59	1223	1526	2749	2	2.5
60 - 64	1052	1362	2414	1.7	2.2
65 - 69	814	1039	1853	1.3	1.7
70 - 74	734	1003	1737	1.2	1.6
75 - 79	424	588	1012	0.7	1
80 - 84	282	453	735	0.5	0.7
85 +	258	492	750	0.4	0.8
Total	29035	32140	61176	47.5	52.5

Source: Census, 2011



The Census 2011 data suggests a total population of 61 176 compared to the Census 2001 data which suggested a total population and a total number of households of 18 913. When one compares Census 2011 population data with Census 2001, the population of Ndlambe has increased by a margin of 3935 persons and this represents a percentage increase of 1, 2 per cent. This could be attributed to an influx of people from the surrounding areas to look for job opportunities in the new industries that have emerged in the municipal area. Also, the Thornhill housing development has attracted some individuals who were living outside Ndlambe to come back and settle in their newly built RDP homes. Another contributor to this population growth is the migration of people from inland towns and cities to the coast. This influx also impacts negatively on the unemployment rate which currently stands at 30.3 per cent with youth unemployment rate standing at 39 per cent.

The bulk of the migration patterns being experienced within the Municipality are due to holiday makers (approximately 33 000) in the peak season. The influx of seasonal holiday makers equates to approximately 56% of the permanent resident population and places tremendous pressure on the available infrastructure of the area. There is a small migration impact on the agricultural sector related to the harvesting of chicory and pineapples, which has no effect on the immediate service delivery as these activities take place on private land. It does, however, impact on the Municipality in the longer term as some migrant labour decides to remain once the seasonal work is completed. Although undocumented, the Municipality is also dealing with an influx of farm workers to urban centres as well as people from neighbouring municipalities seeking new economic opportunities. This is placing increasing pressure on the housing delivery program and efforts to eradicate informal settlements.

Population per Ward

The table below highlights population distribution per ward in Ndlambe municipality:

Population and number of Households

DEMOGRAPHICS NDLAMBE LOCAL MUNICIPALITY											
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Grand Total
Population	5712	6948	6489	5194	6317	8990	5394	4333	6385	5415	61176
Households	1627	2069	2167	1879	2134	2477	1631	1360	2108	1880	19331

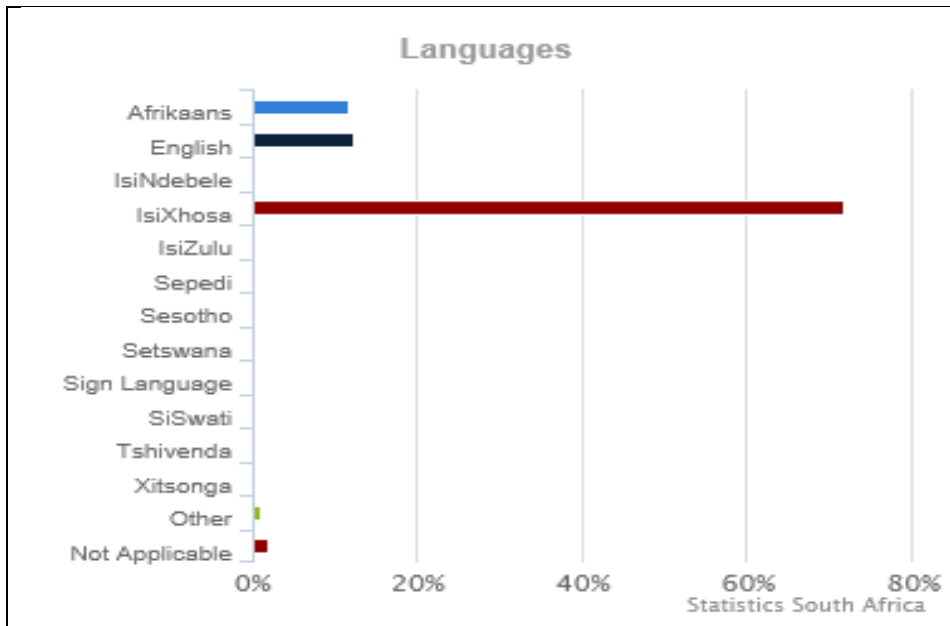
Source: StatsSA 2011

Languages

Table 2.3.2 - Languages

Language	Percentage
Afrikaans	11.70%
English	12.20%
IsiNdebele	0.30%
IsiXhosa	71.50%
IsiZulu	0.30%
Sepedi	0.20%
Sesotho	0.30%
Setswana	0.20%
Sign Language	0.40%
SiSwati	0.10%
Tshivenda	0.10%
Xitsonga	0.10%
Other	0.90%
Not applicable	2%

From the data presented in the above table, it is evident that the predominantly used languages in the Ndlambe municipal area are IsiXhosa (71,5%) followed by English (12,2%) and Afrikaans (11,7%) and the usage of the rest of the languages is below 1%. This is in line with the demographic spread of the population in the area. The above table is graphically illustrated below.



Language distribution per ward

The largest segment (71.5% - StatsSA 2011) of the population in Ndlambe Local Municipality use IsiXhosa as the language of choice, followed by 12.2% communicating in English and 11.7% in Afrikaans.

Language Distribution

Language	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Grand Total
Afrikaans	45	2485	1052	293	241	1796	33	19	131	1042	7137
English	117	590	541	1073	570	1129	102	71	302	2980	7475
IsiNdebele	7	10	5	25	27	19	15	4	32	14	157
IsiXhosa	5403	3530	4720	3664	5332	5860	5110	4114	5655	333	43721
IsiZulu	7	20	3	16	15	18	26	8	51	7	171
Sepedi	3	9	16	11	28	3	12	2	16	3	105
Sesotho	26	15	19	14	15	16	13	23	18	11	169
Setswana	4	12	21	20	9	13	4	2	7	20	113
Sign language	29	27	21	27	18	25	20	12	49	2	231
SiSwati	2	-	6	-	9	6	-	2	7	2	34
Tshivenda	11	10	1	-	3	9	1	1	2	-	40
Xitsonga	3	1	7	2	-	9	1	8	10	3	46
Other	53	43	60	25	47	28	56	67	98	67	544
Not applicable	-	195	17	23	4	59	-	-	7	930	1235
Grand Total	5712	6948	6489	5194	6317	8990	5394	4333	6385	5415	61176

Source: StatsSA 2011

RACIAL DISTRIBUTION

StatsSA 2011 indicates that 86.1% of the population living in the municipal area were born in the Eastern Cape and that black South Africans account for 77.7% of the total population, followed by 14.2% white South Africans.

Ndlambe Racial Distribution

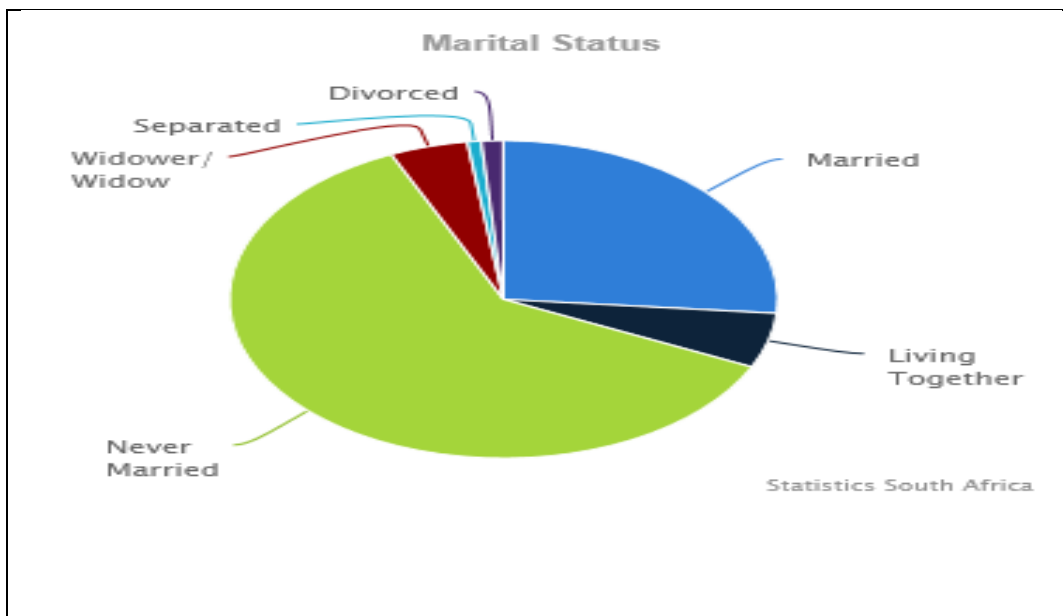
	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	
Race	1	2	3	4	5	6	7	8	9	10	Grand Total
Black African	5654	3954	4956	4151	5691	6300	5349	4297	6295	910	47556
Coloured	6	1687	839	70	99	1544	12	11	43	162	4473
Indian or Asian	9	24	11	10	10	25	4	3	7	40	144
White	2	1234	646	932	493	1117	1	1	10	4269	8704
Other	42	49	36	31	25	4	27	20	30	34	299
Grand Total	5712	6948	6489	5194	6317	8990	5394	4333	6385	5415	61176

Source: StatsSA 2011

Marital Status

Table 2.3.3 – Marital Status

Group	Percentage
Married	26.4%
Living together like married partners	5.6%
Never married	61.3%
Widower/Widow	4.6%
Separated	0.8%
Divorced	1.3%



2.4 SOCIO-ECONOMIC ANALYSIS

ECONOMY

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

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

GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Definition: Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

GROSS DOMESTIC PRODUCT (GDP) - SARAH BAARTMAN, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [R BILLIONS, CURRENT PRICES]

	Sarah Baartman	Eastern Cape	National Total	Sarah Baartman as % of province	Sarah Baartman as % of national
2006	12.3	142.2	1,839.4	8.6%	0.67%
2007	15.3	168.2	2,109.5	9.1%	0.73%
2008	16.3	174.1	2,369.1	9.4%	0.69%
2009	18.1	191.2	2,507.7	9.5%	0.72%
2010	20.1	211.6	2,748.0	9.5%	0.73%
2011	21.7	226.1	3,023.7	9.6%	0.72%
2012	24.8	252.2	3,253.9	9.8%	0.76%
2013	27.2	273.2	3,539.8	10.0%	0.77%
2014	29.6	293.9	3,807.7	10.1%	0.78%
2015	31.8	315.6	4,049.8	10.1%	0.78%
2016	34.2	337.8	4,338.9	10.1%	0.79%

Source: IHS Markit Regional eExplorer version 1156

With a GDP of R 34.2 billion in 2016 (up from R 12.3 billion in 2006), the Sarah Baartman District Municipality contributed 10.14% to the Eastern Cape Province GDP of R 338 billion in 2016 increasing in the share of the Eastern Cape from 8.62% in 2006. The Sarah Baartman District Municipality contributes 0.79% to the GDP of South Africa which had a total GDP of R 4.34 trillion in 2016 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2006 when it contributed 0.67% to South Africa.

GROSS DOMESTIC PRODUCT (GDP) - SARAH BAARTMAN, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	Sarah Baartman	Eastern Cape	National Total
2006	9.2%	5.3%	5.3%
2007	9.8%	5.3%	5.4%
2008	6.0%	3.2%	3.2%
2009	1.3%	-1.0%	-1.5%
2010	3.5%	2.4%	3.0%
2011	4.7%	3.7%	3.3%
2012	3.2%	2.0%	2.2%
2013	2.6%	1.4%	2.5%
2014	2.2%	1.1%	1.7%
2015	0.9%	0.7%	1.3%
2016	0.3%	0.2%	0.3%
Average Annual growth 2006-2016+	3.41%	1.89%	2.12%

Source: IHS Markit Regional eExplorer version 1156

In 2016, the Sarah Baartman District Municipality achieved an annual growth rate of 0.28% which is a very similar GDP growth than the Eastern Cape Province's 0.25%, and is higher than that of South Africa, where the 2016 GDP growth rate was 0.28%. Contrary to the short-term growth rate of 2016, the longer-term average growth rate for Sarah Baartman (3.41%) is significantly higher than that of South Africa (2.12%). The economic growth in Sarah Baartman peaked in 2007 at 9.79%.

The Sarah Baartman District Municipality had a total GDP of R 34.2 billion and in terms of total contribution towards Eastern Cape Province the Sarah Baartman District Municipality ranked fourth relative to all the regional economies to total Eastern Cape Province GDP. Sarah Baartman increased in importance from ranking fifth in 2006 to fourth in 2016. In terms of its share, it was in 2016 (10.1%) significantly larger compared to what it was in 2006 (8.6%). For the period 2006 to 2016, the average annual growth rate of 3.4% of Sarah Baartman was the highest relative to its peers in terms of growth in constant 2010 prices.

GROSS DOMESTIC PRODUCT (GDP) - LOCAL MUNICIPALITIES OF SARAH BAARTMAN DISTRICT MUNICIPALITY, 2006 TO 2016, SHARE AND GROWTH

	2016 (Current prices)	Share of district municipality	2006 (Constant prices)	2016 (Constant prices)	Average Annual growth
Dr Beyers Naude	4.65	13.59%	2.45	3.29	3.02%
Blue Crane Route	1.92	5.61%	1.01	1.31	2.61%
Makana	5.46	15.94%	3.16	3.72	1.65%
Ndlambe	6.32	18.46%	2.95	4.32	3.88%
Sundays River Valley	2.50	7.31%	1.10	1.67	4.25%
Kouga	10.54	30.78%	4.66	7.17	4.39%
Kou-Kamma	2.84	8.31%	1.39	1.90	3.15%
Sarah Baartman	34.25		16.71	23.37	

Source: IHS Markit Regional eXplorer version 1156

The greatest contributor to the Sarah Baartman District Municipality economy is the Kouga local municipality with a share of 30.78% or R 10.5 billion, increasing from R 3.38 billion in 2006 followed by Ndlambe with a share of 18,46% or R 6,32 billion. The economy with the lowest contribution is the Blue Crane Route local municipality with R 1.92 billion growing from R 746 million in 2006.

GROSS DOMESTIC PRODUCT (GDP) - LOCAL MUNICIPALITIES OF SARAH BAARTMAN DISTRICT MUNICIPALITY, 2016 TO 2021, SHARE AND GROWTH

	2021 (Current prices)	Share of district municipality	2016 (Constant prices)	2021 (Constant prices)	Average Annual growth
Dr Beyers Naude	6.61	25.57%	3.29	3.63	1.97%
Blue Crane Route	2.80	10.81%	1.31	1.48	2.48%
Makana	7.58	29.30%	3.72	3.98	1.36%
Ndlambe	9.17	35.44%	4.32	4.87	2.45%
Sundays River Valley	3.60	13.93%	1.67	1.88	2.40%
Kouga	15.00	58.00%	7.17	7.96	2.11%
Kou-Kamma	3.95	15.27%	1.90	2.07	1.75%
Sarah Baartman	48.71		23.37	25.87	

Source: IHS Markit Regional eXplorer version 1156

When looking at the regions within the Sarah Baartman District Municipality it is expected that from 2016 to 2021 the Blue Crane Route local municipality will achieve the highest average annual growth rate of 2.48%. The region that is expected to achieve the second highest average annual growth rate is that of Ndlambe local

municipality, averaging 2.45% between 2016 and 2021. On the other hand the region that performed the poorest relative to the other regions within Sarah Baartman District Municipality was the Makana local municipality with an average annual growth rate of 1.36%.

Number of households

Table 2.4.1: Household size by population group of head of the household

	Black African	Coloured	Indian or Asian	White	Other	Total
1	3837	174	14	987	39	5051
2	2779	212	22	1714	54	4781
3	2491	226	12	443	24	3196
4	2138	232	1	349	6	2726
5	1290	155	4	97	3	1549
6	745	93	1	38	1	878
7	485	56	1	11	1	554
8	244	15	1	2	0	262
9	140	10	0	3	0	153
10+	167	14	0	0	0	181
Total	14316	1187	56	3644	128	19331

Source: Census, 2011

Based on the above data, the average household size is 3.2 persons per household. Of the total number households, 42.6 per cent are female headed. Given the high percentage of female headed households the municipality's planning and projects should be targeted at reaching out to these households. Furthermore, there is a need for the municipality to engage relevant sector departments, such as Social Development and Women, Children and People with Disability, in this regard.

Income Levels

StatsSA 2011 reflects that poverty levels are high with 38.6% of the population not receiving any income, and a further 23% earn less than R801 per month, therefore technically falling under the poverty line. This is exacerbated by the fact that the labour force participation rate is only 54.9%. The population lack buying power which makes it difficult to exploit local economic development opportunities and the situation implies a high dependency on social grants. Interventions must be created and expedited to support poor communities.

The potential economic active labour force accounts for 64.8% of the total population which reinforces the need to boost the economy and stimulate job growth.

Income levels within the municipal area are low considering that 38.6% of the potential economically active population do not generate an income. Only 24.8% are employed and 23% earn an income of less than R1601.00 per month. Municipal planning needs to focus strongly on local economic development, job creation

initiatives and skills development that will enable the community to broaden their skills base and find employment linked to higher income levels.

Household Income Category

SOCIO ECONOMIC ANALYSIS	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	
Household Income	1	2	3	4	5	6	7	8	9	10	Grand Total
No income	265	304	277	287	343	296	327	177	417	268	2961
R1-R4800	107	127	124	97	145	78	102	57	111	8	957
R4801-R9600	113	163	181	146	149	146	151	85	147	17	1298
R9601-R19600	422	384	540	368	546	490	382	343	540	96	4111
R19601-R38200	437	412	493	366	470	599	396	364	488	133	4156
R38201-R76400	158	245	261	214	252	362	188	223	250	211	2365
R76401-R153800	71	185	141	160	115	206	45	77	99	392	1492
R153801-R307600	38	153	94	125	68	173	21	28	39	426	1165
R307601-R614400	10	64	37	60	26	81	11	2	12	231	533
R614001-R1228800	-	21	12	33	11	24	1	1	2	72	178
R1228801-R2457600	3	3	3	9	3	13	3	1	1	9	50
R 2 457 601 or more	2	7	2	15	6	9	4	1	2	17	65
Grand total	1627	2069	2167	1879	2134	2477	1631	1360	2108	1880	19331

Source: StatsSA 2011

Household goods

Item	Yes	No
Cellphone	80,2%	19,8%
Computer	18,1%	81,9%
Television	73,9%	26,1%
Satellite Television	20,4%	79,6%
Radio	65,5%	34,5%
Landline / Telephone	17,6%	82,4%
Motor Car	27,7%	72,3%
Refrigerator	64,8%	35,2%
Electric / Gas-Stove	81,3%	18.70%

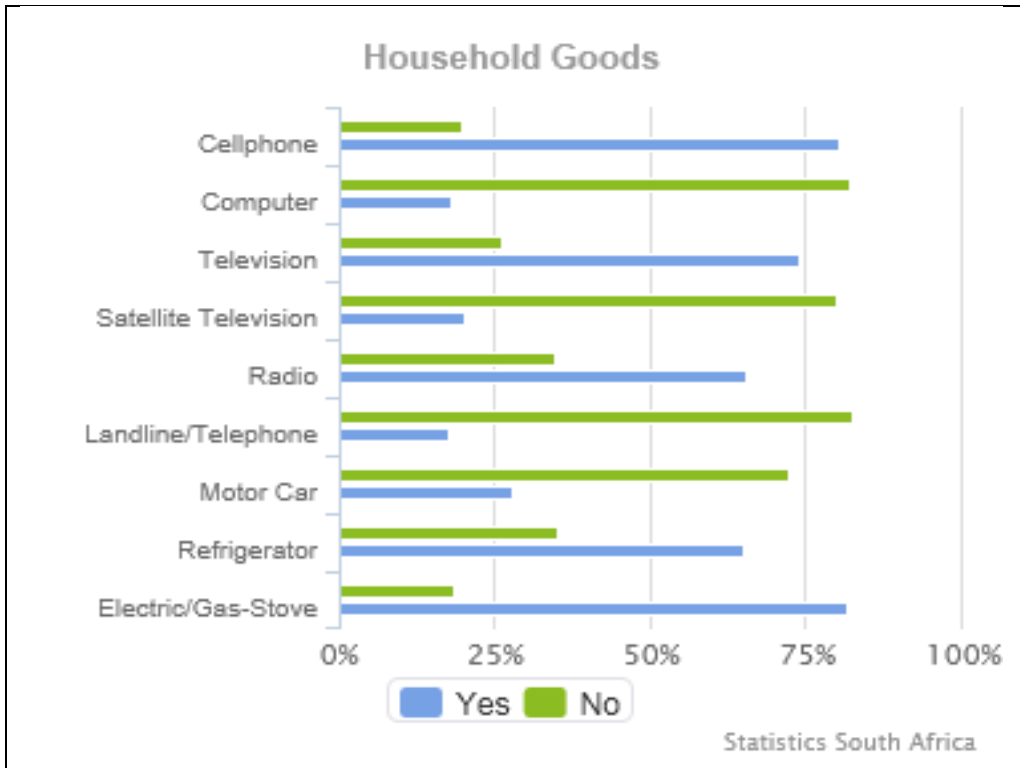
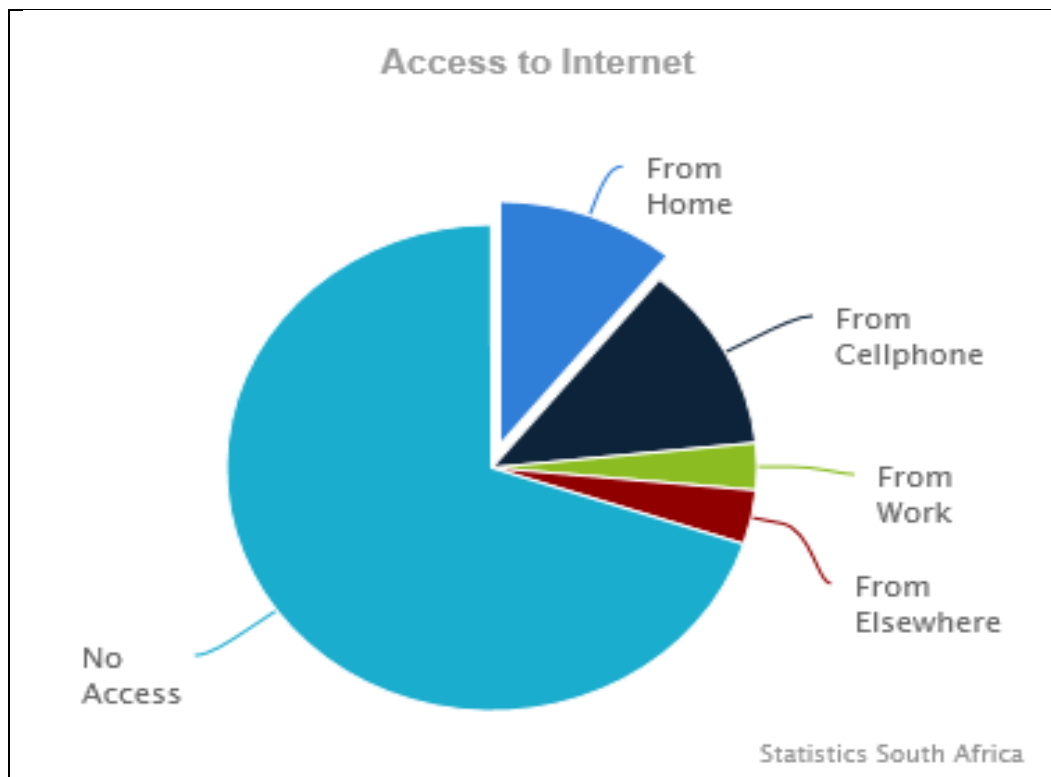


Table 2.4.4 – Households Access to Internet

Access	Percentage
From Home	10,9%
From Cellphone	12,5%
From Work	3,1%
From Elsewhere	3,6%
No Access	70%



Education

According to the 2011 Population Census, close on 32% of the population aged 5 to 24 years of age are not attending school and this could be indicative of students dropping out of school.

Distribution of Population aged 5 to 24 years by school attendance

School attendance	2001	%	2011	%
Attending	14 230	69.5	12 731	68.1
Not attending	6 257	30.5	5 962	31.9

Source: StatsSA 2011

StatsSA 2011 shows that 7% of the population over 19 years of age in Ndlambe have not received any schooling. The percentage is moderate considering that it reflects a decline over the past decade (since 2001), when 6 395 or 18.5% of the inhabitants 20 years and older had not undergone any schooling.

Distribution of Population over 19 years and older by highest level of Education

SOCIO ECONOMIC ANALYSIS	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Grand Total
Level of education	1	2	3	4	5	6	7	8	9	10	Grand Total
No schooling	632	475	565	425	439	650	374	268	358	34	4219
Some primary	1906	1960	1947	1372	1984	2545	1691	1193	1874	322	16793
Complete primary	375	427	458	271	413	614	388	263	360	72	3640

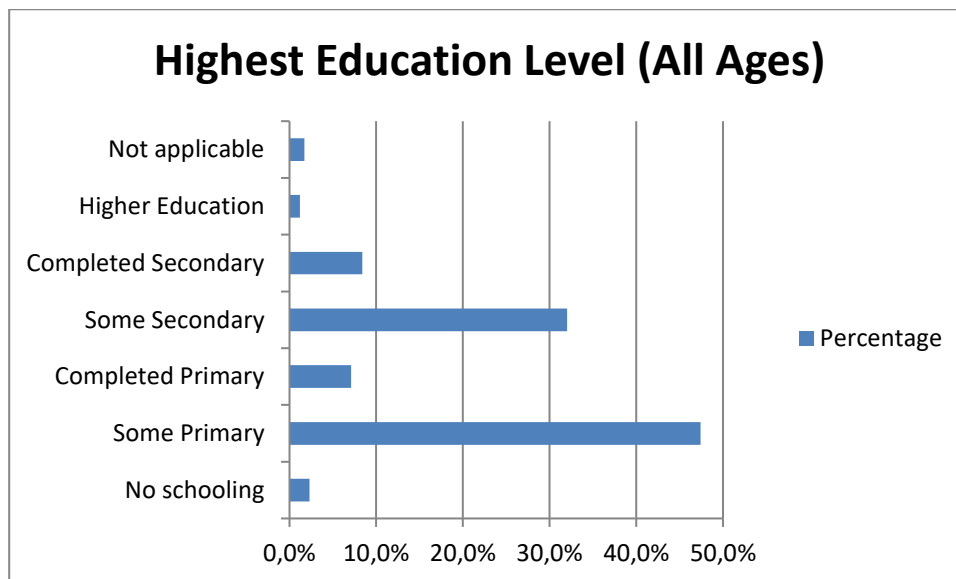
Some secondary	1613	1772	1818	1401	1749	2388	1716	1505	2031	1010	17002
Std 10/Grade 12	551	957	664	754	715	1090	616	461	976	1573	8357
Higher	95	478	412	461	297	663	62	172	157	1179	3975

Source: StatsSA 2011

Highest Education level (All ages)

Table 2.3.4 – Highest Education levels

Group	Percentage
No schooling	2.3%
Some Primary	47.4%
Completed Primary	7.1%
Some Secondary	32%
Completed Secondary	8.4%
Higher Education	1.2%
Not applicable	1.7%



Source: Census 2011

Most people in the study area have completed some primary education followed by those with some secondary education. The significantly low number of people does not have access to higher education that can equip them to access better job opportunities and in turn improve their livelihoods. This is a challenge to the municipality and as such the municipality has to devise a strategy to deal with it. According to the Census, 2011 for the age group of 20 and above, 9,7 per cent have no schooling followed by 9,6 per cent with a matric. For the same age group 20, 4 per cent of people have higher education.

Social Grants

An estimated 24% in the study area are beneficiaries of Social Grants, The largest being child support (8.7%), followed by old age (8.6) and Disability grants and benefiting from more than one grant. The fact that the highest beneficiaries of social grants are people in need of child support indicates the inability of some households to support their families due to high levels of poverty.

Table 2.4.5: Social grants

Social Grants	Persons	%
Not Applicable	35619	76.8
Old Age Pension	3980	8.6
Disability Grant	1986	4.2
Child Support Grant	4042	8.7
Care dependency grant	117	0.3
Foster care grant	0	0
Grant in Aid	71	0.2
Social Relief	65	0.1
Multiple social grants	0	0
Institutions	479	1.0
Total	46359	100.0

Source: Ndlambe Draft SDF, 2012

Below is the table providing the number of beneficiaries of social grants serviced by the Port Alfred Local Office which is the only one in Ndlambe municipality.

Local Office	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants	
PORT ALFRED LOCAL OFFICE	Old Age Grant		4 325		R7 352 500	4 325
		> 75 Years	1 401		R2 409 720	1 401
	Disability Grant	Not Recommended	1		R1 700	1
		Permanent Disability	1 852		R3 148 400	1 852
		Temporary Disability	134		R227 800	134
	Foster Care Grant			670	R643 200	670
	Grant-In-Aid		249		R102 090	249
	Care Dependency Grant			202	R343 400	202
	Child Support Grant	(< 1 Year)		624	R255 840	624
		(1 Year)		712	R291 920	712
		(2 Years)		732	R300 120	732
		(3 Years)		780	R319 800	780
		(4 Years)		843	R345 630	843
		(5 Years)		832	R341 120	832
		(6 Years)		821	R336 610	821
		(7 Years)		875	R358 750	875
		(8 Years)		840	R344 400	840
		(9 Years)		867	R355 470	867
		(10 Years)		879	R360 390	879
		(11 Years)		909	R372 690	909
		(12 Years)		898	R368 180	898
		(13 Years)		850	R348 500	850
		(14 Years)		745	R305 450	745
		(15 Years)		616	R252 560	616
		(16 Years)		534	R218 940	534
	(17 Years)		509	R208 690	509	
	Total		7 962	14 738	R19 913 870	22 700

Source: SASSA, Eastern Cape

Poverty levels

The table below illustrates the level of poverty by reflecting a ward % based on the total population per ward, in respect of the economic elements selected for comparison. The ward with the most positive result, per element, is awarded the highest rating based on a sliding scale ranging between six levels from good to worst and colour coded as indicated below.

Good	Better	Best	Bad	Worse	Worst
------	--------	------	-----	-------	-------

Levels of Poverty based on Economic Components

SOCIO ECONOMIC ANALYSIS					
	Labour Force participation rate	Unemployment rate	Labour absorption rate	R0-R800 pm.	Employed
Ward 1	39.4	53.4	18.4	71.1	11.7
Ward 2	51.0	34.5	33.4	62.8	21.2
Ward 3	52.7	33.9	34.8	66.3	22.9
Ward 4	59.0	22.9	45.4	62.7	28.2
Ward 5	45.3	29.0	32.2	66.4	20.8
Ward 6	65.3	16.2	54.8	55.5	37.2
Ward 7	52.0	39.1	31.7	70.3	21.4
Ward 8	64.6	38.5	39.7	67.3	26.7
Ward 9	61.5	41.5	36.0	64.4	24.4
Ward 10	55.0	6.1	51.6	25.9	29.0
NLM	54.9	30.3	38.3	61.7	24.8

Source: StatsSA 2011 and COGTA 2014

Each and every ward is hard hit by poverty therefore it is difficult to single out any one in particular although it must be recognised that Ward 1 is severely affected followed by Wards 7, 5 and 3.

HIV / AIDS

HIV+ AND AIDS ESTIMATES

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

HIV+ and AIDS estimates are defined as follows:

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

NUMBER OF HIV+ PEOPLE - SARAH BAARTMAN, EASTERN CAPE AND NATIONAL TOTAL, 2006-2016
 [NUMBER AND PERCENTAGE]

	Sarah Baartman	Eastern Cape	National Total	Sarah Baartman as % of province	Sarah Baartman as % of national
2006	31,900	622,000	5,320,000	5.1%	0.60%
2007	31,800	626,000	5,370,000	5.1%	0.59%
2008	32,900	631,000	5,400,000	5.2%	0.61%
2009	35,900	643,000	5,480,000	5.6%	0.65%
2010	38,700	660,000	5,590,000	5.9%	0.69%
2011	40,100	676,000	5,680,000	5.9%	0.71%
2012	41,200	691,000	5,760,000	6.0%	0.71%
2013	42,300	712,000	5,880,000	5.9%	0.72%
2014	44,100	736,000	6,010,000	6.0%	0.73%
2015	45,800	760,000	6,130,000	6.0%	0.75%
2016	47,500	786,000	6,280,000	6.1%	0.76%
Average Annual growth					
2006-2016	4.07%	2.37%	1.67%		

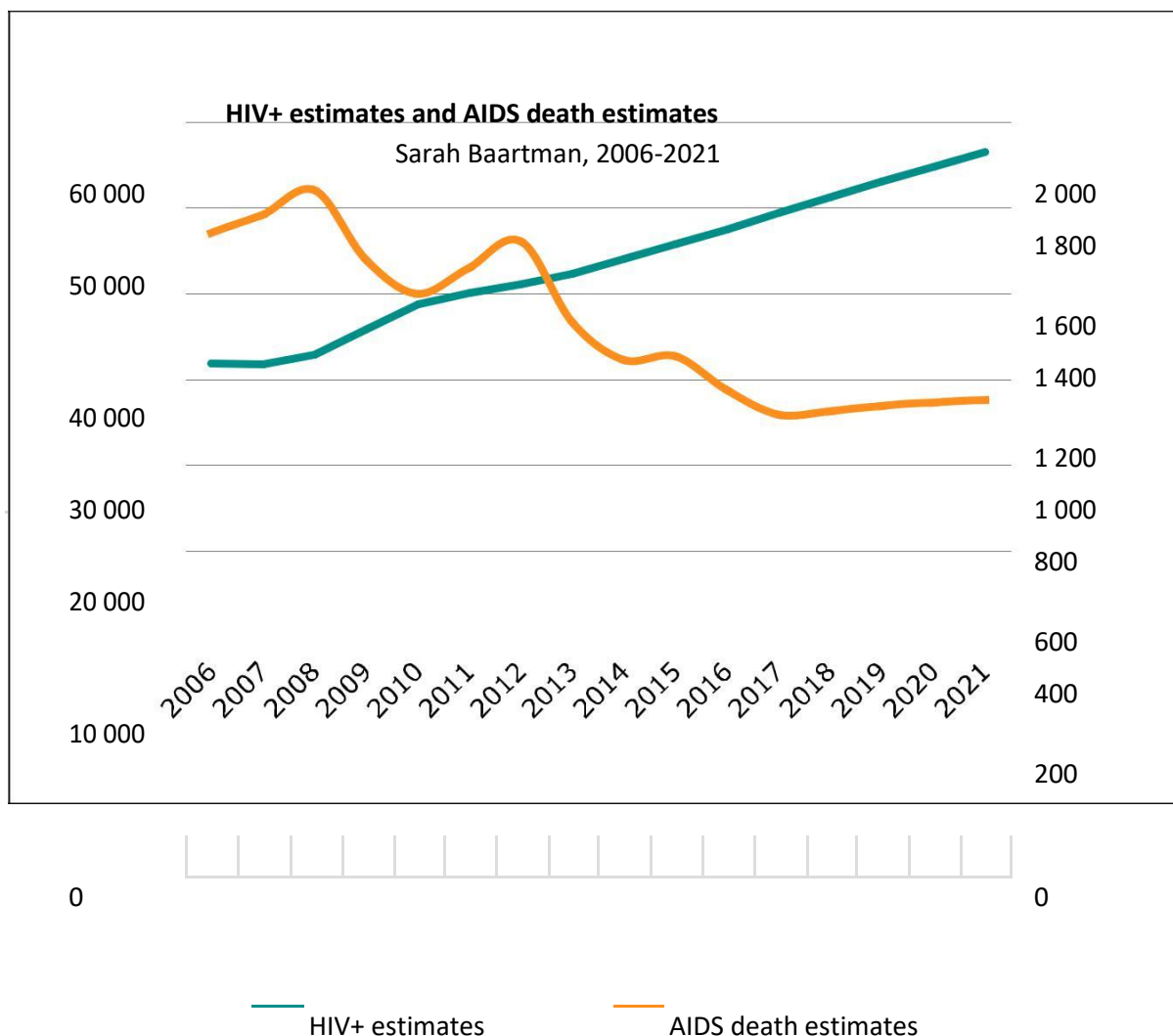
Source: IHS Markit Regional eXplorer version 1156

In 2016, 47 600 people in the Sarah Baartman District Municipality were infected with HIV. This reflects an increase at an average annual rate of 4.07% since 2006, and in 2016 represented 9.63% of the district municipality's total population. Eastern Cape Province had an average annual growth rate of 2.37% from 2006 to 2016 in the number of people infected with HIV, which is lower than that of the Sarah Baartman District Municipality. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2006 to 2016 with an average annual growth rate of 1.67%.

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

Upon numerous request to the Department of Health we have been unable to get the updated statistics for the individual municipality, in this case Ndlambe. Their information is available per Local Service Area (LSA) which encompasses numerous municipalities. We continue continue to search for these from systems such as HIS and Global Insight.

AIDS PROFILE AND FORECAST - SARAH BAARTMAN DISTRICT MUNICIPALITY, 2006-2021 [NUMBERS]



Source: IHS Markit Regional eXplorer version 1156

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 1570 in 2006 and 957 for 2016. This number denotes a decrease from 2006 to 2016 with a high average annual rate of -4.82% (or -611 people). For the year 2016, they represented 0.19% of the total population of the entire district municipality.

Ndlambe municipality in partnership with the Department of Health and other relevant non-governmental organisations conducts several HCT campaigns to educate people about HIV and AIDS and to encourage them to get tested in order to know their status. Also, the municipality has an officer responsible for HIV/AIDS. Below are the HIV and AIDS testing results for the Makana LSA under which Ndlambe municipality falls.

HIV/AIDS and TB testing results

Data Element	Apr-18	May 18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-18	Feb-18	Mar-18	Apr 2018 to Mar 2019
ART client naive start ART during month - total	57	64	65	62	54	53	55	52	25	53	51	57	648
ART client remain on ART end of month - total	5274	5287	5309	5351	5363	5453	5477	5550	5486	5436	5463	5446	64895
HIV test 19-59 months	3	15	14	6	5	9	9	3	3	10	7	10	94
HIV test positive 19-59 months	0	0	0	0	0	0	0	0	0	0	0	5	5
HIV test 5-14 years	9	29	16	12	7	7	11	7	2	6	20	21	147
HIV test positive 5-14 years	0	1	1	0	0	0	0	0	0	0	1	5	8
HIV test 15 years and older (excl ANC)	500	697	699	500	453	397	718	637	170	595	515	560	6441
HIV test positive 15 years and older (excl ANC)	42	32	40	48	36	25	60	33	21	35	37	39	448
HIV test done - total	706	956	905	692	645	552	911	814	310	778	693	761	8723
Antenatal client start on ART	6	5	3	13	9	7	9	6	2	10	9	9	88
Antenatal client known HIV positive but NOT on ART at 1st visit	1	4	4	1	0	2	1	5	0	3	2	2	25
Antenatal client HIV re-test positive	0	0	0	2	0	0	0	0	0	1	1	0	4
Antenatal client HIV re-test	138	165	127	122	114	96	112	123	110	106	112	121	1446
Antenatal client HIV 1st test positive	5	7	5	8	7	5	9	3	2	6	3	9	69
Antenatal client HIV 1st test	56	50	49	52	66	43	61	44	25	61	39	49	595
Screen for TB symptoms 5 years and older	8170	10220	9502	9769	10200	9753	12003	11474	6008	10158	10674	10410	118341
Screen for TB symptoms under 5 years	1241	1444	1425	1277	1313	1440	1828	1559	1036	1539	1568	1616	17286
TB symptomatic child under 5 years	11	14	18	2	1	22	23	7	10	14	2	229	353
TB symptomatic client 5 years and older	139	268	250	564	336	282	347	226	151	243	266	157	3229
TB symptomatic client 5 years and older with sputum sent	118	155	175	257	248	234	302	145	127	113	127	130	2131
TB symptomatic client 5 years and older test positive	34	26	25	34	36	46	78	33	18	43	32	30	435
TB client under 5 years start on treatment	3	2	1	8	1	5	3	2	1	1	0	1	28
TB client 5 years and older start on treatment	37	34	28	26	45	45	44	35	21	45	36	33	429

Safety and Security

South African Police Services, By-law Compliance, Security Coordination and Pound:

The Municipality has a keen interest in understanding the criminal patterns in the area as it has a direct impact on its responsibility to contribute to a safe environment, as well as supporting local economic growth. Tourism represents a critical pillar in Ndlambe's local economy and this places an additional burden on the Municipality to contribute to the creation of a safe destination for tourists in partnership with the South African Police Service. Attracting new business investments also requires investor's confidence in the crime management capacity of the area. To this end, the municipality together with SAPS have established a Community Safety Forums throughout the area of Ndlambe. At this stage, the municipality and the Department of Safety and Security are in the process of developing a Community Safety Plan. The municipality actively partake in SAPS cluster meetings. Throughout the year the Directorate: Community Protection Services department work closely with SAPS on a contingency plan for the peak period over festive season as well as the New Year's Day contingency plan. The municipality work closely with the Brigadier responsible for the Cluster as well as the station commanders of the various stations

Officials form part of the Emergency Services whatsapp group that coordinate all types of emergency services. Services that form part of the whatsapp Emergency Services group include: Fire & Emergency, Traffic, Security companies, Hospital, ambulance services, disaster management, Conservation, SPCA etc.

The municipality has a by-law compliance officer that enforcement the Ndlambe by-laws. Part of his duties include with the impoundment of stray animals on public places and roads. Ndlambe has a registered pound in Ward 1 (Alexandria) where stray animals are impounded. The Pound master reports to the By-law Compliance Officer.

There is a Security Coordinator within the municipality that coordinate all security companies (guards and alarm and arm response services) to ensure that public, municipal assets and staff are protected. A tender will be awarded in the 2020/2021 financial year for companies to render guarding services for Ndlambe West and Ndlambe East as well as Alarm and Armed response services.

In addition, the Community Services Department has an agreement with the SAPS for the use of anti-crime guards within certain communities as part of a job creation and crime prevention project. The Municipality makes funds available from their own resources for this purpose.

The Community Protection Services Parks department attend clearing of bush and overgrown plots as and when budget allowed. This will minimise the crime hazard. Street lighting is maintained and is also influenced by the Municipality's intention to contribute to environmental crime prevention.

The Municipality of Ndlambe hosts six police stations namely:

- Port Alfred, Nemato, Alexandria, Bathurst, Kenton-on-Sea and Seafield.

Ndlambe municipality has adhered to all Covid 19 pandemic control measures since the declaration of National State of Disaster as from mid-March 2020 by Ndlambe municipality.

The Municipality has established a Joint's Operation Committee (JOC) which comprises of Ndlambe officials, Medical doctors, Hospitals, Clinics, SAPS & other community stakeholders in order to brainstorm solutions to combat the current COVID-19 pandemic in accordance of the 7 pillars as agreed with. Through this committee stakeholder's has committed to several activities in order to assist with the situation.

The municipality through the assistance of COGTA & DWS has installed 30 additional communal water tanks in informal settlements and drought-stricken areas which have minimal access to water. Communal water tanks has been distributed and installed in public spaces like taxi ranks.

Sanitising of government departments, municipal buildings, taxi ranks have been taking place during the various lock down stages and adherence of the government gazette notices on issues of social distancing and health protocols.

Communication continues to take place by means of:

- Loud hailing, social networks, radio, local newspapers and websites.
- Local newspapers or community radio programs
- Online / social media – website, Facebook, twitter
- Public health policies and guidelines
- Mobile/SMS broadcasts/ smart phone applications
- Posters/other written material on the street or at city hall

The following table shows crime statistics within the Ndlambe Municipal Area for all the police stations.

Table 2.4.6: Crime Statistics per town

ALEXANDRIA

CRIME CATEGORY	October to December 2016_17	October to December 2017_18	October to December 2018_19	October to December 2019_20	October to December 2020_21	Case Diff	% Change
CONTACT CRIMES (CRIMES AGAINST THE PERSON)							
Murder	1	1	0	2	1	-1	-50,0%
Sexual Offences	6	5	7	9	4	-5	-55,6%
Attempted murder	5	8	4	1	4	3	300,0%
Assault with the intent to inflict grievous bodily harm	12	16	16	16	20	4	25,0%
Common assault	28	38	30	24	24	0	0,0%
Common robbery	2	3	8	0	1	1	1 Case Higher
Robbery with aggravating circumstances	7	6	6	4	7	3	75,0%
Total Contact Crimes (Crimes Against The Person)	61	77	71	56	61	5	8,9%
Total Sexual Offences							
Rape	5	4	4	8	2	-6	-75,0%
Sexual Assault	0	0	1	0	1	1	1 Case Higher
Attempted sexual offences	1	1	2	1	0	-1	-100,0%
Contact sexual offences	0	0	0	0	1	1	1 Case Higher
Total Sexual Offences	6	5	7	9	4	-5	-55,6%
SOME SUBCATEGORIES OF AGGRAVATED ROBBERY							
Carjacking	0	0	0	0	0	0	0 Cases
Robbery at residential premises	2	1	1	1	0	-1	-100,0%
Robbery at non-residential premises	0	1	1	1	3	2	200,0%
Bank Robbery	0	0	0	0	0	0	0 Cases
Robbery of cash in transit	0	0	0	0	0	0	0 Cases
Truck hijacking	0	0	0	0	0	0	0 Cases
CONTACT-RELATED CRIMES							
Arson	0	0	1	0	0	0	0 Cases
Malicious damage to property	9	16	12	16	3	-13	-81,3%
Total Contact-Related Crimes	9	16	13	16	3	-13	-81,3%
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	6	9	7	4	6	2	50,0%
Burglary at residential premises	46	41	47	26	20	-6	-23,1%
Theft of motor vehicle and motorcycle	3	2	0	1	0	-1	-100,0%
Theft out of or from motor vehicle	4	2	6	9	6	-3	-33,3%
Stock-theft	13	7	17	14	6	-8	-57,1%
Total Property-Related Crimes	72	61	77	54	38	-16	-29,6%
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	15	31	27	28	20	-8	-28,6%
Commercial crime	3	3	1	3	4	1	33,3%
Shoplifting	1	1	2	0	0	0	0 Cases
Total Other Serious Crimes	19	35	30	31	24	-7	-22,6%

Robbery of cash in transit	0	0	0	0	0	0	0 Cases
Truck hijacking	0	0	0	0	0	0	0 Cases
CONTACT-RELATED CRIMES							
Arson	0	0	1	0	3	3	3 Cases Higher
Malicious damage to property	6	4	12	10	3	-7	-70,0%
Total Contact-Related Crimes	6	4	13	10	6	-4	-40,0%
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	1	4	0	0	0	0	0 Cases
Burglary at residential premises	45	22	40	31	26	-5	-16,1%
Theft of motor vehicle and motorcycle	0	0	0	0	0	0	0 Cases
Theft out of or from motor vehicle	3	5	7	4	2	-2	-50,0%
Stock-theft	4	1	7	3	2	-1	-33,3%
Total Property-Related Crimes	53	32	54	38	30	-8	-21,1%
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	10	7	18	7	11	4	57,1%
Commercial crime	0	2	1	1	1	0	0,0%
Shoplifting	0	0	0	0	0	0	0 Cases
Total Other Serious Crimes	10	9	19	8	12	4	50,0%
Total 17 Community Reported Serious Crimes	108	79	138	109	87	-22	-20,2%
CRIME DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	0	0	0	0	0	0	0 Cases
Drug-related crime	2	2	0	1	5	4	400,0%
Driving under the influence of alcohol or drugs	3	5	4	0	4	4	4 Cases Higher
Sexual offences detected as a result of police action	0	0	0	0	0	0	0 Cases
Total Crime Detected As A Result Of Police Action	5	7	4	1	9	8	800,0%

KENTON ON SEA

CRIME CATEGORY	October to December 2016_17	October to December 2017_18	October to December 2018_19	October to December 2019_20	October to December 2020_21	Case Diff	% Change
CONTACT CRIMES (CRIMES AGAINST THE PERSON)							
Murder	0	0	4	1	3	2	200,0%
Sexual Offences	8	3	4	5	6	1	20,0%
Attempted murder	0	0	0	1	1	0	0,0%
Assault with the intent to inflict grievous bodily harm	25	23	19	21	21	0	0,0%
Common assault	9	19	10	29	6	-23	-79,3%
Common robbery	4	3	1	4	2	-2	-50,0%
Robbery with aggravating circumstances	6	3	12	11	7	-4	-36,4%
Total Contact Crimes (Crimes Against The Person)	52	51	50	72	46	-26	-36,1%
Total Sexual Offences							
Rape	7	2	3	5	6	1	20,0%
Sexual Assault	0	0	0	0	0	0	0 Cases
Attempted sexual offences	1	1	1	0	0	0	0 Cases
Contact sexual offences	0	0	0	0	0	0	0 Cases
Total Sexual Offences	8	3	4	5	6	1	20,0%
SOME SUBCATEGORIES OF AGGRAVATED ROBBERY							
Carjacking	0	0	0	0	0	0	0 Cases
Robbery at residential premises	1	0	4	3	1	-2	-66,7%
Robbery at non-residential premises	2	1	3	1	2	1	100,0%
Bank Robbery	0	0	0	0	0	0	0 Cases
Robbery of cash in transit	0	0	0	0	0	0	0 Cases
Truck hijacking	0	0	0	0	0	0	0 Cases
CONTACT-RELATED CRIMES							
Arson	0	0	2	0	0	0	0 Cases
Malicious damage to property	6	6	7	9	5	-4	-44,4%
Total Contact-Related Crimes	6	6	9	9	5	-4	-44,4%
PROPERTY-RELATED CRIMES							

Burglary at non-residential premises	3	4	2	1	2	1	100,0%
Burglary at residential premises	46	41	34	50	22	-28	-56,0%
Theft of motor vehicle and motorcycle	0	0	2	1	0	-1	-100,0%
Theft out of or from motor vehicle	6	2	2	5	2	-3	-60,0%
Stock-theft	3	1	3	2	1	-1	-50,0%
Total Property-Related Crimes	58	48	43	59	27	-32	-54,2%
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	21	30	53	36	25	-11	-30,6%
Commercial crime	1	3	4	8	6	-2	-25,0%
Shoplifting	1	1	0	0	0	0	0 Cases
Total Other Serious Crimes	23	34	57	44	31	-13	-29,5%
Total 17 Community Reported Serious Crimes	139	139	159	184	109	-75	-40,8%
CRIME DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	0	0	0	0	0	0	0 Cases
Drug-related crime	2	4	3	14	2	-12	-85,7%
Driving under the influence of alcohol or drugs	1	1	0	3	0	-3	-100,0%
Sexual offences detected as a result of police action	0	0	0	0	0	0	0 Cases
Total Crime Detected As A Result Of Police Action	3	5	3	17	2	-15	-88,2%

PORT ALFRED

CRIME CATEGORY	October to December 2016_17	October to December 2017_18	October to December 2018_19	October to December 2019_20	October to December 2020_21	Case Diff	% Change
CONTACT CRIMES (CRIMES AGAINST THE PERSON)							
Murder	0	0	1	0	0	0	0 Cases
Sexual Offences	4	3	2	4	10	6	150,0%
Attempted murder	1	0	2	1	0	-1	-100,0%
Assault with the intent to inflict grievous bodily harm	13	6	8	14	7	-7	-50,0%
Common assault	23	13	6	14	15	1	7,1%
Common robbery	5	3	5	2	3	1	50,0%
Robbery with aggravating circumstances	13	13	12	11	5	-6	-54,5%
Total Contact Crimes (Crimes Against The Person)	59	38	36	46	40	-6	-13,0%

Total Sexual Offences							
Rape	3	2	2	4	5	1	25,0%
Sexual Assault	1	1	0	0	5	5	5 Cases Higher
Attempted sexual offences	0	0	0	0	0	0	0 Cases
Contact sexual offences	0	0	0	0	0	0	0 Cases
Total Sexual Offences	4	3	2	4	10	6	150,0%
SOME SUBCATEGORIES OF AGGRAVATED ROBBERY							
Carjacking	0	0	0	0	0	0	0 Cases
Robbery at residential premises	6	2	5	1	1	0	0,0%
Robbery at non-residential premises	2	0	3	1	1	0	0,0%
Bank Robbery	0	0	0	0	0	0	0 Cases
Robbery of cash in transit	0	0	0	0	0	0	0 Cases
Truck hijacking	0	1	0	0	0	0	0 Cases
CONTACT-RELATED CRIMES							
Arson	0	1	0	0	0	0	0 Cases
Malicious damage to property	14	9	12	8	6	-2	-25,0%
Total Contact-Related Crimes	14	10	12	8	6	-2	-25,0%
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	9	9	13	11	8	-3	-27,3%
Burglary at residential premises	87	85	94	56	46	-10	-17,9%
Theft of motor vehicle and motorcycle	4	2	4	1	1	0	0,0%
Theft out of or from motor vehicle	31	15	13	18	9	-9	-50,0%
Stock-theft	2	0	0	1	2	1	100,0%
Total Property-Related Crimes	133	111	124	87	66	-21	-24,1%
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	38	46	80	59	31	-28	-47,5%
Commercial crime	16	24	22	28	19	-9	-32,1%
Shoplifting	17	17	20	19	10	-9	-47,4%
Total Other Serious Crimes	71	87	122	106	60	-46	-43,4%
Total 17 Community Reported Serious Crimes	277	246	294	247	172	-75	-30,4%
CRIME DETECTED AS A RESULT OF POLICE ACTION							

Robbery of cash in transit	0	0	0	0	0	0	0 Cases
Truck hijacking	0	0	0	0	0	0	0 Cases
CONTACT-RELATED CRIMES							
Arson	0	1	0	0	0	0	0 Cases
Malicious damage to property	1	1	2	5	3	-2	-40,0%
Total Contact-Related Crimes	1	2	2	5	3	-2	-40,0%
PROPERTY-RELATED CRIMES							
Burglary at non-residential premises	0	0	0	0	0	0	0 Cases
Burglary at residential premises	11	3	7	0	1	1	1 Case Higher
Theft of motor vehicle and motorcycle	0	0	0	0	0	0	0 Cases
Theft out of or from motor vehicle	1	0	2	3	0	-3	-100,0%
Stock-theft	0	0	0	1	0	-1	-100,0%
Total Property-Related Crimes	12	3	9	4	1	-3	-75,0%
OTHER SERIOUS CRIMES							
All theft not mentioned elsewhere	3	2	2	8	4	-4	-50,0%
Commercial crime	0	0	0	1	1	0	0,0%
Shoplifting	0	0	0	0	0	0	0 Cases
Total Other Serious Crimes	3	2	2	9	5	-4	-44,4%
Total 17 Community Reported Serious Crimes	20	12	18	20	13	-7	-35,0%
CRIME DETECTED AS A RESULT OF POLICE ACTION							
Illegal possession of firearms and ammunition	0	0	0	0	0	0	0 Cases
Drug-related crime	0	0	0	0	0	0	0 Cases
Driving under the influence of alcohol or drugs	0	0	0	3	1	-2	-66,7%
Sexual offences detected as a result of police action	0	0	0	0	0	0	0 Cases
Total Crime Detected As A Result Of Police Action	0	0	0	3	1	-2	-66,7%

Source: www.saps.gov.za

EMPLOYMENT SECTORS

In 2011, at least 16.8% of the population living in the municipal area were employed in the formal sector, a further 3.8% in the informal sector and a small portion (4.4%) worked in private households. The survey found that a large segment of the population fell outside the selected scope above, with 75% resorting under the not applicable category (scholars, pensioners, and workers not active in the labour market or uncertain which sector they fitted into).

Employment Sectors per ward

SOCIO ECONOMIC ANALYSIS	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	
Employment Sectors	1	2	3	4	5	6	7	8	9	10	Grand Total
In the formal sector	429	860	956	1200	783	2118	713	916	945	1348	10268
In the informal sector	115	249	213	139	310	555	128	111	342	150	2311
Private household	107	380	355	236	213	662	188	121	207	220	2687
Do not know	22	62	20	10	48	102	135	31	107	44	579
Not applicable	5040	5397	4945	3609	4964	5554	4230	3154	4785	3653	45331
Grand Total	5712	6948	6489	5194	6317	8990	5394	4333	6385	5415	61176

Source: StatsSA 2011

Labour Status

The Ndlambe Local Municipality is characterised by a lack of sustainable employment in most wards and a high percentage of people in the area are not economically active. This in turn translates into high poverty levels and limited disposable income, which could impact negatively on the municipality as low affordability levels generally result in poor payment rates for services rendered. In addition the average annual household income in Ndlambe is R78 517.00.

StatsSA 2011 indicates that in Ndlambe the labour absorption rate equates to 38.3% and the unemployment rate is approximately 30.3%, which is 5.4% higher than Sarah Baartman District-wide. A further 29.2% was either classified as *not economically active* or as *discouraged work-seekers* in 2011. The overall dependency ratio is 54 persons per hundred population of working age in 2011.

Labour Status

SOCIO ECONOMIC ANALYSIS	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	Ward	
Labour status	1	2	3	4	5	6	7	8	9	10	Grand Total
Employed	667	1470	1486	1465	1316	3343	1155	1156	1557	1569	15184
Unemployed	765	775	762	436	537	645	740	724	1106	102	6593
Discouraged	569	136	366	330	346	278	211	184	370	34	2823

work-seeker											
Non economically active	1628	2025	1652	993	1894	1837	1540	849	1297	1335	15050
Not applicable	2082	2542	2223	1969	2225	2886	1748	1421	2054	2374	21525
Grand total	5712	6948	6489	5194	6317	8990	5394	4333	6385	5415	61176

Source: StatsSA 2011

Labour forces per industry

Industry	Labour Force	%
Agriculture; hunting; forestry and fishing	1,106	3.7
Mining and quarrying 2	-	0.0
Manufacturing2	1,346	4.5
Electricity, gas and water supply	31	0.1
Construction	1,579	5.3
Wholesale and retail trade	1,387	4.7
Transport; storage and communication	115	0.4
Financial; insurance; real estate and business services	900	3.0
Community; social and personal services	1,803	6.1
Other and not adequately defined	680	2.3
Unspecified	1,835	6.2
Not applicable	18,572	62.7
Institutions	269	0.9
Total	29,623	100

Source: Ndlambe Draft SDF, 2012

Most of the labour force in the municipality (62%) is not in any industry and a further 6% are in unspecified industries. The community Social and Personal services have the highest labour force with over 6% each. Only 3% of the force is in agriculture hunting, forestry and fishing industries. Agriculture in the area is based on extensive farming and consequently low labour absorption capacity.

Disability

Over 95% of people in the study area have no disabilities. Five per cent (5%) have indicated some form of disability, the dominant being physical disability, which requires the use of a wheelchair followed by emotional/behavioural disability. Provision needs to be made to made for facilities to cater for the physically disabled who are wheelchair bound especially relating to access to public buildings, provision of appropriately designed public transport, housing and access to better job opportunities.

Table 2.4.8: Disability

Disability Type	Persons	%
No disability	44,062	95,0
Sight(blind/Severe visual limitation)	183	0.4
Hearing	213	1.4
Communication (speech impairment)	159	0.3
Physical (needs wheelchair)	661	1.4
Intellectual (serious difficulties in leaning)	132	0.3
Emotional(behavioural)	353	0.8
Multiple disabilities	116	0.3
Institutions	482	1.0
Total	46,361	100

Source: Ndlambe Draft SDF, 2012

2.5 SPATIAL RECONSTRUCTION

According to the Ndlambe municipality's Spatial Development Framework (SDF) (2013) and there are Five key factors can be identified which directly informs the desired spatial form of a municipality and its individual settlements. These are:

- Spatial needs and priorities;
- Existing land use / spatial patterns;
- Land ownership and vacant land;
- Environmental sensitivity;
- Guidelines for desired spatial form.

All five key informants were analysed for each settlement node within Ndlambe Municipality. The outcomes of this analysis are presented per node and include proposals for spatial reconstruction as well as projects aimed at achieving the desired spatial form for each node. The analysis of the five key factors consists of the following:

2.5.1 Spatial needs and priorities

In the preparation of the desired spatial form for the different nodes and the rural area of the Ndlambe Municipality, the allocation of proposed future land uses and the identification of projects with a spatial impact were based on the needs and priorities through the following processes:

- Integrated Development Planning (IDP) process;
- Workshops held throughout the Spatial Development Framework (SDF) process;
- Interviews both Councillors and officials;
- Through the research and spatial analysis conducted as part of the SDF.

2.5.2 Existing land use / spatial patterns

A land use study was completed for the Ndlambe Municipality in order to determine the existing spatial form of the various nodes as well as to identify any spatial discrepancies.

Municipal Context

The main structuring elements of the municipality are the R72 road, the coastline and, natural features such as rivers and estuaries. These have shaped the development of settlements and towns. The land use pattern of the municipality indicates significant natural areas mostly in the north east and north west portions. The southern areas along the coast have been transformed by urban development and intensive agriculture, and significant portions of land adjacent to the coastal area, more so near Port Alfred, have also been degraded by human activity, mostly agriculture.

Agriculture is the second dominant land use in the area and takes place throughout the municipality but more intensely in and around Alexandria, Boknes, Cannon Rocks, Bathurst and parts of the interior.

ALEXANDRIA

Business/Retail

Retail and business uses in Alexandria are mainly situated along the R72, which functions as a local activity corridor in the town that has created a linear CBD. The CBD consists mainly of retail shops, banks, a hotel and limited mixed use development. Business uses outside the CBD are mainly convenient centre, corner and/or spaza shops situated within the residential developments. Potential exists to enhance the CBD node to its strategic location as a service centre for surrounding communities. Business uses are encroaching onto the Alexandria South residential area. These uses are mainly offices with a few shops.

Industrial/Commercial

The main industrial area of Alexandria is situated north of the CBD on the road to Salem. Industrial development consists mainly of light/medium industries, the major being Chicory SA. The railway line from Port Elizabeth terminates in this Industrial area. Potential exists to utilise the railway to rejuvenate the currently ailing agricultural sector through the transportation and delivery of raw materials and products to and from the Nelson Mandela Bay Metropolitan Municipality (NMBM) and adjacent farms around Alexandria for agro-processing and other industrial activity to supply larger industries in NMBM and the IDZ.

The future of Chicory production is closely tied with the fortunes of agricultural activities that have been in decline over the years. There is a need to:

- Upgrade the quality of the industrial area to attract more industries; and
- Development of SMME type of industries

Open space and Agriculture

Alexandria is known as a farming town. It has large pockets of open space within the urban edge and is surrounded by commercial farms with intensive agricultural activity. Informal urban agriculture is taking place in vacant land near Kwanonqubela. An opportunity exists for the expansion of urban agricultural activity due to the availability of arable land east of Kwanonqubela and animal husbandry, which currently operates on limited space on the outskirts of the town.

Agriculture potential and needs in the area include:

- Land north east of Kwanonqubela best used for agriculture;
- Water availability;
- Commonage for cattle grazing;
- Cooperatives for chicory and milk production; and
- A vision to reposition Alexandria as a major agricultural node

Residential

Residential development is the dominant land use in Alexandria. It consists mainly of low-medium density detached housing in the central part of the town near the CBD and in the Northwest sections. There is a significant number of low cost housing developments in the south east (Kwanonqubela) and north west (Wentzel Park) of the town most of which are RDP housing. There is notably no high density multi-storey residential development or social housing in the area such as apartments which are more than two storeys and higher income housing. It is important that future housing development be at higher densities to curb urban sprawl which is infringing on surrounding arable agricultural land.

Community and health facilities

Alexandria has a number of secondary and primary schools which also serve the surrounding settlements such as Canon Rocks and Boknes, which do not have schools. The town functions as an administrative centre for surrounding farms and villages and has a magistrate's court, police station and clinics in both Wentzel Park and Kwanonqubela, which also services the surrounding regions. Residents highlighted the need for a large satellite clinic in Kwanonqubela due to the increase in demand for health services in the area. There is one community hall situated in Kwanonqubela. There is a need for sports facilities.

PORT ALFRED

Business/Retail

Most major business uses in Port Alfred are concentrated in the CBD. The CBD is the commercial and retail node of the town consisting national chain stores, local shops, offices, hotels, bed and breakfast, banks and owner operated businesses. Demand for business uses is evident through the conversion of residential buildings east of the CBD to offices. This is the only feasible area for the expansion of the CBD as the river, steep terrain and R72 form barriers to expansion north, west and southwards respectively. Mixed use development such as home businesses, offices and residential development is slowly emerging at the entrance to the town (from Port Elizabeth) along the R72 from the Caltex fuel station toward the CBD. An opportunity exists to expand the Caltex business Centre into a gateway node and formalise the development along the R72 into a transition mixed use zone from the CBD.

There are pockets of business and retail uses within surrounding residential areas, suburbs and townships. These include the business and retail nodes at the Marina, East Bank (along the R72 to East London), West Bank (near the coast) and Rosehill Mall. Business uses within the townships are mostly corner/spaza shops and

neighbourhood convenient stores. There are no clearly defined nodes in these areas and where these are present the infrastructure is not well maintained.

The following is envisaged:

- Reinforce the CBD to allow for expansion
- Reinforce nodes e.g. Rosehill mall by developing high residential opportunities within walking distance with nodes

Residential

Residential uses are the dominant land use in Port Alfred. There are a variety of residential developments. South of the CBD and Kowie River consists mainly of low density single story detached houses in large erven. There is evidence of medium density group housing and / or townhouse developments and retirement villages emerging in established residential areas through infill and in new developments near and around Rosehill mall. Nemato and Station Hill are higher density residential areas with predominantly single storey detached stand alone low cost housing. Thornhill is a new high density housing development that caters for low cost and social housing with a variety of typologies including single story detached and semidetached, and double storey semidetached units. Multi-storey residential development was proposed in the previous SDF in the southern section of Thornhill near the industrial area. This area is seen as strategic due to its proximity to areas of employment in the industrial area and it is envisaged to develop much higher residential development in the future. Potential also exists to promote higher density development in areas with larger residential erven through infill, subdivision and approval of second/third dwellings to create a sustainable compact town. Priority must be given to the creation of a mixed residential area with different housing typologies. The aim of human settlements is to develop housing close to public transport routes and areas of employment and within distance (400-800m) of major nodes.

Industrial/Commercial

The main industrial area in Port Alfred is situated along R72 east of the CBD in East Bank. It consists of light and medium industries. The area is not fully developed and there is potential to expand the area further along the R72 and northwards into adjacent vacant land. It is ideally located in proximity to the residential areas of Thornhill, Nemato and Station Hill. Limited warehousing and airport related industrial activity is also taking place near the Air school. An opportunity exists to expand this industrial area and integrate it with the activities of the air school mostly through the utilisation of the airstrip for transporting freight.

Community and Health facilities

Port Alfred is the administrative centre of the regions and therefore houses most government facilities. It has secondary and primary schools located in and around the town including police stations, post office which also services the surrounding regions. During the public participation process residents highlighted the need for additional schools in Thornhill as children travel long distances to attend schools in surrounding areas. There two community hall situated in the CBD and Nemato township. There is also a need to provide land institutions such as universities and technikons to address the growing need in the area.

KENTON ON SEA/BUSHMANSRIVER

Business/Retail

Business and Retail uses in Kenton are situated in Kenton along River Road. It is comprised of double and single storey specialist retail shops, restaurants, coffee shops, bed and breakfast professional offices. Some double storey buildings have mixed uses with shops on the ground floor and flats above. The shop fronts are well maintained and have compatible uses. Most business activities are concentrated on the upper end of River Road; however there is evidence of increasing office uses and home business further down the road towards the beach area. It is expected that with time the entire River Road will become an activity corridor.

A few business uses are present in Bushmansriver and Marselle. Bushmansriver has corner shops situated along R72 and Hertzog roads, and a small business centre at the corner of Hertzog and Park Roads consisting of offices, a furniture store and a service station. In Marselle there is a small under-utilised business node with a few owner operated retail SMME shops housed in containers. The node has potential for further expansion as it is situated along the main road to the town from the R72 and adjacent to a disused taxi rank. There are several corner/spaza shops within Marselle which serve as neighbourhood convenient shops.

Residential

Residential development in Kenton and Bushmansriver is mainly single storey free standing units on an erven. There are no multi-storey residential developments above two storeys even in the higher density residential areas such as Ekuphumleni and Marselle. This indicates a limited range of housing typologies which has led to very low density developments and promotion of urban sprawl. Residential development is not integrated; low income housing is situated in the periphery far from economic opportunities in the CBD. There is a need to redress this situation by providing social housing on under-utilised vacant land near the CBD and creating economic nodes in the townships. There is a prevalence of informal housing around Ekuphumleni and within Marselle. The presence of informal housing shows a need for housing provision especially in the low income category. These areas need in-situ upgrading

Industrial

The industrial area is situated in Bushmansriver Mouth extension adjacent to Marselle. It consists of light/medium industries such as manufacturing, warehousing and storage, and workshops. The area is not fully utilised and there is potential for promoting industrial activity through SMME development the expansion of the area.

BATHURST

Business

Bathurst is a small tourist town situated along the R 67 from Port Alfred to Grahamstown. Business and retail uses are situated in the town centre located along the R67 and include mainly tourist related businesses (Bed and Breakfast, gift shops), restaurants, hotel, specialist and owner operated shops. The business nodes are

spread out by way of ribbon development along R67. They tend to be stand alone facilities with limited threshold population within walkable distances.

An underused business centre is situated at the entrance to Nolukhanyo Township; it has a combination of formal and informal retail which consists of convenient and spaza shops. This area is not well defined and needs to be enhanced as a major node in township.

Residential

Residential development in Bathurst is mostly large low density residential development close to the CBD and low cost RDP housing in the periphery of the town. The residential development close to the CBD consists of large plots with detached housing. There is no high rise multi-storey residential which has led to the sprawling of the town northwards along the R67.

Industrial/Commercial

Industrial development is very limited with only a few warehouses and light industries situated at the entrance to the town mostly associated with agricultural products. There were SMME industries brick making which were situated in Nolukhanyo next to the town hall, but these are no longer operational and the facilities are rundown. Resuscitation of the industries through LED strategies, more so for SMME development and light industries, is critical for the economic growth of the town which is currently dependent on agricultural sector.

Community Facilities

- Derelict sports facilities adjacent to primary school in the township
- Underutilised nodal area
- Sports facilities along R67 opposite the township are potential accident zone

KLEINEMONDE (SEAFIELD)

The land use pattern in Kleinemonde is predominantly residential with limited retail. The only retail uses in the area a few corner shops, a Bed and Breakfast with a restaurant and a service station all situate at the entrance to the settlement. Opportunities exist to expand the uses into a node by utilising surrounding vacant land. Residential development is mostly holiday and retirement homes. There is no social or low cost housing in the area but vacant land exists for the development of this housing. Community facilities include the community hall and beach facilities.

CANNON ROCKS AND BOKNES

The settlement of Cannon Rocks and Boknes lie spatially adjacent to each other and share services and facilities. The settlements are predominantly residential areas with limited business in Boknes in the form of corner and/or tourist related shops and businesses. Cannon Rocks currently has no formal business uses however a business zone was proposed in the previous SDF in the central part of town. The main open spaces

are the coastal area, Boknes River and its estuary. The settlements are surrounded by farms with intensive agricultural activity.

2.5.3 Land Ownership

The bulk of the land, over 92%, in both the urban and non-urban areas is privately owned. The remaining 8% of the land not in private hands is predominantly owned by the Department of Roads and Public Works (DRPW) the majority of its properties mainly being in Bushmans River and Port Alfred and surrounding farms, followed by the municipality which has properties in most of the towns and farms but predominantly in Port Alfred and Alexandria. Parastatals such as Transnet and Eskom own a significant number of properties in Port Alfred and a few in Bathurst. The District municipality owns a few properties in Alexandria and Port Alfred. The States owns less than 1% of land in the municipality.

The municipality therefore does not own a significant amount of land in the area. However the Housing Sector Plan for Ndlambe (HSP) indicates that the bulk of the land required for development set out in the previous SDF is already owned by the Ndlambe Municipality. Where land is not in Municipal ownership, the municipality has funding for the land. The main challenge, however, that land is identified for development does not have bulk infrastructure and there are outstanding environmental and statutory approvals that need to be addressed especially for housing development.

The fact that the DRPW owns properties in some of the towns suggests that there is an opportunity for these properties to be made available for local economic development (through the GIAMA legislation) and contribute toward the regeneration of the towns.

2.5.4 Vacant Land

The status of land ownership, the form of land tenure applicable and purpose for which land is utilized plays a vital role in determining the availability of land for development. This is especially true in cases where land is held in ownership by public organisations where vacant, unused land can be utilised for housing, community facilities or as a stimulant for economic development. In order identify the various opportunities for land development based on land ownership the SDF includes an analysis of the land ownership pattern in the Ndlambe Municipality.

- **Private Properties** –land owned by the public sector;
- **District Municipality Properties** – land held in ownership by the district municipality;
- **Municipal Properties** – land held in ownership by the Ndlambe Municipality;
- **State Properties** – land owned by the Republic of South Africa;
- **Transnet properties** – land owned by Transnet.
-

By overlaying the land ownership distribution with the vacant land identified, it is possible to accurately identify the various land portions of vacant land which is held in ownership by public agencies. The outcome of this analysis is used to inform the desired spatial form based on the spatial needs and priorities identified.

Port Alfred

- Significant municipal owned vacant land
- Mostly situated in Thornhill and already targeted for future residential
- Vacant municipal land along R72 targeted for future industrial use
- Vacant subdivided sites around Rosehill Mall, suitable for infill

Alexandria

- Significant municipal and privately owned vacant land
- Municipal vacant land mostly situated north on CBD and south of township
- Privately owned land on western sections of town
- Need to acquire land for south western expansion to Kwanonqubela

Kenton/Bushmansriver

- Significant state owned vacant land in Marselle (erstwhile buffer areas)
- Vacant school sites have potential for future development
- Strategic municipal land in Kenton along the R72 and in proximity to CBD
- State land around Ekuphumleni (erstwhile buffer zone)

Bathurst

- Significant municipal owned vacant land in proximity to the CBD and around the township.
- Privately owned vacant land targeted tourist node and infill development

Kleinemonde

- Majority of vacant land in private ownership
- Strategically located vacant state owned land situated in local node
- Infill development on vacant private land

Cannon Rocks

- Existing vacant land privately owned
- Significant number of subdivided sites which are vacant and opportunity for infill development
- Any development of subsidy housing would require acquisition of land

Boknes

- Most vacant land in private ownership
- Vacant state owned school site has potential for infill development

2.5.6 Environmental and Biophysical Analysis

Ndlambe has dedicated environmental sections within the Directorate: Community Protection Services and also a dedicated operating budget. The environmental staff falls under the Blue Flag Beaches, Environmental Compliance and Reserve Management sections and operating budgets. There is a full-time Reserve / Beach Manager that are responsible for the swimming beach, Blue Flag Status Beaches, Nature Reserves under Ndlambe jurisdiction. The Environmental Law Officer and River Control Officer focus on estuaries, beaches and reserve patrols as well as the enforcement of environmental and by-law related offences and make use of patrol vessels and off road vehicles.

There is a full –time Environmental Education Officer that conducts outings, workshops, educational lessons to schools, businesses, Working for the Coast and other EPWP projects on environmental awareness, sustainable utilisation and environmental themes. The official work closely with the Youth Environment Coordinator and the 7 educators on environmental and environmental health related projects. There are also 8 Blue Flag Beach Ambassadors at the two full status Blue Flag Beaches that focus on creating awareness and monitoring of Blue Flag activities.

Ndlambe has 4 open system estuaries namely the Fish, Kowie, Kariega and Bushmans river where close to 2000 boats yearly make use of these estuaries. There are also blind estuaries such as the Kleinemonde west and east, Riet River, Kasouga and Boknes lagoon.

The Director: Community Protection Services, Environmental Law Officer and senior Environmental Health Practitioner successfully passed the Environmental Management Inspectorate course (EMI) and got appointed as EMI officials.

Blue Flag Status Beaches are awarded to beaches that every year applies via the Blue Flag South African Jury to the International Jury. It is an award of beaches of excellence in the field of environmental management, environmental education, safety and security and water safety. Water samples at Blue Flag Beaches are taken as per Blue Flag International criteria in swimming beaches and send to an accredited laboratory for testing.

The application to the National and International Juries for Blue Flag Status Beaches 2021/2022 season starting in December 2021 was applied for in March 2021. If successful and awarded in October 2020, Ndlambe will hope yet again boast with 1 Pilot Status Beach (Middle Beach, Kenton-on-Sea) and 2 Full Status Blue Flag Beaches namely: Kelly’s beach (Port Alfred) and Kariega Main Beach (Kenton-on-Sea). This would be the 17th consecutive Blue Flag Status for Kelly’s Beach (since 2005) and 13th consecutive Blue Flag status for Kariega Main Beach (since 2009).

Ndlambe appointed Aurecon to conduct a Dune Management Study for the entire Ndlambe. The study is to obtain Environmental Authorisation from DEDEAT to allow maintenance and remedial work to take place throughout the coastal public areas of Ndlambe, subject to submitting environmental management plan instead of EIA requirements. the environmental Authorisation for this detailed Dune Study covering area from Fish River to Cannon Rocks was issued in August 2020 and due to Bushmans Kariega Estuary Care appeal it was partly approved (with exclusion of Kenton-on-Sea. Ndlambe is in process of following guidelines in terms of the Environmental Authorisation to commence sand movement, ie ECO and EMC. Estuary Care appeal is still pending.

The municipality make use of the Public Amenities, Keeping of Animals, Impoundment of Animals and Commonage by-law that cover the environmental by-law aspect in the absence of a dedicated environmental by-law. All developments in the area that require environmental authorisations ie cutting of protected species or environmental impact studies are informed via insert and inspections from the compliance official to conduct and or apply for the necessary permits.

Protected area management forms part of the Reserve Management and currently the municipality are managing the following nature reserves: Kap River-, Fish River Wetland-, Roundhill Oribi- and Joan Muirhead Nature Reserves.

Numerous environmental projects are taking place in the area of Ndlambe (see project list) and include Working for the Coast (Catchment to Coast), Blue Flag Beach management, Reserve management projects (hiking trails and upgrade of camp sites). Official correspondence has been received from DEFF re the RoundHill Oribi breeding programme and awaits implementation of this project. Capital projects that require environmental authorisation from funders have been identified and discussions are underway with DEDEAT on this (see project list).

Coastal infrastructure upgrade project funded by ECTPA is on track pending final environmental authorisation if required for the Krantz recreational node upgrade, Middle Beach Blue Flag beach ablution and surroundings and the rehabilitation of the damaged man-made Kowie river bank.

Due to the environmental impact of land development, an analysis of the environmental sensitivity of the land within the Municipal area has been included in the SDF in order to ensure that environmental impacts are minimised and any disturbances and losses remedied where possible.

Climate

Ndlambe Municipality, because of its location along the coastal zone, has a sub-tropical climate where temperatures range between 10 – 22.2 degrees (DWAF 2004). Temperatures of this region are regarded as mild in both winter and summer ranging between 10-22° C, with wind reducing the heat and humidity in summer (Lubke 1988a).

Rainfall is approximately 500 mm per annum occurring twice a year in spring (October/November) and autumn (March), creating a bimodal rainfall pattern (Heydorn and Grindley, 1982; Jury and Levy, 1993), with the highest rainfall occurring in spring (DWAF 2004). Rainfall is considered highly variable with minimum rainfall occurring in June (Lubke, 1983; Kopke, 1988). All months have at least 60 mm of rain. According to Jury and Levy (1993) drought cycles occur every 3.45 to 18.2 years.

The Mean Annual precipitation for the area is 640mm (+- = 140) and decreases further inland. The dominant winds at the south-westerly in winter and the south easterly in summer. Occasional berg winds are experienced in winter and higher velocity winds in summer (DWAF 2004).

Geology and Soils

The geology of the area consists mainly of sedimentary deposits of the Cape Supergroup, which are presented by the Bokkeveld Group Shales and the Witterberg Group Shales and quartzites. These deposits underlie nearly the whole of the municipality. Karoo Supergroup sediments also occur in the Fish River plain. Along the coastal area are thin layers of rocks of the Algoa Group and Quarternary. The Algoa group is a limestone that consists of near shore, marine, fluvial and Aeolian sediments and is represented by the Bathurst, Alexandria and Nanaga formations (DWAF 2004).

The Quaternary is represented by the Schelmshoek formation and comprises of modern beach and dune sand and is found along the entire Ndlambe coastline. Most of the fossils and modern dunes along the coastline are the source of coastal aquifers, considered the primary aquifers in the municipality and the sites for current groundwater abstractions with the potential for higher yields. The Cape Supergroup formations also have aquifer potential but these has not been explored (ibid)

Topography

Ndlambe Municipality lies on the eastern coastal region of the district. The topography of the area starts at sea level along the coastal zone and elevation increases as you move inland up to ~550m along the Grahamstown and Kap River mountain range. It has a gently undulating coastal plain through which approximately 10 rivers and estuaries flow south-easterly. The coastline is bounded by highly vegetated dunes.

Hydrology

The municipality is endowed with aquatic features and ecosystems such as rivers, natural estuaries and wetlands, aquifers and artificial water bodies. There are ten rivers and estuaries in the area namely Boknes, Bushmans, Kariega, Kasouga, Kowie, Riet, West Kleinemonde, Kap River, (a tributary of the Great Fish) and the Great Fish. The Bushmans, Kowie and Great Fish are large river systems with sources beyond the municipal boundaries. Most of the other rivers have their sources within the municipality. The Riet and Kap rivers are some of the few remaining free flowing rivers (without dams) in the country. (CBA 2012). The protection and management of water resources and river courses is critical to the future development of the municipality.

Ndlambe municipality is part of the Albany Coast drainage region which covers the entire Sarah Baartman District municipality (DWAF 2004) and is the catchment area for the Bushmans (P-catchment) and Fish (Q-catchment) which fall under the Fish-to-Tsitsikama River Water Management Area. Rivers within these two catchments include the Bushmans, Kariega, Kowie and Fish rivers. Studies by DWAF (2004) indicate the presence of coastal dune and Witpoort rock aquifers in the area which are high yielding groundwater resources. These resources can be utilised to improve water supply in the area. Therefore this means that care must be taken not to locate developments that can impact negatively on the quality of water in the aquifers.

Vegetation

According to the South African National Biodiversity Institute (SANBI 2006) there are more than eleven (11) vegetation types and five biomes found in the municipality. The Albany Coastal Belt and Kowie Thicket are the predominant vegetation types occurring throughout the municipality. The Albany Coastal belt predominates

near the coastal area and the Kowie Thicket only occurs along the main rivers inland. Most of the vegetation in the Azonal Biome, such as the Cape Seashore, Cape Estuarine Salt Marshes and Albany Dune Strandveld vegetation are found along the coastal area and are part of the coastal dune vegetation.

The Southern Coastal Forest is mostly found between Alexandria and Boknes/Canon Rocks whereas the Southern Mist Belt Forest vegetation occur further inland near the Kap River on the northeast section of the municipality together with the Great Fish Thicket which occurs along and around the Great Fish River. The Bhisho Thicket, the only vegetation that falls within the Savannah Biome is found on the northern section of the municipality towards the border with Makana Municipality. Vegetation that belongs to the Fynbos biome such as the Suurberg Shale and Quartzites are also found in the northern sections. The region has significant biomes which need to be protected and can contribute to tourism development.

Table 2.5.6: Vegetation Type and Status

Vegetation Type	Status	Biomes
Albany Coastal Belt	Poorly protected	Albany Thicket
Albany Dune Strandveld	Well protected	Azonal Vegetation
Bhisho Thornveld	Hardly protected	Savannah
Cape Estuarine Salt Marshes	Poorly protected	Azonal Vegetation
Cape Seashore Vegetation	Well protected	Azonal Vegetation
Great fish Thicket	Poorly protected	Albany Thicket
Kowie Thicket	Poorly protected	Albany Thicket
Southern Coastal Forest	Well protected	Forests
Southern Mistbelt Forest	Poorly protected	Forests
Suurberg Quartzite Fynbos	Moderately protected	Fynbos
Suurberg Shale Fynbos	Well protected	Fynbos

Source: Biodiversity Sector Plan, 2012

Critical Biodiversity

Biodiversity is the number, variety and variability of living organisms in the world (UNEP 2012). It includes genetic, species, biome and ecosystem diversity. Ndlambe municipality is rich in biodiversity and, according to the Biodiversity Sector Plan (BSP 2012), is situated within one of the world's biodiversity hotspots, the Maputoland-Pondoland-Albany hotspot, but particularly falls under the Albany hotspot. Four of the country's nine biomes occur in the area and there are numerous aquatic features, flora and fauna, protected areas and a vast coastal zone with a prominent dune system. The BSP identifies the following as priority biodiversity areas:

- **Protected Area:** these are formally protected through national legislation and gazetted in the National Environmental Management Protected Areas e.g. National Parks and nature reserves.
- **Critical Biodiversity Areas (CBA):** these are areas that must be kept in their natural or near natural state to conserve biodiversity and maintain ecosystem functioning.
- **Ecological Support Areas:** these are normally areas which surround or are situated adjacent to CBAs and Protected Areas. They act as buffer zones to prevent further degradation.

There are conservation areas which are not formally protected by the legislation but are informally protected by the current land owner or users and are partly managed for biodiversity conservation. The aim of the

Biodiversity Sector Plan is to protect the existing biodiversity, preventing further loss and degradation of the natural areas and supporting sustainable development in other natural area.

Climate Change

The National Climate Change response strategy (NCCRS) (pg iii) defines climate change as “serious disruptions of the entire world’s weather and climate patterns, including impacts on rainfall, extreme weather events and sea level rise, rather than just moderate temperature increases.” These disruptions to the world’s weather patterns are to a large extent caused by high levels of greenhouse gases emitted into the atmosphere. It further states that the developing world is experiencing the impacts of climate change to a greater extent than the developed world, largely due to the capacity to respond to the impacts thus the need to plan and provide mitigation measures.

The position paper on climate change prepared by the Eastern Cape Department of Local Government (ECDLG) indicates that the climate change should be regarded as “**our most pressing economic and social issue**” in the province. Climate change will not only impact the environment but it is also expected to have an impact on the performance of the economy, social behaviour, infrastructure and other aspects of human existence. The impacts include inter alia the following:

- Loss of biomes
- Increased aridity in western parts of the country
- Decreased flow of rivers in southern and western catchments
- Increased rainfall and river flow in the east of the country
- Reduction in Savannah grasslands
- Economic impacts such as reduction in harvests of agricultural produce in the west
- Loss of habitats and biodiversity which will in turn impact on tourism
- Sea level rise which would cause damage to developed coastal resorts, cities and infrastructure

One of the major impacts of climate change envisaged to affect the municipality significantly is the sea level rise. A study done by the City of Cape Town highlighted in the PSDP estimates that there will be a sea level rise of 15cm by 2020 and two-thirds (2/3) of a metre by the end of the century. It is further estimated that the 15cm rise will impact all areas below the 20cm contour line along the coastal areas.

Most of the towns in the municipality are situated along or near the coastal area and it is estimated that Port Alfred, Kleinemonde, Kenton-on-Sea, Bushmans River Mouth, Canon Rocks and Boknes will be impacted. Although studies have not been undertaken on the impact on the other towns it is expected that it will be similar. The SDF will propose that further in-depth studies be undertaken of the impact of climate change on the whole municipality. After such a study the municipality will have to develop a climate change strategy which is currently not there.

In 2018 Ndlambe municipality took part in the Building Inclusive Green Municipalities (BIGM) programme as part of 6 municipalities in the Eastern Cape linked to 6 municipalities in Canada. The rationale of this program is:

Partnership cooperation between municipalities is a form of long-term international cooperation between local self-governments consisting of regular meetings of municipal representatives and citizens. Usually, this cooperation is based on an official document (partnership agreement) or a resolution adopted by the legislative body of the municipality concerned. The municipal partnership movement is unique in that it integrates all groups of citizens – from ordinary citizens, experts, businessmen and employees of different institutions, people of different ages, men and women (youth, economically active citizens, senior people, the handicapped, etc.), to civic associations and various organisations.

BIGM will build on the strengths of FCM and SALGA and of their respective members to deliver good, sustainable local economic development and contribute to South Africa's national priority of reducing poverty, ensuring more effective asset management/climate change, and transitioning to a green economy. Municipalities will develop demonstration projects. Component 1000 will be working on inclusive local economic development services. Policies and tools will be developed and new community projects will be piloted that lead to job creation, poverty reduction, and one anchor metro municipality will support improving the quality of life of citizens, especially women and vulnerable groups. The ultimate outcome: Reduced poverty within targeted municipalities in the Eastern Cape Province of South Africa.

The Ndlambe / Ottawa outputs are:

Output 2110. Municipalities using adopted new/ revised municipal policies for asset management integrating climate change and addressing the needs of women and vulnerable groups.

Output 2120. Assets inventories and maturity matrices developed to sustain preliminary asset management plan informed by climate change adaptation.

Output 2130. Capacity building projects on climate change adaptation / mitigation practices developed and implemented.

Output 2140. Community of practice established to promote municipal innovations in asset management integrating climate change mitigation and adaptation.

Air Quality Management

As stated earlier, Ndlambe municipality has a very low level of industrialisation. To date the municipality has not yet developed an Air Quality Management Plan but desires to do so should any assistance be forthcoming.

2.7 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT (KPA1)

The municipality has developed a Comprehensive Infrastructure Programme (CIP) which outlines the infrastructural requirements and backlogs of the municipality together with a financial plan for the realization or mitigation of the backlog in infrastructure. Most of the projects are capital in nature and require Environmental Impact Assessments (EIA's) and this has been catered for in the CIP.

2.7.1 Water and Waste Management

The Regulator for all Water and Sanitation Services is the Department of Water and Sanitation. Compliance monitoring and process control management oversight is done by this department.

Water

Ndlambe Municipality was appointed to act as both the Water Services Authority (WSA) and Water Services Provider (WSP) and fulfils both of these functions. However, the institutional arrangements profile consists of the following bulk & retail functions listed below. Currently all the WSP functions and duties are conducted by either Water Services Providers, Water Services Support Service Agent or the Municipality itself and are as follows :

Water Services Authority: Ndlambe Municipality, with Community Protection Services doing all water quality control monitoring operations.

Water Services Provider: Ndlambe Municipality, with Infrastructural Development doing all water provision, with the exception of the following operations:

- Alexandria Water Supply: P&S Consulting Engineers appointed to provide bulk water within a Water Services Support agreement
- Kenton/Bushmans Water Supply: Amatola Water Board appointed to provide bulk water within a Water Services Provider agreement
- Cannon Rocks/Boknes Water Supply: Gijima Engineering appointed to operate, maintain and manage the Reverse Osmosis Plant
- 5ML RO Plant in Port Alfred : Quality Filtration systems appointed to operate, maintain and manage the Reverse Osmosis Plant.

All other Water Supply Systems are managed and operated by Ndlambe Municipality's Infrastructural Development Directorate, as the Water Services Provider. These include the following Water Supply Systems :

- Port Alfred Water Supply System
- Kleinemonde Water Supply System
- Bathurst Water Supply System
- Cannon Rocks / Boknes Water Supply

Ndlambe Municipality operates and maintains all water supply systems within both Water Services Authority and Water Services Provider functions, with the exception of the Amatola Water Board (previously Albany Coast Water Board) supply footprint, where bulk water is supplied by the Amatola Water Board.

There are six (6) local water supply schemes which service the main settlements within the area. Port Alfred, Seafield and Bathurst are all fed mainly from surface water schemes whilst Boesmansriviermond, Kenton on Sea, Alexandria, Boknestrand and Cannon Rocks are supplied from ground water schemes.

Boesmansriviermond, Marselle, Klipfontein and Kenton on Sea augment their groundwater supplies with desalinated water through the Reverse Osmosis plant situated at Boesmansriviermond. The towns of Cannon Rocks and Boknes receive Reverse Osmosis processed water from saline borehole sources.

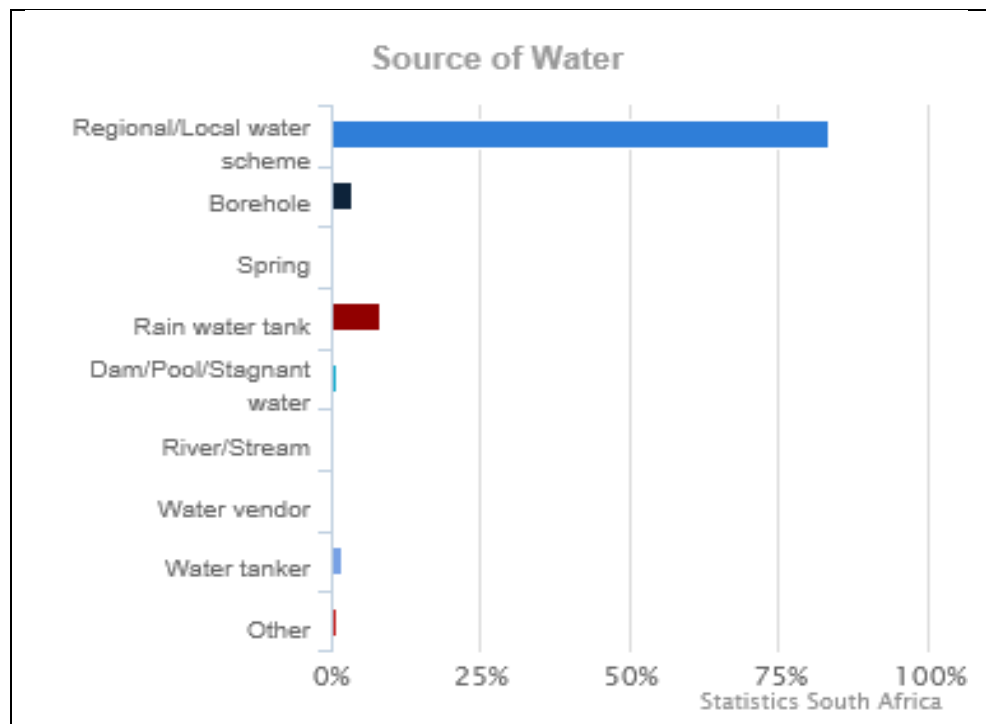
Potable, treated water is piped to all formal urban communities within Ndlambe, and is available to the vast majority of households. However, some of the Bathurst, Martindale and Trappes Valley communities still rely on rainwater and private boreholes. The latter are considered for municipal supply within the IDP.

Where informal settlements occur, such as on the Brakfontein Farm commonage on the periphery of Alexandria, tankers transport water to strategically placed tanks, which are accessible to those that need.

It is the objective of Council to achieve and sustain “Blue Drop” status throughout all of Ndlambe. This is a compliance monitoring system which is managed and implemented by the Department of Water and Sanitation. This quality and service goal is being achieved by improving management performance, which should lead to acceptable discharge water quality.

Table 2.7.1 – Source of water

Source of water	
Regional/Local water scheme (operated by municipality or other water services provider)	83.30%
Borehole	3.80%
Spring	0.20%
Rain water tank	8.20%
Dam/Pool/Stagnant water	1.20%
River/Stream	0.20%
Water vendor	0.30%
Water tanker	1.80%
Other	1.20%



In terms of access to water the statistics shows that the municipality is making strides in the area in that water is being piped inside the dwelling and /or inside the yard. Nonetheless, there is still more that the municipality needs to do in terms of water provision. The municipality as a Water Services Authority (WSA) has developed Service Level Agreement (SLA) with Amatola Water.

Table 2.7.2: Access to water

Access to Water	Households
Piped water inside the dwelling	6977
Piped water inside the yard	9649
Piped water inside from access point outside the yard	1866
Borehole	727
Spring	30
Dam/pool	237
River/stream	30
Water vendor	50
Rain water tank	1581
Other	222

Source: Census, 2011

The Municipality is committed to improving water service provision in its region despite the recent water service challenges, which include the following challenges and remedial action:

- Insufficient supply quantity to meet the growing demand especially during festive seasons
Remedial actions include various Water Conservation projects. Water conservation and demand management practices are continually being assessed and improved, as funds become available.
- Aged infrastructure operating within extreme environmental conditions
Remedial actions include that the entire infrastructural “as-built” within this sector is being assessed within a master plan.
- Poor quality of low cost house plumbing leads to leaks and subsequent loss.
Remedial actions include loss control and the addressing of leaks in indigent households. This has been done on a wide scale throughout Ndlambe. Future low-cost house design will focus on the quality of all water and sanitation fittings included in the house construction.
- Source quality, where the main phenomena affecting the quality of the water in the region is the materialization (or salination) of the water in the main catchments due to the geology (marine origin) of the area. Remedial actions include the establishment and operation of Reverse Osmosis Technology, which, although expensive, is effective in addressing salinity issues and is now operational in Cannon Rocks, Boknes, Kenton-On-Sea and Boesmansriviermond.
- Massive peaks in demand, due to the transient nature of this consumer base.
Bulk storage reservoirs have been prioritised within the Water Services Plan. Funding channels have been provided and prioritised projects have begun implementation.
- Incomplete bulk water supply infrastructure that was meant to augment the water supply to Alexandria, Port Alfred and Bathurst. Engagements with the National Minister of Department of Water and Sanitation are underway as to resolve the incomplete bulk water supply projects.

Waste Management

Ndlambe municipality has identified Waste Management as one of its priority areas and has developed projects to fulfil this area of responsibility. The municipality have the Integrated Waste Management Plan (IWMP) as required by legislation that was commissioned by Sarah Baartman District Municipality, but is under review for adoption by Council.

The municipality does have a Solid Waste By-law promulgated in 2006 but it needs to be reviewed. This will be done when the municipality reviews all its By-laws and depending on funding. The municipality has a dedicated operating budget for Solid Waste Management under MSCOA for Salaries and wages, General Expenses etc. There is a budgeted tariff and operating budget namely an Environmental Levy charged per household per month. The money is "ring-fenced" and use for rehabilitation of landfill sites and degraded areas. Once a year a valuation audit is done on the landfill site as required by the Auditor-General.

The municipality does not have a dedicated full-time Waste Management Officer but the function is done by the Senior Environmental Health Practitioner. The municipality has a full-time Environmental Education Officer who conducts workshops, awareness campaigns and educational sessions to capacitate local communities on issues of waste management.

The Department of Environment Forestry and Fisheries (DEFF) has appointed a Youth Environment Coordinator that is seconded to Ndlambe municipality with environmental awareness, monitoring and educating communities on illegal dumping and waste minimisation initiatives. There are also 7 Education officers and 15 waste workers employed by DEFF that are managed by the Youth Environment Coordinator within the jurisdiction of Ndlambe municipality. This is a two year project. Ndlambe make use of a service provider to manage landfill at the Port Alfred, Bathurst and Alexandria refuse sites. A service provider is also appointed to prevent and combat the start of fires from 16h30 to 07h30 daily at the Port Alfred and Alexandria landfill sites. This is taking place on a month to base contract to ensure compliance of landfill site conditions and ensure that the landfill sites are not a health risk to the neighbouring communities.

All landfill sites in Ndlambe are licenced namely: Port Alfred, Bathurst and Alexandria, whilst Boknes and Seafield have Transfer site licenses. The Marselle landfill site was closed in July 2016 and is in process of adhering to the License of Closure. Specialist studies are nearing completion after which funding need to be sourced for the rehabilitation of the Marselle landfill site. The municipality is searching for donor / grant funding to close Port Alfred landfill site and to establish one regional landfill site for entire Ndlambe far from settlements and community. The municipality conduct in-house illegal dumping cleaning operations, community involvement. There is a service provider that collects recyclable material at the Port Alfred landfill site and they also collect at certain businesses in Port Alfred. As part of the BIGM program Dambuza Primary School Foundation phase pupils have been interacting with a similar grade school In Ottawa.

Residential household refuse are collected once per week in front of a residential property whereas business refuse is collected twice per week (subject to requests and need for collection). The municipality has 4 refuse compactors of which two are operational and 2 are in and out of the workshop. When compactors and trucks that collect refuse is out of commission the municipality appoint private contractors (service providers) to render the service. The municipality have two skip trucks that operate throughout Ndlambe and remove skip bins that are strategically placed within communities. A total of 20 593 households and businesses are serviced once per week (certain businesses serviced twice per week

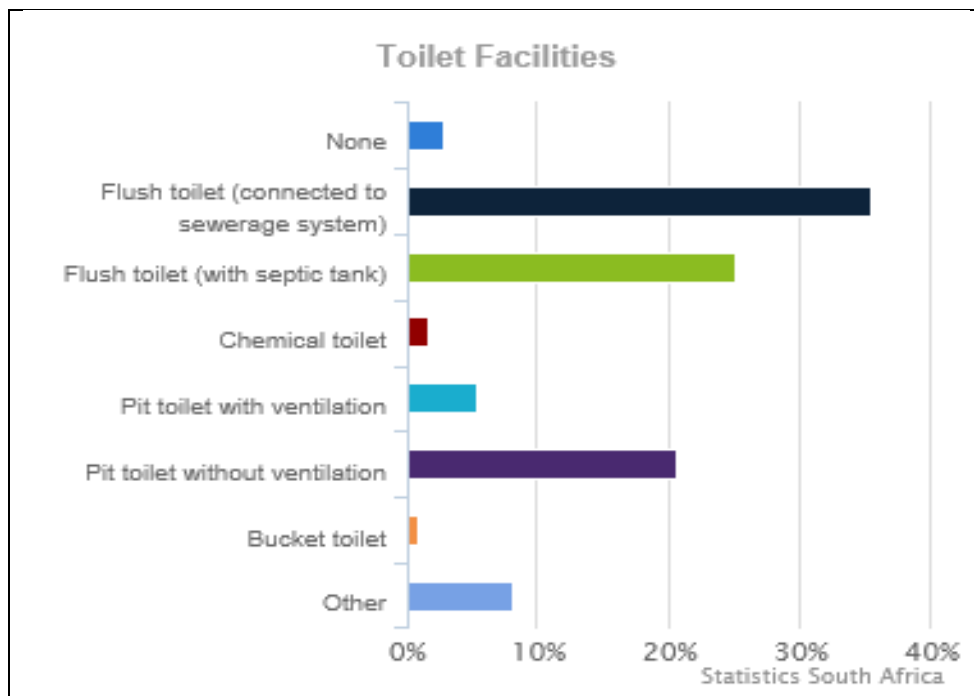
In Alexandria, Kenton-on-Sea and Port Alfred Central Business Districts (CBD) cleansing staff is deployed 7 days per week to keep town clean of litter. During the Festive season (December / January period additional contractual staff are appointed to assist with waste and cleansing services to ensure that the town, CBD, recreational facilities, open spaces and beaches are clean. An additional contractual workforce is appointed on New Year's Day to ensure that the town of Port Alfred and Kenton-on-Sea are clean from litter. The

municipality has procured 1300 wheelie bins that are being rolled out to the communities during June and July 2020 so to ensure that litter is placed in a secure container and in so doing keep the communities clean.

Table 2.7.4: Access to sanitation

Toilet Facilities	Household
<i>Flush Toilets (connected to sewerage system)</i>	6868
<i>Flush toilet (with septic tank)</i>	4831
<i>Pit toilet with ventilation (VIP)</i>	1033
Pit toilet without ventilation	3978
<i>Chemicals toilet</i>	337
Bucket toilet system	0
<i>None</i>	570
<i>Other</i>	1556
Total	19 332

Source: Census 2011



Trade Effluent

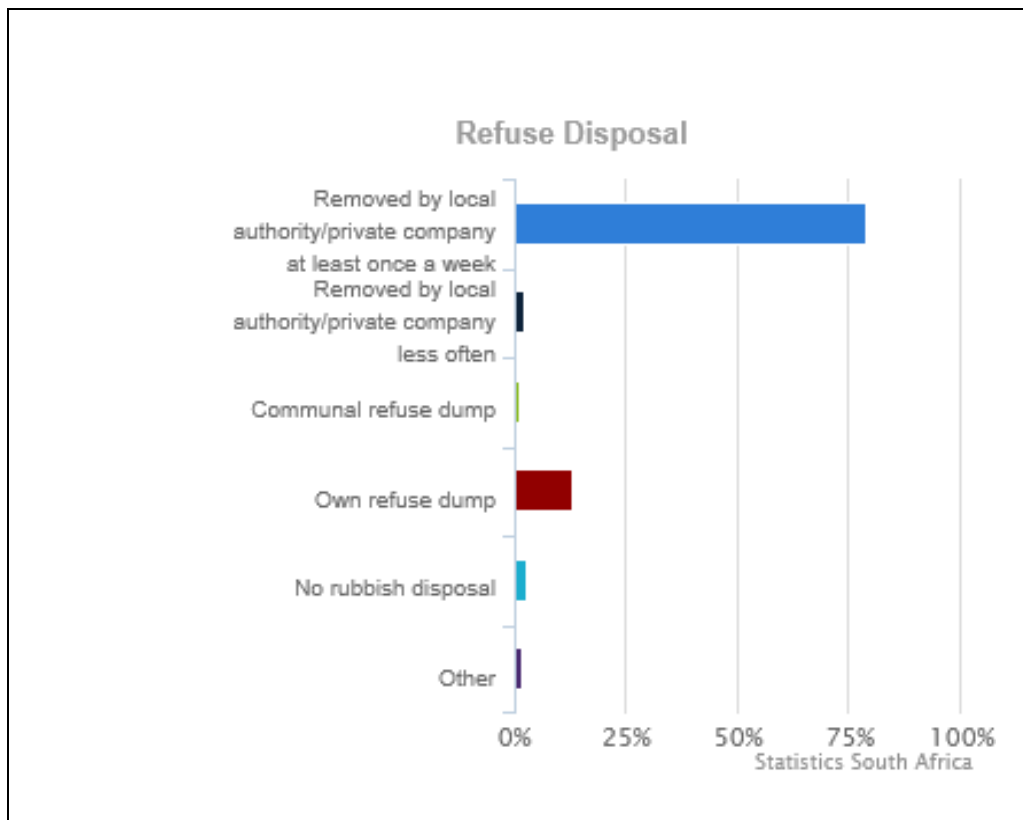
Due to the low level of industrialisation the municipality has, to date, not developed a Trade Effluent policy and there is no budget allocated for this function. In addition, there are no cases of Trade Effluent flowing into rivers or causing a health hazard that have been reported. Should this occur, the municipality's Law Enforcement Officer will act in accordance with the provisions of Provincial and National legislation.

Solid Waste Management (Refuse removal)

A large number of households have their refuse removed at least once a week either by the municipality or by a private company. A limited number of towns have their own refuse dump and few households have no rubbish disposal facilities. Statistics suggests that households whose refuse is removed amounts to 78,5 per cent per week.

Table 2.7.3: Refuse removal

Wards	Area of collection	Households serviced weekly
10, 9, 8, 7, 6	Greater Port Alfred area	6351
6	Greater Seafield / Fish River area	235
5	Greater Bathurst area	1979
4, 3	Greater Kenton-on-Sea area / Bushmans area	3800
2, 1	Greater Alexandria (Boknes / Cannon Rocks area)	3596
1-10	Informal settlements	4632
ALL	TOTAL	20 593



Continued challenges are experienced including:

- Unprotected dumpsites (Ward 1);
- Dumpsites that should be legalised (Ward 2 – Cannon Rocks);
- Sites that require maintenance (Wards 3 and 4);
- Areas with limited dumping sites (Wards 4 and 6).

The Municipality recognises the challenges but is facing institutional constraints that include the following:

- Only 1 of these sites is permitted sites - as a result, the Municipality is not complying with the legislative requirements;
- Transfer sites are in the process of receiving permits;
- Financial resources are not available to meet the requirements;
- There is no Integrated Waste Management Plan in place;
- The available fleet/equipment is aging and requires increasing maintenance; and
- The proximity of dumping sites to the communities promotes scavenging and this poses serious health and safety threats.

1.7.2 Roads and Storm water

Ndlambe has a total of 620.8 km of road networks in the Municipality, including 453.6 km of gravel and 167.2 km of surfaced road (Sarah Baartman Backlog Presentation, 2006). Households in Ndlambe Municipality reported 28% access to good roads, which is lower than the provincial average of 35%. Challenges encountered with regards to Roads and Storm water include lack of Roads Master Plan and Storm Water Plan. To remedy these challenges the municipality is in a process of developing the Roads Master Plan and Storm Water Plan. In the absence of the Roads Master Plan, the municipality established roads and transport forum to co-ordinate Roads and Transport planning. Also, there is limited capital budget for both Roads and Storm Water. Nonetheless the municipality do budget for Operations and Maintenance. The municipality has also adopted the EPWP Policy through which it is implementing the role of roads and stormwater management.

Furthermore the municipality has developed a Comprehensive Infrastructure Plan (CIP) which looks at infrastructure development and maintenance in a holistic manner for the entire municipal jurisdiction. The problem encountered is the lack of much needed funding for its implementation.

In general, it was found the municipal road networks are in need of routine and periodic maintenance (reseal or regravelling). In addition, there are many roads which require reconstruction. These include existing gravel roads which need to be built up and have new gravel layers applied.

Typical defects noted throughout the municipality include:

Bitumen Roads

- Surface cracking on bitumen roads, mainly due to the age and brittleness of the seal.
- Potholes, which develop due to serious cracking or due to failure in the basecourse.
- Edgebreak, which occurs at the edge of seal and progressively worsens if not treated.

- Shear failures of the pavement layers, resulting in deformations, particularly in the outside wheel paths.
- Deformations due to deep seated pavement failures, often caused by soft material below the pavement or by the ingress of water.
- Vegetation growth encroaching onto the sealed width.

Gravel Roads

- Corrugated or deformed surface due to infrequent maintenance blading.
- Loss of gravel and loss of shape. Some streets are rutted and need to be built up. Due to loss of shape, water ponds on the surface, escalating the problem.
- Erosion of surface and adjacent side drains on steep sections.
- Vegetation growth.

The range of defects, road types, traffic loading and traffic flows means that a variety of remedial measures will be required. The condition of the surfaced and gravel roads needs rehabilitation because they are operating beyond their design lifespan.

Summary of road length in Ndlambe municipality

Town and Suburb	Length	Length	Total Length
	Surfaced	Gravel	
Ward 10	49,237	26,398	75,635
Port Alfred : CBD & River	11,937	1,887	13,824
Golf Course	18,895	8,228	27,123
Forest Downs	3,766	6,834	10,600
High School	6,551	3,141	9,692
East Beach	4,263	2,703	6,966
Station Hill	3,825	3,605	7,430
Wards 7,8 and 9			
Nemato	21,825	20,450	42,275
Ward 1			

KwaNonkqubela	1,440	15,841	17,281
Ward 2	31,547	17,190	48,737
Alexandria : Town Area	13,725	2,615	16,340
Wentzel Park	2,555	4,298	6,853
Boknes	10,647	2,602	13,249
Cannon Rocks	4,620	7,675	12,295
Ward 3	18,688	15,105	33,793
Marselle	4,005	7,075	11,080
Harmony Park (Klipfontein)		3,130	3,130
Bushmans River Mouth – Town	7,443	1,950	9,393
River’s Bend and Industrial	7,240	2,950	10,190
Ward 4	30,810	4,157	34,967
Kenton : Town Area and CBD	20,215	1,590	21,805
Merry Hill	3,670		3,670
Ellengone	0,715	0,375	1,090
Ekuphumleni	6,210	2,192	8,402
Ward 5	9,170	39,263	48,433
Bathurst Town Area	5,505	22,453	27,958
Nolukhanyo	3,665	16,810	20,475
Ward 6			
Seafield / Kleinemonde / RietRivier	9,333	1,800	11,133
Totals for Ndlambe	172,050	140,204	312,254

Summary of Road Lengths Per Ward

Town and Suburb	Length Surfaced	Length Gravel	Total Length
Ward 1 : KwaNonkqubela	1,440	15,841	17,281
Ward 2 : Alexandria Boknes, Cannon Rocks	31,547	17,190	48,737
Ward 3 : Marselle Bushmans River Mouth	18,688	15,105	33,793
Ward 4 : Kenton – on – Sea Ekuphumleni	30,810	4,157	34,967
Ward 5 : Bathurst & Nolukhanyo	9,170	39,263	48,433
Ward 6 : Trappes Valley	9,333	1,800	11,133
Ward 10: Port Alfred	49,237	26,398	75,635
Wards 7,8 and 9 Nemato	21,825	20,450	42,275
Totals for Ndlambe	172,050	140,204	312,254

Roads Maintenance plan

The roads maintenance plan has been developed for the municipality through RAMS programme assisted by Sarah Baartman district municipality and the municipality will utilise this plan to ensure maintenance and upgrading of municipal roads.

Stormwater Drainage

The control of stormwater run-off is essential for the effective maintenance of any road network. Water needs to drain from the road surface, roadside channels must be free of litter and debris, and culverts and pipes need to be prevented from being blocked. In some areas, open channels are preferred to underground pipes as they are easier to maintain.

Within the Ndlambe Municipality, typical defects in the stormwater system include :

- Poor surface drainage of many roads, especially in the historically disadvantaged areas.
- Inadequate side drains on steep sections, resulting in scour next to the road.
- Vegetation blocking pipe outlets and grass overgrowing into side drains.
- Catch-pits and kerb inlets ineffective or clogged with debris.
- Broken lids of storm-water catch pits and manholes

The maintenance of the storm-water system would fall under routine maintenance. Some work to improve the system and ensure that it functions properly is required in places. Storm-water must be checked all the time as the water is a problem when affecting road layers.

Priority list of roads due to their critical conditions

The following are critical roads that need urgent attention due to their bad condition.

- When it comes to gravel roads, checking of roads is critical especially after heavy rain so that they can be prioritised according to their critical condition.
- Surfaced roads are also critical when it comes to list of roads indicated on the table below, These roads are breaking each and every time when it rains.
- These roads needs be prioritised when funding is available as they cost the municipality more on maintenance budget.
- These roads needs maintenance every Months, especially after heavy rains.

Port Alfred Town:

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation for the road
All Gravel roads to be graded regularly	Gravel	Re-gravelling	26.4	Upgrade to surfaced road
West Road	Surfaced	Pothole & slurry seal	1.8	Rehabilitation
Wesley Hill	Surfaced	Pothole & slurry seal	0.5	Rehabilitation

Muller Drive	Surfaced	Pothole & slurry seal	0.6	Rehabilitation
Salt Vlei	Surfaced	Pothole & slurry seal	1.0	Rehabilitation
Broad Way	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
Park Road	Surfaced	Pothole & slurry seal	0.6	Rehabilitation
Sports Road	Surfaced	Pothole & slurry seal	0.5	Rehabilitation
Becker Street	Surfaced	Pothole & slurry seal	0.3	Rehabilitation
Atherstone Road	Surfaced	Pothole & slurry seal	1.0	Rehabilitation
Hendry	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
Campbell	Surfaced	Pothole & Slurry	0.5	Rehabilitation
Masonic	Surfaced	Pothole & slurry seal	0.5	Rehabilitation
North Street	Surfaced	Pothole & slurry	0.3	Rehabilitation
Putt Road	Surfaced	Pothole & slurry seal	0.5	Rehabilitation
Dove Lane	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
York Road	Surfaced	Pothole & slurry seal	0.5	Rehabilitation

Station Hill

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads to be graded regularly	Gravel	Re-Gravelling	3.605	Upgrade to Surfaced road
Kivido	Surfaced	Pothole & slurry seal	0.6	Rehabilitation
Scheepers	Surfaced	Pothole & slurry seal	0.2	Rehabilitation
Bathurst Street	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
Malgas Road	Surfaced	Pothole & slurry seal	0.2	Rehabilitation
Nelson Road	Surfaced	Pothole & slurry seal	0.2	Rehabilitation
GoenVlei Road	Surfaced	Pothole & slurry seal	0.3	Rehabilitation
Hilpert Road	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
September St	Surfaced	Pothole & slurry seal	0.2	Rehabilitation
Freeman Crescent	Surfaced	Pothole & slurry seal	0.3	Rehabilitation
Muisvogel Road	Surfaced	Pothole & slurry seal	0.6	Rehabilitation
Dickerson Drive	Surfaced	Pothole & slurry seal	0.8	Rehabilitation

Nemato Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads to be graded regularly	Gravel	Re-Gravelling	2.500	Upgrade to Surfaced road
Runeli Drive	Surfaced	Pothole & Slurry seal	2.8	Rehabilitation
Solomon	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation

Mahlangu				
Ntontela St	Surfaced	Pothole & Slurry seal	1.0	Rehabilitation
Mabindisa St	Surfaced	Pothole & Slurry seal	0.65	Rehabilitation
Gwala St	Surfaced	Pothole & Slurry seal	1.0	Rehabilitation
Tyali St	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Matyeni St	Surfaced	Pothole & Slurry seal	0.15	Rehabilitation
Jakuja St	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
Ngxokolo St	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Ntente St	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
Mswela St	Surfaced	Pothole & Slurry seal	1.1	Rehabilitation
Mdoda St	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
Ngidana St	Surfaced	Pothole & Slurry seal	0.15	Rehabilitation
Mbabela St	Surfaced	Pothole & Slurry seal	0.4	Rehabilitation

Ndlovini Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads regularly	Gravel	Re-Gravelling	17.95	Upgrade to Surfaced roads
Thambo St	Surfaced	Pothole & Slurry seal	0.65	Rehabilitation

Bathurst Town and Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads	Gravel	Re-Gravelling	39.263	Upgrade to Surfaced roads
Nco Malan Lane	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Kowie Road	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Milkwood St	Surfaced	Pothole & Slurry seal	0.2	Rehabilitation
Boundary Road	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Beillie Road	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Koti St	Surfaced	Pothole & Slurry seal	0.9	Rehabilitation
Sqova St	Surfaced	Pothole & Slurry seal	1.5	Rehabilitation
Biko St	Surfaced	Pothole & Slurry seal	0.2	Rehabilitation
Mission St	Surfaced	Pothole & Slurry seal	1.6	Rehabilitation

Sea Field

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel	Gravel	Re-gravelling	1.8	Upgrade to Surfaced

Roads				road
Sandy Lane	Surfaced	Pothole & Slurry seal	0.9	Rehabilitation
Island Road	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
Fletcher Road	Surfaced	Pothole & Slurry seal	1.65	Rehabilitation
Beachwood Road	Surfaced	Pothole & Slurry seal	1.42	Rehabilitation

Kenton on sea & Marselle Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads	Gravel	Re-gravelling	19.825	Upgrade to Surfaced
East Bourne	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Bathurst Road	Surfaced	Pothole & Slurry seal	1.0	Rehabilitation
Ocean Avenue	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
River Road	Surfaced	Pothole & Slurry seal	0.4	Rehabilitation
West Bourne	Surfaced	Pothole & Slurry seal	1.0	Rehabilitation
Marry Hill Drive	Surfaced	Pothole & Slurry seal	1.2	Rehabilitation
Wesleyan	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Skeleton	Surfaced	Pothole & Slurry seal	0.6	Rehabilitation
Remainder Street	Surfaced	Pothole & Slurry seal	1.6	Rehabilitation
Dingaans Street	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation

Boesmansriviermond

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads	Gravel	Re-gravelling	4.900	Upgrade to Surfaced
2nd Avenue	Surfaced	Pothole & Slurry seal	1.5	Rehabilitation
South Street	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
4th Avenue	Surfaced	Pothole & Slurry seal	1.2	Rehabilitation
Park Street	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Hertzog Street	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
River passage	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Hoof Street	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Alexandria St	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Makhenke	Surfaced	Pothole & Slurry seal	1.9	Rehabilitation
Mjuza St	Surfaced	Pothole & Slurry seal	1.4	Rehabilitation

Boknes & Cannon rocks

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads	Gravel	Re-gravelling	10.277	Upgrade to Surfaced road
Daniel Scheepers	Surfaced	Pothole & Slurry seal	1.6	Rehabilitation
Alvard Martins	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Dias Street	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Kwaai Hoek	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Infant Street	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Mossel Street	Surfaced	Pothole & Slurry seal	0.75	Rehabilitation
Potgieter Street	Surfaced	Pothole & Slurry seal	3.0	Rehabilitation
Alice Road	Surfaced	Pothole & Slurry seal	3.5	Rehabilitation

Alexandria Town, KwaNonkqubela & Wentzel Park Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads to be graded regularly	Gravel	Re-Gravelling	22.754	Upgrade to Surfaced road
Relief Street	Surfaced	Pothole & Slurry seal	0.55	
Jubilee	Surfaced	Pothole & Slurry seal	0.52	Rehabilitation
Scheepers	Surfaced	Pothole & Slurry seal	0.45	Rehabilitation
Church	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
De Wet	Surfaced	Pothole & Slurry seal	0.35	Rehabilitation
West Hill	Surfaced	Pothole & Slurry seal	0.4	Rehabilitation
Wesleyan	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Mill Street	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Beite Street	Surfaced	Pothole & Slurry seal	2.2	Rehabilitation
PC Thebe St	Surfaced	Pothole & Slurry seal	1.75	Rehabilitation
A-Street	Surfaced	Pothole & Slurry seal	1.65	Rehabilitation
Phandle Street	Surfaced	Pothole & Slurry seal	1.42	Rehabilitation
Sokhuthu Street	Surfaced	Pothole & Slurry seal	0.65	Rehabilitation
Winnie Madikizela Street	Surfaced	Pothole & Slurry seal	0.85	Rehabilitation

Summary of annual routine maintenance budget for Ndlambe

Town and Suburb	Length Surfaced	Annual Maintenance Rate / km	Length Gravel	Annual Maintenance Rate / km	Total Annual Cost R 000's
Ward 10	49,237	R 60,360 / km	26,398	R 30,840 / km	R 3 786,1
Port Alfred : CBD & River	11,937	R 60,360 / km	1,887	R 30,840 / km	R 778,7
Golf Course	18,895	R 60,360 / km	8,228	R 30,840 / km	R 1 394,3
Forest Downs	3,766	R 60,360 / km	6,834	R 30,840 / km	R 438,1
High School	6,551	R 60,360 / km	3,141	R 30,840 / km	R 492,3
East Beach	4,263	R 60,360 / km	2,703	R 30,840 / km	R 340,7
Station Hill	3,825	R 60,360 / km	3,605	R 30,840 / km	R 342,1
Wards 7, 8 and 9	21,825	R 60,360 / km	20,450	R 30,840 / km	R 1 948,0
Nemato	21,825	R 60,360 / km	20,450	R 30,840 / km	R 1 948,0
Ward 1	1,440	R 60,360 / km	15,841	R 30,840 / km	R 575,5
Kwanonqubela	1,440	R 60,360 / km	15,841	R 30,840 / km	R 575,5
Ward 2	31,547	R 60,360 / km	17,190	R 30,840 / km	R 2 434,3
Alexandria : Town Area	13,725	R 60,360 / km	2,615	R 30,840 / km	R 909,1
Wentzel Park	2,555	R 60,360 / km	4,298	R 30,840 / km	R 286,8
Boknes	10,647	R 60,360 / km	2,602	R 30,840 / km	R 722,9
Cannon Rocks	4,620	R 60,360 / km	7,675	R 30,840 / km	R 515,6
Ward 3	18,688	R 60,360 / km	15,105	R 30,840 / km	R 1 593,8
Marselle	4,005	R 60,360 / km	7,075	R 30,840 / km	R 459,9
Harmony Park (Klipfontein)			3,130	R 30,840 / km	R 94,5
Bushmans River Mouth – Town	7,443	R 60,360 / km	1,950	R 30,840 / km	R 509,4
River's Bend and Industrial	7,240	R 60,360 / km	2,950	R 30,840 / km	R 528,0
Ward 4	30,810	R 60,360 / km	4,157	R 30,840 / km	R 1 987,9
Kenton : Town Area and CBD	20,215	R 60,360 / km	1,590	R 30,840 / km	R 1 269,2
Merry Hill	3,670	R 60,360 / km		R 30,840 / km	R 221,5
Ellengone	0,715	R 60,360 / km	0,375	R 30,840 / km	R 54,7
Ekuphumleni	6,210	R 60,360 / km	2,192	R 30,840 / km	R 442,4
Ward 5	9,170	R 60,360 / km	39,263	R 30,840 / km	R 1 176,3
Bathurst Town Area	5,505	R 60,360 / km	22,453	R 30,840 / km	R 1 764,4
Nolukhanyo	3,665	R 60,360 / km	16,810	R 30,840 / km	R 739,6
Ward 6	9,333	R 60,360 / km	1,800	R 30,840 / km	R 618,7
Seafield / Kleinemonde	9,333	R 60,360 / km	1,800	R 30,840 / km	R 618,7
Totals Annual Maintenance Cost for Ndlambe	172,050	R 60,360 / km	140,204	R 30,840 / km	R 14 120.6

Considering the role of roads in the economic activities of the area (tourism/transport of agricultural products), as well as the numerous rural settlements that rely on economic activities at centres like Port Alfred and Alexandria, the matter requires urgent attention. The municipality is currently piloting a concrete slab and block paving as a sustainable alternative to tarring. But the municipality does not have enough funding and is therefore in need of assistance from the relevant sector departments and state agencies. The municipality is also of the view that:

- With regard to the study area's transportation network the Municipality should endeavour to upgrade existing road surfaces to appropriate standards in accordance with the growth of traffic volumes and in order to functionally link previously identified nodes.
- The transportation networks play an important role in sustaining the nodal points in the study area. Maintenance should also be done in accordance with the settlement hierarchy. The main objective of the transportation policy is to provide a safe and efficient road network system, built to appropriate standards so as to optimize the accessibility of services and facilities for local communities, improve transport efficiency for economic activities and allow tourist access to the region's assets.

Non-motorised transport

a) Animal drawn transport

Animal drawn carts are seldom found in Ndlambe municipality. These vehicles are not licensed and are not allowed on public roads.

b) Bicycle Transport and facilities

There is generally no provision for bicycle travelling within Ndlambe municipality. Cyclists share the travelled way with motorized traffic. Cycling, however, is not a prevalent form of transport in the municipality but is predominantly a recreational activity.

c) Sidewalks and Walkways

Visual assessments of the primary transport indicate a need for the provision of sidewalks and walkways. Given the limited income profile of the maturity of the population and the close proximity of residential townships to the business nodes, walking is one of the main transport modes in Ndlambe. Despite this, there is a lack of suitable pedestrian facilities. The lack of verge maintenance along primary routes often results in pedestrians sharing the travelled way with motorized transport. According to the Sarah Baartman District Municipality's Integrated Transport Plan Ndlambe municipality's length of sidewalks is equivalent to 37.21 kilometres and the length of walkways is 6.29 kilometres.

Scholar Transport

The majority of scholars walk to school. In the urban areas, more than 80% walk, whilst this percentage is slightly lower in the rural area, with a higher percentage using public transport (bus and taxi) than in the urban areas. This can be attributed to the fact that scholar transport contracts are in place in some of the rural areas.

Public Transport

a) Minibus services

There is one registered taxi association in Ndlambe municipality. Port Alfred is the only location where bakkie taxis are used but the extent of their utilization has not been quantified. There are currently a total of 5 functional formal and 2 informal taxi ranks with 17 stops in Ndlambe. Due to lack of funding the municipality does not have minibus shelters except for those found in some of the formal taxi ranks.

b) Bus services

No subsidized bus services are provided in Ndlambe municipality. Bus services in the municipality are therefore limited to long distance bus operations on the main routes, and to private operators who are based in Port Alfred and Bathurst.

c) Metered Taxi

There are no metered taxis operating licenses that have been issued within the municipality.

d) Maritime transport

The Municipality does not have a harbour and as such does not perform any role pertaining to maritime transport. There is a Small Boat Harbour on the Kowie river. Majority of the boats moored there are recreational river vessels as well as recreational river / sea vessels, commercial boat operators and charters. There are a few commercial fishing vessels that are based in the Small Boat Harbour that fish out at sea.

The Ndlambe municipality met with SAMSA (South African Maritime Safety Authority) and since February 2020 all boats that operate on the Ndlambe estuaries may not do so unless compliant with SAMSA regulations and can produce the necessary Skippers, Certificate of Fitness, buoyancy certificates. Then only can they register with Ndlambe municipality to obtain river usage periods to operate on estuaries within the Ndlambe area of jurisdiction.

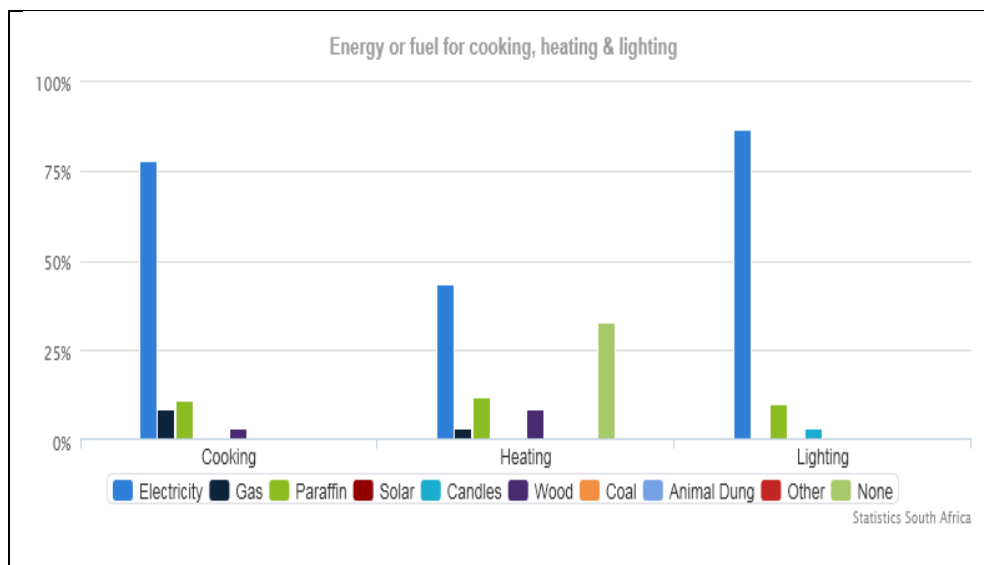
The Sarah Baartman District Municipality appointed CES to conduct a Coastal Management Programme for four (4) coastal municipalities under its jurisdiction namely Ndlambe, Sundays River Valley, Kouga and Koukamma. This was concluded in the 2019/2020 financial year and was open for public comment to be published in the Provincial Gazette.

2.7.3 Energy

The table below shows the households access to energy with electricity being the highly used source of energy followed by paraffin. It is for this reason that the municipality has identified installation of low cost solar geysers as one of its projects, and is also investigating alternative sources of renewable energy so as to reduce the large burden of households using electricity. This is in response to Eskom's call for households to reduce electricity consumption. But what is evident is that the topography of the area is not suitable for wind energy and the area does not have waterfalls.

Table 2.7.3 – Access to Energy

Energy Source	Cooking	Heating	Lighting
Electricity	77,4%	43,4%	86,3%
Gas	8,2%	3,1%	0,1%
Paraffin	10,8%	11,7%	9,8%
Solar	0,2%	0,4%	0,3%
Candles	0%	0%	3,2%
Wood	3%	8,4%	0%
Coal	0,1%	0,5%	0%
Animal Dung	0%	0%	0%
Other	0,1%	0%	0%
None	0,2%	32,4%	0,3%



Source: Census, 2011

Electricity

Ndlambe Municipality buys electricity in bulk from Eskom and is responsible for the distribution thereof within its approved areas of supply. The reticulation in the area is managed by a Service Provider: CDR Electrical (Port Alfred and Alexandria), and ESKOM in the rural areas. From the Census 2011 data it can be seen that a greater portion of households have electricity and very few are using solar system.

The introduction of pre-paid services in new housing projects supports the financial management processes of households in the Municipality. With the installation of pre-paid meters, the responsibility of ensuring affordable access to vendors becomes a municipal issue. The availability of street lights represents a major

challenge to the Municipality. This is an issue listed in 6 of the 10 Wards, namely Wards 1, 2, 3, 4, 8 and 9. The institutional constraints include:

- The Municipality does not have an Electricity Master Plan;
- Financial capacity to operate and maintain services;
- Financial capacity to provide new infrastructure;
- Aging tools/equipment/vehicles that need replacing;
- Possible inclusion in RED's;
- Loss of income due to tampering of meters.

As per the Sarah Baartman District Municipality the Restructuring of the electricity distribution industry and the establishment of regional electricity distributors (RED's) represents a concern with regard to the financial implications. The restructuring of electricity distribution, if not correctly implemented, could have a significant negative impact on the revenue of larger municipalities that distribute electricity. Alternative restructuring models were considered to limit the fiscal risk and exposure of these municipalities, including the revision of the six RED(s) boundaries. Ndlambe remains committed to participate in the RED's forum discussions without pre-mature commitment to the process.

2.7.4 Housing

Sustainable Human Settlements refer to:

“well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”.

At the heart of this initiative is the move beyond the provision of basic shelter towards achieving the broader vision of sustainable human settlements and more efficient cities, towns and regions. It is within the following guidelines that the delivery of housing will be approached in Ndlambe:

- The present and future inhabitants of sustainable human settlements located both in urban and rural areas, live in a safe and a secure environment and have adequate access to economic opportunities, a mix of safe and secure housing and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services.
- Land utilization is well planned, managed and monitored to ensure the development of compact, mixed land-use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement, and transit via safe and efficient public transport in cases where motorized means of movement is imperative.
- Specific attention is paid to ensuring that low-income housing is provided in close proximity to areas of opportunity.
- Investment in a house becomes a crucial injection in the second economy, and a desirable asset that grows in value and acts as a generator and holder of wealth.

- Sustainable human settlements are supportive of the communities which reside there, thus contributing towards greater social cohesion, social crime prevention, moral regeneration, support for national heritage, recognition and support of indigenous knowledge systems, and the ongoing extension of land rights (Breaking New Ground – DPLG 2006).

This Chapter is in accordance with the rules for the compilation of Housing Chapters of Integrated Development Plans, National Housing Code, 2006.

Municipalities are required to take the lead role in negotiating the location of housing supply to facilitate spatial restructuring, spatial planning and transportation systems and the integration of housing into municipal IDPs.

This entails the following:

- Initiating, planning, facilitating and coordinating appropriate housing development.
- Promoting private sector development and playing the role of developer.
- Preparing a housing delivery strategy and setting up housing development goals.
- Allocating and planning land for housing development.
- Creating a financially and socially viable environment for housing delivery.
- Facilitating the resolution of conflicts arising from housing delivery initiatives.
- Facilitating the provision of bulk services.
- Administering national housing programmes.

HOUSING SECTOR PLAN

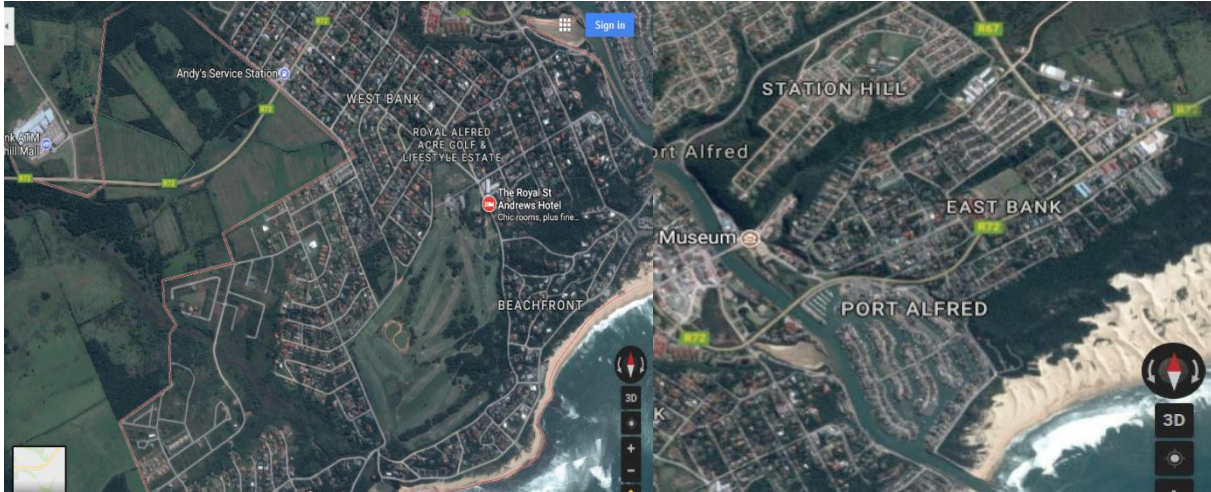
The Human Settlement Plan / Housing Sector Plan integrate the housing chapter of the Integrated Development Plan (IDP), Spatial Development Framework (SDF), Land Use Management Strategy (LUMS) and Infrastructure Development Planning all of which are essential parts of the Spatial Policy Plans and Strategies for Sustainable Human Settlement Planning.

The Human Settlement Plan has the following objectives:

- Outline the housing / human settlement dynamics in the Ndlambe Municipality;
- Document housing and human settlement delivery, best practices and lessons; and
- Set out proposals to fast track human settlements and addressing shortcoming of current delivery systems in the Ndlambe Municipality.

RESTRUCTURING ZONES

Restructuring Zones are Geographic Areas that are identified by Council and supported by province for targeted, focused investment. Ndlambe Council recently approved the East and West bank of its economic hub Port Alfred (see below).



Generally, Restructuring Zones are Areas characterised by the following dysfunctionalities:

- Spatial Restructuring by bringing lower income people into areas where there are major economic opportunities and from which they would otherwise be excluded because of the dynamics of the land market on the one hand and the effects of land use planning instruments on the other hand, etc.
- Social Restructuring by promoting a mix of race and classes.
- Economic Restructuring by promoting spatial access to economic opportunity and promoting job creation.

NDLAMBE MUNICIPALITY MANDATE IN DEVELOPMENT OF HUMAN SETTLEMENTS

Human Settlements Mandate:

- a) Facilitate the creation of the environment for households to satisfy their housing and livelihood needs in a sustainable manner
- b) Plan, co-ordinate, facilitate and develop functional settlements and neighborhoods that best support household and good quality of life and livelihoods.
- c) Implement measures to transform settlements and neighbourhoods to overcome segregation and spatial inequality as well as contribute towards community cohesion, economic development and sustainability.

Human Settlements Functions

- a) Plan for settlement development (land, location, land use, housing typologies etc.)

- b) Develop enabling policy, by-laws and frameworks
- c) Implement Projects for the Development of shelter and access to basic household services
- d) Manage and administer National & Provincial Housing Programmes (as accredited and/ or devolved/ assigned)
- e) Facilitate and support “gap” housing developments
- f) Undertake beneficiary administration, empowerment and liaison
- g) Coordinate the efforts and inputs of multiple sectors/ actors
- h) Provide, mobilise and administer funds and grants
- i) Establish and maintain appropriate capacity of Ndlambe Municipality, systems and procedures
- j) Maintain the built environment for long term/ sustainability

Human Settlements Objectives (Long Term)

- a) Ensure universal access to household basic services
- b) Plan for transformation, inclusion and resilience (overcome spatial inequality)
- c) Increase densities & develop rental housing at scale
- d) Renew priority urban zones (i.e. townships & inner Ndlambe Municipality)
- e) Improve organizational alignment & fitness

NDLAMBE MUNICIPALITY CAPACITY ASSESSMENT

- Province has been approached to assist with approving and allocating a portion of the Municipal Human Settlements Capacity grant to the Ndlambe Local Municipality.
- A process to review capacity of the Ndlambe Municipality housing section including the organogram of the entire municipality administration is being considered.
- As part of turnaround plan for Ndlambe human settlements section, attention will be paid to recruiting staff that will be able to carry the mandate of developing integrated Human Settlements.

SITUATION: INFORMAL SETTLEMENTS

There is a need for informal settlements upgrading in order to improve the livelihoods of people living in informal areas, there are informal areas in and around Ndlambe Municipality and these are as follows:

- 7 Informal Settlements

NAME OF INFORMAL SETTLEMENT	SERVICES
1. New Rest	Access to Water
2. Bayso	Access to Water

3. Cricket Field	Access to Water
4. Ezidonkini	Access to Water
5. Potyopayi	Access to Water
6. Klipfontein	Access to Water
7. Brakfontein	Access to Water

The department of Human Settlements must be approached to ensure that these informal settlements are included in the provincial business plan for Informal Settlements Upgrading.

The Municipality is committed to the promotion of the concept and greater care will be taken in future with regard to aligning the provision of shelter with the required infrastructure including social, economic and education facilities. Special attention should be paid to:

- Considering the cost implications of upgrading or installing the required bulk infrastructure as this could influence the available finance for existing and prioritised infrastructure projects. New housing developments impact on the quality of services to the existing residents as facilities reach their maximum capacity.
- The handing over of housing schemes to the owners should coincide with the updating of the Indigent Register to ensure future payment for services.
- Facilities such as street lights, roads development and access to schools should be an integral part of the planning phase.

Generally in South Africa, the issue of land for human settlements is a problem and Ndlambe municipality is no exception. The municipality is confronted with a problem of land scarcity, particularly in ward 4 (Kenton-on-Sea). The problem is also compounded by the unavailability of land audit, although the municipality intends carrying out one. Another problem is a sprawl of squatter camps within the municipality, particularly in ward 5, and a lack of land invasion policy to deal with this problem. Nonetheless, the municipality has identified suitable land for human settlements through the SDF process.

Dwelling Type

The study area has prevalence (78%) of houses or brick structures on a separate stand or yard and only 3.7% traditional dwellings. Informal dwellings in informal or squatter settlements constitute 9% of the dwellings in the area. The predominance of formal brick housing structures is an indication that the municipality has an urban bias where more people stay in the urban areas than the rural, evidence by the very few rural settlements in the region. There are very few high density residential developments such as flats, cluster or a semi-detached house which is contrary to the principles of densification is essential to the creation of sustainable settlements.

Table 2.7.4 – Dwelling type

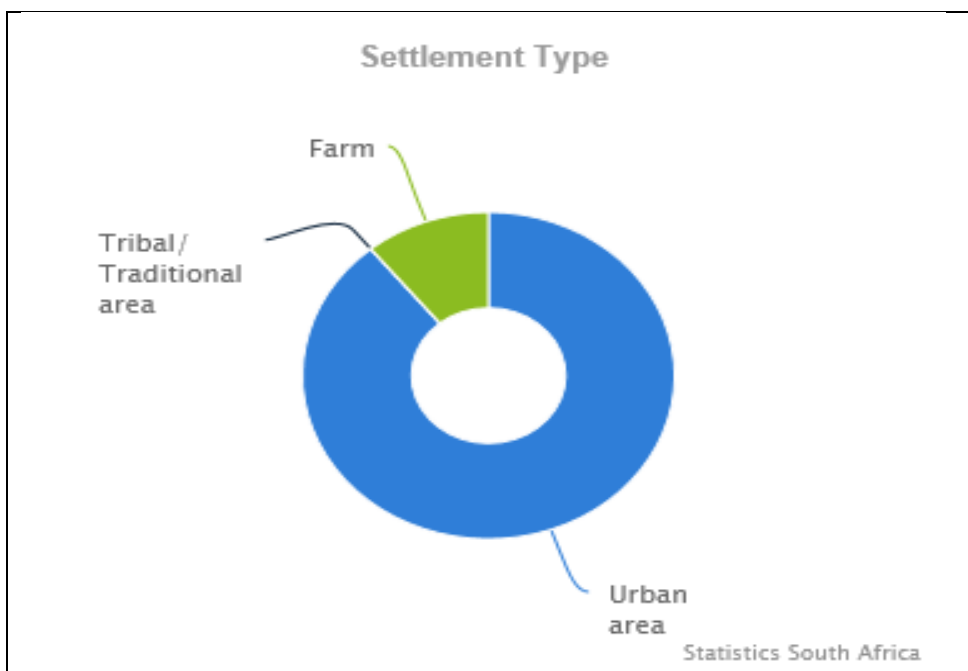
Dwelling Type	Number	%
House or brick structure on a separate stand or yard	15 238	78
Traditional dwelling/ hut/ structure made of traditional materials	726	3.7
Flat in block of flats	254	1.3
Town/cluster /semi – detached house (simplex: duplex: triplex)	404	2
House/flat/room in back	229	1
Informal dwelling /shack in the back yard	465	2.3
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm	1718	9
Room / flatlet not in back backyard but on a shared property	29	0.1
Caravan or tent	117	0.6
Other	148	0.8
Total	19 418	100

Source: Census, 2011

Settlement type

Table 2.7.4.1 – Settlement Type

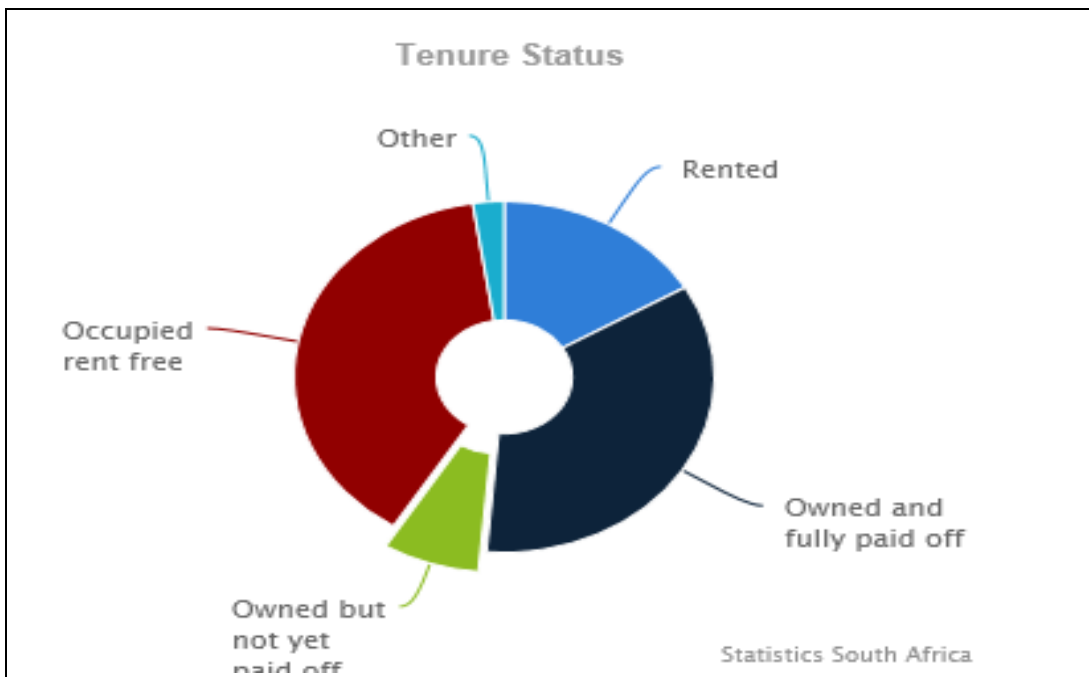
Settlement Type	
Urban	89.10%
Tribal/Traditional	0%
Farm	10.90%



Tenure Status

Table 2.7.4.2 – Tenure Status

Tenure Status	Percentage
Rented	16,5%
Owned and fully paid off	34,9%
Owned but not yet paid off	7,5%
Occupied rent free	38,8%
Other	2.40%



Housing backlog

The housing backlog in the municipality is estimated to be 10026 units as broken down below:

Table 2.7.4.3 – Household backlog

INCOME CATEGORY	No. of households per category currently residing in...			
	Informal settlement	Backyard shacks	Renting	Other
Household Income < R3 500	2500	2000	500	-
Household Income < R3 500 to R7 500	500	750	1000	-
Household Income < R7 500 to R12 500	10	0	1000	-
Household Income > R12 500	0	0	200	-
TOTAL	3010	2750	2700	10026

Source: Ndlambe, HSP 2011-2016

The municipality's housing waiting list per settlement reflects the following:

AREA	NO. BENEFICIARIES
Alexandria	1295
Bathurst	1035
Boesmansriviermond	860
Kenton-on-Sea	626
Klipfontein	71
Port Alfred	3216
TOTAL	7103

Source: Ndlambe housing waiting list

HOUSING DELIVERY

Project Name	Units	Area	Type	Estimated Amounts
Nemato 120 (Phase 1)	120	Port Alfred	Running	R18 149 459,94
Bushmans River Mouth 269 (29)	29	Bushmans River	Running	R3 980 946,98
Nemato 120 Extension	105	Port Alfred	New Project	R14 520 345,00
Cricket Field	130	Port Alfred	**Informal Settlement Upgrading (NUSP)	R900 000,00
New Rest	556	Port Alfred		R2 700 000,00
Ezidonkini	79	Port Alfred		R350 000,00
Bayso	50	Port Alfred		R200 000,00
Brakfontein	335	Alexandria		R2 500 000,00
Klipfontein	50	Klipfontein		R250 000,00
Ezihagu (Marselle 500)	500	Marselle		R3 500 000,00
Wentzel Park 45				New Project
Ekuphumleni 568 (85)	85	Kenton	Unblocking	R11 754 565,00
Trappes Valley	100		***Rural Project	R13 828 900,00
Longvale Farm	100			R13 828 900,00
Boknes (Portion 55 of Farm Richmond No.343)	50			R6 914 450,00
NEMATO Infill Areas		Bathurst, Nemato, Alexandria and Bushmans	Informal Settlement Upgrade	
Ndokwenza		Kenton		
Horseplay		Kenton		

* Planned for Implementation – Top Structure Construction

** NUSP Program – Basic Services to the Informal Settlement Upgrading (Water, Sewer, Access Road and Electricity)

***Estimated Rural Project for planning

OTHER PROGRAMMES

Project Name	Purpose
Restructuring Zone	Ndlambe's demarcation for SOCIAL HOUSING, FLIPS & CRU Zone
	- Funding Application for Investigation & Needs Analysis Exercise and Land Allocation
Housing Sector Plan Review	Human Settlement's Planning Document
Rectification	Need to Investigate potential projects for Funding Application

PLANNED PROJECTS

Project Name	Number of Units	Project Type	Status of the Project	Cost per unit	Total Cost (R)
ALEXANDRIA	(1500) 1200	Project linked	Under planning	R155 883,78	R187 060 536, 00
MARSELLE	500	Project linked	Under planning	R155 883,78	R77 941 890, 00
Project Name	Number of Units	Project Type	Status of the Project	Cost per unit	Total Cost (R)
HARMONY PARK	50 (62)	Project linked	Under planning	R155 883,78	R9 664 794, 36
KENTON ON SEA	564	Project linked	In process	R155 883,78	R46 765 134, 00
BATHURST	1000	Project linked	Under planning	R155 883,78	R155 883 780, 00
TRAPPES VALLEY	50	Project linked	Under planning	R155 883,78	R7 794 189, 00
CANON ROCKS/BOKNES	100 (58)	Project linked	Under planning	R155 883,78	R7 794 189, 00
THORNHILL	+ - 1000	Project linked	Business planning	R155 883,78	R578 484 707, 50

PROJECTS REQUIRING RECTIFICATION (PHASE 2)

Project Name	Number of Units	Rectification	Project Type	Status of the Project	Estimated Cost per unit	Total Cost (R)
Port Alfred	1095	Applied for Rectification	Project linked	Awaiting for the response from	R120 000,00	131 400 000,00

				Department of Human Settlements		
Port Alfred (Station Hill)	113	Applied Rectification for	Project linked	Awaiting for the response from Department of Human Settlements	R120 000,00	R13 560 000,00
Alexandria Phase 2	402	Applied Rectification for	Project linked	On House could not be built due to lack of space	R120 000,00	R48 240 000,00
Alexandria (Wentzel Park)	401	7 houses not built, will be constructed during rectification	PHP	Department of Human Settlements is on procurement stage.	Lumpsum	R5 000 000,00
Alexandria Phase 3	714 (455)	In progress	Project linked	Only 60 units are outstanding to complete the project.	R96 000,00	R43 680 000,00
Alexandria	88	Applied rectification for	Project linked	Awaiting for the response from Department of Human Settlements	R120 000,00	R10 560 000,00
Bathurst (Freestone)	212	Applied rectification for	Project linked (PHP)	Awaiting for the response from Department of Human Settlements	R120 000,00	R25 440 000,00
Bathurst (Freestone Ext 3)	249	Applied rectification for	Project linked (PHP)	Awaiting for the response from Department of Human Settlements	R120 000,00	R29 880 000,00
Bathurst (Nolukhanyo Ext -R/L2)	96 (86) Not enough space to build on	Applied rectification for	Project linked (PHP)	completed	R120 000,00	R11 520 000,00
Bathurst Phase 2	540	Applied rectification for	Project linked	Awaiting for the response from	R120 000,00	R64 800 000,00

				Department of Human Settlements		
Bathurst	157	Applied for rectification	Project linked	Completed	R120 000,00	R18 840 000,00
Port Alfred (Thornhill 509)	509		Project linked	completed	0	0
TOTAL ESTIMATED COST						R402 920 000,00

Project Approved for Pre – Planning

Project Name	Number of Units	Pre - Planning	Project Type	Status of the Project	Cost per unit	Total Cost (R)
Port Alfred (Thornhill)	780	Approved for pre - planning	Project linked	Waiting for the contract to be signed between Department of Human Settlements and Ndlambe Local Municipality	R5 883, 78	R4 589 348,40
Marselle	500	Approved for Pre - Planning	Project linked	Waiting for the contract to be signed between Department of Human Settlements and Ndlambe Local Municipality	R5 883, 78	R2 941 890,00
TOTAL COSTS FOR CONDUCTING PRE – PLANNING IS						R7 531 238, 40

Project Application for top structures

Project Name	Number of Units	Planning	Project Type	Status of the Project	Cost per unit	Total Cost (R)
Port Alfred (Thornhill)	780	Installation of reticulation and the construction of Top structures	Project linked	Once the pre – planning activities are completed	R150 000,00	R117 000 000,00
Marselle	500	Installation of reticulation and the construction of Top structures	Project linked	Once the pre – planning activities are completed	R150 000,00	R75 000 000,00
TOTAL COSTS FOR INSTALLATION OF INTERNAL RETICULATION AND CONSTRUCTION OF TOP STRUCTURES						R192 000 000,00

The financial figures presented above needs to be revised due to price escalation in the recent years.

The following projects are planned projects for special needs:

SPECIAL NEEDS HOUSING FOR:	YES	NO	NO. OF UNITS PLANNED			
			CURRENT	SHORT TERM 1-3 YRS	MEDIUM TERM 5 YRS	LONG TERM +5 YRS
HIV/ Orphans		o	0	0	0	0
Indigent/ Aged	Yes		8000	1000	7000	0
Farm Workers		No	0	0	0	0
Other, please specify	Yes	o	0	0	0	0
TOTAL			8000	1000	7000	0

Municipal capacity and housing delivery

The Ndlambe municipality has not been granted developer status with respect to the delivery of housing in its area of jurisdiction. It relies on the Province to carry out a significant part of the responsibilities related to housing development. The 2009 HSP identified the lack of institutional capacity as a major obstacle to efficient and effective housing delivery in the municipality.

In view of the above, the following issues have been identified as negatively impeding on the housing delivery process:

- Local municipality personnel, contractors and other stakeholders are under capacitated;
- Poor project management;
- Lack of compliance with contractual agreements;
- Lack of municipal representation/consistent monitoring on construction site(s);
- Lack of civil and social infrastructure (Roads, Water and Sewerage reticulation) to address housing demand both in urban and rural areas;
- Lack of potable water which has been the main hindrance for the past three years; and
- Inefficient project data capture

INFORMAL SETTLEMENTS AS A TOOL TO REDUCE HOUSING BACKLOG

It would be advantageous for Ndlambe Municipality to lead the development of Informal settlements as this will lead to planned and organised Informal Settlements around the municipality. Ndlambe Municipality currently +- 8000 units backlog around its jurisdiction with majority of its backlog being in Port Alfred its main economic hub. The majority of people on the backlog are registered on the National Housing Needs Register. Some of the people on the backlog live in Informal settlements which are characterized by lack of formal tenure, insufficient public space and facilities, inadequate access to municipality services, poor access ways, and non-compliance with planning and building regulations and some are backyard dwellers.

Ndlambe Municipality has made good progress in decreasing the service delivery gap in informal settlements, the organic form of informal settlements makes it very difficult to provide municipal utility services such as water, sanitation, electricity access and waste removal within the required national guidelines. As a result of the compactness of informal settlements, communal services are often provided on the outskirts of a

settlement, locations which are often not easily accessible for many of the dwellings. In addition, informal settlements also confront health threats due to the lack of disposal of grey water, the prevalence of rodents and other environmental health risks. Informal settlements are at a greater risk from the effects of disasters.

Some informal areas are built on dangerous sites such as unplanned landfill sites, wetlands or depressions which intensify the likelihood of disasters such as flooding. Fires are a particular danger for inhabitants in informal settlements. The high density of these settlements and the highly-flammable building material result in the rapid spread of fires. The layout and the density of these settlements make it very difficult for the Municipality to respond effectively to fires. Hence, fires in informal settlements often result in loss of life as well as loss of houses and possessions.

ADVANTAGES OF PLANNED AND ORGANISED INFORMAL SETTLEMENTS

Many municipalities, including Ndlambe Municipality, have started the process of formalising informal settlements. Ndlambe has started the process of designing and planning Informal Settlements around its jurisdiction. Planning and organising the informal areas have many advantages inter alia the following:

- A positive, legible urban structure that integrates the settlement with its surrounds;
- A safer integrated public realm;
- Emergency and services vehicular access and egress roads;
- Safe and convenient paths for movement of people on foot;
- Open space, where achievable, for essential community facilities that may precede the formal upgrading process;
- Better located and maintained basic municipal utility services.
- The successful re-blocking of an informal settlements aim to-
- Reduce the risk of fire developing and spreading quickly over large areas;
- Mitigate the negative impacts of potential disasters and health hazards;
- Improve the safety and security of the residents and contribute to transforming the livelihoods of the affected communities;
- Whatever possible, create an appropriate environment conducive to the future implementation of the formal Upgrading of Informal Settlements Programme;
- Create job opportunities for unemployed local residents through the expanded Public Works Programme (EPWP);
- Increased Housing opportunities

PRELIMINARY PEGGING, SURVEYING AND PLANNING OF INFORMAL SETTLEMENTS

Ndlambe Municipality has a number of informal settlement that has been challenged with shack fires due to not being properly formalised areas and is starting a process of Pegging, Relocation of beneficiaries to each stand.

The preliminary pegging & survey is planned to commence in April 2019 for the following areas:

1. Braakfontein 311
2. Wentzel Park 45 (Temporary Structure on site)
3. Nemato Airfield 556 (Called New Rest)

4. Horseplay 80
5. Sgaqa Area 50
6. Trappes Valley 50

From the above discussions, Ndlambe Municipality has performed well above average in the Human Settlement Development and the support & dedication of the appointed Professional Consulting Engineer has been appreciated both from the community and administration. All of the above has been done in the interest of Human Settlement Development and for service delivery of the Ndlambe Municipality community.

2.7.5 Protection Services

Road Safety

Traffic Technical Section: This section consists of one member who are responsible for the maintenance of all road signage and markings within the Ndlambe Municipal jurisdiction. An audit was carried out in the 2019/2020 financial year of all road marking and traffic related signage that are required. Monies on the Road markings Traffic budget were used to buy priority enforcement signage and paint. On-going road markings of municipal roads and streets continued throughout the financial year. Subject to availability of funds additional priority enforcement signage will be erected and or replace. This will be tabled at the various Ward committees and will be carried out as priority high risk areas.

Driving License Testing Centre & Vehicle Licensing and Registration: There are two MVRA's that serve the public within the Ndlambe area namely, Port Alfred and Alexandria. The Alexandria DLTC is open for the public and offer public to do learners' and driver license, PrDP applications and motor vehicle registration. They have opened as from 1 June 2021.

The MVRA at Port Alfred DLTC was closed during the lock down period but now yet again offer all services to the public relating to MVRA's, Learners and Drivers licenses, PDP's etc and is operational. There is a current shortage of personnel at both Alexandria and Port Alfred offices but services are offered at present.

Total Computer Solutions (TCS): This is the heartbeat of the traffic law enforcement section. All relevant section 56 documents (fines) are processed from here to court. Currently this section comprises of one member. This person has to process all relevant documentation relating to law enforcement, and also has to process other tasks like applications for events and displaying of banners ext. With the Adjudication of Road Traffic Offences (ARRTO) that will be implemented in due course, additional staff will have to be appointed at this section in order to be able to cope with the greater workload.

Traffic Law Enforcement: The Ndlambe Traffic department have a full –time Chief Traffic Officer, Deputy Traffic Chief and traffic officers. The Traffic officers work in shifts during the week (06h00 – 14h00 and 14h00 – 20h00) and over the weekend. There is one vehicle per shift operating in the area. The law enforcement component is 4 Traffic Officers, 3 Examiner / Traffic Officers and 1 Traffic warden. VCPs, road blocks and visible patrols are carried out throughout the area of Ndlambe.

Disaster Management

Ndlambe has also got a full time Manager Fire & Emergency Services (Chief Fire Officer).

Within the jurisdiction there is a fully operational 24 hour Fire station. This is based in ward 10, Port Alfred and double up as a Joint Operation Centre in case of disasters. The Fire department has a full time 24 hours a day (2 shifts of 12 hours) control room to field emergency calls.

The fire department is operational 24 hours per day (2 shifts of 12 hours) and there is a Senior Fire-fighter and Fire fighters per shift. Fleet at the base is limited but can attend to house / structural and veld fires as well as responding to accidents and HAZMAT incidences.

The Bushmans Integrated Emergency Response Centre (IERC) is situated next to the R72 in Ward 3 and is manned 24 hours per day by retained fire fighter personnel. There are rescue vehicle based at the centre. This has ensured that call outs to fires and accidents have taken place faster and more effective. It services the Ndlambe west area and assist with back up in major incidences.

The Fire department attend to a variety of call-outs that are all recorded on a Rural Metro Incidence Reporting system. Call-outs include: Informal and formal and factory fires, veld and forest fires, motor vehicle accidents, HAZMAT incidences and any other emergency services

The municipality has adopted fire services tariffs which are reviewed annually as part of the legislated Budget Processes. These tariffs are approved by Council at the end of each financial year and cover the following:

FIRE TARIFFS DESCRIPTION

Fire Prevention inspection (on application)	Assistance after 3 hours / per hour Outside Municipal area.
Fire Prevention inspection FOLLOW-UP (re-application)	Control burning without a permit
Fire Prevention Non-compliance certificate	Spillage/Hazmat incidents per hour per incidents
Fire Prevention compliance certificate	Any other incidents not mentioned above
Flammable Substance Certificate - per certificate	Dealers - flammable substances: Flammable Liquid Store / store
Population Certificate - per certificate	Flammable Liquid Storage Tank (above & underground) / tank
Dangerous Goods Certificate - per certificate	Spray Room and Spray Booth - per room or booth
Fire Investigation Report - per report	Mixing and Decanting Rooms - per room
Training per person per 20 hour course (Non-accredited)	Liquid Petroleum Gas: Bulk Tanks - per tank
Emergency Calls:	Storage - per storage facility
Truck and light duty vehicle fires per vehicle involve	Filling - per filling site
Truck and light duty accidents per vehicle involve	LPG Cylinders - per cylinder irrespective of size 9kg
Formal Dwelling Fires per hour per vehicle	Incidents and Special Events: Fire Fighter per hour
Informal dwelling fires per hour per vehicle	Senior Firefighter per hour
Commercial Fires(building)per hour per vehicle	Chief Fire Officer per hour
Industrial Fires (building) per hour per vehicle	Vehicle per hour
Fire call on (Farms) up to 3 hours	Special Events
Fire call on (Farms) after 3 hours - per hour	Clean spillages (oil, petrol & debris ect.) per hour
Assistance Outside Mun. area) up to 3 hours	Per kilometre travelled

Disaster Management capacities

The Disaster Management Coordinator of Sarah Baartman District Municipality responsible for Ndlambe and Makana office is situated at the Bushmans IERC. A Disaster Risk assessment was carried out by a consultant on behalf of all 7 municipalities under the jurisdiction of SBDM and as concluded and adopted. Each municipality had its own section relating the Disaster Risk assessment. In May 2019 the SBDM appointed SRK Consulting South Africa (Pty Ltd) for the development of a Disaster Risk Management Plans for SBDM and its 7 Local municipalities (of which Ndlambe is one). This is still in progress and not finalised as yet.

Ndlambe municipality has a signed Service Level Agreement (SLA) with Sarah Baartman District Municipality.

Factors that are contributing to increased vulnerability of people include:

- Location of settlements on floodplains, slopes and low lying areas;
- High number of households living in informal settlements;
- Lack of awareness of flood hazards;
- Non maintenance and non-cleaning of storm water systems or insufficient capacity of the system;
- No early warning system.

Potential Disaster Events

- Floods: Flooding is seasonal and is part of the severe storms of the area.
- Fire: Not only are veld fires and fires in informal settlements are a problem, but the coastal region is mainly part of the tourism industry with the result that most of the residential areas have many holiday cottages which are mostly unoccupied.
- Accidents (Maritime and Aircraft): Every municipality including Ndlambe is vulnerable to the possibility of a major aircraft accident irrespective of the low priority risk. The Ndlambe coast line forms part of the main shipping lanes on the East Coast of Africa and is therefore vulnerable to Maritime disasters.
- Tidal Surge: Being a coastal municipality, Ndlambe is vulnerable to the effects of abnormal tidal surges. Most of the Tourism industry of Ndlambe is situated along the Coast Line.
- Severe Storms (Wind, Hail and Tornado): Ndlambe is a Coastal Municipality and experiences all kinds of severe storms
- Drought: Drought does exist in the Ndlambe area but is not a high priority risk.
- Epidemics: Dairy and beef farming is a huge industry within the Ndlambe Municipality, therefore Foot and Mouth is a real threat to the industry and economy of the area. Cholera and HIV can also not be discounted. Lately the COVID-19 pandemic that was declared a National Disaster is being dealt with by the municipality and the Technical JOC
- Hazmat: Hazardous materials are transported to and through the area of Ndlambe by road on a regular basis. There is a limited capacity to manage a Hazmat incident.

Available Resources

The available resources that can be accessed in relation to any potential disaster are;

- District Disaster Management Officer

- Municipal Manager
- Directorate Community Protection Services (Fire, Traffic, Conservation, Environmental Health)
- Established Municipal Departments representatives

Emergency Response Services

Response teams can be comprised of and drawn from the following services;

- S.A.P.S, Fire Department, Ambulance Services, Traffic (municipal and Provincial), N.S.R.I, F.P.A, SPCA Provincial Departments (Social Services / Health / transport), Ndlambe CPS

Proposed Location of the J.O.C

The proposed locations of the Joint Operations Centres could be based at:

- Greater Port Alfred & Bathurst: Station – Corner of Albany and Bathurst Streets.
- Kenton-On-Sea, Boknes, Bushmans and Cannon Rocks: S.A.P.S. Kenton-on-Sea
- Alexandria: Alexandria Municipal Offices
- Seafield: S.A.P.S. Seafield

Emergency Evacuation Centre

The access to and ability to cope with potentially large numbers of people are critical to an emergency evacuation centre. These are normally the following. Details of these venues will be contained in the contingency plans and detailed resources database. Town Halls; Community Halls; Churches; Schools; Hospital

Identified Vulnerable Infrastructure

These are identified as:

- Storm Water Drainage in Urban Industrial Trade Centers; Residential areas; Electricity Supply; Road and bridges; Telecommunications

Identified Communities at Risk

The fact that the Ndlambe Municipality is a Coastal Municipality and is therefore fundamentally exposed to the threat of possible increased tidal surges which can be aggravated by the onset of global warming and the effect of climate change. The vulnerable communities in this respect are any which live or reside directly along this stretch of the coastline.

In addition the KwaNonkqubela settlement in Alexandria has been assessed to be a priority vulnerable community in the Ndlambe Municipality. Of significance is that it is exposed to the threats of fires, severe wind storms and flooding.

In Port Alfred the New Rest informal settlement is also an area of concern. It is exposed to possibilities of flooding and fires due to the flat unprotected layout of the settlement and the close proximity of structures to each other.

Preventative Measures

There are structures in place to respond to any of the identified threats or hazards, however resources are limited, distances are vast and response times are restricted.

2.7.6 Recreational/Community Facilities

Management of Facilities

- The management of community halls does not have a clear strategy that guides the use of the halls, the income potential, maintenance of facilities and the protection in terms of vandalism.
- Two of the existing halls are leased namely Boknes / Canon Rocks and Ekuphumleni. Fewer problems are experienced at these sites. Although parts of the community feels excluded from the use of the halls.
- The facility in Marselle does not have sufficient supervision as most officials are located in Bushmansriver.
- New Community facility at Station Hill has not been financed.
- Condition of community facilities in Ward 5 and the Jauka hall is in serious disrepair.
- Maintenance and repairs to community halls do not consider practical implications for example glass sliding doors are easily damaged and do not offer a large enough entry space for coffins during funerals

The utilisation of the facilities in some areas is limited to specific groups in the community. No data is available regarding the condition of the facilities or the successful utilisation thereof, apart from a comment in the SDF that the facilities in Marselle are under-utilised.

Libraries

Libraries are growing gradually, both in terms of diversity in services, as well as the number of libraries in Ndlambe Municipality. There has been a new library opened in KwaNonqubela, Alexandria, bringing the number to 9 libraries in Ndlambe Municipality. We furthermore offer services for the blind and print-handicapped community. (The service is based in Port Alfred Library, however it is meant to benefit all people living with this disability.)

Services now include the availability of wifi, together with use of gadgets such as Tablets for the community to use if computers are full. The services for the Blind assists the senior citizens who are often unable to read due to small print in library books. Further, a Document Reader assists patrons want to read newspapers or other documents which have small print. We also offer a computer that is specialised for use by Blind or print-handicapped patrons. The Municipality is in the process of registering for E- book which will benefit our Library users especially during COVID-19.

Constraints

As a public facility, attendance at Libraries has been severely hampered to a large extent by Covid-19. Social distancing remains a challenge, which has halted the holding of awareness campaigns to a large extent. All hygiene protocols are in place in Libraries, however the number of patrons must be drastically minimised. As a result, attracting all communities is hindered.

As public buildings, Libraries are often vandalised and damage is further caused as a result of normal wear and tear. Maintenance of the buildings, externally and internally, are carried out insofar as operational budget allows, and is on-going.

Security of the premises and the staff are a challenge in those areas which don't have either security monitoring and/or secure entrances. This has an impact on staff working alone, for example on week-ends.

Tables, chairs, airconditioners, computers and printers are an on-going requirement, which need repair or replacement.

The Library in KwaNonqubela, Alexandria has not yet been furnished with an 3M detector.

Further hampering the Libraries at present is the severe water non-availability. Not all Libraries have water tanks on site – in many circumstances these can only be placed once the premise is secure by means of fencing such as pallisade, which restricts access and cannot easily be removed. However due to these ongoing water challenges confronting Ndlambe Municipality, we will strive to ensure that all libraries are allocated water Tanks.

Staff training is required in all Libraries; this would include Basic computer skills, Customer Care, Library Marketing, Library Overview, Report writing & Minute taking as well as basic first aid.

2.8 MUNICIPAL & INSTITUTIONAL DEVELOPMENT & TRANSFORMATION (KPA 2)

2.8.1 Human Resource Development

Ndlambe Municipality employs 490 people who currently account for 37% of the local municipality's overall budget. These employees are based in Port Alfred (Main Administrative Centre), Bushmans, Kenton on Sea, Seafield, Bathurst, Alexandria (All satellite offices). It should be understood that people are not only an organisation's most valuable assets, they are the organization. Without them nothing will happen. Therefore it becomes the duty of the municipality to work towards making them successful. The Constitution of the Republic of South Africa sets out the democratic values and principles that should govern the public service as follows:

- A high standard of professional ethics must be promoted and maintained;
- Efficient economic and effective use of resources must be promoted;
- Local public administration must be development-oriented;
- Services must be provided impartially, fairly, equitably and without bias
- People's needs must be responded to, and the public must be encouraged to participate in policy-making;

- Public administration must be accountable;
- Transparency must be fostered by providing the public with timely, accessible and accurate information;
- Good human resource management and career development practices, to maximize human potential, must be cultivated;
- Public administration must be broadly representative of the South African people, with employment of personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

In line with the constitutional principles the vision for municipal human resources is of a representative, coherent, transparent, efficient, effective and accountable and a staff complement that is responsive to the needs of all the local residents. The challenge for local government therefore remains in the following key areas:

- Organizational structure that is misaligned with strategy and institutional service delivery goals and the Integrated Development Plan (IDP).
- A need for the streamlining of recruitment and selection processes;
- Creation of awareness of Code of Conduct for municipal employees across all levels of staff;
- Dysfunctional remuneration strategies and practices that lead to increased human resources expenditure and which in turn negatively affect effective staff attraction and retention;
- Creation of a Performance Management System and instil a performance culture and service excellence;
- Representivity including increase in number of staff (black) at top level-women managers and people with disabilities-to be in line with the local demographics;
- General lack of service standards and performance excellence standards.

Assessment of issues

The previous IDP reviews concentrated on the institutional development to ensure improved performance of the IDP and this included a conscientious effort to improve the implementation capacity of operational staff in the respective departments.

- Implement an effective business processes to develop and monitor the Workplace Skills Plan;
- The issue of absenteeism becomes an important topic on the agenda of the leadership team and HR;
- Challenges with regard to aged equipment, cost of repairs and maintenance and work time lost remains a priority during budgeting processes;
- Investigate possible sources of revenue / investments associated with private sector social responsibility agenda's (See as part of Revenue Enhancement Programme)
- Development of sector based IGR arrangements that support good relationships, joint operations and coordination;
- Develop and monitor the implementation of the SDBIP as the driving ACTION PLAN of each department. (not only a budgeting tool /compliance exercise);
- Within a transforming institution, some staff members are facing greater responsibilities and delegations. This place new demands that not all staff are able to respond to;
- The achievement of IDP related objectives within the given Human Resource Framework is challenged by the following:

- Supervisory challenges due to the distance between the Administration Units and the centre;
- The budget constraints (no capital budget except MIG) result in units not having the appropriate machinery and other physical resources to use their human resource effectively;
- The recruitment of skilled professionals is challenged by difficulties to attract skilled staff due to the low salaries paid;
- Demoralised staff due to perceived unfair salary structure after the amalgamation of different administrative units in the area. The Task system of job grading has not been useful to the institution in closing the gap between different levels of management;
- Some HR functions (relating to pay and benefits) are managed by the finance department – payroll. Insufficient inter-departmental coordination and communication result in delays in resolving HR related queries;
- No local training service providers which increases cost and time requirements;
- Poor integration of new knowledge into the organisations as the needed equipment and systems are not in place for implementation;
- Achieving the Equity targets with regard to the inclusion of disabled persons is challenged by the fact that the existing municipal buildings / offices are not suitable for disabled persons. Resistance also exist with regard to the perceived physical requirements of certain job descriptions. Questions also arise whether the existing targets are truly reflective of the demographical profile of the area with particular reference to women in managerial positions.

Having assessed the challenges and shortcomings encountered with regards to Human Resources Management, Ndlambe municipality has identified the areas discussed below as a response to its long term HR Plan.

2.8.2 Recruitment, selection and transfer of employees

All staff appointments in local government are made in accordance with the municipal strategy as enshrined in the IDP along the structure follows strategy principles. In addition staff appointments are made strictly in compliance with the Labour Relations Act and other legislation governing fair, equitable labour practices. Ndlambe Municipality has already formulated a policy that regulates the recruitment and selection of staff. This policy applies to all appointment and recruitment of staff to the municipality including the appointment and selection of staff for contract work. However, on conducting policy analysis and review it came out that the policy has flaws (minimal) and needs to be revisited to ensure that it is fully legally compliant and is aligned with current developments in the labour environment. A new Recruitment policy process has been formulated and was adopted by Council in 2010 which includes the identification of need for the filling of a vacancy, the process of advertising, short listing of candidates, the selection of candidates for interviews and the procedures for interview of staff which includes the composition of interview panel and the final selection and appointment process.

The objectives of the Ndlambe Municipality Recruitment Policy are as follows:

- To provide objective, fair approach, procedures and processes and guidelines for the recruitment of municipal staff;
- To ensure fairness and equity in the recruitment of staff in compliance with legislation;
- To minimize the potential of labour disputes due to recruitment and selection of staff;

- To ensure the municipality's ability to comply with labour market trends through the recruitment and selection of suitably qualified and skilled personnel;
- Initiate controls to ensure that only authorized persons have access to the information, thus preventing information and/or the records themselves from being stolen or damaged.

The policy also makes provisions for the transfers, deployment and secondment of staff and the policy implementation plan clearly defined (business) process and procedures to put in place for this purpose.

2.8.3 Employee retention

One of the challenges facing the municipality is high staff turnover. Amongst others, the following can be cited as possible causes of the relatively high staff turnover:

- Huge disparity in salary gaps-especially between s57 and 1st level of management (Deputy Directors and to the lowest levels of employees-general workers)- this is seen as a massive contributor to high staff turnover and perhaps also to low staff morale;
- Management culture and approach-intransigent management approach;
- Lack of motivation or concerted program to increase staff morale;
- Lack of incentives;
- Extremely low salaries and remuneration- this has been aggravated by the job evaluation results and the downgrading of the municipality;
- No career path for staff- nor is there career planning. However the municipal management is only now starting to look into career development for staff;
- Job evaluation-results- it took almost seven (7) to finalise the job evaluation process and to implement these results. As already stated the results downgraded the municipality and most of the staff were not upgraded- implemented for seven years and negatively affects upward mobility of staff;
- Recruitment and selection practices-tendency to recruit externally without a concerted staff development that ensures upward mobility;
- No employee satisfaction procedures/surveys conducted e.g. quarterly to indicate whether the municipality is an enjoyable place to work for;
- Organisational culture-Rules, procedures and a bureaucratic rule-bound culture and approach that hampers innovation and demotivates staff.

2.8.4 Capacity building and skills development

It is a known fact that municipalities across South Africa have different levels of capacity and Ndlambe Municipality happens to be one of the low capacity municipalities. It is critical for the municipality to ensure that plans are put in place to develop the skills and competencies of its staff so as to be able to handle the challenges and changes facing the local government sector. Challenges include:

- Lack of measures that ensures that training and skills development is in line with the developmental local government agenda;
- Limited interdepartmental dialogue with regard to scarce skills, prioritization and investment for training;
- The role and effectiveness of the training committee need to be reconsidered;

- No measures in place to ensure that training and Human Resources Development is effective impact analysis.

Activities to reduce challenges:

- Revive Training Committee to ensure fair representation of stakeholders;
- An indication Workshop for the Training Committee was held with assistance from local government SETA (LGSETA) in order for the committee to carry out its full mandate;
- SDF to ensure that the language of training and development and its processes are understood across the municipality;
- Develop an implementation plan for WSP;
- Encourage ABET programme.

2.8.5 Career pathing

In the formulation of human resource development approaches, career pathing will be central to the formulation of strategy and policy on employee retention. Career pathing is also crucial as a tool for both retention and productivity to, amongst others, engage and retain top talent using tailored programs. Career pathing is also quite critical as a tool/mechanism to build leadership talent.

Challenges that have led to focused career pathing include:

- The collapse of employee loyalty;
- The mismatch between the products/outputs of the current educational system (in relation to talent & skills) and the labour market needs;
- Low productivity;
- High rate of staff turnover.

The basic **objective** of career pathing is to:

- Attract and hold talent through the development of career paths;
- Increase retention and productivity with state of the art career pathing tools, techniques and technologies;
- Build and develop a plan that will provide tools to help employees not only find their strength but to give (do) their best at work;
- Implement career pathing programs to become a best player in talent management;
- Determine the strengths and weaknesses in current development programs and, in addition supply what is missing;
- Reduce costs by linking career pathing to improved satisfaction and productivity;
- Ensure focused developmental resources and thereby accelerate organisational performance.

Activities to reduce challenges:

- Develop and adopt policy on career pathing;
- The policy should basically incorporate above challenges.

2.8.6 Employee wellness program

Employee Wellness Programs have been evolving over time as a response to predominantly the following factors:

- Changing social conditions,
- Changes in the legislative environment governing workplace,
- Changes in healthcare impact on employees from both public and private sector.

These factors and the diverse nature of Employee Wellness Programs have led to various approaches within the field. To ensure a shift towards a more holistic employee wellness approach, the key components of Employee Wellness Program would include:

- The provision of health education and health awareness program focusing on and targeting employees;
- The provision of employee counselling and work life services;
- The provision of stress management and critical incident services;
- The identification of behavioural health risks that can be modified through health risk assessments;
- The implementation of individual and organizational behavioural change interventions to mitigate identified risks.

Especially for the local government environment (state) it becomes critical that the Human Resources Development plan incorporates the following critical areas:

- The implementation of individual and organisational behavioural change interventions to mitigate identified risks;
- Measures in place to ensure that the workplace/s is safe through occupational health and safety. It therefore becomes critical that the Occupational Health and Safety Act is therefore implemented to the letter;
- That attention is paid to the psychological aspect of health and wellness;
- Measures are put in place to ensure the general health and well-being of employees-health education, awareness etc.
- Managing diseases successfully;
- Develop measures that will ensure a shift in HIV/AIDS interventions, strategy and HIV/AIDS Policy into the general Employee Wellness program:
 - Develop and implement sexual exposure chart and STI's;
 - Understanding key elements of HIV/AIDS treatment and care for the workplace;
 - Emphasis on pre- and post-test counselling and confidentiality;
 - Assist and develop HIV/AIDS measures that will deal with stigma and discrimination;
 - HIV/AIDS as South Africa's biggest health issue that requires employer responses to absenteeism, sick leave etc.

Activities to reduce the challenges:

- Re-establishment of the Occupational Health and Safety Committee;
- Induct and Workshop the Committee in order to make sure that it carries out its full mandate;
- Develop Programme;
- Develop and Implement Employee Wellness Programme;
- Develop workplace HIV/Aids Strategy.

2.8.7 Employment equity

Concerted efforts were made to address the employment equity targets of the municipality as enshrined in the Employment Equity Plan. With implementation of the Municipal Employment Equity Plan the following were undertaken:

- Analysis of staff profile & develop an Employment Equity agenda for municipality;
- Ensure implementation of targeted employment practices & HRD functions.

The following table indicates the demographic profile of the municipality's management

Table 2.10.7 – Employment Equity

NAME	POSITION	GENDER DISTRIBUTION		STATUS
		RACE	GENDER	
Mr Rolly Dumezweni	Municipal Manager	Black	Male	Filled
Mr Fanie Fouche	Acting Director: Community Protection	White	Male	Acting
Ms Lazola Maneli-Payi	Director: Corporate Services	Black	Female	Filled
Mr Mlungisi Klaas	Director: Finance	Black	Male	Filled
Ms Noluthando Vithi-Masiza	Director: Infrastructure	Black	Female	Filled

The Municipality has a well-equipped management team in terms of experience and knowledge. A comprehensive skills audit is available to guide the training initiatives of the Municipality. This needs to be translated into a skills development plan.

2.8.8 Council support

Purpose:

- Develop regulatory framework, policy and procedures for effective governance interface requirements between administration, council and their constituencies;
- Deliver administrative services to council meeting schedules, agendas, preparation of documentation, minutes, documentation of resolutions and tracking implementation of resolutions;
- Develop a clear process of submission of items for Council and Executive Committee;
- Mobilization & deployment of resources for effective ward committee functioning:
 - Understanding the needs of ward committees;
 - Provision of administrative support to ward committees;
 - Capacity building & training of ward committees[Training for ward committees is done on a continuous basis depending on the availability of funds];
 - Promote & enhance access to ICT services for ward councilors;
 - Support to ensure effective communication between ward councilors & constituency;
 - Provision of administrative support services aimed at enhancing public participation relating to all planning processes (IDP, SDF and other sector plans) as per legal requirements;
 - Enhance and strengthen access to information for public-council agenda's.

2.9 LOCAL ECONOMIC DEVELOPMENT (KPA 3)

Local Economic Development (LED) has been identified as a key means of improving the economic prospects of South African citizens. The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation

Ndlambe Municipality is land locked between four Municipalities namely Nelson Mandela Metro, Makana, Ngqushwa and Buffalo City Metro. Ndlambe Local Municipality is a predominantly rural area with agriculture and tourism dominating the economy. It encompasses the towns of Kenton-on-Sea, Boknes, Bathurst, Boesmansriviermond, Alexandria and Cannon Rocks and Kleinemonde.

The recently released population statistics by Stats SA indicates that Ndlambe has a population of 61176 out of which youth unemployment is generally high especially in the townships. Unemployment is at 30% as per 2011 statistics The Key economic sectors for the Ndlambe Municipal area are:

- Tourism
- Agriculture
- Services sector

The employment within Ndlambe is largely spread across the following economic sectors: government, agriculture and services industry. Government and the agricultural Industry has for quite some time been the contributors in employment. Agriculture is less diversified with key farming activities being Dairy Farming, Beef Farming, Chicory, and Pineapple Farming. Most of the farming activities within the area are pursued by white commercial farmers with black communities being the mere providers of labour.

The Agricultural industry has in the past 10 years been in a state of decline the chicory industry has been the hardest hit with many farmers either shutting down operations or switching over to other commodities like beef or game farming. The decline in any of the key sectors always has a direct negative impact in the townships in terms of jobs losses and employment. Government has for the past few years started land acquisition initiatives by buying farms to settle groups of farmers or communities that have previously been landless or have no access to land. The land acquisitions through the Land Reform Programme have not been a great success, in many instances farms bought on behalf of communities and or farming groups started declining thus shedding more jobs with declining productivity. Government owned land and that owned by the municipality e.g. commonages is hardly commercialised or used productively to benefit local communities in a sustainable manner.

As part of a strategy to revive the contribution of the agricultural sector in the local economy, the municipality issued a call for proposals inviting service providers to tender for doing a land audit of state farm land within the municipality, propose strategies for scaling up production and alternative land use. The municipality further requested service providers to profile current performance of land reform farms and determine if there is scope for expansion, increased productivity, and value addition for maximum job creation opportunities.

2.9.1 Introduction to the Social conditions of Ndlambe

The nature of the Key Performance Area encapsulates a number of social service issues including:

- Responding to the challenge of poverty and needs of special groups (women, youth and the disabled);
- Providing recreational and sports facilities;
- Dealing with the demands of cemeteries;

- Offering environmental health services, including waste removal;
- Ensuring the availability of Primary health care;
- Environmental management and protection services;
- Contributing to a vibrant local economy;
- Creation of a safe environment in terms of crime and protection services.

2.9.2 Supporting economic development

The local economic development planning is influenced by the latest LED Strategy - Economic & Development Update (February 2009-Africa Inform). The key issues raised are:

- An aging population, but also a reasonably well educated population, which has a direct bearing on the types of interventions required and feasible;
- High unemployment rates, especially linked to the dramatic change in the agricultural sector over the past few years;
- The current water problems;
- Possible electricity and sewerage challenges.

The natural environment provides the basis for the regional economy, especially the primary agriculture, recreation and tourism sectors. The natural environment of the area supports the following land-uses:

- Cultivation of land especially in the north and east of the area in the vicinity of Alexandria, Langholm and Trappes Valley;
- Plateau grasslands support the dairy and beef industries;
- Thicket and bushland cover the many river valleys;
- Wetlands mainly occur adjacent to the Fish and Kariega Rivers, while shrubland and low fynbos are found in the east;
- Oceans Economy taking advantage of the coastal line
- Tourism and recreation, primarily along the coast.

In an analysis compiled by Urban Econ (date) regarding the economic realities of the Municipality, the following are described as useful characteristics:

- Well-developed communication infrastructure, including transport and telecommunication;
- Includes air transport facilities and a municipal marina;
- Diverse economy dominated by agriculture;
- Municipality has a fair regulatory capacity;
- Moderate transaction costs arising through distance and travel time to the major economic centers;
- Relatively high capacity in the informal sector to generate economic opportunities.

A comprehensive study is available regarding the perceptions of young people with regard to job opportunities, education and training opportunities, as well as entrepreneurial services. The report was prepared by the PCRd (Project for Conflict Resolution and Development) in partnership with the Special Programmes Unit. This report should be used in the design of any future youth measures.

Table 2.9.2 - Agricultural Suitability and Potential

LM	Rainfall	Temperature	Soils	Irrigation	Dominant Farming Enterprises	Suitability / Potential
Ndlambe	<p>600mm</p> <p>The area is classified as semi-arid with small occurrences of dry sub-humid</p> <p>59% of the rain falls in summer (Oct – Mar)</p> <p>A drop in rainfall occurs in midsummer (Dec – Jan)</p>	<p>Jan: 27°C to 28°C</p> <p>July: 8°C or more</p> <p>The area does not receive regular frost</p> <p>Occasional frost (1 out of 10 years) occurs inland from Bathurst.</p> <p>The coastal plain between Bathurst and Port Alfred is frost free</p>	<p>Soils are moderately deep close to the coast and lowland areas (>800mm)</p> <p>Somewhat shallow or shallow in inland areas (<600mm)</p> <p>Topsoil textures are predominantly loamy sand and sandy loam with pure sands in the southern coastal area</p> <p>Clay pan: soils with impeded internal drainage in deeper soil areas</p>	<p>Soils are predominantly suitable for irrigation, should water be available</p> <p>Currently there is a large number of isolated occurrences of irrigation in the area</p>	<p>Alexandria</p> <p>Livestock farming(beef)</p> <p>Game farming</p> <p>Characterised by extensive dairy farming with limited sheep and goat farming. Wheat is cultivated mainly as a dry land crop together with chicory, some pineapples, maize, oats, rye and potatoes and lucerne. A small area is forested.</p> <p>Bathurst</p> <p>Goat farming is common with some sheep and cattle farming. Chicory, pineapples and lucerne are grown, mainly without irrigation.</p>	<p>Crops - Irrigation:</p> <ul style="list-style-type: none"> - Vegetables, sugar beet, (almost all areas are suitable) - Olives (large areas are suitable or marginally suitable) - Oranges (almost all areas are suitable or marginally suitable if not too windy) <p>Crops - Rain fed:</p> <ul style="list-style-type: none"> - Wheat + pecan nut (almost all areas are suitable or marginally suitable) - Pineapples (the coastal areas marginally suitable) - Chicory (large areas are suitable or marginally suitable) - Aloe (limited areas in the west are suitable) - Livestock/ Game

Existing commercial farming activity corresponds to the land capability classification and commercial farming is dominated by grazing (mainly beef and game) and dry land crops (mainly chicory and pineapples). The main trends in land-use over the last decade have been:

- Strong increase in number of beef and game farms;
- Strong decrease in chicory and pineapple farms.

2.9.3 Potential and Competitive Advantage (LED Strategy)

Pineapple Industry

Despite the contraction of the industry it remains the dominant industry in the area with an annual turnover of R80 million. Pineapple processing takes place mainly at East London canneries, where 330 people were retrenched in recent years. What remains is a pineapple juice concentration facility that employs 125 people. In Port Alfred, Sunshine Juice uses local pineapples and employs about 30 people. In the early-2000's Ndlambe acquired Sunshine Juice and under the name Umsobomvu Pineapple Pulping it became an LED "flagship project", but after a short time it closed its operations at Mount Pleasant farm (a municipal owned farm near Bathurst) due to mismanagement.

A few years ago the pineapple growers came to the conclusion that pineapple farming based on fruit alone was no longer viable. Consequently, PGA and ECDC established a joint venture called Ndlambe Natural Industrial Products (NNIP) to drive the industry turnaround strategy through value addition initiatives. NNIP (Pty) Ltd was established in 2006. In 2008, NNIP acquired a majority (75.5%) share in Summerpride Foods Limited (Phase one). The juice concentrating plant will be relocated to Bathurst (Mount Pleasant Farm) as soon as the building phase is complete, creating those 125 jobs in Bathurst. NNIP has commenced a five-year restructuring and development program costing more than R500 million, which over and above the pineapple juice concentration facility, will focus on processing pineapple plant material adding value to these residues, being specifically:

- Biotechnology/medicines from pineapple stumps;
- Pineapple textiles (pine fibre) from the leaves; and
- Composites, also from the leaves.
- Residues from the combined processes will be fed into an Anaerobic Digester to create electric power and steam.

NNIP has developed value added products and processes that will ensure the utilisation of all previously wasted plant material, this concept is called Agricultural Sustainability through the implementation of Zero Waste Value Chain principles. The fibre project is anticipated to create 600 jobs. Pineapple yarn is similar to cotton, but stronger. Annual production of textile fibre is planned for ±6000 tonnes. Composites that could be produced include insulation, particle board and building panels. Samples have been produced and tested. The designs include an anaerobic digester which would produce electricity, steam and organic fertilizer. Water for the facility can be sourced from the enlarged private Golden Ridge dam (owned by a pineapple grower).

A large textile manufacturer is expressing interest in establishing an Integrated Textile Plant which could create an additional 3,000 jobs. The NNIP project is at the design and fund-raising stage. IDC, DBSA and private investors are expressing interest. A black empowerment trust (to benefit pineapple farm workers and NNIP

employees) will take 26% of the NNIP equity. The success of NNIP would increase the local demand for pineapples. NNIP and PGA believe that the area under pineapple could be doubled from the 2008 level, thereby creating a further 1,500 job opportunities. PGA has supported a now large and thriving black pineapple farmer in Peddie. Lessons from there could be useful in establishing black pineapple farmers in the Bathurst area. Currently the Municipality is assisting the Bathurst Community to set up a Community Development Trust called Bathurst Community Trust (BCDT) to promote the participation of emerging farmers in the Pineapple Industry, development (on municipal farms, LRAD farms and Bathurst commonage). Given the 4-year growth period of pineapples, the increased planting might have to start soon. PGA anticipates the establishment of a Pineapple Training School.

Ndlambe Municipality can support the project in the following ways:

- Finalisation of lease for NNIP operations on Mount Pleasant Farm (more than 20 ha out of 126 ha required) Draft Lease Agreement has been forwarded to NNIP for comments and awaiting response soon;
- Rezoning of area for industrial use;
- Agreement to buy electricity from NNIP (15 MW);
- Infrastructure provision.

Chicory Industry

The chicory industry, based in Alexandria, has also been in decline over the last decade. In 1997 7,500 seasonal workers were employed on 4,500 ha to plant chicory. Now there are only 1,500 seasonal workers employed on 1,000 ha. In Ndlambe area there are now only 25 chicory farmers, all dry land.

Correspondingly, employment at Chicory SA's processing plant in Alexandria has fallen from 150 to 80 over the last decade. Chicory is an annual drought-resistant root crop that is rotated every year or two. Chicory farmers employ local unskilled workers for planting, hoeing and lifting on a casual basis for the minimum daily wage. The crop is labour-intensive: 20 to 30 people are typically employed on a 20 ha cultivation.

The introduction of the minimum wage in 2001 caused 30 producers to leave the industry. Many farmers switched to game farming with far less labour employment (switches in land-use between game and stock-farming have less employment impact).

The Chicory SA factory is now operating at only 50% capacity, due to lack of supply from the farmers. Chicory SA sells to Nestle and National Brands, and faces competition from allegedly inferior Indian chicory. Chicory SA wants chicory cultivation to double in the short-term, and has identified several municipal farms that are suitable (Kruisfontein, Dekselfontein, Brakfontein and Forest Hill). There is also a move back into chicory by a few of the local farmers as the economic benefits have increased. Chicory SA has pledged to support all initiatives and moves aimed at promoting the production of chicory within Ndlambe Municipality through provision of technical support to emerging farmers and easy access to ready market for their production.

Other agricultural potential

- Aside from chicory and pineapples, AgriDIS also indicates the potential for wheat, maize, oats, rye and potatoes. The Area Based Plan also indicates the potential for irrigation of vegetables, sugar beet, olives and oranges;
- Several farms already practice irrigation on a small scale, depending on water availability (boreholes, springs and rivers) using centre pivot and drip irrigation techniques. Existing irrigated crops include pepper dews and rose geranium (for essential oils). Quite a substantial number of commercial farmers have diverted to game farming due to minimum operating costs involved in Game Farming in comparison to Crop Production.

Municipal Farms

The availability of well managed commonage is a critical component of the Municipality's responsibility of using their assets to the economic benefit of communities. It contributes to income generation as well as food security effects. The current analysis indicates that this area is not well managed, resulting in unhygienic conditions as a result of animals in the back yards. In cases where commonage is available, communities are hesitant to use the facilities due to theft. Apart from the mere availability of commonage, other issues include the following:

- Communities refuse to pay nominal fees for the use of commonage facilities;
- Fences stolen;
- Lack or absence of infrastructure;
- Insufficient water.
- Absence of proper management and governance issues in commonages

A closer relationship with the Department of Agriculture is needed in this regard. The Department of Agriculture has been approached to assist on sub division of the Commonage. Within the context of poverty alleviation and the national priority regarding food security, the effective management of commonage offers the Municipality an opportunity to contribute to improving quality of life.

Table 2.11.4 - Availability and management of Commonage

NAME OF AREAS	WARD	HA REQUIRED	AVAILABLE (YES/NO)	FENCED (YES/NO)	MANAGED EFFECTIVELY
Port Alfred (Nemato)	7/ 8/9		Sufficient	Y	N
Kwanonkqubela	1		No	Y	N
Kenton-on-Sea Ekuphumleni Bushmans Marselle			Not sufficient		
Boknes/Cannon Rocks	2		None needed	N/A	N/A
Bathurst Nolukhanyo Freestone	5		Sufficient	Y	N

Wilson's party					
Seafield	6	0	None needed	N/A	N/A

Municipally-owned farms are generally fairly unproductive, but the Ndlambe LED Unit is working with partners to rectify this on four municipal farms:

- Bathurst Commonage (3,000 ha):
 - Cattle farming;
 - 20ha Masipathisane Crop Farming (20ha, 22 women, tomato tunnels);
 - A conservation project has secured (R280,000) from DEAT and SA National Botanical Institute for bee-keeping, a game-lodge;
- Mill Farm (300ha) (on the road to Bathurst):
 - 14 gardens and 2 herb gardens for essential oils planned R500,000 approved by DEDEA;
- Forest Hill (650 ha)(between Kenton and Alexandria):
 - Chicory project (DoSD);
 - Cattle;
 - Planning pineapples;
- Brakfontein Farm (near Alexandria);
 - Chicory Production Project (UManyano has received funding (R 1 354 100.00) from National Development Agency (NDA- EC) through the assistance of the LED Unit;
- Hopefield Farm
 - Beef farming
 - Gaming
 - Tourism Establishment

- Other municipal farms mentioned by the LED unit are:
 - Kruisfontein Farm (Alexandria);
 - Freestone farm (Bathurst);
 - Mount Pleasant Farm (Bathurst) This farm has been leased to Ndlambe Natural Industrial Products (NNIP) for Pineapple production and beneficiation;
 - Klipfontein Farm (Kenton) Is earmarked for Expansion of Chicory Production, pending on availability of funds.

Tourism

Tourism in Ndlambe has already been researched: in 2003 Grant Thornton Kessel Feinstein produced a Tourism Sector Plan (TSP), and in 2009 Peter Myles (Kyle Business Projects) was commissioned by Sarah Baartman District Municipality (CDM) to produce a reviewed report of the sector. The review formed part of the project to develop the Sarah Baartman District Municipality (CDM) Tourism Master Plan. Ndlambe tourism product focuses predominantly on:

- Nature- based attractions and activities: nature reserves, game reserves, beach and marine, hunting, agri-tourism, farm stays;
- Heritage – based attractions and activities: the buildings heritage, rich cultural heritage, the British Settlers, art and literature.

The Reviewed Tourism Sector Plan document also revealed niche tourism markets within Ndlambe. These were identified as the following:

- Heritage tourism;
- Eco-tourism;
- Beach and Marine tourism;
- Agri-tourism;
- Adventure tourism.
- Sports Tourism

A significant portion of the trade sector is supported by tourism. A major part of the construction industry is engaged in the construction of holiday homes. The existing tourism studies do not mention this. An important LED task of Ndlambe Municipality may be to enable, support and add value to this likely future coastal real estate development, so that coastal poverty is reduced, and sustainable coastal livelihoods are created. To improve the management of coastal development will require the following:

- Finalisation and Council adoption of Ndlambe’s CMP (aligned to IDP and SDF);
- Quality implementation of the CMP, in terms of the Coastal Management Bill;
- Recognition that existing water and sanitation bulk infrastructure is overwhelmed by peak season tourism, and take appropriate action;
- Developers must provide their own infrastructure (including bulk water & sanitation) and subsidize neighbouring communities;
- Improved co-ordination of municipal functions: LED facilitation, IDP, environmental

Ndlambe LED has an officer responsible for tourism, whose activities include:

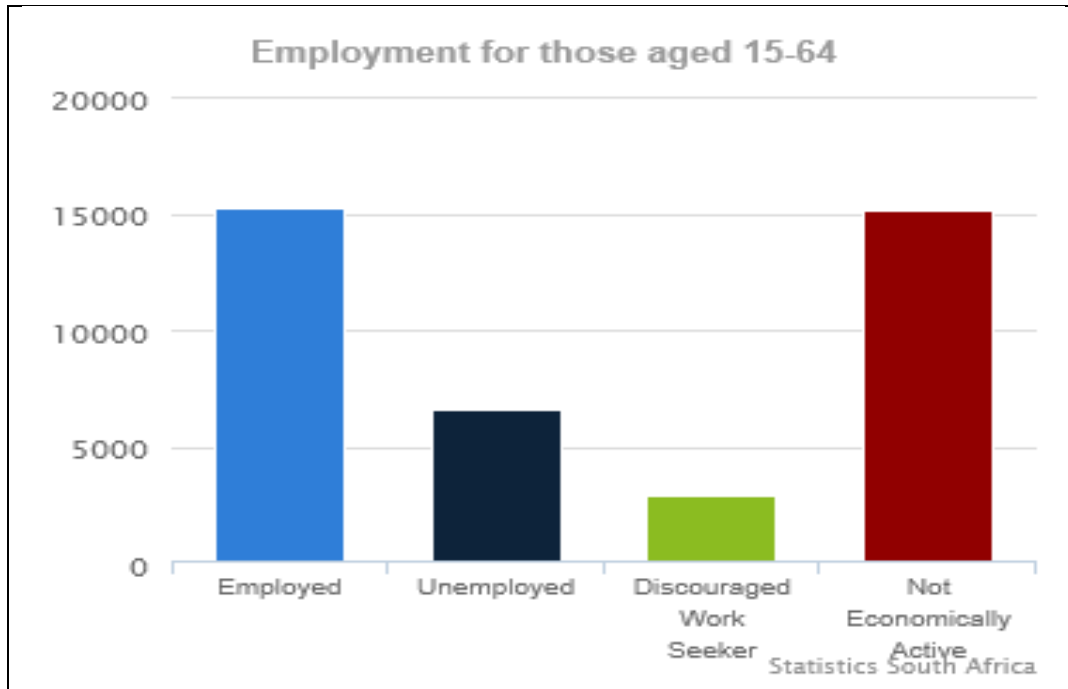
- Product development (advising B&Bs, travel guides, township tours etc);
- Tourism awareness workshops;
- Capacity Building workshops to develop and improve quality on tourism products;
- Facilitating access to enterprise finance (DEAT, DTI, Umsobomvu etc) addressing tourism safety issues and signage with ECTB.

However this position has not been filled for some time resulting in Tourism being almost neglected. The Local Tourism Office (LTO) has its own distinct role within the municipality, that of Destination Marketing, with the municipality having to focus on Product Development and capacity building

Employment status

Table 2.9.5 – Employment Status

Employment status	Percentage
Employed	15184
Unemployed	6593
Discouraged work seeker	2823
Not economically active	15050



Of the 21 777 economically active (employed or unemployed but looking for work) people in the municipality, 30,3% are unemployed. Of the 6 004 economically active youth (15–34 years) in the municipality, 39% are unemployed.

2.10 FINANCIAL VIABILITY AND MANAGEMENT (KPA 4)

2.10.1 Institutional Capacity

The Department consists of the Chief Financial Officer and the following Sub Directorates:

SUB DIRECTORATE	STRATEGIC OBJECTIVES
Income and revenue	<ul style="list-style-type: none"> Ensure optimal billing for services rendered and cash collection Ensure effective credit control and debt collection Provide freed basic services to indigent consumers
Financial control, Planning and Budgeting	<ul style="list-style-type: none"> Compile well balanced, representative and affordable budget informed by the IDP and available resources Compile accurate and reliable financial statements and reporting which reflect the true financial position of Council Keep record of Council assets and the movement of Council assets
Expenditure	<ul style="list-style-type: none"> Ensure accurate accounting in the general ledgers in order to reflect actual expenditure
Supply Chain Management	<ul style="list-style-type: none"> Control the implementation of the supply chain management policy in the procurement of goods/services

The municipality has appointed a Chief Financial Officer responsible for the smooth running of the Finance Directorate. The CFO is responsible for the completion of a detailed yearly financial plan by 30 September each year which will be included during the next years review cycle. The plan will further consider all the concerns rose during the commenting period including improved revenue collection to enhance the available budget. In addition:

- The submission of quality business plans will form part of the PMS for each Director;
- Local support by businesses for development projects must be explored for example contractors of housing projects “adopt” the upgrading of community halls or sport fields or large industries like Clover contribute social responsibility towards IDP projects.

2.10.2 Indigent Policy for free basic services

An indigent policy adopted by Council in line with the National guidelines whose executive summary was published and made available for public inspection, guides the implementation of free basic services. These services consist of the following monthly allocations:

- 6 kiloliters of free water and basic charge;
- 50 units of electricity and basic charge;
- Free sewerage/sanitation pump outs;
- Free refuse removal;
- Full property rates and service charges;

It can be said that the municipality’s indigent register is credible and accurate in that Ward Councilors were given an opportunity to scrutinize the register and submit amendments to the register for their respective wards. As part of ensuring the credibility and accuracy of the register, the municipality updates it annually. To further strengthen the provision of free basic services the municipality is in the process of establishing a Free Basic Service steering committee.

For the previous financial year the municipality has spent 25 718 822 million to approximately 8 400 beneficiaries of free basic services. At present the municipality does not have a fully-fledged FBS unit but has staff allocated to perform this function under the office of the CFO.

Issues of Financial Management

Although the Municipality has a high debt collection rate, not all possible sources of revenue are sufficiently tapped into, for example:

- Increased rates can be considered for bulk services to new developments. The increase should not jeopardize the attraction of the Municipality as a destination of new investments. Installation of water meters in the remaining 30 – 40% of the area;
- Service accounts are all issued at the same time. The strategic spread of accounts can alleviate cash flow demands.

A debt collection policy is in place and the credit control section located in the finance directorate is responsible for the implementation of the policy. The credit control section is aided by external attorneys when

the credit control procedures require legal input. Council resolved that two additional staff be employed in the credit control office to assist with debt collection and to cut down legal costs debited to consumers/ratepayers accounts.

In addition to the above the finance management team is to address the following:

- Dealing with the challenges of SCM;
- Create and manage SCM database of providers;
- Improve the “support” service (customer focus) to directorates whilst maintaining rigorous legislative requirements.

2.11 GOOD GOVERNANCE AND PUBLIC PARTICIPATION (KPA 5)

The system

In terms of the section 12 establishment notice, the Ndlambe Local Municipality is a category B municipality of a type described in section 3(f) of the Determination of Types of Municipality Act, 2000, i.e. a municipality with a plenary executive system combined with a Ward participatory system. The Municipality is the amalgamation of the former Alexandria, Bathurst, Boesmansriviermond, Kenton-on-Sea and Port Alfred Transitional Local Councils, as well as the former local areas of Boknesstrand/Cannon Rocks and Seafield. The Municipality originally established six standing committees, but due to non-attendance and difficulties to achieve a quorum for decisions, Council adopted a single-committee system in 2001. In 2006 Council Resolve to have a municipality with a collective executive system combined with ward participatory system. All Councillors signed a declaration of interest but this is not updated on an annual basis. The Municipal Manager has been instructed by Council to circulate the form for declaration of interest for Councillors Annually.

The rules and procedures adopted by the Council also serve as the Rules of Procedures for Ward committees. The rules and Orders of Council have been reviewed and adopted by Council at its meeting held on the 18 March 2010. The committees meet six weekly and the Committee Support Unit renders administrative support to all Wards. The Ward councillors participate in the formulation of agendas via the Committee Support Unit. Results of the Ward meetings are submitted to the Executive Committee as recommendations. The Ward committees receive regular reports on Masakhane and items are formulated by Ward committee members through Ward Councillors in their respective Wards. All Wards received orientation. This was done by the Sarah Baartman District municipality (CDM) and on-going support will be provided regarding the role of Wards in communities and development. The Vuna Awards report for 2006 reported that Ward offices have been established as a place for councillors, community development workers and housing clerks to interact and be accessible to communities.

The functioning of the Ward committees is jeopardized by the following factors:

- Report back to interest groups is problematic as it became evident that there is no interaction between some representatives and the interest groups they represent;
- Not all settlements within the Ndlambe area are represented on the Ward committees due to the specified number that constitute Ward Committees;
- Very few Ward Committee members demonstrate a good understanding of the concept of developmental local government;

- The meetings are often inclined to become confrontational between the public/ councilors and the officials. As a result, officials are less motivated to attend such meetings. Creating a more conducive and constructive atmosphere at Ward meetings is of pinnacle importance to the concept of good governance;

Implementation of by-laws

The availability, implementation and monitoring of by-laws represents a key component of effective governance. During 2005, the by-laws of Ndlambe consisted mainly of standard (not localized) by-laws of the former Port Alfred municipality. The review process of 2006 as well as an assessment of the successful monitoring thereof contributed to improved governance. It can contribute to an environment that is more healthy and safe and also offers revenue potential if enforced in a consistent and fair manner. The municipality has thus appointed a Law Enforcement Officer responsible for the enforcement of the municipal by-laws. Ndlambe municipality has the following gazetted by-laws:

- Commonage By-law
- Community Fire Safety By-law
- Customer Care and Revenue Management By –law
- Electricity Supply By – law
- Fences and Fencing By –law
- Cemeteries and Crematoria By –law
- Impoundment of Animal By Law
- Outdoor Advertising and Single By –law
- Prevention of Public Nuisances and Keeping of Animals By – law
- Public Amenities By-law
- Roads and Traffic By-law
- Solid Waste Disposal By-law
- Sporting Facilities By-law
- Storm Water Management By-law
- Street Trading By- law
- Water Supply and Sanitation Services By -law

Internal Controls

The municipality have internal controls in place and are reviewed annually during the municipal policy’s review. Staff members are informed of these controls and adhere to them. Those who either intentionally or otherwise fall short in implementing them are taken to task through disciplinary functions.

Risk Management workshops are conducted annually and the risk register is updated by the Risk Co-ordinators who are the representative of all directorates. Throughout the financial period, the municipality compile and maintain financial and nonfinancial information, archive it in a central point (which is located at Corporate Services). There is a register that is signed when documents leaves and are returned to registry. BTO unit assists in the formulation of the Audit File and that is submitted to the AGSA. It helps in saving time during the Audit.

Ndlambe Municipality received a Qualification Audit Opinion during the 2018/2019 financial period. Matters raised are put to audit action plan and are addressed. There is a huge progress made to address issues raised in the Audit report, each directorate are given matters relating to their department and timeframes are monitored.

2.11.1 Public Participation and Customer care

Public Participation Strategy

Public participation is a legislated concept that ensures that democracy and engagement with civil society is enshrined in the day to day practices of Local Government. These include:

- Decision pertaining to mechanisms for service delivery;
- The establishment of a municipal entity;
- The adoption of the municipality's Integrated Development Plan, SDF and other related sector plans;
- The adoption of municipal budgets.

The Municipal Systems Act and Municipal Finance Management Act typically refer to providing stakeholders to participate in dialogues, to receive the required information and are provided with an opportunity for commenting. Furthermore, it is proposed that the municipality should consider policy that dictates compulsory public participation in, amongst others, the following processes:

- Major Policy Decisions;
- Project Planning;
- Strategic Programs and municipal strategies.

It is very important for local municipality to be careful strategic and thoughtful of the methods and tools to be selected as each public participation activity has potential to either create/build an enabler or create a barrier for the next activity in a project cycle. The municipality may use a range of public participation methods which may, amongst others, in no order of preference include the following:

- Meetings, workshops, forums;
- Different forms of group interaction;
- Focus Use of existing networks, organizations and/or institutions;
- Dissemination of information including the development and production of material and/or visuals;
- Fielding of information at public points e.g. libraries, schools etc.
- Audio visual materials;
- Interviews/recording and documentation using accessible language;
- Identification and consultation with diverse Interest groups and stakeholders;
- Tools to utilize may include an inventory of stakeholders/an assessment of the community landscape/targeted approach for hard-to-reach stakeholders (non-traditional audiences);
- Advocacy methods or groups;
- Public opinion surveys/opinion polls;
- Surveying public on perceptions about municipalities activities (public perception analysis);

- Survey to assess the level of public interest or concern on a particular issue/decision or project (assessment tools may include an assessment worksheet);
- Use of NGO's;
- Collection, dissemination and analysis of information;
- For raising public awareness and public education;
- For agenda setting and policy development processes;
- Performing operational functions;
- Capacity building of local community;
- Mediation between government and community;
- Mobilization of funding;
- Advocacy, conflict management and for coordination or facilitation of stakeholders;
- Seminars or awareness talks on a matter/s of public interest.

As part of the Public Participation Strategy the following implementation areas will be considered:

➤ **Public Participation Policy**

A Public participation strategy was formulated in 2015 and has been adopted by Council. Amongst others the Strategy will:

- Provide guidance to the municipality as to when and how to involve the public in planning and decision-making processes in Ndlambe Municipality;
- Identify activities and projects that require public participation;
- In cases where public participation is optional, the Strategy will encourage the municipality to create public participation opportunities wherever appropriate.

➤ **Public participation Plan**

This stage will include key stakeholders who will assist to identify other community stakeholders and in the design of outreach tools. The stakeholders will also assist in promoting more community buy-in for the public participation process. The plan could include, although not limited, the following key areas:

- Description of the project (if public participation is part of a project cycle);
- An assessment of the level of public concern or interest in the planned project;
- Project parameters or milestones that require/would benefit from public input;
- Identification of public participation goals;
- Identification of strategic partners and stakeholders;
- Set timelines
- Identify public participation tools to be used and in what specific instance/s;
- Schedule of planned activities;
- Roles and responsibilities-implementation;
- An evaluation of public participation plan and activities;
- Awareness.

As part of the process moving forward an awareness of the strategic program is created through both communication of the strategy and education/awareness building. The detail of the awareness program will constitute a critical component of the Public Participation Policy implementation plan.

➤ **Implementation Structure:** Public Participation Sub-committee or advisory committee. This advisory committee will not substitute broader public involvement and it is assumed that parallel processes are necessary to provide opportunities for broader participation of the public. It is anticipated that this committee will be Special Committee, temporary and issue related and to disband once the task/issue is finalized. Amongst others this sub-committee could consider and deal with:

- Provide expert advice on a specific matter;
- Consider petitions or representations on a specific matter/issue;
- Oversight function which includes that it assess and consider request for public protests, picketing and demonstrations (public order);
- To regulate public gatherings (in collaboration with law enforcement agencies);
- Appeal body to deal with public participation related complaints;

Ward Committees-whilest ward committees are stakeholder groups/interest groups their role in public participation process will be further enhanced. The government introduced Back-to-Basics where the emphasis is on what the state of local Government is and what must be done to restore the confidence of the people in the local government sphere of government.

Concerns and issues relating to public participation:

- The work of Community Development Workers is not integrated within a broader strategy regarding public participation. Their appointment by Province and work responsibility within the municipality is undefined and currently represents an under-utilized resource. The Municipal Manager is to delegate one official to Co-ordinate CDWs;
- The role of the municipality in terms of stakeholder management, offering support to unorganized groups, groups with special needs, developing community capacity to engage in issues of governance and ward committee development is not managed in a coordinated manner;
- Ward committee profile has been done in terms of representation and functioning;
- Cluster orientation for issue based dialogues to promote integration among communities
- Role, utilisation and supervision of CDWs need to be clarified with Mayoral Office: Municipal Manager delegate an official who will be dealing with Community Development Workers due to the busy schedule of Mayor;
- Should assist with public participation – working in consultation with Ward Committee and Ward Councillor;
- Should be seen as part of municipality – not asking questions about the municipality in communities;
- The departmental requirements in terms of public participation (e.g. budget processes, sector plans and the SDF) require an integrated approach;
- The concept of developmental Local Government not popularised in communities;

The Municipality has also been instrumental in the establishment of the following community structures to promote public participation:

- IDP Representative Forum;
- HIV/AIDS Council;
- Community Health Committees;
- Housing Project Committees;
- Disaster Management Forum.

The effective functioning of these structures was not assessed or commented on during this IDP process. In addition, Council has approved a public participation strategy, but the implementation and monitoring thereof is not taken seriously enough. The Integrated Development Planning process is an important mechanism for the creation of transparent governance through public participation processes, as well as a tool for improved service delivery and thereby increased customer satisfaction. To date many officials have found it difficult to relate to the IDP and the continuous addition of issues and projects by communities and councilors influence the credibility of the document. It also reduces the strategic nature of the plan and thereby prevents effective budget alignment. The IDP is seen as a collection of wish lists that do not consider the financial realities of the Municipality.

The IDP and Budget process meets all the legal requirements in terms of Public Participation. In addition all Council meetings are open to the public and agendas are available at libraries for public consumption and local newspapers. Unfortunately the size and accessibility of the council chamber does influence the ability of the public to attend meetings with specific reference to the disabled.

There is no official system by which the Municipality assesses the levels of customer satisfaction as suggested by National policies. Community complaints are mainly collected via Ward meetings, which leave room for improvement in terms of institutionalizing the Batho Pele principle. The two most frequent complaints from the community is the lack of transparency regarding financial matters and insufficient maintenance of existing infrastructure.

Special attention will be given to the establishment of a more constructive and cooperative relationship with communities and this will focus on:

- Empower key stakeholders to **engage in the business of LG** ;
- Create **effective Ward committees**;
- Support the **effective application of the CDW programme** to enhance linkage between communities and the municipality including:
- **Public participation strategy** that supports good relationships and meet legislative requirements with a strong emphasis on IEC (information, education and communication technologies) Ward Committee hand books have been circulated to all Ward Committee members and are translated into Xhosa;
- Make accurate information available in an understandable manner (linked to available progress information + reporting systems) as per Access to information Act 2001;
- Contribute to **positive media messages**;

- Development and monitoring a **code of conduct for municipal officials** in dealing with communities focussed on an improved public image;
- Investment in **continued Imbizo process**;
- Develop a culture of availability and openness to confront issues (**reputation of credibility and commitments**).

Intergovernmental Relations

Ndlambe municipality is committed to promoting the intergovernmental relations in line with Intergovernmental Relations Framework Act, 2005 to foster service delivery and to align local programmes with national and provincial programmes. The municipality, with the support of the Department of Local Government and Traditional Affairs, has developed the terms of reference for the establishment of an IGR forum. The secretariat of the forum will be Ndlambe municipality's Corporate Services department.

This brought into existence the Intergovernmental Relations Forum. The only challenges with the IGR Forum is the frequency of its sittings and the Sector Departments sending junior officials without decision making powers to meetings which makes the Forum ineffective. The municipality in its attempts to deal with this problem held a meeting with an official from the Office of the Premier as a Co-ordinating body to try and resolve this issue.

But since Ndlambe has already established War Rooms, in line with Operation Masiphathisane, in all wards it is believed that these challenges will be overcome.

Audit outcomes

The municipality's audit outcomes for the past three (3) financial years are depicted hereunder:

Financial year	Audit outcome
2018/2019	Qualified
2019/2020	Qualified
2020/2021	Qualified

The municipality is doing all in her powers to move out of the qualification audit opinion and is working towards a clean audit. This requires commitment from the municipal Council, employees, the Province and the district municipality in terms of providing support that the municipality requires.

CHAPTER THREE

VISION, STRATEGIC OBJECTIVES, PRIORITIES AND MUNICIPAL INTERVENTIONS

3.1 INTRODUCTION

This chapter outlines the proposed municipal vision, mission informed by the service delivery challenges, capacity challenges and provides an understanding of how the Municipality intends to overcome these challenges. A number of issues have surfaced from the IDP analysis, strategic planning sessions and stakeholder engagement. Each department in the municipality participated in identifying objectives and projects for the development issues raised. These were deemed to be in line with the five year Local Government Strategic Agenda and Outcome 12.

All these issues development challenges were consolidated in line with the National Key Performance Areas, namely;

- Basic Service Delivery;
- Municipal and Institutional Development and Transformation;
- Local Economic Development;
- Financial Viability and Management; and
- Good Governance and Public Participation.

3.2 Community needs

This chapter identify the objectives and projects that the municipality seeks to implement so as to fully address the needs raised by the communities. The strategic objectives, outcomes, and goals were formulated based on the needs raised by communities. The combination of those is tabulated hereunder:

COMMUNITY NEEDS ASSESSMENT PER WARD

WARD AND ISSUES	PROGRESS MADE TO DATE
WARD 1 – KWANONKQUBELA	
Shortage of water	<ul style="list-style-type: none"> • The municipality has managed to obtain EIA approval for the refurbishment of Alexandria Water Sources (Fish Kraals & Cape Padron). This project has been completed and unlocked an additional amount of 400 Kilolitres/day as per approved water-use license within the existing Footprint. • The municipality has signed an SLA with a local commercial farmer to drill boreholes to augment water for the Alexandria community, these boreholes have now been commissioned and are now producing an additional 150Kilolitres/day. • Construction of Brackish Water RO Plant and commissioning of five additional boreholes at Boknesstrand and Cannon Rocks is 99% complete, the project is only left with the electrical connection from Eskom. The municipality has requested Eskom to expedite this process and we are waiting on Eskom. Upon completion, this project will augment an additional amount of 1.0 Ml/day for the Alexandria Community. However, Amatola must complete contract 14 & 15 in order to allow for water to be pumped to Alexandria.
Rectification of RDP houses at Mandela and Gabha street	The rectification has been approved, we are currently busy with the procurement process
High mast light at Gabha and old location	The municipality has not managed to implement this project due to budget constraints, however the municipality will continue to apply for funding to implement this project.
Storm water drainage for the entire community	The municipality has not managed to implement this project due to budget constraints, however the municipality will continue to apply for funding to implement this project.
30 units without toilet at 714 Project	

Re-gravelling of roads and paving	<p>The municipality is currently busy with the construction of a paving road in Takuta street, Phase 1 of the projected is planned to be completed end of June 2022 and Phase 2 will commence in July 2022.</p> <p>The municipality does the re-gravelling of roads as and when the need arises and budget is available. The next re-gravelling is planned to commence in July 2022.</p>
Expansion of R72 road at Kwa-Nonkqubela entrance	SANRAL has indicated that they currently do not have budget available to commence this project. However, the road upgrading has been earmarked for the near future.
Overway bridge from Kwa-Nonkqubela to Wentzel Park	The department has indicated that they do not have budget available for this project.
Additional Hall or Extension and maintenance of the existing one	There is currently no capital available for extension of Halls. Maintenance is an on-going project and are done as soon as possible, when necessary. The Municipality is currently plagued by constant vandalism and/or theft at Municipal premises.
Bulk infrastructure for the development of new RDP houses	Funding application has been submitted for the 2023/2024 financial year. The municipality is still awaiting for a response from the department.
Commonage	<p>Existing Commonages</p> <p>Municipal Commonages have a challenge of infrastructure such as handling facilities, water troughs and fencing for both internal camps and external boundary, however the municipality tries to provide the infrastructure where it can with budget permitting and where budget is challenge other government departments are approached to assist such as the Department of Agriculture and Department of Rural Development. An assessment of available infrastructure was conducted at the Kruisfontein Commonage and proposal for recapitalisation of the commonage has been forwarded to various potential funders, no response has been received.</p> <p>New commonages</p> <p>The municipality assists communities to acquire commonages through submission of applications for consideration to the Department of Rural Development as the custodian of land. Currently applications for land acquisition are placed on moratorium.</p>
Truck stop and 24 hour garage	The business idea is commendable however it is a private sector's appetite based on the feasibility of the concept if it is worth investing or not.
Sidewalks at A street, Tc Bete street	No Capital Budget available for this request. However it will be considered in the near future.

Fencing of library and community hall	
Agri Park and feedloads	<p>The Agri-Parks Programme is a National Programme that identified Agricultural Hubs per district. Sarah Baartman's Agricultural Hub was Sunday's River with Two Farmer Production Support Units identified at Koukamma and Ndlambe. In Ndlambe, Alexandria was identified. Business Plan was developed by Urban Econ Consultants - District Agri-Park Committee was established. Due to change in leadership at National level, the project was halted.</p> <p>With regards to Feedlots the Municipality will continue to engage with the Department of Agriculture and Department of Rural Development .</p>
WARD 1 - BOKNES AND CANNON ROCKS COMMUNITY	PROGRESS MADE TO DATE
Concerned that the Fire Breaks between Addo Reserve and the two villages are not cleared. Also, the Fire Breaks to the east of Boknes are overgrown.	Engagements took place between Fire Chief and Environmental Law officer and SANPARKS as SANPARKS are responsible for that area.
Maintenance of the Hall and Tennis court is not carried out by the municipality. The grass around the hall is never cut by the municipality despite the fact that this is a municipal asset.	The Hall is leased out. Grass-cutting to be referred to CPS.
The parking area at the beach has deteriorated badly and requires urgent resurfacing to avoid a total collapse of the parking area	This project has been completed.
The Ablution facilities require maintenance. The doors are falling off the hinges. It is shabby and not conducive to encouraging tourism which is potentially Ndlambe's economy driver.	Since this was reported our Beach Manager entered into an agreement with Ratepayers and a collaborative partnership was reached whereby certain Ratepayers group assisted with repairs, municipality supplied material and to date there is an agreement to maintain the ablution. The application for funding to DFFE EPIP that was approved on upgrading of coastal infrastructure has not materialised to date.
The retaining wall at the car park has collapsed and parts of the wall now pose a danger to beachgoers. Should the wall collapse and injure anyone it will cost the municipality dearly in litigation costs	The Environmental Authorisation of the Dune Maintenance Management Plan done by consultants was issued in 2020 by DEDEAT. This is on the project list and our Environmental Control Officer is busy with studies that are required regarding dune management incl this retaining wall matter. Once DEDEAT issue authority to go ahead with repairs this can take place subject to availability of funds. We await window opportunity for funding from sector departments to apply for funding. Our intention is in the future to restore Boknes beach again to Pilot and ultimately full Blue Flag Status. The application for funding to DFFE EPIP that was approved on upgrading of coastal infrastructure has not materialised to date.
Residents have on numerous occasions offered assistance in repairing broken weed eaters / lawn mowers at no cost, but the municipality does not accept this offer and prefers not to have the	The municipality has engaged with the two chairman of ratepayer's association and it was agreed the municipality will work collaboratively with the residents to fix/maintain weed eaters / lawn mowers as and when required.

equipment repaired resulting in poor service delivery. This frustrates the residents causing negative views towards the management of the municipality and compounding the perception of low productivity.	
Service delivery equipment is not maintained and no inspection of the equipment is done on a regular basis	Equipment is being inspected and maintained as and when needed.
The tractor has been standing in the yard for three months with a flat tyre giving more impetus to the perception that equipment is poorly managed and utilised	This issue tyre issue has been resolved, but the tractor often breaks down because its old.
Overtime was not necessary for weekends and public holidays outside of the December holiday period. Residents felt strongly that overtime was mismanaged and abused	Overtime is constantly monitored and managed by the DD. Any overtime worked is authorised only when it is necessary to do so.
There was a perception that municipal workers were ill equipped and ill trained for their specific tasks. A case in point here was the fact that a previous water meter reader who could not complete his task within the required time was removed and replaced with two meter readers who do not close the meter covers after having read them	This is incorrect as the municipality has only replaced the one meter reader with one meter reader and this is due to ill health and advice by staff member doctor.
There is no control of use of the tractor or other vehicles which appear to be used for private purposes by the staff. Hours / mileage of vehicles are not monitored resulting in abuse	Vehicles are monitored through the available tracking system. Residents needs to report with evidence any abuse of fleet.
Residents appeal for a yield sign to be placed at the main entrance four way stop turning left into Boknes	This was done 2 years back
Residents wish to know what the management plan is for the refuse site. Garden refuse is piled high and poses a health and fire risk.	Mphele Engineers has been appointed on a 3 year contract as from 1 July 2021 to manage 4 sites including that of the Boknes landfill site as per their SLA requirements. Can arrange a meeting between Mphele and Ratepayers so to raise concerns but Mphele has done substantial work at the site.
Filling of potholes is poorly and incorrectly done. Workers should be trained in the correct method of filling and compacting potholes.	DD has conducted training with the municipal workers in October 2021 at Galjoen Street on the correct method of fixing potholes.
OTHER WARD 1 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVEY:	
Emphasis on job creation	Job creation cuts across all departments, however the LED has a responsibility to promote and support local business enterprises that have a potential of creating jobs to curb the national crisis of unemployment
Municipality does not respond quickly when called upon by residents	

Water quality continues to be a problem	Water samples are taken as per legal requirements and results are send to Council. If there are issues of water quality that needs to be made available to certain community it will be relayed to them through notices.
Support for small business in order to build sustainable livelihoods	
Electricity cost is too high and becoming unaffordable as an essential commodity	
Need more information on IDP, Budget and project prioritisation process	Draft budget is availed to the public for viewing. That it be noted any member of the public that needs more clarity on the budget process can schedule a meeting with Finance whom can give clarity on this.
Rates are very high	Rates tariffs are determined by the cost of the service delivery expenditure budget and has been kept as low as possible over the last 3 financial years as the increase has been below 6% where in prior years the increased was at 9%
WARD 2 WENTZEL PARK	PROGRESS MADE TO DATE
Unemployment rate too high	Job creation cuts across all departments, however the LED has a responsibility to promote and support local business enterprises that have a potential of creating jobs to curb the national crisis of unemployment.
Community Work Programme (CWP) stipends to be paid 25 th of every month	The request has been forwarded to COGTA as the Department is the custodian of the programme
Continual running of toilets after flushing / water leakages in households	This is an ongoing operation, there is a designated team responsible for WCDM which is constantly attending to water leaks in the entire Municipality
Concern regarding the employment of the same contract workers	Contract workers are prioritised when there is a vacant position within the Municipality.
Job creation opportunity of old recycling facility	The Institutional arrangement is in place pending the finalisation of MOU for the facility to operate. Currently only one local Cooperative has shown interest to partner with the IWARS.
Security at clinic	The clinic is the competency of the Provincial Department of Health. This has been brought to their attention
24 hour clinic has not been built	The clinic is the competency of the Provincial Department of Health. This has been brought to their attention
Fairness of development in areas of Alexandria	
Municipality does not keep to their promises, discussed in previous years	
Building of houses in Wentzel Park	The building of houses is not the competency of the municipality however we do submit submissions to the Department of Human Settlement. It is up to them to see if they will allocate.

Rectification of houses	The building of houses is not the competency of the municipality however we do submit submissions to the Department of Human Settlement. It is up to them to see if they will allocate.
Potholes	Pothole repairs are done as and when identified.
Installation of street lights in Kwa Nzayi	Municipality is waiting on Eskom to connect electricity
Completion of paving in eZinyoka	No Capital Budget available for this request. However it will be considered in the near future.
Water challenges in Wetzel Park	A booster pump has been installed to ensure that Wentzel Park receives enough water
Expanding of Wentzel Park clinic	The clinic is the competency of the Provincial Department of Health. This has been brought to their attention
Paving of roads	4th Avenue has been paved for the 19/20 Financial Year. More roads will be paved when budget is available.
Building of abattoir	The BEE partner (Inkwenkwezi Pty, Ltd) is in a process of securing funding for planning and design including deal making however the business plan for operations has been developed.
Need for land to accommodate livestock	The municipality assists communities to acquire commonages through submission of applications for consideration to the Department of Rural Development as the custodian of land. Currently applications for land acquisition are placed on moratorium.
Commercialisation of Kruisfontein farm	A Study was done by Khula Development on the concept. Business Plan has been submitted to various potential funders for consideration with no positive feedback received.
High mast lights of Kruisfontein	Installation of additional mini high mast lights is required, there is currently no funding available for this project. Funding availability will be checked on the current 19/20 Financial year.
Houses of farm areas and (Longvale farm)	An assessment will be done for rural project before the end the December 2022 thereafter application will be done.
Small town revitalisation	COGTA has identified Ndlambe Municipality is one of the areas to benefit from COGTA Small Town Revitalisation Programme. Terms of Reference for situational Analysis have been compiled and ready for advertising. The municipality has committed to being part of the project through a written letter by the Municipal Manager.
24 hour truck stop for truckers	The business idea is commendable however it is a private sector's appetite based on the feasibility of the concept if it is worth investing or not.
Houses of Brakfontein	Informal Settlement upgrade has been approved:

	<ul style="list-style-type: none"> • Currently a pilot toilet has been installed • The sites are pegged and allocated • Roads are being bladed • Jojo tanks will be installed (contractors have been appointed to do this)
Maintenance of street lights	This is an on-going operation; street lights are fixed when reported
Sideway paving near R72 towards KwaNonkqubela	SANRAL has indicated that they currently do not have budget available to commence this project. However, the road upgrading has been earmarked for the near future.
Way bridge near R72	
Upgrading of foot path to Zinyoka	There's no budget available for this request, however this will be considered in the near future-The current MIG funding will be utilized for the Water Augmentation Project.
Clearing of trees near Kombotjies River	Project Funding was applied for as part of window period of the EPIP DFFE programme to clear the area. This funding was not approved. We attend to clearing trees on an ad hoc basis when the opportunity is there and subject to budget and manpower. We are awaiting the next phase of the Catchment to the Coast (Woody Cape implementing agent) to start in the coming few months to assist with this.
Renovation of Wentzel Park hall	The halls are maintained regularly however due to vandalism this cannot be notice. The communities need to work hand in hand with the municipality to come forward and to report people who are doing this. As it requires a lot of budget to appoint security guards to look after the halls 24 hours a day everyday.
Commercialisation of Longhaus farm	The issue is noted, LED will consider engaging the beneficiaries and explore differentiation as part of increases their offerings for sustainability.
Recreational Park at Zinyoka	Project Funding was applied for as part of window period of the EPIP DFFE programme to clear the area. This funding was not approved. To date no budget available but we will keep on applying for funding to sector departments when window opportunities arise
OTHER WARD 2 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVEY	PROGRESS MADE TO DATE
No notification about water and electricity cuts	The municipality will try to improve notify the residents about water cut however on electricity some of the areas are under Eskom therefore we are unable to know when they will implements electricity cuts.
Rates are too high	Rates tariffs are determined by the cost of the service delivery expenditure budget

	and has been kept as low as possible over the last 3 financial years as the increase has been below 6% where in prior years the increased was at 9%
Crime is on the increase	
Electricity is too expensive	Electricity increase is determine by NERSA and therefore out of the hand of the Municipality
Sewerage problems have not been resolved	Sewer pump stations are continuously maintained.
Access to productive land for business purposes	- Issues relating to land ownership are competency of the Department of Rural Development and currently land acquisitions have been placed on moratorium, once it has been lifted, will forward acquisitions to the Department.
A need for common public entertainment spaces (Our own Ntakazi'lali)	Consider SDF for possibly sites within the area that can be utilised for such purposes.
WARD 3 - KLIPFONTEIN / HARMONY PARK	PROGRESS MADE TO DATE
Bush areas in Klipfontein to be removed due to safety reasons	This was attended to pre and during and post COVID-19 period. On receiving complaints the Foreman will look into it. Noting that environmental authorizations at time are required to do so that could delay projects. DFFE need to give authority if there are protected trees and or forested areas.
Require paved area for children to walk to school especially during rainy days / winter	Completed
Identification of land for houses, possibly engage the land trust for additional land	Land has been identified and pegging has been completed. We are awaiting allocation of site were informal settlement upgrade will be done
Water and electricity required for houses	Those without water and electricity are requested to apply to the municipality for water connection and to Eskom for electricity connections. Water applications are applied for at the Kenton by both Infrastructure and Finance department.
No changing and toilet facilities at the rugby field during matches	
The shacks have no toilet facilities	No Capital Budget available for this request. However, it will be considered in the near future.
Flooding of Klipfontein area during rainy season	
WARD 3 - MARSELLE	
Stormwater Management Plan	Application for funding to develop a Storm Water Master plan which will determine all the storm water requirements and funding required has been submitted and only waiting for approval.
Marselle 500 housing project be expedited	There is going to be implementation of site to site services and once these have been completed we will commence with the building of houses.
Upgrading of sewer pump station below Nokholo Street	This project is currently underway with the project of Marselle 500 bulk sewer and due for completion in June 2022.

Learnership programme for the youth	Application for funding to SETAs submitted for Learnerships and Internships and to other Departments e.g. Transport and Public Works. Department of Transport and Public Works currently running Artisan Learnerships across Ndlambe areas
Street lights and tar at Nompucuko location	
Upgrade of the sport field	The sport field pitch was upgraded and completed in the 2020/2021 financial year and this was done according to the budget that we had available.
Water running into houses in New Rest	Application for funding to deal with the flooding has been submitted, however we are waiting on funding to be approved.
New Rest overflow	An informal upgrade project has been approved and the overflow will be catered for under that project. Again the old sport field has been pegged for back yard dwellers.
The people that do not have site numbers in New Rest do not have electricity	As part of the informal settlement project people will be allocated with sites thereafter they can apply for electricity as Eskom required site number to be available before they can install electricity.
Housing Processes must align with each other (eg EIA, NHBRC and Funding)	All the processes are being followed which are follows: submission of application once approved; submission of business plan, then allocation of funds and then pre-planning which includes EIA, NHBRC and funding.
WARD 3 - BUSHMANS COMMUNITY	PROGRESS MADE TO DATE
Traffic Circle in Bushmans	The infrastructure department requires more specification on the desired location for this.
High rate of the outstanding debt by Municipal Officials and Councillors	This matter was addressed in the last 3 financial years as staff debt has reduced by more than half and 86% of staff is in current. The 14% of staff with arrears does has arrangements in place.
Creation of jobs/projects for Ward 3 to reduce the high rate of unemployment and crime in the area.	Job creation cuts across all departments, however the LED has a responsibility to promote and support local business enterprises that have a potential of creating jobs to curb the national crisis of unemployment.
Shortage of water	The municipality is busy trying to investigate an alternative water supply source while Amatola is busy with their maintenance issues.
The Municipality must enforce the by-laws on people doing illegal dumping.	Bylaw enforcement is happening. New Bylaw compliance officer appointed as per 1 April 2022. One of his key areas is illegal dumping. Signage are erected for illegal dumping areas and education programs take place to create awareness.
Upgrading of fire hydrants	This has been brought to the attention of SBDM as they coordinate the upgrading of fire hydrants within municipal areas. 143 hydrants throughout Ndlambe were converted into pillar hydrants
Maintenance of streetlights	Street lights are maintained as and when needed.
Proper plan for floods	Application for funding to develop a Storm Water Master plan which will

	determine all the storm water requirements and funding required has been submitted and only waiting for approval.
Stray animals in R72 road	Contractual appointment of cattle truck. With By-law officer attend to stray animals. Animals are impounded and or fines issued when cattle owners collect animals before impounded. Animals are taken to animal pound in Alexandria. It is responsibility of all members of public, SAPS, businesses to report stray animals
Housing development in Marselle to reduce the number shacks	Once the informal settlement is done an application will be made for formal houses to be build
OTHER WARD 3 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVEY	PROGRESS MADE TO DATE
Job opportunities	Job creation cuts across all departments, however the LED has a responsibility to promote and support local business enterprises that have a potential of creating jobs to curb the national crisis of unemployment.
Sports ground is required	
More garbage bins	Placing of skip bins in strategic areas has taken place. Challenge is that it creates mini dumping areas and when bins are removed continued dumping continue.
WARD 4 - EKUPHUMLENI	
Rehabilitation of entrance in Ekuphumleni	There is currently no budget available. However, the project will be considered in the near future.
Quality of the electricity installed in the new RDP houses does not assist the residence	This request has been submitted to Eskom.
Investigate the houses that are connected straight to the main sewer line.	This has been completed.
Illegal dumping in Ekuphumleni	Bylaw enforcement is happening. New Bylaw compliance officer appointed as per 1 April 2022. One of his key areas is illegal dumping. Signage is erected for illegal dumping areas and education programs take place to create awareness.
Learnership programme for the youth of Ekuphumleni	Application for funding to SETAs submitted for Learnships and Internships and to other Departments e.g. Transport and Public Works. Department of Transport and Public Works currently running Artisan Leainerships across Ndlamble areas.
Installation of street lights – highmast	No Capital Budget available for this request. However, it will be considered in the near future.
Municipality to provide commonage for cattle owners	The municipality assists communities to acquire commonages through submission of applications for consideration to the Department of Rural Development as the custodian of land. Currently applications for land acquisition are placed on moratorium.

Storm water plan	Application for funding to develop a Storm Water Master plan which will determine all the storm water requirements and funding required has been submitted and only waiting for approval.
Provision of Water Tanks	Due to the current water challenges, the municipality has supplied for communal water tanks and more will be supplied before end of June 2022.
Fixing Water leakages	This is fixed as and when required.
Rectification of houses	Applications for rectification has been submitted to the Department of Human Settlement and we will await their approval.
Sewerage overflow	Sewer spillages are attended to as and when required.
No streetlights next to the Dumping site	There is no dumping site in this community
WARD 4 - KENTON ON SEA	PROGRESS MADE TO DATE
Installation of solar street lights	No Capital Budget available for this request. However it will be considered in the near future.
Traffic circle in R72 road	SANRAL does not approve this request due to their traffic safety rules.
Stray animals on R72 road	Contractual appointment of cattle truck. With By-law officer attend to stray animals. Animals are impounded and or fines issued when cattle owners collect animals before impounded. Animals are taken to animal pound in Alexandria
Illegal dumping at Ekuphumleni	Bylaw enforcement is happening. New Bylaw compliance officer appointed as per 1 April 2022. One of his key areas is illegal dumping. Signage is erected for illegal dumping areas and education programs take place to create awareness.
The municipality must consider recycling for job creation for the youth	We are responsible for waste management services and recycling is an initiative that can take place but interested people that want to establish recycling initiatives can contact recycling companies in the area. Note that the cost of transport of recyclable materials vs low cost paid for recycling material makes this a very difficult business venture. Education taking place in schools. Currently project BIGM allocated recycling bins to Dambuza School as a pilot. In future will role out to other schools. The municipality must consider recycling for job creation for the youth- Mr Mbolekwa to follow up with the interested beneficiaries-Eco Sun Village concept underway and linkages with Alexandria recycling project are currently in place.
State of Kenton on Sea Town Hall needs to be upgraded, sometimes there is no water and toilets are faulty. It is impossible to have social events such as weddings.	There is no capital budget for major renovations however renovations of a smaller magnitude are carried out when required.
Shortage of water in Kenton on Sea results into water restriction	The municipality is busy trying to investigate an alternative water supply source

	while Amatola is busy with their maintenance issues.
Identification of the new landfill site	
Community members in Kenton on Sea are not happy with the Valuation Roll of the Municipality, Finance must investigate the results. The value of some properties are too high	Municipality followed all processes as per the MPRA and believe the matters has been resolved. Further for rata payers to NOTE Municipality is doing valuations in line with the MPRA and rate payers must follow the legislated process to object and appeal against their property values as this is the only way that these matters can be address.
OTHER WARD 4 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVEY	
Housing is required	An informal settlement upgrade has been made to Department of Human Settlement and we await their approval.
Job opportunities	Job creation cuts across all departments, however the LED has a responsibility to promote and support local business enterprises that have a potential of creating jobs to curb the national crisis of unemployment
Improve toilets	
Need library	There are already two libraries, in town and in the location. There is currently no plan to have another library erected.
Tarred roads	Kariega road was paved in the 2020/2021 financial year, more paving will be done when more funding is made available in the near future.
Playgrounds	
Streetlights	No Capital Budget available for this request. However it will be considered in the near future.
Electricity	
Parks	There is a community park at Ekhuphumleni. (Not clear what exactly about parks were raised)
Schools	Schools are a competency of the Department of Basic Education
Water is too expensive	Water tariffs are determined by the cost of rendering the service. That is be noted due to drought the municipality has had to source other ways of rendering water services such as boreholes and RO plant these services are expensive therefor the increase in the water tariff.
WARD 5 – BATHURST TOWN	
PROGRESS MADE TO DATE	
Dumping site in bad condition. site	Mphele Engineers has been appointed on a 3 year contract as from 1 July 2021 to manage 4 sites including that of the Bathurst landfill site as per their SLA requirements. Can arrange a meeting between Mphele and Ratepayers so to raise concerns but Mphele has done substantial work at the site. It be noted that the

	Bathurst Ratepayers Association are challenging the management of the landfill site and have engaged DEDEAT on the matter. The intention of municipality is to close all landfill sites in the future and establish two regional landfill sites. This requires EIA and rehabilitation and to date no funding (in excess of R200 million)
Signage directing people to dumping site needs to be improved	This was resolved in 2020/2021 with the use of Mphele Engineers
Road leading to dumping site needs to be expanded	The road was attended to ensure better access to the dumping site but still needs to be expanded. Due to limited budget this has not been done. Mphele engineers are maintaining the road leading to the dumpsite as and when required
Roof and inside of Community Hall to be fixed. Water leaks through roof during heavy rains	The Town Hall was recently vandalised. The municipality is awaiting a response from the insurance so that it can start with rebuilding/renovating the hall.
Dumping of grass / tree cuttings on pavements throughout Bathurst suburb	When this is witnessed, we rely on public to report it and if know who the culprits are willing to give sworn affidavits so that culprits can be prosecuted.
Flooding of Hill street during heavy rains	The municipality is always attending this road after heavy rains, the road will need to be upgraded to a surface in order to avoid erosion, but budget is still a challenge.
Cleanliness of the access of Bathurst (entering from Grahamstown)	This is the competency of the Department of Public Works.
Signage within Bathurst to promote Tourism	In conjunction with the Sunshine Coast Tourism, LED will identify the sites and engage ECPTA as the agency empowered by legislation to deal with signage.
Speed of vehicles driving through Bathurst	The main road (R67) through Bathurst belongs to the Department of Roads and Public Works. It is therefore be the responsibility of the department to look at speed calming measures.
Some street lights not switched on during the night, some are broken and hanging down for a long period of time	Most of the lights were attended, and this is an on-going maintenance plan.
Cattle roaming at night causes a danger and deters tourism and visitors to town	Contractual appointment of cattle truck. With By-law officer attend to stray animals. Animals are impounded and or fines issued when cattle owners collect animals before impounded. Animals are taken to animal pound in Alexandria. It is responsibility of all members of public, SAPS, businesses to report stray animals
Unrecovered rates	That it be noted around 70% of the Ndlambe Jurisdiction is Eskom electricity areas and the municipality don't have leverage to collect the debt in these areas, but is currently looking into strategies to attend to this. Further that it be noted Eskom has been engaged to try see if they can not assist the municipality in collecting our debt from their customers by blocking the clients from buying electricity from them. This was not approved but the municipality was told to apply to take the electricity area over of which the municipality is doing a cost analysis in this regard
Fresh water leak opposite Pig n Whistle, driving across the 4 way stop and proceeding down	This has been attended; apparently this was caused by the leaking air valve.

Residents from informal settlements chopping down vegetation on Municipal grounds for their animals to eat	As and when this is reported to relevant authorities ie ECTPA Rangers and municipal officials and SAPS it be investigated.
Presence of monkeys within the town	Bathurst is a rural (natural area). Monkeys and other wild life occur naturally in the area. There is a tendency for public to feed these animals. Ratepayers associations and public should educate their member not to feed wild animals. Education through our Environmental Education ranger is happening on various aspects of environmental topics incl this
Renovation of the magazine within Bathurst to promote tourism and visitors	LED will engage Sunshine Coast Tourism, there is one in Bathurst available from the Sunshine Coast.
Concern over huge rates and taxes increases over last 2 years	Rates tariffs are determined by the cost of the service delivery expenditure budget and has been kept as low as possible over the last 3 financial years as the increase has been below 6% where in prior years the increased was at 9%
WARD 5 – NOLUKHANYO	PROGRESS MADE TO DATE
Agricultural College in Bathurst	
Debilitated toilets	The municipality has attended most of the critical toilets, but due to budget some could not be done.
Fencing along R67	The road belongs to the department of roads and public works. It is therefore the responsibility of the department to fence along this road. Through the current project, the contractor appointed by the department has started fencing and this will continue throughout.
Jojo tanks	There is no capital funding available to install Jojo Tanks.
Housing development	Due the water challenge an application for informal settlement upgrade has been submitted and an application for rectification of match box houses.
Pegging of sites	
Speed humps at Memani street and Qhayiya	These speed humps were installed in the previous financial year (2021/2022).
Water quality	Water testing is done on a monthly basis to check quality of water and if there are failures re- testing is also normally conducted. Water quality is being dealt with by scouring the settlements tanks and cleaning of raw water storage tanks especially after heavy rains.
High mast light eNdlovini	No capital budget but this will be considered in the near future.
Provision of street lights Ezinyoka	A streetlight has been installed.
Flushing toilets	No capital Budget. However, Business Plans have been prepared as to source funding of water borne (flushing toilets) for Bathurst

No toilets at the cemetery	This can only be done subject to availability of budget and this has been placed on the IDP. Note for the past 2 years funerals may not exceed 2 hours from start to finish due to COVID regulations
Cattle eating plastics due to no fence in the commonage	Each cattle owner is responsible for their cattle. However, It is the absence of boundary fencing that causes animals to cause nuisance on the roads, however the municipality tries to provide fencing where it can with budget permitting and where budget is challenge other government departments are approached to assist such as the Department of Agriculture and Department of Rural Development. The Municipality to also engage SANRAL.
Challenge with refuse collection days	There is a refuse schedule that the Foreman in Bathurst use to collect refuse.
Bushes to be cut Endlovini close to people's houses	As and when complaints are received and subject to approvals in terms of Environmental legislation and valid reasons for cutting bushes this has and will be attended too
Rectification of houses	An application was submitted and approved for the rectification of the match box houses
Provision of Park in Freestone	
Repairs and upkeep of Park in Nolukhanyo	
Challenge with honey sucker – toilets overflowing	The whole municipal areas is faced with shortage in honey-sucker and this is as a result of not enough capital budget to procure more. From time to time when a backlog is experienced, we hire trucks to assist. However, a honey sucker is always availed to attend to overflowing toilets.
Provision of skip bins	Skip bins will only be placed on a need basis for short periods subject to availability of bins as it creates illegal dumping spots in communities when the bins are removed. Note there are only 2 skip trucks servicing the whole of Ndlambe area making emptying of skip bins a challenge.
Pineapple factory (Umsobomvu)	Beneficiaries of the asset were engaged, unwillingness to release to other potential beneficiaries, perhaps explore possibility of reviving the previous business entity.
OTHER WARD 5 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVEY	
Job opportunities	Job creation cuts across all departments, however the LED has a responsibility to promote and support local business enterprises that have a potential of creating jobs to curb the national crisis of unemployment.
No tar roads	No capital budget but this will be considered in the near future.
Drainage system	No Capital Budget to attend to the drainage system but this will be considered in future.

No flushing toilets	No capital Budget currently to implement project for flushing toilets but this will be considered in the near future.
WARD 6 – TRAPPESVALLEY	PROGRESS MADE TO DATE
No potable water especially at Gary Fletcher Farm – people drinking in dams where cattle are also drinking	One tank has been placed at the farm, however more tanks will be placed at the farm for the purpose of drinking water also the municipality has got a long-term plan to drill boreholes in the farms.
No electricity at Gary Fletcher Farm the owner indicated that he doesn't need government services in his farm	
Kotishini residents wants to know who has a right to stay there or to lease those houses	
Some farm dwellers do not have electricity especially eKotishini its dark and would like to be provided with Solar Geyser	Solar street lights were installed by the municipality for this community. Again an application has been done for an Eco-Village for this community which once is approved will provided with some of the service however this will be determined by the funding available for this project by the Department of Human settlement.
In need of land to keep their goats	Armagh was handed over to local coop in the area through caretaker ship. Community to Utilise the land in the meantime until the moratorium is lifted for new land acquisitions
Game Reserve next to farm dwellers houses – Kwa Bobbin	
Availability of tanks (Communal tanks)	
People from Umsobomvu (Ejuzini) need houses to be built	
Damaged fencing at Roundhill Game Reserve	This has been attended too. There is an approved DFFE EPIP Round Hill Oribi Project approved in 2019/2022 but the project has not commenced as yet. DFFE indicated that it could happen within the 2022/2023 financial year. The Fencing of Round Hill Reserve is part of the deliverables
Chicken Den – Trappes Valley	Trappes Valley- Mr Mbolekwa to engage the community on potential sustainable enterprises in the area that can be supported and developed.
Projects to be done in Round Hill relating to environment	
Rights of the people staying in farms	
WARD 6 THORNHILL	PROGRESS MADE TO DATE
Rectification	No rectification is required for houses in Thornhill residents are urged to report any defects to the housing office.
Skills development	The Municipality has identified a site office in Marselle awaiting for Ekurhuleni Artisan College to visit Ndlambe
Person to assist on formulating business plan	Mr Mbolekwa to follow up on the type of enterprise that requires B/P and assist accordingly

More speed humps to be erected in Thornhill	Some speed humps were erected in Thornhill
Water challenges	Construction of a 2.6ML storage reservoir has been completed at Thornhill that is going to address the current challenges of water in Thornhill. Additionally, due to rains happened in December 2021, most of the areas are getting water now.
Beneficiary list for housing to be made available to the community	The provincial housing committee has not yet allocated beneficiaries for the housing project as yet however the project has been approved.
Timeframe for housing project in Thornhill.	The Municipality is waiting for the department of Human settlement to indicate on the application submitted. The aim was to start with internal services in the next financial year (22/23), but this will depend on the availability of funding by the department.
Health hazard from landfill site smoke	Mphele Engineers has been appointed on a 3 year contract as from 1 July 2021 to manage 4 sites including that of the Port Alfred landfill site as per their SLA requirements. Can arrange a meeting between Mphele and Ratepayers so to raise concerns but Mphele has done substantial work at the site. They have a fire fighting crew after hours and the amount of fires over the past year has been minimized and attended too immediately with the assistance of the Fire department. The intention of municipality is to close all landfill sites in the future and establish two regional landfill sites. This require EIA and rehabilitation and to date no funding (in excess of R200 million)
Serviced site to be allocated in Thornhill	The municipality is looking for land that it can buy for for service sites
HR Report of the people employed made available	Report is available and will be tabled when requested.
Councillor to arrange a meeting with the residents of Thornhill	(Electricity availability will be waived in this area going forward)
WARD 6 (SEAFIELD)	
Two permanent toilets and conservancy tank at the East River picnic area. (The total area of the two toilets approx. 4 sq. meters.) Installing a second water pipeline from the existing water treatment plant to the reservoir.	EIA requirement. Our understanding is that Kleinemonde Ratepayers Association has appointed their own consultant to obtain Environmental Authorization from DEDEAT. This project could not continue due to non- availability of budget, but this will be looked at the next financial year(2022/23)
Funding Kleinemonde West parking lot sand removal and ablution block repairs	The Environmental Authorisation of the Dune Maintenance Management Plan done by consultants was issued in 2020 by DEDEAT. This is on the project list and our Environmental Control Officer is busy with studies that are required regarding dune management incl this retaining wall matter. Once DEDEAT issue authority to go ahead with repairs this can take place subject to availability of funds. We await

	<p>window opportunity for funding from sector departments to apply for funding. The Ratepayers also indicated that they can assist. We are awaiting the authorisation from DEDEAT in the near future</p>
Stormwater drainage – Riverview Crescent	No capital Budget
Road slurry sealing the following roads:Beachwood Way.From Beachwood Acres to Natures Way. Approx. 300 m. This section was identified and surveyed in 2021 for slurry sealing – but to date no progress.	Nothing has been done to date, due to time taken in patching of potholes, but this will be attended.
Additional skip truck	Refuse compactor collect refuse on Mondays and take it to the Port Alfred landfill site. Transfer site is managed by Kleinemonde Ratepayers Association on a month to month contract with Ndlambe
Ride-on mower	
Alien vegetation on Council properties	Applied to sector departments for funding to deal with alien invasive species throughout Ndlambe. To date no funding received
Parking of vehicles on the road, instead of designated parking areas or off street	
Cost Containment Measures to be visible on Ndlambe website	The municipality does have an approved cost containment policy which is loaded to the website.
EIA costs are high and should be paid per area, not two neighbours to both pay but they are right next to each other	Individuals to deal with DEDEAT directly
Robot/s to be placed at access point/s into Kleinemonde after roadworks are done	This is the responsibility of the department of public works / SANRAL.
Lack of maintenance of sand dunes at the beach park area	The Environmental Authorisation of the Dune Maintenance Management Plan done by consultants was issued in 2020 by DEDEAT. This is on the project list and our Environmental Control Officer is busy with studies that are required regarding dune management incl this retaining wall matter. Once DEDEAT issue authority to go ahead with repairs this can take place subject to availability of funds. We await window opportunity for funding from sector departments to apply for funding. The Ratepayers also indicated that they can assist. We are awaiting the authorisation from DEDEAT in the near future
Progress of East car park toilet facilities	EIA requirement. Our understanding is that Kleinemonde Ratepayers Association has appointed their own consultant to obtain Environmental Authorization from DEDEAT
Municipal building yard in a bad state	
OTHER WARD 6 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVEY	

Creation of more job opportunities	Job creation cuts across all departments, however the LED has a responsibility to promote and support local business enterprises that have a potential of creating jobs to curb the national crisis of unemployment.
Accessible community centre used at a very minimal cost compared to TT JONAS Multipurpose Centre	There is currently no capital budget to build more community Halls.
Improve water services	Construction of a 2.6ML storage reservoir has been completed at Thornhill that is going to address the current challenges of water in Thornhill.
Improve transport – too expensive	This is not within the competency of the municipality.
There is a need for more visible policing	
RDP house are required – New Rest Area	This areas has been approved frr information settlement upgrading where roads, household toilets, tanks, wheelie bins and pegged sites.
Upgrading of roads	No Capital Budget
Mobile Clinic is required	
There is a need for streetlights	
Bins are required	All households in Thornhill were provided with wheeli-bins. Residents are liable to buy their own once the ones that were provided to them are damaged or lost.
Municipality does not inform us about water cuts	It was communicated that water will be carted in certain times during drought period. Currently no trucks carting water from the Kleinemonde treatment plant.
WARD 7	PROGRESS MADE TO DATE
Thornhill Housing Project	This project has been approved and we are awaiting the provincial housing committee for allocation of sites
Rezoning of Cricket Field	This areas has been approved for information settlement upgrading where roads, household toilets, tanks, wheelie bins and pegged sites.
Land for Informal settlement	
Rectification of houses	Still awaiting for approval of application for rectification from Human Settlement for ward 7.
Land for churches in Thornhill	
Youth development centre to assist the youth	The Municipality has identified a site office in Marselle awaiting for Ekurhuleni Artisan College to visit Ndlambe. However, there is currently no capital budget to build more community halls/premises.
Electricity for households in Cricket field	Application of funding for electrification can only be submitted once the upgrading of the informal settlement is complete.
Relocation / removal of landfill site	
Land for grave sites	

Illegal dumping in Cricket field	Bylaw enforcement is happening. New Bylaw compliance officer appointed as per 1 April 2022. One of his key areas is illegal dumping. Signage is erected for illegal dumping areas and education programs take place to create awareness.
Piggery projects in the yards / houses	Illegal. On receipt of complaints our EHP will investigate. LED in conjunction with CPS will ensure that compliance is effected whilst promoting enterorise development.
Smoke at the landfill site affects patients at SANTA hospital	Mphele Engineers has been appointed on a 3 year contract as from 1 July 2021 to manage 4 sites including that of the Port Alfred landfill site as per their SLA requirements. Can arrange a meeting between Mphele and Ratepayers so to raise concerns but Mphele has done substantial work at the site. They have a fire fighting crew after hours and the amount of fires over the past year has been minimized and attended too immediately with the assistance of the Fire department. The intention of municipality is to close all landfill sites in the future and establish two regional landfill sites. This require EIA and rehabilitation and to date no funding (in excess of R200 million)
Maintenance of street lights in Cricket field	Ongoing maintenance is happening when lights are not working.
Maintenance of gravel roads	Ongoing maintenance is happening on roads
OTHER WARD 7 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVERY	
Job opportunities	
Water Shortage	This was a result of drought, but now water is available in some of the areas except when there is a plant or pipe breakdown. Some of the areas are going to benefit from the construction of a 2.6ML storage reservoir that has been completed at Thornhill and is going to address the current challenges of water in Thornhill and part of Ward 7.
RDP Houses (Mfuleni Zama Zama area)	
Toilets need repairs (doors are falling apart)	Most of the toilets that were indicated as falling apart are now rectified and, in some houses, new toilets were built.
Upgrading of roads (i.e Nkobi and Zama Zama Street)	No Capital Budget. These roads will be considered in the near future.
Sewerage Problems	The municipality keeps on attending sewerage problems, but vandalism of pumps stations is a challenge.
Sports ground required	
Library	

WARD 8	PROGRESS MADE TO DATE
Rectification	An application has been made to the department of Human Settlement and we await their approval
Upgrade of Walter Matthews Stadium	
Paving in Ngogela, Solomon Mahlangu and Runeli Drive was not completed	No Capital Budget, but Runeli drive project is in progress.
Skills development to present the services that they are rendering	The Municipality has identified a site office in Marselle awaiting for Ekurhuleni Artisan College to visit Ndlambe
Paving project for Mangcangaza street	This project is completed
Wheelie bins	A limited number of Wheelie bins on a yearly basis has been procured and gets allocated in consultation with Ward Councillors.
Erection of speed humps in Mbundwini street	Done (June 2019)
More Street lights i.e Solomon Mahlangu	No Capital Budget, the municipality is maintaining the existing streetlight when need arises.
No toilet in 1273 Mgudwa street	The toilet was built.
Toilets that are not complete in Ward 8	House numbers are required in order to know which houses that are not completed.
List of Housing Beneficiaries be made available to the community for them to check whether their names are on the list	The provincial housing committee has not yet allocated beneficiaries for the housing project, however the project has been approved.
Buyiswa Dyongwana does not have electricity	Councillor was consulted by the internal electrician and it was established that electricity box was installed by Eskom but was stolen. The owner was told to contact Eskom for new electricity box.
Demolishing of unused structures in eSileyini	This was discussed with the ward councillor to meet with the people of the area in order to discuss this issue before demolishing can be done.
OTHER WARD 8 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVEY	
Upgrading of roads	No Capital Budget
Housing required	There is currently no land available in this ward therefore those that qualify and are approved will be catered for in the Thornhill housing development which has been approved. We are awaiting the Provincial housing committee to finalise the list.
More streetlights	No Capital Budget
No notice of water cuts	Municipality issues out notices and loud hailing is done when there are water

	challenges
Job opportunities	Job creation cuts across all departments, however the LED has a responsibility to promote and support local business enterprises that have a potential of creating jobs to curb the national crisis of unemployment.
Transport	
WARD 9 - STATION HILL	PROGRESS MADE TO DATE
They were promised that they temporal classrooms for High School learners will be placed in Station Hill but the learners were sent to Nomzamo High School and they are failing and dropping out of school because there are no teachers that can teach them in Afrikaans	
5 houses from the 120 housing project must be built in Station Hill because they were borrowed for Nemato Location.	3 houses have been built in Stationhill as per Nemato 120 list
Street lights next to the Supermarket to be maintained	This streetlight was maintained and ongoing maintenance of street lights is in place.
Pot holes to be fixed in all the streets of Station Hill	Done and this an ongoing maintenance
Establishment of the youth centre to prevent the youth from committing crime.	The Municipality has identified a site office in Marselle awaiting for Ekurhuleni Artisan College to visit Ndlambe. There is currently no capital budget to build more community Halls/premises.
WARD 9	PROGRESS MADE TO DATE
Wheelie bins	A limited number of Wheelie bins on a yearly basis has been procured and gets allocated in consultation with Ward Councillors.
Paving of strategic streets	Runeli drive is one of the strategic streets and is under construction. No Capital Budget to continue with other roads but this will be considered when budget becomes available.
Community of the ward need data base employment system back	Matter to be referred to the Public Participation office.
Landfill site is a health hazard to the community	Mphele Engineers has been appointed on a 3 year contract as from 1 July 2021 to manage 4 sites including that of the Port Alfred landfill site as per their SLA requirements. Can arrange a meeting between Mphele and Ratepayers so to raise concerns but Mphele has done substantial work at the site. They have a fire fighting crew after hours and the amount of fires over the past year has been minimized and attended too immediately with the assistance of the Fire department. The intention of municipality is to close all landfill sites in the future and establish two regional landfill sites. This require EIA and rehabilitation and to date no funding (in excess of R200 million)

43 Air School issue	The issue is being attended by both the Provincial and National Departments of Public Works.
Land to build houses	
Sprawling taverns	
Awareness about fire	On-going awareness training is carried out by the Fire department
Housing rectification	
Land for cemeteries	This required EIA. Tender was send out for appointment of EIA specialists to do studies. Tender had to be re-advertised. Currently moratorium on advertising of tenders. Intention to establish 2 cemeteries (1 east and 1 west Ndlambe)
Meeting with tavern owners must be conducted to discuss by-laws	
Community to be notified when there will be no water	This is an ongoing exercise and the municipality is always informing residents when there will be no water. This is normally done through loud hailing and notices to the councillors.
Construction of mall on ERF 388	This has been approved and the project will proceed as planned by the developer.
Stray animals causing accidents	Contractual appointment of cattle truck. With By-law officer attend to stray animals. Animals are impounded and or fines issued when cattle owners collect animals before impounded. Animals are taken to animal pound in Alexandria. It is responsibility of all members of public, SAPS, businesses to report stray animals
Street light from the CBD to Thornhill be erected	This is the responsibility of the department of transport.
Youth development	
OTHER WARD 9 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVEY	
Housing is required	There is currently no land available in this ward therefore those that qualify and are approved will be catered for in the Thornhill housing development which has been approved. We are awaiting the Provincial housing committee to finalise the list.
Jobs	
Water	Due to drought most of the areas were not getting water but are now getting water.
Street names	
More Streetlight maintenance	This is an ongoing maintenance
Street humps	Speed humps are erected when required

Rates are too high	Rates tariffs are determined by the cost of the service delivery expenditure budget and has been kept as low as possible over the last 3 financial years as the increase has been below 6% where in prior years the increased was at 9%
Refuse removal	Refuse removal takes place as per refuse removal schedule
Refuse bins are broken and they need to be replaced	These are always attended when they arise
Drainage problems	These problems are always attended when they arise.
Leaking toilets	It is the responsibility of the owner to attend to leaking toilets. However, the Municipality has a dedicated team of WCDM team that looks at leaking toilets and other leaks.
Roads need to be upgraded	No Capital Budget
Meter reading is an issue	Meter reading performance as at 85% and Finance department is working on improving this % by attending to replacement of faulty meters, uncovering covered over meters and writing to consumers whose meters are inside the yard and access is restricted due to locked properties and dogs etc. Variance reports are checked on a monthly basis to ensure accurate billing.
WARD 10 - PORT ALFRED TOWN	PROGRESS MADE TO DATE
Widening of the East Beach access roads and additional parking is necessary	This is subject to EIA requirements. The Environmental Authorisation of the Dune Maintenance Management Plan done by consultants was issued in 2020 by DEDEAT. This is on the project list and our Environmental Control Officer is busy with studies that are required regarding dune management incl. this retaining wall matter. Once DEDEAT issue authority to go ahead with repairs this can take place subject to availability of funds. It is not clear with this falls into scope of EA issued.
Sewerage leaks all over in town most every day – the Municipality only reacts when contacted whereas regular checks should be in place	Regular checks are done, but recently a portion of pipeline was upgraded due to foreign objects found on the line such as fats and plastics. The sewer problem in town has been attended to by changing the sewer main pipeline that was damaged and old, sewer spillages are dealt with immediately and regular checks are done.
Time frame for the fixing of the sewerage	The average time that has been set is 4 hours however some areas require more time depending on the severity of the problem. The time frame should be short as possible but due to the blockage condition sometimes it becomes more.
43 Air school runway – a decision is taking long	A decision is taking long – The issue is being attended to by both the Provincial and National Departments of Public Works.

Stray animals on roads	Contractual appointment of cattle truck. With By-law officer attend to stray animals. Animals are impounded and or fines issued when cattle owners collect animals before impounded. Animals are taken to animal pound in Alexandria. It is responsibility of all members of public, SAPS, businesses to report stray animals
Council chambers not accessible for disabled members of the community	
Safety security at pump station	Municipality is engaging the services of the security company for the purpose of ensuring safety at pump stations by installing security sensors.
OTHER WARD 10 ISSUES EMANATING FROM CUSTOMER SATISFACTION SURVEY	
Job opportunities	Job creation cuts across all departments, however the LED has a responsibility to promote and support local business enterprises that have a potential of creating jobs to curb the national crisis of unemployment.
Water supply must be consistent and ensure portability	Drought situation has caused water supply not to be consistence especially on high lying areas, however municipality has implemented various projects that seek to augment more water to the area of Port Alfred (drilling of 5 x boreholes at Groove farm, 2 x boreholes at Mansfield, installation of 1ML RO plant at Wharf street) currently there is a project of drilling more wells at the East bank dunes and at Rufanes river. More water sources are also being explored.
Toilets required (holiday makers use bushes for sanitation and this is a problem for residents)	
Roads upgrade (more paving for inner streets)	No Capital Budget but this will be considered once the budget becomes available.
Mobile clinics (to serve communities attached to wards).	Mobile clinics are the competency of the Department of Health.
Shelter at bus stops	No Capital Budget but this will be considered once the budget becomes available.
Find ways of reducing noise from Krantz especially as it is located next to the hospital	The By-laws relating to noise to be applied and complied with.

THE NDLAMBE MUNICIPALITY 2030 VISION:

The Ndlambe Municipality Vision that emerged during the Strategic Planning workshop is as follows:

Ndlambe municipality strives to be a premier place to work, play, and stay, on the eastern coast of South Africa. It strives to be the destination of choice for people who love natural and cultural heritage, adventure water sports, and living for families.

Our promise is to build a state-of-the-art physical infrastructure which will be laid out aesthetically in our beautiful natural environment. Our prosperous community supports a safe and healthy lifestyle which is supported by affordable natural living and a vibrant tourism and agriculturally-based economy!

We promote good governance by providing sustainable, efficient, cost effective, adequate and affordable services to all our citizens.

MISSION:

To achieve our vision by enabling optimal performance within each of the five Key Performance Areas of Local Government within the context of available resources.

VALUES:

- Commitment;
- Transparency;
- Honesty;
- Trustworthiness; and
- Care

3.4 Strategic Goals and Objectives

Below are the Strategic goals and objectives that emanate from the long term strategy of the municipality:

Strategic Goal 1	1. A premier place to work and do business
Strategic Objectives	1.1. Improve the efficient running of and the governance of the Municipality
	1.2. Develop state-of-the-art physical infrastructure
	1.3. Develop a vibrant, rapidly growing, employment generating agri-based economy
	1.4. <u>Develop a vibrant, rapidly growing, employment generating tourism economy, including the heritage economy</u>
	1.5. <u>Develop a vibrant, rapidly growing, employment generating oceans economy</u>
Strategic Goal 2	2. Destination of choice <i>for living</i>
Strategic Objectives	2.1. Improve financial viability of the municipality
	2.2. Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens
	2.3. Create a safe and secure living environment
	2.4. <u>Position the municipality as a learning hub of excellence</u>
Strategic Goal 3	3. Tourist destination of choice for people who love natural and cultural heritage, and adventure water sports
Strategic Objectives	3.2. Preserve the natural beautiful environment
	3.3. Develop and support adventure and extreme water sports
	3.4. Develop cultural heritage economy

3.5 Five-year Strategic scorecard linked to the Integrated Development Plan (IDP) of Ndlambe Municipality

At this level the performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in the Integrated Development Plan (IDP) of the municipality. This will be done on the basis of key performance indicators and targets set for each of the IDP objectives of the municipality. Given the fact that the IDP has a five-year time span, the measures set at this level will be of a strategic and mostly long-term nature with an outcome and impact focus.

High level strategic implementation plan

Strategic outcome I	A premier place to work and do business					
Expected Impact	Business investment and employment environment creation					
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners	Completion Date
1. Improve the governance of the municipality	1.1. Clean audit programme	1.1.1. Operation clean audit	1.1.1.1. Number of repeat audit findings	• Director Finance	<u>Internal</u> • All Municipal depts. • Director infrastructure <u>Transactional</u> • Treasury	1.1.1.1.1. March 2023
	1.2. Top Management Stability	1.1.2. Top management Staff vacancy reduction	1.1.2.1. Staff vacancy rate	• Director Human Resources	<u>Internal</u> All Municipal depts.	1.1.2.1.1. March 2023
	1.3. Integrated municipal departments	1.1.3. Streamlining processes to integrate all departments	1.1.3.1. Rate of service completion	• Director Human Resources	<u>Internal</u> All Municipal depts.	1.1.3.1.1. March 2025

Strategic outcome I	A premier place to work and do business					
Expected Impact	Business investment and employment environment creation					
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners	Completion Date
2. Develop state-of- the-art physical infrastructure	1.4. In sourcing electricity provision	1.1.4. Develop inhouse electric supply capability	1.1.4.1. Number of dwellings provided with connections to the mains electricity supply by the municipality	• Director Infrastructure	<u>Internal</u> • Director Finance • Manager LED Transactional • Eskom • Dept. of W&S <u>External</u> Independent renewable energy providers	1.1.4.1.1.Dec 2023
	1.5. Bulk Water Infrastructure development programme	1.1.5. Feasibility studies of identified infrastructure projects	1.1.5.1. RO plants in place 1.1.5.2. Number of new water connections meeting minimum standards			1.1.4.1.2.March 2025
	1.6. Green renewable energy infrastructure	1.1.6. PPP arrangements establishment	1.1.6.1. Solar & Wind power generation plants in place 1.1.6.2. Green technologies University in place 1.1.6.3. 1.1.5.1. Installed capacity of approved embedded generators on the municipal distribution network			1.1.6.3.1.Dec 2025

	1.7. Broad Band Telecomms infrastructure	1.1.7. Installation of Broad Band Capacity	1.1.7.1. Broadband infrastructure in place		<u>External</u> Broadband service providers	1.1.7.1.1.March 2024
	1.8. Roads infrastructure improvement	1.1.8. Roads paving & rehabilitation	1.1.8.1. Percentage of surfaced municipal road lanes which has been resurfaced and resealed 1.1.8.2. KMs of new municipal road lanes built		<u>Transactional</u> • Dept. of Transport	1.1.8.2.1.March 2025

Strategic outcome I	A premier place to work and do business					
Expected Impact	Business investment and employment environment creation					
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners	Completion Date
3. Develop a vibrant, rapidly growing, tourist and agri-based employment generating economy	1.1. Pineapple production & Agro-processing	1.1.1. Increased SMME pineapple production & Agri-business development	• Comprehensive Agri-business development plan in place	• LED Manager	<u>Internal</u> <ul style="list-style-type: none"> • Community Services • Finance • Infrastructure <u>Transactional</u> <ul style="list-style-type: none"> • Dept. Agric • Dept. of Rural Development • DTI • IDC • Agri-business pvt partners • Traditional leaders <u>External</u> <ul style="list-style-type: none"> • Private investors 	1.1.1.1. Dec 2022
4. Develop Port Alfred as a logistics hub	1.2. Logistics hub	1.2.1. Logistics distribution centre 1.2.2. Upgrading of the 43 Airschool, Airport	1.2.3. Comprehensive Logistics distribution centre development plan in place	• LED Manager	<u>Internal</u> <ul style="list-style-type: none"> • Infrastructure <u>Transactional</u> <ul style="list-style-type: none"> • DTI • IDC <u>External</u>	1.2.3.1. Dec 2026
5. Enable more events which attract visitors to NLM	1.3. NLM an events tourist centre	1.3.1. Events marketing plan	1.3.2. Events Marketing Plan in place	• LED Manager	Private investors	1.3.2.1. March 2024

Strategic Outcome II	Destination of choice for laid-back living for families					
Expected Impact	An attractive well run municipality with a vibrant wealthy community					
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners	Completion Date
1. Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	1.1. Improve the financial viability of the municipality	1.1.9. Revenue Generation Enhancement 1.1.10. Maximising the Indigent Grant	1.1.10.1. <R300m CAPEX Budget 1.1.10.2. Increased indigent grant	• Director Finance	<u>Internal</u> • Director Infrastructure • Manager LED Transactional	1.1.10.2.1. Dec 2025
	1.2. Clean high quality water portable drinking water	1.2.1. Blue drop initiative	1.2.2. Blue drop status awarded	• Director Finance	• DBSA • Service providers <u>External</u> Africa Dev Bank	1.2.2.1. Dec 2025
	1.3. Improved neighbourhoods programme	1.3.1. Beautification initiative	1.3.1.1. National Most Beautiful Municipal award	• Community Services Director	<u>Internal</u> • Director infrastructure • LED Manager Transactional	1.3.1.1.1. March 2024
		1.3.2. Zero waste awareness campaign	1.3.2.1. 90% of waste recycled		<u>External</u> • Local Communities • Service providers <u>External</u> • International Private investors	1.3.2.1.1. March 2025

Strategic Outcome II	Destination of choice for laid-back living for families					
Expected Impact	An attractive well run municipality with a vibrant wealthy community					
2. Create a pleasant, safe and secure living environment for all our citizens	2.1. Safe & Secure neighbourhoods programme	2.1.1. Community policing Initiative	2.1.1.1. Crime statistics - zero opportunistic crime	Director Community Services	<u>Internal</u> • Director Finance • Manager LED <u>Transactional</u>	2.1.1.1.1. Dec 2024
		2.1.2. High care services	2.1.2.1. High quality health facilities		<u>External</u> • DBSA • Service providers Africa Dev Bank	2.1.2.1.1. Dec 2025
	2.2. Maintenance and enhancement of the aesthetics of the living environment	2.2.1. Community / Public / Private Initiative	2.2.1.1. Most Pleasant Municipality to live in SA award	Director Community Services	<u>Internal</u> • Director Finance <u>Transactional</u> • Tourism strategic partners • Agri-Business Service providers <u>External</u> • International Private investors	2.2.1.1.1. Dec 2024

Strategic Outcome III	Tourist destination of choice for people who love natural and cultural heritage, and adventure water sports					
Expected Impact	Premier tourist destination attracting large numbers of tourists boosting the local economy					
Strategic objective	Programme	Initiative	Indicators	Responsible	Key Strategic Partners	Completion Date
3. Preserve the natural environment	3.1. Environment Protection Programme	3.1.1. Awareness campaign of the municipality natural assets	3.1.1.1. Waste free pristine environment	• Director Community Services	<u>Internal</u> <ul style="list-style-type: none"> • LED Manager • Director Finance <u>Transactional</u> <ul style="list-style-type: none"> • DEDEA • Nat. Dept. of Environment <u>External</u> <ul style="list-style-type: none"> • Nedbank Green Fund • United Nations Environment Programme (UNEP) • World Wild Life Fund (WWF) 	3.1.1.1.1. Dec 2023
		3.1.2. Zero Waste initiative	3.1.2.1. Public participation level			3.1.2.1.1. March 2025

Strategic Outcome III	Tourist destination of choice for people who love natural and cultural heritage, and adventure water sports					
Expected Impact	Premier tourist destination attracting large numbers of tourists boosting the local economy					
Strategic objective	Programme	Initiative	Indicators	Responsible	Key Strategic Partners	Completion Date
4. Develop and support adventure and extreme water sports	4.1. Adventure and Extreme Sports Development	4.1.1. Engage CPP partners	• MOUs in place	• LED Manager	<u>Internal</u> • Director Finance <u>Transactional</u> • Dept. of Tourism • Eastern Cape Parks & Tourism Authority (ECPTA) • DEDEA • Nat. Dept. of Environment <u>External</u> • WTA	4.1.1.1.1. Dec 2023
		4.1.2. Identify relevant sporting codes	• Sporting codes identified			5.1.1.1.1. Dec 2023
5. Develop cultural heritage economy	5.1. Heritage sites and routes development	5.1.1. Develop Heritage sites & routes Database	• Database in place			

3.6 One-year scorecard linked to the SDBIP

The SDBIP scorecards will capture the performance of each municipal department. Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a SDBIP scorecard will provide a comprehensive picture of the performance of each department. It consists of objectives, indicators and targets derived from the service plan and service strategies. Management will ensure that the SDBIP scorecards do not duplicate current reporting. Rather, the SDBIP scorecards will be integrated as a core component of the municipality's vertical reporting system. The SDBIP scorecards will simplify all regular reporting from departments to the municipal manager and portfolio committees / councillors.

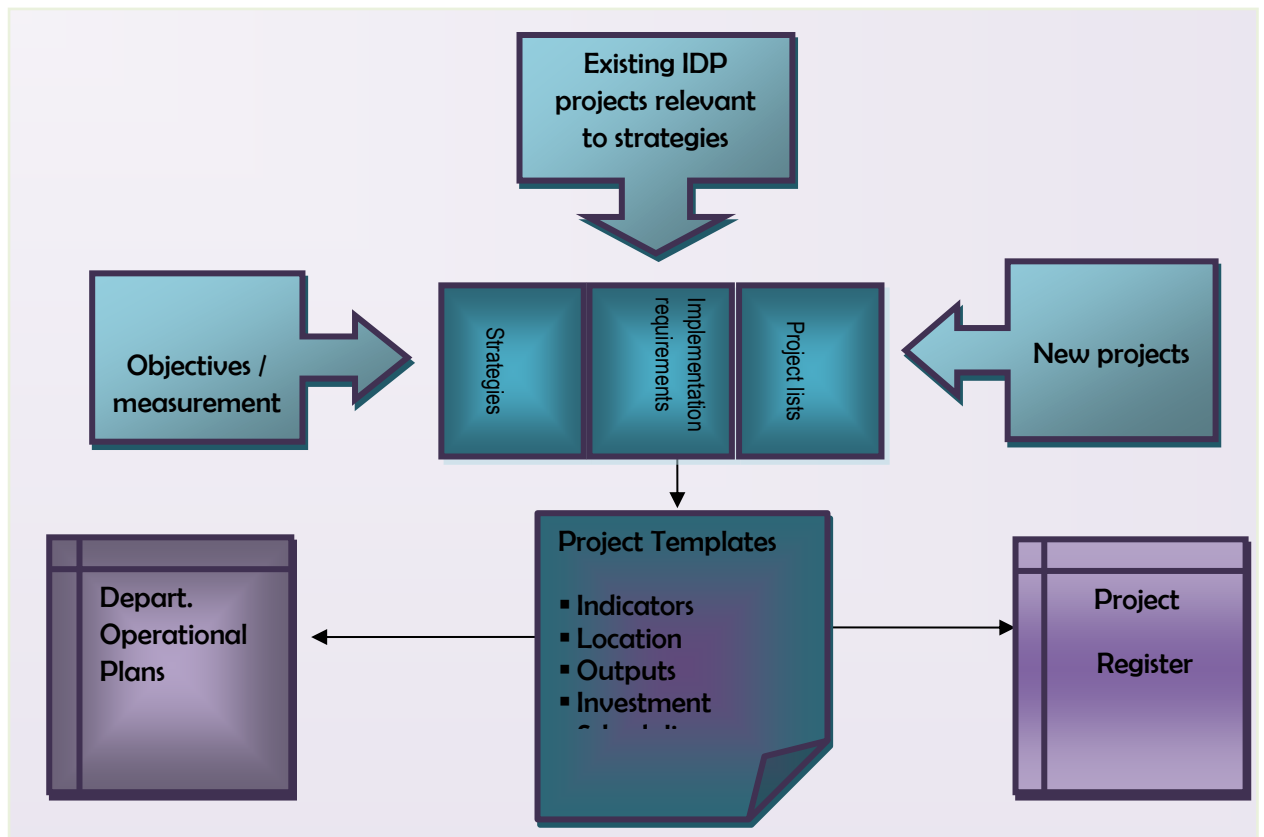
CHAPTER FOUR

PROJECTS

4.1 INTRODUCTION

The projects present the implementation component of the Strategic Plan and were formulated on the basis of the agreed strategies. Figure 4.1 below offers a schematic overview of the process in the completion of the project register. Taking into consideration that the previous IDP included projects both funded and unfunded, the work of the project teams involved checking which of the existing projects are relevant for the newly-formulated strategies. Based on this analysis, the missing building blocks towards achievement of the strategy were formulated.

Figure 4.1: Completion of the project register



Name of project	Cost	Location	Implementing Agent	Progress / update	Time frame
Thornhill Ministerial Housing Project Phase 2 Link Sanitation Services - Portion 1: Pump station and pumping main	R 10 472 403,61	Ward 10 – serving all wards in Nemato	WSIG	Implementation	2022/23
Internal Bulk Sewer and Reticulation at Station Hill Township, Port Alfred	R 5 200 000,00	Ward 6 – serving all wards Port Alfred	WSIG	Implementation	2022/23
Thornhill Ministerial Housing Project Phase 2 Link Sanitation Services – Contract 3: Pumping main and Gravity line from Mswela and Mbabela Pump station	R 27 002 810,65	Ward 10 – serving all wards Port Alfred	WSIG	Design	2022/23
Thornhill Ministerial Housing Project Phase 2 Link Sanitation Services – Contract 4&5: Gravity Sewer Line from Wharf Street	R 19 840 064,35	Ward 10 – serving all wards Port Alfred	WSIG	Design	2022/23
Upgrading of Sewer	R 22 484 721,39	Design	WSIG	Design	2022/23

System in Port Alfred - Phase 1					
Kenton on Sea & Bushmans river project : Marselle 500 housing project: Bulk sewer infrastructure	R27 027 904	Ward 3 & 4	MIG	Construction	2023
Upgrading of Runeli drive in Port Alfred	R 6 482 728	Ward 8&9	MIG	Construction	2023
Thornhill Ministerial Housing Project MIG: Balance phase 2 Contract 1 Link Water Infrastructure	R 20 118 720	Ward 6	MIG	Design	2023
Upgrading of Mamityi Gidana Sportsfield	R 11 189 937	Ward 8	MIG	Planned – Not yet registered	
Upgrading of Kwanonkqubela main road	R 7 000 000	Ward 1	MIG		
Thornhill Ministerial Housing Project MIG: Balance phase 2 Contract 1 Link Water	R 50 215 215	Ward 6	MIG	Planned – Not yet registered	

Infrastructure					
Working for the Coast incorporating Catchment to the Coast (Fish river → CanonRocks)	Not confirmed	Wards 1, 3, 4, 5, 6-10	DFFE (Implementing agency ?)	Project has ended in 2021 and has not commenced as at end of 31/1/2022. To date cannot confirm if and when the project will start	?
Working for the Coast incorporating Catchment to the Coast (SANPARKS)	Not confirmed	Wards 1,2,3	DFFE (SANPARKS)	Project has ended in 2021 and has not commenced as at end of 31/1/2022. To date cannot confirm if and when the project will start	?
Obtain and Maintain Blue Flag Status Beaches for 2020/2021	Internal Operating Budget	Wards 4,10	Ndlambe municipality	In April 2022 will be applying to FEE for Kelly's Beach and Kariega Main Beach to obtain Blue Flag Status for 2022/2023 season and Middle Beach (KOS) to obtain Pilot Blue Flag Status. Award if successful expected October 2022	On-going
Catchment to Sea Project	Not confirmed	Wards 1-10	DFFE	No confirmation if and when the project will start but needs to appear on IDP register	?
Landfill site rehabilitation Project (Marselle landfill site closure and establish new landfill site)	R13 000 000	Wards 3,4	Sourcing funder (no funding to date)	DEDEAT has approved the Rehabilitation Plan. Funding is required for the rehabilitation to commence.	2022/2023
Construct Recreational Park – Harmony Park	R5 000 000	Ward 3	DEA Environmental Protection and Infrastructure Programme	DEA indicated that this Project has been allocated to Ndlambe and should commence between 2018/2019 and 2022/2023 financial year. Latest is that it could possibly be implemented in the 2022/2023 financial year subject to availability of funds	2022/2023

<p>Working for the Coast Infrastructure Upgrade in coastal zone (focus areas)</p> <ul style="list-style-type: none"> • Fish River Camping Site upgrade • Kleinemonde Island ablutions → Blue Flag • Port Alfred East and West Beach ablutions • Boknes Beach to full status Beach • Bushmans river ablutions upgrade • Bushmans and Kariega Recreational area upgrades • 	R10 000 000	Ward 1,3,4,6,10	DEA Environmental Protection and Infrastructure Programme	DEA indicated that this Project has been allocated to Ndlambe and should commence between 2018/2019 and 2022/2023 financial year. Latest is that it could possibly be implemented in the 2022/2023 financial year subject to availability of funds.	2022/2023
<p>Oribi Breeding Centre on Round Hill Oribi Nature Reserve</p>	R 4 000 000	Ward 5	DEA Environmental Protection and Infrastructure Programme	DEA indicated that this Project has been allocated to Ndlambe and should commence between 2018/2019 and 2022/2023 financial year. Latest is that it could possibly be implemented in the 2022/2023 financial year subject to availability of funds	2022/2023

Working for the Coast: Dredging of Kowie river and Kowie river bank stabilisation	R 10 000 000	Ward 10	DEA Environmental Protection and Infrastructure Programme	DEA indicated that this Project has been allocated to Ndlambe and should commence between 2018/2019 and 2022/2023 financial year. Latest is that it could possibly be implemented in the 2021/2022 financial year subject to availability of funds	2021/2022
Dune stabilisation: <ul style="list-style-type: none"> • Kleinemonde • Port Alfred East • West Beach; • Kenton on Sea / Dry Bones Valley / Westbourne Rd / • Bushmans Beach • Boknes / Cannon Rocks 	R 750 000,00	Wards 1,3,4, 6-10	Internal budget and possible funding from KSDNA for Kenton / Dry Bones Valley area)	Environmental Authorisation received in August 2020 from DEDEAT. Bushmans Kariega Estuary Care appealed. DEDEAT authorised that work can commence in November 2020 with exception of Kenton / Bushmans area due to appeal. In ECO appointed ECO and setting up Environmental Monitoring Committee (EMC) has been established. Start of dune work in 2021/22 subject to availability of funds and once authorisation has been obtained by DEDEAT. Submissions for Kleinemonde Island, Dry Bones Valley area submitted and in process via ECO to compile requirements for Port Alfred east Beach, Cannon Rocks etc	2022 →
Kap River Nature Reserve / Great Fish River Wetland Reserve camp site Infrastructure upgrade	R15 000 000	Ward 6	NDLAMBE via funding received	Consultants and implementers are busy with the design drawings and are in consultation with municipality and SBDM. Feasibility studies etc is underway for this project and it is hoped that work will commence by end of June 2022	2021 → 2022
Blue Flag Ambassador Programme		Ward 4,10	Department of Tourism / WESSA	Department of Tourism appoint 6 Blue Flag Stewards / Ambassadors in Ndlambe covering the 2 Blue Flag Beaches. They will conduct duties during peak holiday periods at the 2 Blue Flag Beaches and the remaining period at selected tourist establishments, ie St Andrews Lodge, including the Marina	2021/2022

Krantz, Beach Ablution	R3 500 000	Ward 10	Department of Tourism	ECTPA is the implementing agency. SMMe's appointed in July 2021. Work commenced August 2021. Work to be completed by mid-2022	2021/2022
Kowie river bank repairs and Middle	R1 500 000	Ward 10	Department of Tourism	ECTPA is the implementing agency. SMMe's appointed in July 2021. Work was stopped due to non-compliance of Environmental legislation. Awaiting start once Environmental Authorisation received	2021/2022
Middle Pilot Blue Flag Beach Ablution upgrade	R1 000 000	Ward 4	Department of Tourism	ECTPA is the implementing agency. SMMe's appointed. Work stopped till November 2021 due to non-compliance of Environmental legislation. Work commenced November 2021. Work to be completed by mid-2022	2021/2022
EIA for new cemeteries	R700 000	Wards 1-10	Internal	The SCM Policy procedures to be followed regarding the appointment of an EIA consultant by end 2021/2022 financial year to start the EIA process in 2022/2023	2022/2023
Closure of landfill sites and establishment of Regional Landfill site, transfer sites, recycling and composting facilities	R150 000 000	Wards 5, 6-10,3,2,1	Funding sources to be identified NO FUNDING TO DATE	Continue to look for funders to fund the closure of landfill sites and the establishment of a new landfill site	2020-2024

CWP		All wards		Ongoing
Chicory Production Projects	R200 000	Wards,1, 2,3,5,6,	Ndlambe Municipality	On going
<ul style="list-style-type: none"> • Masiphathisane • Empilweni • Masiphile • Injica • Longvale • Meyers Trust • Kruisfontein 				
Cannon Rocks Beach Suites Grading	R50 000	Ward 3	ECPTA/Ndlambe Municipality	Ongoing
Ndlambe Tourism Infrastructure	R 10 Mil	Wards 4 & 10	National Department of Tourism	Currently in progress
Township Economy Development	R350 000	All wards	NLM, SBDM, Economic Development Funders	Ongoing
<ul style="list-style-type: none"> • Tshisanyama • Spaza Shops • Laundry Services • Saloons • Tyre Fitment Centre • Internet Services • Manufacturing: Bricks, 				

<p>Burglars, Sewing</p> <ul style="list-style-type: none"> Waste bins 				
<p>Agricultural Support:</p> <ul style="list-style-type: none"> Forest Hill Farmers 	R50 000	Ward 3	Department of Rural Development and Land Affairs, ECDC, NLM	Ongoing
<p>Commercialisation of Commonages:</p> <ul style="list-style-type: none"> Abattoir Chicory Mechanisation 	R450 000	Wards 2,3,4,5	Ndlambe LM	Ongoing
<p>SMME Development:</p> <ul style="list-style-type: none"> Ndlambe Tanks 	R300 000	Ward 10	Ndlambe Municipality	Submitted proposal to National Empowerment Fund (NEF) and Department of Small Business
<p>Piggery Projects</p>	R250 000	All wards	Ndlambe Municipality Sarah Baartman District Municipality	2022/2023 Ongoing
<p>Events</p> <ul style="list-style-type: none"> Annual Music Festival Amanzi Challenge Gospel Festival 	R 500 000	Ward 10	Ndlambe LM	On going
<p>BIGM LED Review Strategy</p>	R500 000	Institutional capacity building, Strategic	Ndlambe/Cogta/DEDEAT	2017-2023 Ongoing

Tourism Sector Plan		objectives and business plans.		
Small Town Revitalization				
Sewing Cooperatives Programme	R70 000	All wards	Ndlambe LM/ DSD	On going
Heritage Sites Development	R200 000	All wards	Ndlambe/DACRAC	Planning stages
Hopefield Farm	R60 000	Ward 4	Ndlambe/ DRDLA	Ongoing
Caravan Parks:				
• Willows Caravan Park	R50 000	Ward 10	Ndlambe/National Department of Tourism	ongoing
• Bathurst Caravan park	R50 000	Ward 5		

CHAPTER FIVE

PERFORMANCE MANAGEMENT

5.1 INTRODUCTION

The Municipal Planning and Performance Management Regulations, 2001 stipulate that a municipality's Organisational Performance Management System (OPMS) should entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.

In line with the said legal requirement this framework sets out:

- The requirements that the Ndlambe Municipality's OPMS will fulfil,
- The principles that will inform its development and subsequent implementation,
- The performance management model of the Municipality,
- The process by which the system will work,
- The delegation of responsibilities for different roles in the process, and
- A plan for the implementation of the system.

5.2 THE LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT

5.2.1 *White Paper on Local Government, 1998*

The White Paper on Local Government, 1998 suggests that local government should introduce the concept of performance management systems.

The White Paper acknowledges that, "involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query, others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased and public trust in the local government system enhanced"

5.2.2 Batho Pele, 1998

The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service. Even though Batho Pele was initially meant for the national and provincial spheres of government, best practice is instructive as high performing municipalities embrace and implement the Batho Pele principles.

It is important to note that Batho Pele is aligned with the Constitutional ideals of:

- Promoting and maintaining high standards of professional ethics;
- Providing service impartially, fairly, equitably and without bias;
- Utilising resources efficiently and effectively;
- Responding to people's needs and ensuring that citizens are encouraged to participate in policy-making; and
- Rendering an accountable, transparent, and development-oriented municipal administration.

Against this backdrop, Ndlambe Municipality will uphold the Batho Pele principles in the following manner:

Consultation:

All communities will be consulted about the level and quality of public service they receive, and, where possible, will be given a choice about the services which are provided.

Service Standards:

All communities will know what standards of service to expect.

Access:

All communities will have equal access to the services to which they are entitled.

Courtesy:

All communities will be treated with courtesy and dignity they deserve from their municipality.

Information:

All communities will be given full and accurate information about the municipal services they are entitled to receive.

Openness and transparency:

All communities will know how municipal departments are managed, how resources are spent, and who is in charge of particular services.

Redress:

Should the promised standard of service not be delivered, communities will be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, all communities will receive a sympathetic, positive response.

Value-for-money:

All municipal services will be provided economically, efficiently and effectively in order to give communities the best possible value-for-money.

5.2.3 Municipal Systems Act, 2000 (Act no. 32 of 2000)

The Municipal Systems Act, 2000 reinforces the idea of local government PMS and requires all municipalities to:

- i. Develop a performance management system
- ii. Set targets, monitor and review performance based on indicators linked to their IDP
- iii. Publish an annual report on performance for the councillors, staff, the public and other spheres of government
- iv. Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government
- v. Conduct an internal audit on performance before tabling the report.
- vi. Have their annual performance report audited by the Auditor-General
- vii. Involve the community in setting indicators and targets and reviewing municipal performance

Section 57 of chapter 7 (MSA) of this chapter requires the Municipal Manager and officials reporting directly to the Municipal Manager (section 57 employees) to sign annual performance agreements.

5.2.4 Municipal Planning and Performance Management Regulations, 2001

The Municipal Planning and Performance Management Regulations, 2001 set out in detail requirements for municipal performance management systems. Apart from the cited pieces of legislation, the thrust of this OPMS is largely based on the Regulations, 2001. Even though the Regulations, 2001 do not sufficiently constitute a framework that fully proposes how the system will work, it is heartening to note that the evolution of the new system of local government is characterised by continuous improvement as section 2.6 of this framework presents further regulations that were promulgated in 2006.

5.2.5 Municipal Finance Management Act, 2003 (Act 56 of 2003)

Section 1 of the MFMA, 2003 defines the SDBIP as:

“a detailed plan approved by the Mayor of a municipality in terms of Section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget, which will include (as part of the top layer) the following:

- a) Projections for each month of-
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote
- b) Service delivery targets and performance indicators for each quarter.

According to Section 53(1) (c) ii of the MFMA, 2003 *“the Mayor of the municipality will take all reasonable steps to ensure that the municipality’s service delivery and budget implementation plan is approved by the Mayor within 28 days after the approval of the budget”*

The Mayor is to receive the draft SDBIP 14 days after approval of budget and therefore the final SDBIP approved 14 days after receiving the first draft of the SDBIP.

It is also important to note that the MFMA contains various important provisions related to municipal performance management. For instance, the MFMA requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP) with service delivery targets and performance indicators – provision is also made for this at departmental level in a circular issued by the National Treasury. Whilst considering and approving the annual budget, the Municipality will also set measurable performance targets for each revenue source and vote. Finally, the Municipality will compile an annual report, which will include a performance report compiled in terms of section 46 (1) (a) of the Municipal Systems Act, 2000.

5.2.6 *Municipal Performance Management Regulations, 2006*

The Local Government Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers (Government Gazette No.29089, 1 August 2006), sets out how the performance of Section 57 staff will be uniformly directed, monitored and improved. The regulations address both the employment contracts and performance agreements of municipal managers and managers directly accountable to municipal managers. It further provides a methodology for the performance management system as well as the criteria for performance bonus payments. The regulations also provide an approach for addressing under-performance, should this occur.

5.2.7 *Framework for Managing Programme Performance Information, 2007*

National Treasury released this framework primarily to clarify definitions and standards for performance information as well as to provide a tool to integrate structures, systems and processes required to manage performance information.

5.2.8 Regulations on Appointment and Conditions of Employment of Senior Managers, 2014

These regulations provide amendments to certain sections of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, Government Gazette No. 29089 of 1 August 2006. The most important change relates to the revised competency framework for senior managers.

5.3 OBJECTIVES OF THE NDLAMBE PERFORMANCE MANAGEMENT SYSTEM

The Ndlambe Municipality's OPMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. The system will fulfil the following objectives:

- Facilitate increased accountability
- Support municipal oversight
- Facilitate learning and continuous improvement
- Provide early warning signals
- Facilitate decision-making

5.4 PRINCIPLES GOVERNING THE OPMS OF THE NDLAMBE MUNICIPALITY

The performance management system for the NLM is guided by the following principles:

Simplicity	to facilitate implementation given any current capacity constraints
Politically acceptable	to all political role players
Administratively managed	in terms of its day-to-day implementation
Implementable	within any current resource constraints
Transparency and accountability	both in terms of developing and implementing the system
Efficient and sustainable	in terms of the ongoing implementation and use of the system
Public participation	in terms of granting citizens their constitutional right to participate in the process
Integration	of the PMS with the other management processes within the NLM
Objectivity	based on credible information
Reliability	of the information provided on the progress in achieving the objectives as set out in its IDP

5.5 PERFORMANCE MANAGEMENT MODEL

A performance management model is a conceptual framework that guides what should be measured and managed within a municipality. Such measurement occurs through the grouping together of performance

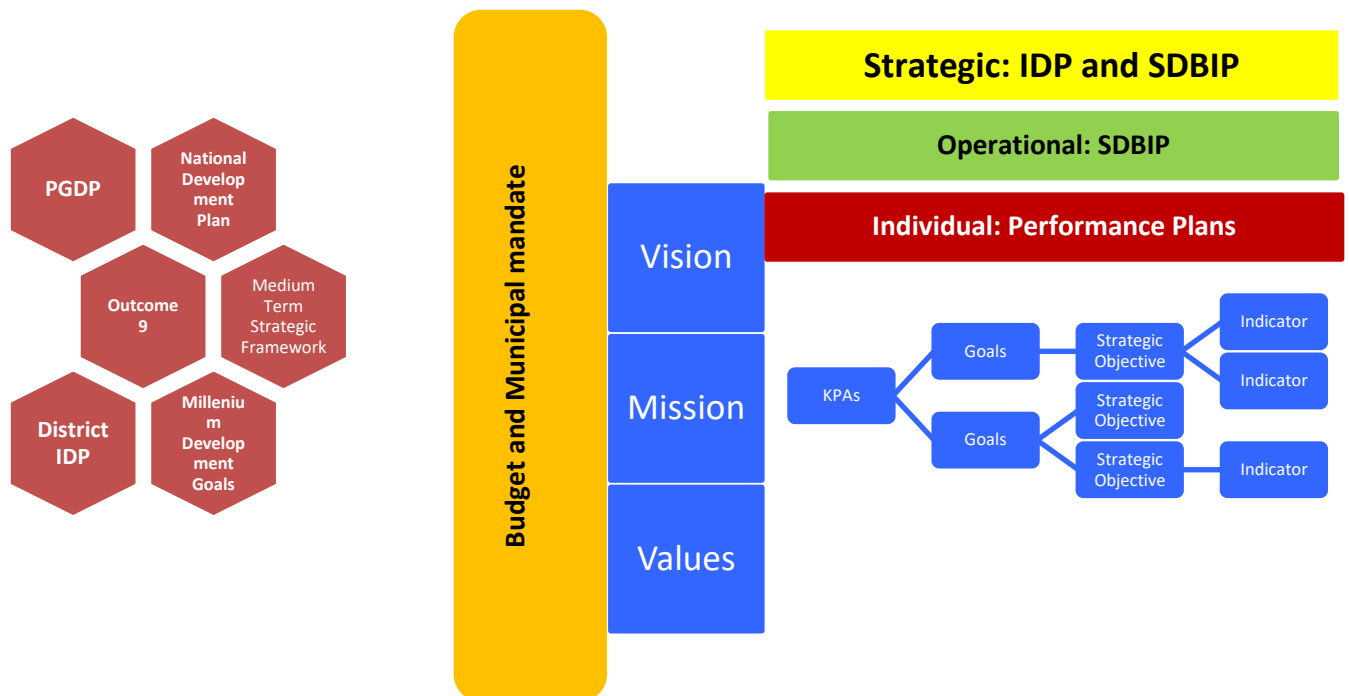
indicators, into logical categories or groups, to enhance the ability of an organisation to manage and analyse its performance. It further ensures that a balanced set of measures are employed that do not rely on only one facet of performance but represent a holistic and integrated assessment of the performance of an organisation.

Performance management will be applied to various levels within the municipality. The legislative framework as set out above provides for performance management at various levels in a municipality including the organisational (sometimes also referred to as municipal, corporate or strategic) level, operational (also referred to as services, departmental or section/team level) and lastly, at individual level (referred to as performance agreements). These levels are however integrated and interdependent on each other.

The following municipal Key Performance Areas (KPA) as propounded in the Five-Year Local Government Strategic Agenda form the thrust of the performance management model of the NLM:

- Basic Service Delivery and Infrastructure Development (KPA 1)
- Municipal & Institutional Development and Transformation (KPA 2)
- Local Economic Development (KPA 3)
- Financial Viability and Management (KPA 4)
- Good Governance and Public Participation (KPA 5)

The diagram below provides an overview of the NLM’s performance management model.



5.5.1 Strategic (Organisational) Performance linked to the Integrated Development Plan (IDP) of Ndlambe Municipality

At this level the performance of the municipality will be measured and managed against the progress made in achieving the strategic objectives as set out in the integrated development plan (IDP) of the municipality. This will be done based on key performance indicators and targets set for each of the IDP objectives of the municipality. Given the fact that the IDP has a five-year time span, the measures set at this level will be of a strategic and mostly long-term nature with an outcome focus. The measures set for the Municipality at an organisational level will be captured in an organisational scorecard.

5.5.2 Operational (Departmental) Performance linked to the Service Delivery and Budget Implementation Plan (SDBIP) of Ndlambe Municipality

The validity of the strategy of the municipality and the extent to which it is successfully implemented will also be measured and managed at an operational (departmental) level. This will be achieved by measuring against the progress made regarding service delivery and budget implementation of the municipality through service delivery measures and targets captured in the annual Service Delivery and Budget Implementation Plan (SDBIP) of a municipality. Given the fact that a SDBIP has a one-year time span, the measures set at this level will be of an operational and short to medium-term nature with an output focus. The SDBIP is a two-tiered plan with a top and departmental layers.

5.5.3 Individual Performance linked to PMS and the individual's key performance areas and job descriptions

The performance of individuals is measured against personal performance targets, which are set in accordance with job descriptions and their roles linked to the strategy of the municipality and SDBIP's of the municipal operational units (departments). The Municipal Performance Regulations for Municipal Managers and Managers reporting directly to Municipal Managers, 2006 have put in place a legislative framework for linking the individual performance of section 57 Managers to the strategy and operations of the municipality.

By cascading performance measures from organisational to operational and individual levels, both the IDP and the SDBIP form the link to individual performance management. This link ensures that performance management at the various levels relate to one another, which is a requirement of the Municipal Planning and Performance Regulations, 2001. The MFMA, 2003 specifically requires that the annual performance agreements of managers will be linked to the SDBIP of the municipality and the measurable performance objectives approved with the budget.

6. KEY DOCUMENTS USED TO MANAGE PERFORMANCE

6.1 The Integrated Development Plan

The Local Government Municipal Structures Act, 117 of 1998 (MSA) defines the IDP as "a plan aimed at the integrated development and management of a municipal area". The IDP is thus the principal strategic

instrument guiding all planning, management, investment, development and implementation decisions, taking into account input from all stakeholders.

The IDP:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality (section 25 (a));
- Aligns the resources and capacity of the municipality with the implementation of the plan (section 25 (b))
- Forms the policy framework and general basis on which annual budgets must be based (section(c)).

The role of the IDP is to guide and inform planning and long-term development through the setting of clear strategic and development objectives.

Section 26 of the MSA provides for the core components of the IDP. In accordance the IDP must reflect:

- The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs (section 26 (a));
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services (section 26 (b));
- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs (section 26 (c));
- The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation (section 26(d));
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality (section 26 (e));
- The council's operational strategies (section 26 (f));
- Applicable disaster management plans (section 26(g));
- A financial plan, which must include a budget projection for at least the next three years (section 26(h)); and
- The key performance indicators and performance targets determined in terms of section 41. (Section 26(i)).

The IDP is therefore a strategic five (5) year plan that guides the behaviour and decisions of a municipality.

6.2 The budget

The municipal budget is a key feature of the municipality as it provides amongst others, the resources from which services will be provided, maintained and upgraded – information very important to every citizen.

In terms of the Municipal Finance Management Act No.56 of 2003 (MFMA) the annual budget of a municipality must be a schedule in the prescribed format (section 17), namely:

- Setting realistic anticipated revenue for every revenue source;
- Appropriating expenditure for budget year under different votes;
- Setting indicative revenue per revenue source and projected expenditure for two (2) financial years following the budget year;

- Setting estimated revenue and expenditure by vote for current year and actual revenue & expenditure for financial year preceding the current year;
- Any statement required by section 215 (3) of Constitution;
- Budget must be divided into capital- and operating budget;
- When the budget is submitted to council for approval in terms of section 16 (2), the budget must be accompanied by the following documents:
 - Draft resolution;
 - Measurable **performance** for revenue for each source and vote;
 - Projection of cash flow for budget year by **revenue source** per month;
 - Amendments to **IDP**;
 - Amendments to budget related policies;
 - Particulars of municipal investments;
 - Prescribed budget information on municipal entities under sole or shared control of municipality;
 - Particulars of proposed new entities or entities in which municipality intends partake;
 - Particulars of proposed **service delivery agreements**, including material amendments to existing agreements;
 - Particulars of proposed grants;
 - Proposed cost to the municipality of political office bearers, councillors of municipality, municipal manager, chief finance officer (CFO), each senior manager and staff receiving remuneration package greater or equal to senior manager;
 - Proposed cost for budget year to municipal entities (sole or shared) regarding salary of board of directors, CFO and each senior manager; and
 - Any other prescribed supporting documentation.

When preparing the annual budget, the mayor must take into account the IDP, take reasonable steps to revise the IDP in terms of realistic revenue and expenditure projections for future years and take into account the national budget, relevant provincial budget, governments fiscal and macro-economic policy, as well as agreements in terms of Division of Revenue (section 21 (2)).

The budget must be approved by council before the start of the budget year (section 24 (1) (a) & (b)). A municipality may revise an approved annual budget through an adjustment budget (section 28), usually by the end of January.

6.3 The Service Delivery and Budget Implementation Plan

The IDP denotes the high-level strategic plan of the municipality. Once approved, the IDP needs to be executed over its term. The budget gives effect to the strategic priorities taken up in the IDP of the municipality. The SDBIP is the instrument used to perform this management, implementation and monitoring activities in the municipality.

In accordance with section 53(1) (c) (ii), the SDBIP is a detailed plan approved by the mayor of the municipality for implementing the municipality's delivery of municipal services and its annual budget, which must indicate:

- a) Projections for each month of-
 - i. Revenue to be collected, by source; and
 - ii. Operational and capital expenditure, by vote;
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54(1) (c).

The MFMA requires a draft SDBIP no later than 14 days after the approval of the budget. The mayor must then approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1) (c) (ii) of the MFMA.

6.4 Individual Performance Plans

Once organisational objectives have been set, it is possible to cascade these down to the relevant departments, and individuals. In local government, municipal employees fall into two broad categories:

- a) Senior managers (Municipal Manager including managers reporting directly to the Municipal Manager); and
- b) Non-senior managers and other employees.

Senior manager means a municipal manager or acting municipal manager, appointed in terms of section 54A of the Act, and includes a manager directly accountable to a municipal manager appointed in terms of section 56 of the Act. Senior managers must enter into employment contract with the municipality on assumption of duties and the regulations give a detailed guide on the elements of an employment contract.

Non-senior employees are employed on a permanent basis and are governed by the provisions of the Local Government Bargaining Council.

Individual performance plans are developed for both Senior and Non-Senior managers. These plans include indicators and targets which will be measured over a financial period.

7. THE PROCESS OF MANAGING PERFORMANCE

The process of managing performance at organisational level in the Ndlambe Municipality will involve the stages as set out below:



The cycle of performance management in the NLM commences with performance planning, followed by performance monitoring, performance measurement, performance analysis, performance reporting and lastly performance review. The outcome of the performance review feeds back into the performance planning process. It is important to note that each of the stages in the cycle will be underpinned by Municipal Council and community oversight over the performance of the Executive Committee and the administration.

7.1 Performance Planning

The IDP, budget and the SDBIP of the NLM form the core components of performance management. The process of compiling the PMS will be informed by the processes of the IDP and the budget and annual reviews thereof will take place concomitantly with the process of performance planning.

Key Activities in the planning phase include the following:

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities;
- A long-term development vision for the municipal area that overcomes its development challenges;
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realisation of the development vision;
- Identifying programmes and projects;
- A financial plan and medium-term income and expenditure framework that is aligned with the priorities of the municipality; and
- Compilation of a SDBIP setting out: monthly projections of revenue to be collected for each source, monthly projections of expenditure (operating and capital) and revenue for each vote, quarterly projections of service delivery targets and performance indicators for each vote, ward

information for expenditure and service delivery and a detailed capital works plan broken down by ward over three years.

The table below summarises the key activities and outputs associated with the planning phase:

Dimension	Key Activity	Key Output	Timeframes	Responsibility
Strategic Level	<p>Determining the Vision, Mission and Values</p> <p>The first step in the Planning phase is to develop a Vision and Mission for the municipality. While a vision statement doesn't tell you how you're going to get there, it sets the direction the municipality.</p> <p>The Mission should generally be based on the primary reason for existence of the municipality. The Values of the municipality define the character on which leadership and employees portrays itself to service their customers.</p> <p>The Vision, Mission and Values of the Municipality will be set by the council of the municipality for a period, usually 5 years, but may be amended during the annual review of the IDP.</p> <p>Formulate the goals and strategic objectives aligned to the Key Performance Areas (KPAs) for the next 5-year term</p> <p>The 5 Local government KPAs guides the development of the municipalities Key Performance Area's. The municipality may decide to add additional KPAs in order to illustrate the areas in which they want to perform. Similarly, as to the vision, mission and values, the KPAs will also be set for a 5 year term by the council.</p> <p>Define the goals and strategic objectives under</p>	<ul style="list-style-type: none"> • Approved IDP • Budget • SDBIP (Top-Layer) 	<ul style="list-style-type: none"> • Draft IDP submitted March • Final submitted: May/June • Budget tabled at Council meeting by May/June • SDBIP First draft: March • SDBIP Final draft: Within 14 days after approval of budget • To be made public: 1 July 	<ul style="list-style-type: none"> • Municipal Manager/IDP and PMS Manager • CFO and MM • MM and IDP/PMS Manager • IDP/PMS and Communications Manager

each of the KPAs

The functional competencies of a municipality are inter alia contained in Schedules 4B and 5B of the Constitution.

Each goal and strategic objective will be aligned to key focus / functional areas. These areas will be used as the alignment mechanism between the Indicators (KPI /PI) and the KPA.

Develop Key Performance Indicators (with targets) which will form the Top layer SDBIP

KPIs enables a municipality to define and measure progress toward achieving goals and objectives. Once the municipality has analysed its strategic and development objectives, it needs to measure progress towards those goals.

KPIs should be developed for all those programmes, projects and activities identified which directly influence the Strategic objectives of the municipality. The KPIs should include the National KPIs as prescribed by the Performance Management Regulations.

Stakeholders to be involved in the development of the KPIs include the community, councillors and officials.

Operational Level

Develop performance indicators (with targets) on Departmental level which will form the Departmental SDBIP

In this step, PI's should be developed for those operational activities in the different functions of the municipality. These indicators add more

- SDBIP (Departmental Layer)

- First draft: March
- Final draft: Within 14 days after approval of budget

- HODs and IDP/PMS Manager

detail to the operations of the municipality

Individual Level

Compile the Performance Agreements and Performance Plans of the Municipal manager and other senior managers

The KPIs developed in above, need to be cascaded into the performance agreements & performance plans of the Municipal Manager and Senior Managers.

Compile Performance Plans for non-senior managers

The performance plans for non-senior managers are compiled from the Departmental SDBIP and Job Descriptions. (A newly appointed employee for a period of not less than 12 months shall be required to serve a six month - probation period prior to confirmation of employment and must have a signed performance contract/plan within a month from the date of assumption of duty.)

- Performance Agreements
- Performance Plans
- Development Plans

- First draft: 1 May
- Final draft: Within 14 days after approval of budget
- To be made public by 1 July (sec. 57's)

- Mayor, MM and IDP/PMS Manager

The following steps provide more detailed information on the planning process:

Step 1: Integrated Development Planning, Priority Setting, Identifying Key Performance Areas, Setting Objectives and Developing Key Performance Indicators and Performance Targets

The IDP adopts an implementation approach and seeks to promote integration, by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation and by coordinating actions across sectors and spheres of government. The IDP delivers several products that translate to the formulation of the municipal budget, the development of an annual SDBIP and an organisational performance scorecard for the municipality. In a nutshell, the IDP process should deliver the following products in relation to performance management:

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities;
- A long-term development vision for the municipal area that overcomes its development challenges;
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area;
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realisation of the development vision;
- Programmes and projects identified which contribute to the achievement of the above objectives;
- High level KPIs and performance targets that will be used to measure progress on implementation of projects and progress towards attainment of the objectives and the vision; and
- A financial plan and medium-term income and expenditure framework that is aligned with the priorities of the municipality.

The Framework for Managing Programme Performance Information issued by National Treasury should be utilized when developing strategic objectives, indicators, targets and baselines. Technical Indicator Descriptions should be compiled for each key performance indicator included in the IDP and Top-layer SDBIP. The template can be found as **Annexure B**.

The process for amending the integrated development plan is as follows:

- (1) Only a member or committee of a municipal council may introduce a proposal for amending the municipality's integrated development plan in the council.
- (2) Any proposal for amending a municipality's integrated development plan must be-
 - a) accompanied by a memorandum setting out the reasons for the proposal; and
 - b) aligned with the framework adopted in terms of section 27 of the Act.
- (3) An amendment to a municipality's integrated development plan is adopted by a decision taken by a municipal council in accordance with the rules and orders of the council.
- (4) No amendment to a municipality's integrated development plan may be adopted by the municipal council unless-
 - a) all the members of the council have been given reasonable notice;

- b) the proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment;
 - c) the municipality, if it is a district municipality, has complied with sub regulation (5); and
 - d) the municipality, if it is a local municipality, has complied with sub regulation (6).
- (5) A district municipality that considers an amendment to its integrated development plan must-
- (a) consult all the local municipalities in the area of the district municipality on the proposed amendment; and
 - (b) take all comments submitted to it by the local municipalities in that area into account before it takes a final decision on the proposed amendment.
- (6) A local municipality that considers an amendment to its integrated development plan must-
- (a) consult the district municipality in whose area- it falls on the proposed amendment; and
 - (b) take all comments submitted to fit by the district municipality into account before it takes a final decision on the proposed amendment.

Step 2: Developing and Adoption of the Service Delivery and Budget Implementation Plan (“the SDBIP”)

The above results of the 5-year IDP and the annual reviews result in the development of SDBIP on an annual basis. The SDBIP gives effect to the IDP and the budget of the municipality and is effective if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a “contract” between the administration, council and the community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP should also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines and linking such targets to top management.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council – it is however tabled before council and made public for information and for purposes of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top-layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). This council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June). However, the municipal manager should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around 1 March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval). Once the budget is approved by the Council, the municipal manager should merely revise the approved draft SDBIP and submit for final approval within 14 days of the approval of the budget. Draft performance agreements should also be submitted with the draft SDBIP by 1 May, and then submitted for approval with the revised SDBIP within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and then make the SDBIP and performance agreement of the municipal manager public within 14 days, preferably before 1 July.

Step 3: Cascading of Performance Planning to an employee level

Upon approval of all the strategic documents, the Mayor and the Municipal Manager must sign the Municipal Manager's Performance Agreement before 31 July of every year. The Municipal Manager must do the same and sign Performance Agreements with all the Managers directly accountable to her before 31 July of every year. Performance Plans should be developed for each employee within the NLM. These agreements will be discussed in detail below under employee performance management.

The Mayor will also publicise the SDBIP, the organisational scorecard and the Municipal Manager's Performance Agreement as per the provisions of Section 53(3) of the Municipal Finance Management Act.

The whole planning process for performance management will be done once per year within the months of March to June, in preparation for implementation in the following year, starting in July. By the beginning of a new financial year, all planning will be complete, compliance issues attended to and resources allocated accordingly.

7.2 Performance Monitoring

Monitoring is a continuous process of measuring, assessing, analysing and evaluating performance information. The aim of the monitoring process is to act as an early warning system and to thereafter take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

A municipality should have appropriate mechanisms, systems and processes in place for monitoring in order to assist with the detection of underperformance.

The table below describes the key activities and outputs within this process.

Dimension	Key Activity	Key Output	Timeframes	Responsibility
Strategic Level	<p>Conduct monthly and quarterly performance evaluations on organisational & Individual performance</p> <p>Monthly (financial) and quarterly evaluations need to be conducted to monitor and measure actual performance against targets.</p> <p>The Quarterly SDBIP Evaluations need to be completed within one (1) month after each Quarter.</p>	<ul style="list-style-type: none"> • Top layer SDBIP Evaluation 	<ul style="list-style-type: none"> • Within 30 days following the quarter under review (Quarterly) 	<ul style="list-style-type: none"> • MM and IDP and PMS Manager
Operational Level	<p>Conduct monthly and quarterly performance evaluations on organisational performance</p> <p>Monthly (financial) and quarterly evaluations need to be conducted to monitor and measure actual performance against targets.</p> <p>The Quarterly SDBIP Evaluations need to be completed within one (1) month after each Quarter.</p>	<ul style="list-style-type: none"> • Departmental layer Evaluation • Monthly Departmental meetings 	<ul style="list-style-type: none"> • Within 30 days following the quarter under review 	<ul style="list-style-type: none"> • MM and HODs and IDP and PMS Manager
Individual Level	<p>Conduct quarterly evaluations on Individual performance</p> <p>Quarterly evaluations need to be conducted for the Municipal Manager and Section 57 managers within 15 days after the end of the quarter under review. The mid-year and annual evaluations must be formal, however the first and third evaluations can be done informally provided performance meets expectations.</p>	<ul style="list-style-type: none"> • Monthly Departmental meetings 	<ul style="list-style-type: none"> • Within 15 days following the quarter under review 	<ul style="list-style-type: none"> • MM, HODs, IDP and PMS Manager

Monitoring

Monitoring of performance will be an ongoing process throughout the year and will run parallel to the implementation of the IDP. Monitoring will be conducted within each department.

NLM's monitoring system places responsibility on each Department, Division/Section and Individual employee to collect relevant data and information to support the monitoring process.

Evidence of performance will be gathered, stored by each department and presented to substantiate claims of meeting (or not meeting) performance standards. This evidence must be stored digitally. Lead Schedules (**refer Annexure C**) should be compiled for each key performance indicator in the IDP and Top-Layer SDBIP to accompany the portfolio of evidence.

Early detection of under-performance and corrective measures

The NLM must monitor performance on a continuous basis (during monthly management) meetings to ensure that under-performance is detected at an early stage. Corrective measures must be put in place to where under-performance has been identified and these must be documented.

Legislation does allow for the adjustment of indicators and targets; however, these changes need to be approved by the Council in line with the Adjustment Budget.

7.3 Performance Measurement

Performance measurement refers to the formal process of collecting and capturing relevant and applicable performance data to enable reporting to take place for each key performance indicator and its related targets.

The PMS champions will, when performance measurement is due, must collect and collate the necessary performance data and capture the result/s against the target for the period concerned on the system. All the departmental performance results must be validated by the relevant Head of Department.

Performance Measurement is essentially the process of analysing the data provided by the Performance Monitoring System in order to assess performance. At organisational level, Performance Measurement is formally executed on a monthly and quarterly basis, whilst Performance Measurement on individual level is done quarterly.

The table below describes the rating scales to be used when measuring performance.

Rating	Level	Description
Outstanding performance	5	Performance far exceeds the standard expected. Above fully effective results obtained against all performance criteria in this area
Performance significantly above expectations	4	Performance is significantly higher than the standard expected. Above fully effective results obtained against more than half of the performance criteria and fully effective results achieved all others.

Rating	Level	Description
Fully effective	3	Performance fully meets the standards expected Fully achieved effective results against all significant performance criteria
Performance not fully effective	2	Performance is below the standard required Performance meets some of the standards expected Achieved below fully effective results against more than half the key performance criteria
Unacceptable performance	1	Performance does not meet the standard expected Achieved below fully effective results against almost all of the performance criteria

The table below describes the key activities and outputs within this process.

	Dimension	Key Activity	Key Output	Timeframes	Responsibility
Measurement	Strategic Level	<ul style="list-style-type: none"> Quarterly, Mid-year and Annual Measurement Measuring against Key Performance Indicators Customer surveys (if relevant for that financial year) 	<ul style="list-style-type: none"> Quarterly Reports Mid-year Reports 	<ul style="list-style-type: none"> Within 30 days following the quarter under review By 30 January 	<ul style="list-style-type: none"> MM and IDP and PMS Manager
	Operational Level	<ul style="list-style-type: none"> Measuring against Performance Indicators 	<ul style="list-style-type: none"> Quarterly Reports Mid-year Reports 	<ul style="list-style-type: none"> Within 30 days following the quarter under review By 30 January 	<ul style="list-style-type: none"> MM and IDP and PMS Manager
	Individual Level	<ul style="list-style-type: none"> Quarterly, Mid-year and Annual Measurement Employee satisfaction surveys (if relevant for that financial year) 	<ul style="list-style-type: none"> Personal Evaluation Reports Training requirements 	<ul style="list-style-type: none"> Bi-annually 	<ul style="list-style-type: none"> HOD: Corporate Services IDP and PMS Manager

7.4 Performance Analysis

Performance analysis will entail interpreting the meaning of performance measurement data collected in terms of the previous stage to determine whether targets have been met, not met or exceeded and to project whether future targets will be met. Where targets have not been met, performance analysis requires that the underlying reasons therefore will be examined, and appropriate corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success will be documented and shared to ensure organisational learning.

In practice the aforementioned, entails that the Manager responsible for each indicator will have to, after capturing the performance data against the relevant targets on the organisational scorecard, analyse the underlying reasons why a target has/has not been met and capture a summary of his/her findings on the scorecard. The Manager will then have to draft a recommendation for the corrective action proposed in instances where a target has not been achieved and capture this on the relevant scorecard. Provision has been made on the reporting format of the organisational scorecard to capture both the 'reason for deviation' (in other words the results of the analysis undertaken) and the 'corrective action' proposed.

The completed organisational scorecard will then be submitted to a formal meeting of the senior management team for further analysis and consideration of the draft recommendations of the relevant Managers. This level of analysis will allow for examination of performance across the organisation in terms of all its priorities with the aim of revealing and capturing whether any broader organisational factors are limiting the ability or the municipality to meet any other performance targets in addition to those aspects already identified and captured by the relevant Manager.

The analysis of the organisational scorecard by senior management will also ensure that quality performance reports are submitted to the Executive Committee and that adequate response strategies are proposed in cases of poor performance. Only once senior management has considered the scorecard, agreed to the analysis undertaken and captured therein and have reached consensus on the corrective action proposed, can the organisational scorecard be submitted to the Executive Committee for consideration and review.

The table below describes the key activities and outputs within this process.

Dimension	Key Activity	Key Output	Timeframes	Responsibility
Strategic Level	<ul style="list-style-type: none"> Analyse performance results for KPIs 	<ul style="list-style-type: none"> Quarterly Reports Mid-year Reports Annual Reports 	<ul style="list-style-type: none"> Within 30 days following the quarter under review Annual report by 31 August (DRAFT to AG) Annual report by 31 January (Draft to Council) Annual report by 31 March (FINAL to Council) 	<ul style="list-style-type: none"> MM and IDP/PMS Manager
Operational Level	<ul style="list-style-type: none"> Analyse performance results, for performance indicators Identify reasons for performance including remedial action plans (Root cause analysis) 	<ul style="list-style-type: none"> Quarterly Reports Mid-year Reports Annual Reports 	<ul style="list-style-type: none"> Within 30 days following the quarter under review By 31 January By 31 August 	<ul style="list-style-type: none"> HODs and IDP/PMS Manager
Individual Level	<ul style="list-style-type: none"> Analyse performance results for all staff based on agreed performance plans Analyse Development needs assessments 	<ul style="list-style-type: none"> Personal Performance Plan - evaluations Development Plans indicating training requirements 	<ul style="list-style-type: none"> Bi-annually 	<ul style="list-style-type: none"> HODs, IDP/PMS Manager

Analysis

7.5 Performance Reporting

Performance reporting is an integral part of managing performance with a view to reinforcing the culture of accountability, openness and transparency as well as continuous improvement. As performance reporting will be institutionalised, it will not be cumbersome since it will be adapted to dovetail with existing reporting mechanisms, such as financial reports of the National Treasury and reports on intergovernmental grant funding transfers.

7.5.1 In-year performance reporting

The submission of the scorecard to the Executive Committee for consideration and review of the performance of the Municipality as a whole, is the next step in the process. The first such report will be a major milestone in the implementation of the PMS and will mark the beginning of what will become a regular event, namely using the performance report as a tool to assess and review the Municipality's performance and to make important political and management decisions on how the municipality will improve its performance.

The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA, 2003. This Section determines that the accounting officer will, by 25 January of each year, assess the performance of the municipality and **report** to the Executive Committee via the Mayor on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

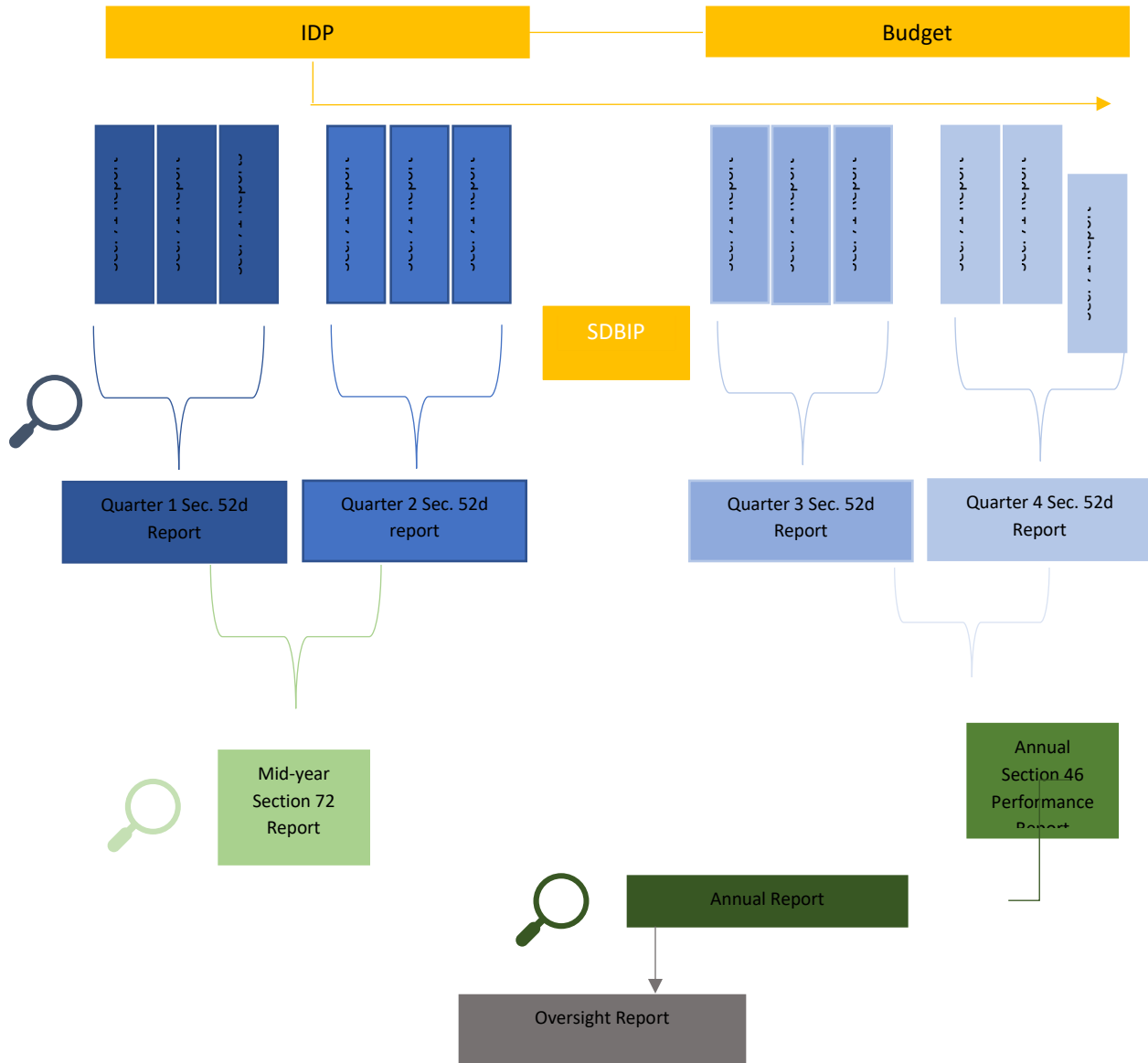
Section 44(4) of the Municipal Structures Act, 1998 (Act 117 of 1998) as amended requires that the Executive Committee will report to Council on all its decisions taken. The outcome of the quarterly performance reviews by the Executive Committee will, in line with this requirement, be reported to the full Council for it to perform its oversight function over the performance of the Municipal Executive and Administration. In doing so, Council will review the decisions taken and resolve whether it is satisfied with the corrective action adopted by the Executive Committee. If not, then the Executive Committee's recommendation will be amended and implemented accordingly.

7.5.2 Annual Performance Reporting

As per the legislative injunction of Chapter 12 of the MFMA, 2003, the annual report as tabled before Municipal Council and the Council's oversight report will be forwarded to the Auditor-General, the Provincial Treasury, and the Department responsible for local government in the Province as well as the to the Provincial Legislature.

It is important to note that the municipal performance report of a municipality is only one element of the annual report. To ensure that the annual report compilation, tabling and review process is completed in time to inform the next cycle of performance planning in accordance with the IDP compilation/review process, the annual performance report be compiled and completed as soon after the end of each financial year as possible, but not later than two months after financial-year end.

The diagram below illustrates the various reporting stages in terms of legislative requirements. Further comments for icons 1, 2 and 3 are contained in the sections below.



The Quarterly SDBIP and in-year (MFMA S71 & MSA S41e) reports should be incorporated into the Quarterly Reports.



The First and Second Quarter Reports are synonymous with the mid-year budget and performance report and should provide quarterly and accumulative information.



The Mid-year Report together with the Quarter 3 and 4 Quarterly Reports informs the Annual Performance Report.

The table below describes the key activities within this process.

Dimension	Key Activity	Key Output	Submission Date	Responsibility
Strategic Level	<p>Compile and table Annual Report</p> <ul style="list-style-type: none"> Monthly, Quarterly and Annual Report to Council on municipal performance against IDP based targets Formal report to Council and stakeholders on municipal performance against the reaching of IDP based targets – i.e. Annual Performance Report, Annual Report, AFS 	<ul style="list-style-type: none"> Monthly, quarterly, mid-year and annual performance reports Report on areas for improvement and corrective actions to be taken 	<ul style="list-style-type: none"> 31 January (Draft Annual Report Tabled before Council) 31 March (FINAL Annual Report Tabled before Council) 31 August (DRAFT Annual Report submitted to AG) 	<ul style="list-style-type: none"> MM
Operational Level	<p>Compile monthly, quarterly, mid-year and annual performance reports</p> <ul style="list-style-type: none"> Compilation of Monthly (MFMA s.71), quarterly (MFMA s.52), mid-year (MFMA s.72) and Annual Performance reports need based on the evaluations conducted. <p>Auditing of quarterly, mid-year and annual performance</p> <ul style="list-style-type: none"> Internal Audit needs to give comfort over the effectiveness and efficiency over predetermined objectives. Similarly, an opinion needs to be expressed over the validity accuracy and completeness of the reported performance information. Report on service delivery results 	<ul style="list-style-type: none"> Monthly, quarterly, mid-year and annual performance reports Report on areas for improvement and corrective actions to be taken Internal Audit reports External Audit report 	<ul style="list-style-type: none"> Section 71 Report by 10th working day Section 52: within 30 days following the quarter under review Section 72: By 30 January 	<ul style="list-style-type: none"> CFO, MM and IDP/PMS Manager

Individual
Level

Compilation of:

- Individual performance results
- Rewards and recognition for good performance
- Analysis of training needs analysis

- Reports on individual performance
- Recognition for performance
- Training needs analysis report

• Bi-annually

• HOD:
Corporate
Services and
IDP/PMS
Manager

7.6 Performance Reviews

Review includes the assessment of the system itself, the framework, targets, and performance targets of departments and performance measurement of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting KPIs and performance targets.

7.6.1 Departmental Reviews

Departments must review their performances on a monthly basis. Decision-makers will be immediately warned of any emerging failures to service delivery such that they can intervene if necessary.

Departments will use these reviews as an opportunity for reflection on their objectives and programmes and whether these are being achieved. Changes in indicators and targets may be proposed at this meeting but can only be approved by the relevant portfolio councillor, in consultation with the IDP/PMS Co-ordinator. This session is attended by officials of the Department and Performance Unit only any other official will attend by invitation. The meeting must be chaired by the HOD or his/her nominee with Departmental Champ providing the secretarial services.

7.6.2 Top Management Team Reviews

Departments will then need to report on their performance to the Municipal Manager at the monthly management meetings. Additional indicators that occur in the strategic scorecard will also be reviewed. The formulation of the strategic scorecard and the process of review will be coordinated by the performance management team.

The management team will need to reflect on whether targets are being achieved, what are the reasons for targets not being achieved where applicable and corrective action that may be necessary. Where targets need to be changed, the management team can endorse these, for approval by the portfolio councillor. The management team may delegate tasks to the performance management team in developing an analysis of performance prior to management team reviews. These reviews will at least take place bi-monthly and will be attended by Directors and Performance Unit only, any other official will attend by invitation.

7.6.3 Portfolio Councillor Reviews

Each portfolio councillor will review the performance of its respective department against the relevant SDBIP scorecard, at least quarterly. The portfolio councillor will appraise the performance of the service against committed targets. Where targets are not being met, the portfolio councillor will ensure that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient to address the reasons for poor performance. Changes in indicators and targets that do not appear in the strategic scorecard may be proposed and can only be approved by the relevant portfolio councillor, in consultation with the IDP/PMS co-ordinator.

Changes in indicators and targets that fall within the strategic scorecard will be approved by the Executive Committee.

7.6.4 Executive Committee Reviews

On a quarterly basis, the Executive Committee will engage in an intensive review of municipal performance against the strategic scorecard, as reported by the Municipal Manager.

Many of the indicators in the strategic scorecard will only be measurable on an annual basis. The quarterly reviews will thus culminate in a comprehensive annual review of performance in terms of both scorecards.

The review will reflect on the performance of services and the strategic scorecard. The Executive Committee will need to ensure that targets committed to in the strategic scorecard are being met, where they are not, that satisfactory and sufficient reasons are provided and that the corrective action being proposed is sufficient to address the reasons for poor performance.

The review will also focus on reviewing the systematic compliance to the performance management system, by departments, portfolio committees / councillors and the Municipal Manager.

In this session the Performance Unit will provide the secretarial services.

7.6.5 Municipal Council Reviews

At least twice annually, the Municipal Council will review municipal performance. This exercise will enable the municipality to comply with the provisions of the Municipal Systems Act, 2000 that require that the annual report will at least constitute a performance report, financial statements and an audit report.

7.6.6 Public Reviews

As the Municipal Systems Act, 2000 requires the public to be given the opportunity to review municipal performance, the municipality will, in addition to the annual report mentioned above, produce a user-friendly community's report for public consumption. The communities' report will be a simple, easily readable and attractive document that translates the strategic scorecard.

A public campaign will be annually embarked on to involve communities in the review of municipal performance. Such a campaign will involve the following methodologies:

- Ward committees be reported to and submit their review of the municipality to council. The performance management team will be used to summarise this input.
- Various forms of media including radio, newspapers and billboards will be used to convey the communities' report. The public will be invited to submit comments via telephone, fax, e-mail and public hearings to be held in a variety of locations.

The public reviews will be concluded by a review by the IDP Representative Forum. This exercise will be conducted in consultation with the Communication and the Public Participation Units and with any other relevant department of the Municipality.

The table below describes the key activities and outputs within this process.

Review	Dimension	Key Activity	Key Output	Timeframes	Responsibility
	Strategic Level	Review of IDP <ul style="list-style-type: none"> Quarterly and mid-term review of performance information contained in the IDP and strategy 	<ul style="list-style-type: none"> Status report on performance information pertaining to the IDP Report on areas for improvement and corrective actions to be taken Updating of the Situational analysis in the IDP 	<ul style="list-style-type: none"> November 	<ul style="list-style-type: none"> MM and IDP/PMs Manager
	Operational Level	Review of SDBIP <ul style="list-style-type: none"> Quarterly and mid-term review of performance information contained in the SDBIP including departmental reviews. 	<ul style="list-style-type: none"> Status report on performance information pertaining to the SDBIP Report on areas for improvement and corrective actions to be taken 	<ul style="list-style-type: none"> December 	<ul style="list-style-type: none"> MM and IDP/PMs Manager
	Individual Level	Review of Individual performance <ul style="list-style-type: none"> Quarterly and annual review of individual performance 	<ul style="list-style-type: none"> Personal Performance Plan - evaluations Training needs analysis to be included into 	<ul style="list-style-type: none"> Bi-annually 	HOD: Corporate Services and IDP/PMS Manager

Review	Dimension	Key Activity	Key Output	Timeframes	Responsibility
			Workplace skills plan (WSP) and training plans		

8 QUALITY CONTROL MEASURES

8.1 Audit Committee

The Municipal Council has restructured the existing Audit Committee to extend its mandate to include the Auditing of Performance Information (AoPI). In so doing, the Council will ensure that the:

- Majority of members are not councillors or employees of the municipality;
- Chairperson of the committee is neither a councillor nor an employee of the municipality;
- members of the committee have credibility within all Ndlambe's communities and organs of civil society; and
- composition of the audit committee sufficiently caters for the following competencies:
 - an understanding of performance management
 - an understanding of municipal finances
 - an understanding of development, including rural development
 - an insight into the municipality's IDP objectives

The operation of this audit committee will be governed by section 14 (2-3) of the Regulations, 2001.

As per the Regulations, the Audit Committee will:

- review the quarterly reports submitted to it by the internal audit unit;
- review the municipality's performance management system and make recommendations in this regard to the council of that municipality;
- assess whether the performance indicators are sufficient; and
- at least twice during a financial year submit an audit report to the Municipal Council.

The Audit Committee will also be tasked with assessing the reliability of information reported.

In order to fulfil its function, the Audit Committee may, in terms of the Regulations, 2001:

- communicate directly with the Municipal Council, the Municipal Manager or the internal; and external auditors of the Municipality;
- access any municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

8.2 Internal Audit

In accordance with the requirements of the MFMA, 2003 the Municipality will establish an internal audit section which will be located within the Office of the MM. Section 45 of the Municipal Systems Act, 2000 stipulates that the results of the Municipality's performance measures will be audited by the internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance Management Regulations stipulates that the internal audit section will, on a continuous basis, audit all performance information and this will include an assessment of the following:

- The functionality of the municipality's performance management system;
- Whether the municipality's performance management system complies with the Act; and
- The reliability and usefulness of the performance information.

The Municipality's internal auditors will submit quarterly reports on the audits undertaken to the Municipal Manager and the (performance) Audit Committee.

8.3 Performance monitoring

Performance monitoring is an ongoing process through which every manager accountable for a specific indicator will continuously monitor current performance against the targets set. The aim of the monitoring process will be to take appropriate and immediate interim (or preliminary) action where there is an indication that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

Each manager will delegate to his/her direct line manager/functionary the responsibility to monitor the performance for his/her sector/section. Such line managers/functionaries are, after all, best placed given their understanding of their sector to monitor on a regular basis whether targets are currently being met or will be met in future, what is contributing to the current level of performance, or lack thereof, and what interim remedial action needs to be undertaken.

8.4 Performance investigations

The Audit Committee will also be able to, in consultation with Council, commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations will assess:

- The reliability of reported information;
- The extent of performance gaps from targets;
- The reasons for performance gaps; and
- Corrective action and improvement strategies.

Clear terms of reference will need to be adopted by the Municipal Manager, Executive Committee or Council for each such investigation.

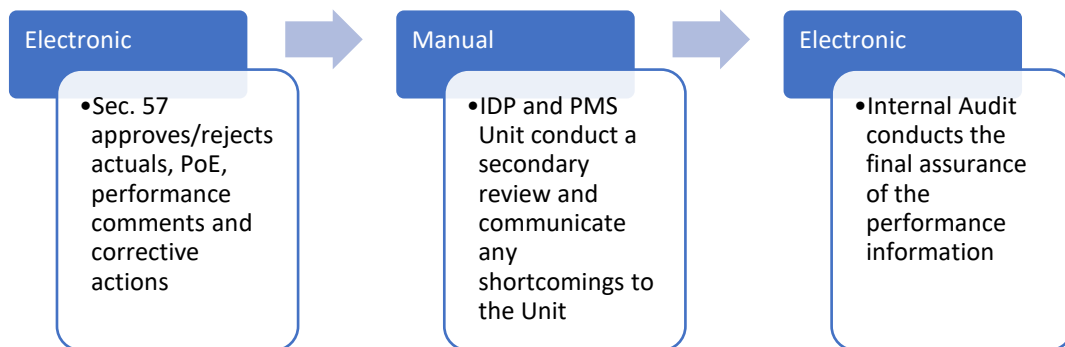
8.5 Quarterly assurance process

Once the results have been captured onto the electronic system and the portfolio of evidence has been uploaded for the quarter, the relevant Sec. 57 Manager will verify and approve the information on the electronic system, utilising the "Approval" function. If the information has been rejected by the Sec. 57 Manager, for any reason, an automated email will be sent to the KPI owner to amend the incorrect information within two (2) days.

The IDP and PMS Unit within the Office of the Municipal Manager will conduct a secondary review of the performance information. Any areas regarding certain clarification or where information is lacking will be communicated to the relevant Department.

Lastly, Internal Audit will conduct the final review, “Assurance” on the electronic system. If the information is rejected, the KPI owner will receive an automated notification to rectify the information in the system after two working days.

The diagram below summarises this process:



9 ROLES AND RESPONSIBILITIES

The table below provides a summary of the various roles and responsibilities within the performance management system:

Structure/Individual	Roles and Responsibilities
Municipal Council	The Municipal Council will approve the PMS Policy Framework and the annual reviews thereof. The Council will also play oversight role over the Executive Committee In respect of, among other things, the implementation of PMS.
Mayor	The Municipal Systems Act (2000) places the responsibility on the Council to adopt the Performance Management System, while holding the Mayor responsible for the development and management of the system. The Mayor of the NLM delegates the responsibility for the development and management of the Performance Management System to the Municipal Manager. The NLM's Directors are then in turn responsible for executing the Performance Management System in their respective departments according to this Policy.
PMS Steering Committee	The Executive Committee of Ndlambe Municipality will serve as the PMS Steering Committee that will continually play an oversight role over the co-ordination of the implementation of the planning, measurement, reporting and review process of PMS. Top management will serve as the Technical Committee of the PMS Steering Committee.
Communities	The PMS Steering Committee will ensure the effective participation of communities in the development, implementation and review of the PMS through the IDP Representative Forums, Mayoral Izimbizo, IDP/Budget/PMS consultations and ward meetings.
Municipal Manager and Heads of Department	As head of administration and accounting officer, the Municipal Manager will ensure the day to day implementation of PMS Policy Framework by the entire municipality. To this end, the MM will ensure that all HODs comply with their departmental performance scorecards.
Employees	To suggest challenging but realistic indicators that supports the goals of the municipality. To take responsibility for the standard of performance by trying to improve and develop. To develop and implement action plans in order to achieve objectives. To ask the manager for information, help or advice to assist in meeting objectives. To ask for feedback from others, including the manager for self-performance monitoring. To make suggestions on how performance can be improved. To keep the manager informed about progress in relation to original objectives.
Human Resources Department	To provide advice and act where needed as an interface and between personal development planning and career / succession planning. To provide assistance with regards to linking details recorded on personal development plans and the workplace skills plan / group training initiatives. To guide standardization with respect to ensuring the performance plan accurately reflects an employee's level and role in accordance with the position they are employed to do. To deal with inaccuracies between an employee's performance plan and the applicable job description and to liaise with the job evaluation unit in this regard. To guide managers dealing with incidences of poor performance and lead the formal process in this regard in accordance with the disciplinary process.
Organised Labour	Through the LLF the organized labour will endorse the cascading of PMS to non-section 57 levels of the organization.

Structure/Individual	Roles and Responsibilities
<p><i>The IDP / Performance Management Section</i></p>	<p>a) Provides a professional advisory service to the Municipality with respect to the implementation of an effective Performance Management System capable of objectively and accurately establishing and measuring accomplishments and outcomes against key performance areas and indicators, thereby enabling the Municipality to align or adjust forward plans and execute agreed action plans that adequately address immediate, shorter- and longer-term service delivery priorities.</p> <p>b) Provides guidelines and information on the Performance Management System, by:</p> <ul style="list-style-type: none"> • Interacting with functional leaders and making available information on the system and/or explanations on application. • Participating in the determination of functional objectives with due consideration given to the organizational vision, mission, values and goals encompassed in Integrated Developmental Plan. • Analysing information pertaining to functional responsibilities and role boundaries elicited through interviews and establishing and advising on Key Performance Areas, Indicators and Action Plans. • Monitoring consultants advising on implementation and assessing compliance with standards and procedures to support synergy between application and understanding. <p>c) Applies methods and standards to determine specific requirements and dimensions of Performance Management, by:</p> <ul style="list-style-type: none"> • Applying statistical tools and approaches to interrogate and classify information pertaining to structures, functions and/ or capacity to guide decisions pertaining to the selection of a model for basing measurements. • Examining the applicability, appropriateness and adequacy of measures and/or formulating recommendations to support changes to standards and/or quantitative weightings. • Co-ordinating and conducting internal and external customer satisfaction surveys to support and create usable relationships in respect of setting and determining relevant performance parameters and dimensions. <p>d) Co-ordinates specific procedures associated with the implementation and execution of Performance Management, by:</p> <ul style="list-style-type: none"> • Monitoring compliance with respect to the adopted reporting structure. • Collating and preparing reports outlining accomplishment of targets and standards and/or commenting on specific deviations from agreed outcomes. • Maintaining the Performance Management record keeping system, updating files with correspondence and instructional documentation and, accessing relevant information or retrieving records to facilitate audits. <p>b) Provides information and/or reports on the status and outcomes internally/externally, by:</p> <ul style="list-style-type: none"> • Presenting information on the Performance Management System capabilities, measures and outcomes. • Explaining qualitative and quantitative outcomes, elaborating on reasoning and/ or the need for alignment with respect to specific

Structure/Individual	Roles and Responsibilities
	<p>objectives and measures.</p> <ul style="list-style-type: none"> • Conducting Workshops to facilitate understanding of the system and its application in defining and measuring organizational goals and accomplishment.
<p><i>The (Performance) Section</i></p> <p><i>Internal Audit</i></p>	<p>a) To advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:</p> <ul style="list-style-type: none"> • the internal audit • internal controls • accounting procedures and practices • risk and risk management • performance management • loss control • compliance with the MFMA, DoRA and any other applicable legislation <p>b) Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of investigations, follow-ups and (including disciplinary action) of any instances of non-compliance.</p> <p>c) Review the process for communicating the code of conduct to council personnel and for monitoring compliance therewith.</p> <p>d) Obtain regular updates from management and legal counsel regarding compliance matters.</p> <p>e) Assess the reliability of performance information reported and commission in-depth performance investigations where there is continued poor performance.</p> <p>f) Evaluate the committee’s performance on a regular basis.</p> <p>g) Submit a performance audit report to council at least twice a year. Institute and oversee special investigations as needed.</p> <p>h) Review and assess the adequacy of the committee charter annually, requesting executive committee approval for proposed changes.</p> <p>i) Confirm annually that all responsibilities outlined in this charter have been carried out.</p> <p>j) Assist the Audit Committee in submitting a report to the Municipal Council at least twice a year, regarding the Performance Management System, in terms of Section 14(4) (a) (iii) of the Local Government Municipal Planning and Performance Management Regulations, 2001.</p>
<p><i>The Municipal Public Accounts Committee</i></p>	<p>In order to facilitate the oversight process a municipal oversight committee will be established consisting of a selected number of Councillors not serving on the Executive Committee. Council will also consider in line with oversight best practice that the chairperson of the oversight committee be a member of an opposition party.</p> <p>The oversight committee will be responsible for the detailed analysis and review of the annual report and the drafting of the oversight report. In doing so the committee will establish mechanisms to receive and review representations made by the public on the annual report and also seek inputs from other Councillors and Council portfolio committee / councillor. Such mechanisms</p>

Structure/Individual	Roles and Responsibilities
	<p>could involve all or any combination of the following:</p> <ol style="list-style-type: none"> a) Producing a user-friendly citizens' report in addition to the annual report for public consumption. The citizens' report will be a simple, easily readable and attractive document that translates the annual report for public consumption. b) Using of various forms of media including radio, newspapers and billboards to convey the annual report. c) Inviting the public to submit comments on the annual report via telephone, fax and email. d) Holding public hearings in a variety of locations to obtain their input on the annual report. e) Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments. f) Debating the annual report at a meeting of the IDP Representative Forum g) Hosting a number of public meetings or road shows at which the annual report could be discussed, and input invited. h) Producing a special issue of the municipal newsletter in which the annual report is highlighted, and the public are invited to comment. i) Posting the annual report on the council website and inviting input <p>As such, the committee will examine, but not limited to, the following:</p> <ul style="list-style-type: none"> • any audit reports issued on the financial statements; • any other financial statements or reports referred to the committee by Council; • may report on any of those financial statements or reports to Council; • may initiate any investigation in its area of competence; and • will perform any other oversight function assigned to it by resolution of Council. <p>As the oversight committee performs an oversight function on behalf of Council, it is not a duplication of, and will not be confused with, either the audit committee or the finance portfolio committee / councillor. The audit committee is an independent advisory body that advises the MM, Council and the Executive Committee on financial and risk matters and can act as an advisory body to the oversight committee. The finance portfolio committee / councillor will deal with financial management issues such as budgetary, revenue and expenditure management and supply chain management.</p>

10. CONCLUSION

In conclusion it is worth emphasising that there are no definitive solutions to managing municipal performance. The implementation of a performance management system will be seen as a learning process, where the Ndlambe Municipality will continuously improve the way the system works to fulfil the objectives of the system and address the emerging challenges arising from a constantly changing environment.

CHAPTER SIX

SECTOR ALIGNMENT

6.1 INTRODUCTION

With the formulation of the new IDP, Sector Departments were requested to be part of the process by providing input on the programmes and projects that they have planned to implement in the local municipalities within the district. This process was facilitated by the Sarah Baartman district municipality. This is done to ensure alignment of programmes /projects by the Sector Departments and LMs. It is also to eliminate duplication of budgeting by the Sector Departments and LMs.

6.2 SECTOR PLANNING

Some provincial and national sector departments have set up municipal sector-driven planning requirements, to inform their strategic planning, budgetary and implementation processes. For example the Water Affairs Department requires municipalities that are Water Services Authorities to formulate Water Services Development Plans, and the Department requires municipalities to formulate a housing strategy and targets as part of their IDP process. These planning requirements are meant to assist in the process of alignment. Sector planning requirements vary in nature and status. The following of requirements can assist municipalities in differentiating between the various kinds of requirements:

- legal requirements for the formulation of a sector plan;
- a legal compliance requirement;
- a planning requirement to be undertaken as a component of, or part of, the IDP; and
- a recommendation, which is deemed to add value to the municipal planning process and product.

Various development strategies and programmes are required to enhance the quality and delivery of the IDP. Some sector plans have been completed while some are being reviewed or developed.

There are a number of sector plans and key strategy documents required of a municipality to support the delivery of services and infrastructure development in order to achieve its strategic objectives. Each sector plan is championed by a specific department within a directorate of the municipality and normally forms the basis of the directorate's contribution towards achieving the strategic objectives of Council. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources.

6.2.1 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Ndlambe Spatial Development Framework (SDF) sets out the long-term spatial development for the municipality which is informed and guided by the vision for the area. It guides land use and development and ensures that future public or private development is implemented in line with the vision and development objectives and strategies of the municipality as set out in the IDP. It therefore acts as a planning and land use management tool to assist the local authority to make informed decisions on a day to day basis and on strategic issues regarding the land use options, timing and phasing of development in the area.

The SDF also functions as a marketing tool to facilitate public and private partnerships in the implementation of projects and to assist to bring about economic and social regeneration of the various towns and settlements. It also:

- provides a long-term vision of the spatial development of the municipality
- aligns the municipality's spatial development goals, strategies and policies with relevant national and provincial spatial principles, strategies and policies;
- guides the proposals contained in the more detailed local plans which cover a shorter planning time frame and the preparation of Local Spatial Development Plans (LSDF's);
- helps to spatially coordinate, prioritise and align public investment in the municipality's five-year Integrated Development Plan (IDP);
- directs private investment by identifying areas that are suitable for urban development, areas where the impacts of development needs to be managed, and areas that are not suited for urban development;
- identifies strategies to prevent indiscriminate loss and degradation of critical biodiversity areas, and to ensure the necessary level of protection for the remaining areas;
- provides policy guidance to direct decision-making on the nature, form, scale and location of urban development, land use change, infrastructure development, disaster mitigation and environmental resource protection.

A Spatial Development Framework (SDF) is to a large extent influenced by the following legislation:

- The Local Government: Municipal Systems Act (Act No. 32 of 2000);
- The IDP and Performance Management Regulations (2001); and
- The Spatial Planning and Land Use Management Act (Act No. 16 of 2013).

The reviewed SDF will give effect to the development principles contained in the Spatial Planning & Land Use Management Act (Act No. 16) of 2013 including:-

- Spatial Justice;
- Spatial Sustainability;
- Efficiency;
- Spatial Resilience; and
- Good Administration

Review of the Ndlambe Spatial Development Framework (SDF)

The current Ndlambe Municipality's Spatial Development Framework (SDF) was approved by Ndlambe Council in 2013 in terms of the Municipal Systems Act (MSA). A service provider has been appointed to review the 2013 Ndlambe SDF and ensure that it is SPLUMA compliant and aligned with the IDP as required. The process to review the current SDF is underway, and the public participation and all other processes will be aligned with the IDP process.

6.2.2 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, 2013 (ACT NO. 16 OF 2013)

The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) (SPLUMA) was promulgated on 5 August 2013 and its Regulations to come into effect on 1 July 2015. The objects of the Act are the following:

- Provide for a uniform, effective and comprehensive system of spatial planning and land use management for the Republic;
- 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 amongst the national, provincial and local spheres of government; and
- 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.

SDF's form the basis of all future decisions in terms of the SPLUMA and they will be taken by authorised officials or tribunals, which are non-political /technical bodies, established in terms of Section 35 of SPLUMA. It broadly determines that a municipality or municipalities jointly, must constitute a Planning Tribunal to consider all land use planning applications.

Ndlambe Municipality has adopted a Municipal Planning By-Law (Spatial Planning and Land Use Management Bylaw) in 2015. The Bylaw determines the procedural and administrative aspects of land use planning and management, instead of the Provincial Regulations. One of the implications of the SPLUMA legislation and processes is that a municipality now becomes legally accountable for decisions, i.e. an applicant or aggrieved party will no longer sue the MEC and add the municipality as a respondent. Instead, the municipality will be sued and it must provide for the costs and administration of such litigation processes.

The Municipality has managed in 2018 to establish its Municipal Planning Tribunal and it is now fully functional. The following table represents the Municipalities Compliance with SPLUMA:

SPLUMA REQUIREMENTS	Compliance %	Ndlambe Status	Comments
Approved & Gazetted Bylaw	100%	Bylaws approved & Gazetted on 4 February 2016	Complied
Appointed Authorised Official	100%	Council Appointed Authorised Official Director Infrastructure	Complied
Land Use Applications Categorized	100%	Applications categorized according to the SPLUM	Complied

			Regulations	
Municipal Planning Tribunal Established	(MPT)	100%	Ndlambe has established a Single MPT, trained the members, gazzeted their names and the first meeting of the Planning Tribunal was in December 2018 and it was successful.	Complied
Appeal Authority Established		100%	Council confirmed that the Executive Committee will be the AA for Ndlambe as per SPLUMA.	EXCO to receive training and the appointment of internal Manager of Legal Services to assist with appeals.
Integrated Land Use Schemes		8%	SBDM has funded Ndlambe for the project and appointed Urban Dynamics Town Planners for the project. Public Participation process commenced in November 2018 and closing in January 2019. It is aniticipated the projected will be 100% complete by June 2019.	Project progressing well and the public meetings that were held were successful.
SPLUMA Compliant SDF		50%	Current SDF is due for a review and the service provider for the review has been appointed.	Municipality is funding this project from internal funding.
Town Planning Personnel Capacity		30%	1 Professional Town Planner position filled 1 Assistant Town Planner position still vacant No Land Development Officer yet or Tribunal Administrator.	Non -Compliant

6.2.3 INTEGRATED LAND USE SCHEME

Sarah Baartman District Municipality (SBDM) after request for funding approved the funding of the Ndlambe Integrated Land Use Scheme (ILUS) development. At a Council meeting of the 30th March 2017 Council approved the commencement of the project and subsequent to that SBDM has appointed Urban Dynamics Town & Regional Planners to prepare the Ndlambe ILUS. Furthermore Council at its meeting of the 24th of October 2017 established the Steering Committee for the project. Public Participation for the project commenced in November 2018.

The Ndlambe Integrated Land Use Scheme Regulations will cover the whole Municipal area, further to ensure that only one Zoning Scheme is used when processing application. This will encourage uniformity and a simple way of processing applications for the Ndlambe area increasing productivity and reducing confusion.

In terms of Section 24 of the Spatial Planning and Land Use Management Act (Act 16 of 2013) all municipalities are required to adopt and approve a single Land Use Scheme for its entire area within five (5) years from the commencement of the Act.

The purpose of this project is to compile and facilitate the development of an Integrated Zoning Scheme Regulations for the Ndlambe Municipal area, taking into consideration the different Zoning Schemes promulgated.

The end result of this project should be a functional and realistic Ndlambe Integrated Land Use Scheme Regulations, zoning register and zoning maps for the municipal area.

6.2.4 HOUSING SECTOR PLAN (HSP)

The Ndlambe Housing Sector Plan (HSP) (2011-2016) has been reviewed and revised in accordance with the prescripts of the Blue Book for Municipal Housing Planning and the related National Treasury Planning dispensation. The methodology used to review the HSP consisted of the review of the current IDP, HSP, SDF and other relevant chapters of the IDP and sectoral plans. In addition to this, a desktop analysis was undertaken to better understand the demand for housing, the supply side study included primary level survey and collection of data related to land and land packaging, infrastructure planning and availability, organisational capacity and projects including, planned, current, blocked and lastly an integration study to establish cross cutting issues and related planning and availability especially as it relates to health, education, roads and transportation, social and recreational and safety facilities.

The results of all these studies were used in the production of a situation analysis report which was utilised to inform the development of the HSP. The HSP consist of strategic goals and priorities for the municipality which is detailed into programmes for year 1 of a 5 year horizon. Lastly, a project pipeline together with a project tracking tool was developed and provided to enable the municipality to improve its planning, tracking and monitoring of projects.

6.2.5 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The development of this LED strategy is guided by the existing policies of the Ndlambe Municipality, as well as the District, Provincial and National frameworks. These include:

- Ndlambe IDP
- Ndlambe Spatial Development Framework
- Ndlambe Responsible Tourism Sector Plan
- Sarah Baartman Area Based Plan and Land Availability Audit (2008)
- EC Provincial Growth & Development Plan
- National Spatial Development Perspective

In alignment with the NSDP and PGDP, the Ndlambe Municipality projects are assessed in terms of the following principles:

- Contributes towards economic growth and poverty alleviation
- Government spend – over and above basic services provision – is directed towards the stimulation of sustainable economic development and income-generating / employment opportunities
- The developmental efforts of the municipality are focused on people rather than places – this may include capital investment, human resource development and social transfers
- Nodal and corridor development which supports the aim of redressing the spatial distortions of development
- Increasing the opportunity for meaningful stakeholder participation

From the Ndlambe IDP, we recognize the following priorities which have a direct bearing upon the LED Strategy:

- Addressing Infrastructure issues:
 - Sanitation backlogs
 - Road condition
 - Business infrastructure – including light industry & commerce
- The implementation of effective development planning and implementation, – especially as the upper-income residential, holiday home and tourism construction sector play such a vital role in Ndlambe's economy
- Addressing internal capacity issues
- Promoting effective management of Council assets through the implementation of critical systems
- Improving the role of the Municipality with regards to economic development – with specific reference to Tourism
- Increasing disaster management capacity

The IDP further outlines some of the critical challenges facing the Ndlambe Municipality with regards to LED. The section on Institutional Development focuses in more detail on these issues.

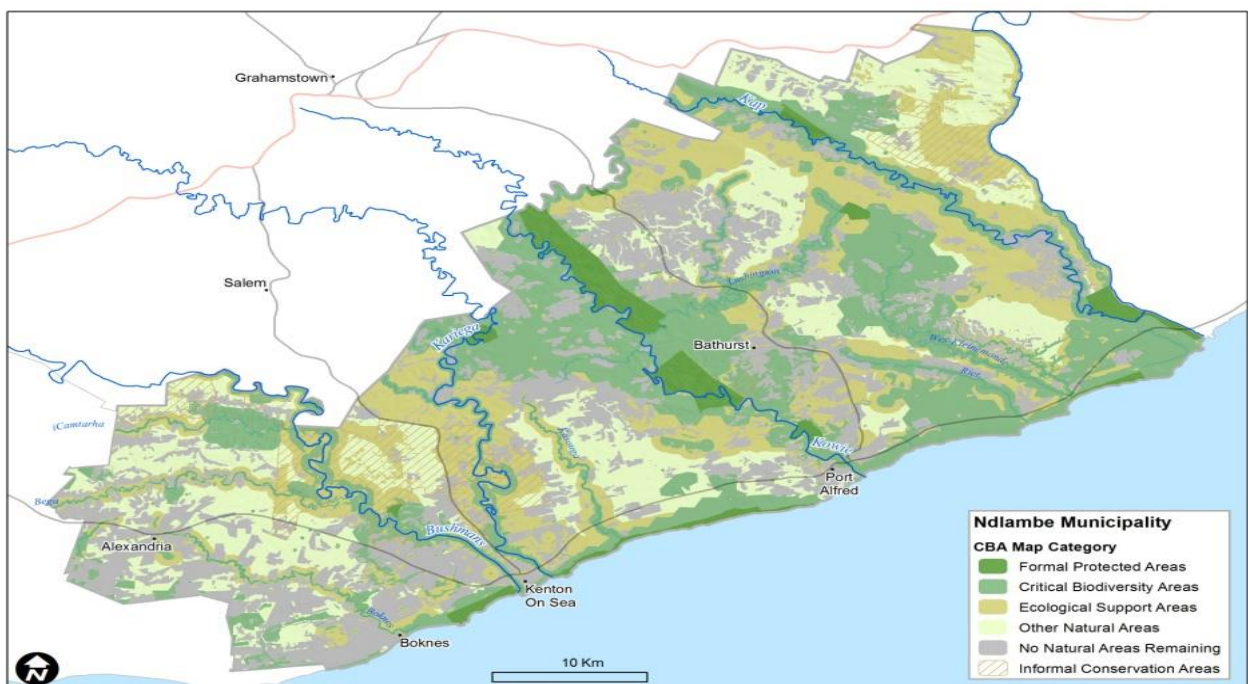
6.2.6 BIODIVERSITY SECTOR PLAN (BSP)

The Biodiversity Sector Plan (BSP) for the Ndlambe Municipality represents the biodiversity informant for all multi-sectoral planning procedures, such as the Integrated Development Plan and Spatial Development Framework. It is intended to support land-use planning and decision-making in order to achieve the sustainable development agenda. The BSP is comprised of a relatively fine-scale

Critical Biodiversity Areas (CBA) Map, mapped at a scale of 1:20 000 (Skowno and Holness, 2012) (Refer Figure 1). Associated with the CBA Map is a set of biodiversity-compatible land-use guidelines, including a series of land and water use management guidelines. The BSP also includes an explanatory handbook (with a biodiversity profile) and the various maps used to prepare the CBA Map (e.g. vegetation, rivers, wetlands and land cover).

The Critical Biodiversity Areas (CBA) Map has refined the spatial accuracy of the Eastern Cape Biodiversity Conservation Plan's (ECBCP) CBA Map (Berliner and Desmet, 2007), including the Subtropical Thicket Ecosystem Programme (STEP) Map (Cowling *et al.*, 2003). In other words, it is a more accurate spatial representation of important biodiversity areas in the Ndlambe Municipality and therefore supersedes the aforementioned maps. The CBA Map divides the landscape into Protected Areas, Critical Biodiversity Areas, Ecological Support Areas, Other Natural Areas and No Natural Areas Remaining. The first three categories represent the biodiversity priority areas, which should be maintained in a natural to near natural state, with low intensity developments possible. The remaining two categories are not considered biodiversity priority areas, and can be targeted for sustainable development. The land-use guidelines are specified for Critical Biodiversity Areas and Ecological Support Areas, while the general land use management guidelines are specified for Critical Biodiversity Areas, Ecological Support Areas and Other Natural Areas.

Figure 1: The new, relatively fine-scale Critical Biodiversity Areas (CBA) Map for the Municipality (1:20 000) (Skowno and Holness, 2012).



The Biodiversity Sector Plan was funded by the French Global Environmental Facility and implemented by South African National Parks (Park Planning and Implementation: Conservation Services).

6.2.7 NDLAMBE RESPONSIBLE TOURISM SECTOR PLAN

The Ndlambe Responsible Tourism Sector Plan was reviewed in 2009 by Kyle Business Projects in consultation with local tourism stakeholders, on behalf of the Sarah Baartman District Municipality (CDM). This review formed part of the projects to develop the CDM Tourism Master Plan. The Ndlambe tourism product focuses predominantly on:

- **Nature-based attractions and activities:** nature reserves, game reserves, beach and marine, hunting, agri-tourism, farm stays and activities, avi-tourism
- **Heritage-based attractions and activities:** the built heritage, the cultural heritage including Xhosa, British Settlers art and literature.

6.2.8 WATER SERVICES DEVELOPMENT PLAN

The Water Services Development Plan (later referred to as the WSDP) was written and compiled as a legislative measure in order to comply with the terms of the Water Services Act (Act 108 of 1997) in consensus with the National Water Act (Act 36 of 1998).

The WSDP is a supplementary document to the Integrated Development Plan (IDP) of the municipality and consists of a more detailed elaboration on the status quo and in future plans for water services and sanitation.

In order to comply to the Water Services Act (Act 108 of 1997) and the National Water Act (Act 36 of 1998), the Council of the Sarah Baartman District Municipality appointed Engineering Advice and Services to assist them in formulating a WSDP for submission to DWAF and to serve as a planning tool and barometer against which the quality and efficiency of water services and sanitation delivery can be measured.

The Ndlambe WSDP was approved in 2012 and is due for review in 2017 however due to projects that have been implemented on the ground through MIG, RBIG and ACIP the municipality is busy with the review of the WSDP to incorporate all what has been done and also to provide integrated planning based on the Master Plan and other Water Services Related Plans that have been produced.

The Municipality will submit an annual Water Services Development Plan Performance and the Audit Report that will map out the annual performance of the Water Services and the full water services audit requirements as directed by the regulations relating to compulsory national standards and measures to conserve water.

WSDP Projects

The project in the WSDP currently for long term is the Ndlambe Bulk Water Project- Sandile/ Peddie to Cannon Rocks pipeline amounting to R1.3 billion. This project is seen as the most critical project as the water challenges will be eradicated through it to the entire Ndlambe municipal area. It is important to note that the project planning has started but there is no full commitment for funding this project.

Another project is the Upgrading of Sewer Network in the Ndlambe Area in all Towns, each town has a business plan of its own but the total for the works is R 600 Million. Ndlambe has been using Septic tanks, conservancy tanks, pit latrines, long drop toilets and VIP's in all its areas. Only 30% is full water borne sewerage. It is therefore critical that this project be implemented due to seepage and contamination of ground water by sewerage. The bucket eradication programme has been a great achievement where 2290 households were converted to full water borne sewerage.

6.2.9 ELECTRICITY MASTER PLAN

Ndlambe Municipality is an Electrical Distributor as defined by the energy regulator NERSA. Present key performance areas and requirements include the operational and maintenance responsibilities of electrical systems. As with all systems, regular maintenance and refurbishment is essential for the operating and maintenance of such systems. Financial, logistical and numerous other constraints have created a situation where critical refurbishment and essential maintenance of these systems has been compromised.

Not all areas falling under Ndlambe Municipality's jurisdiction are operated and maintained by Ndlambe Municipality. Those areas are operated and maintained by Eskom. An electricity network audit was conducted between March and June 2014. It highlighted serious problems with status and condition of the electrical network. The condition of the network was revealed and in detailed and indicated an ageing network that needed urgent refurbishment attention. The report was also presented the Municipality Council and recommendations were also made clear. Recent electricity audit has shown that most of the electrical infrastructure is ageing. Some of the equipment is obsolete so spares are a challenge from the OEM. The technology has moved since they were manufactured. Imminent intervention is required. ESKOM was used as a barometer for standardization.

The municipality has less income available to operate and maintain this vital resource. To compound the problem, the Municipality has limited resources available to effectively manage the electrical resources.

These plans are important to the Ndlambe Integrated Development Plan and are able to delve deeply into the peculiarities of their specific sectors and assist in clarifying the truth, as opposed to perception, and thus help dispel unfounded assumptions which could adversely influence the IDP and its delivery. Continuous incorporation of key information and outputs from these sector plans, when completed, is an essential part of the IDP formulation process.

CHAPTER SEVEN

NDLAMBE MUNICIPALITY - FINANCIAL PLAN

7.1 PURPOSE

The purpose of this finance plan is to outline the multi-year financial plan that will aim towards long-term financial sustainability for the Ndlambe Municipality. A multi-year financial plan is essential to ensure that the municipality continues to implement its mandate effectively. It is also to enable the municipality to continue moving towards self-sufficiency in meeting the growing demands of service delivery and not been totally dependent on grants.

The focus is to outline the role forecasting as a critical tool of local government finance and to provide guidelines to strengthen local public finances in improving the financial management. In particular, proper financial management must.

- adequately control the total level of revenue and expenditure,
- appropriately allocate public resources among functional areas and programs, and,
- ensure that departments operate as efficiently as possible.

This Plan is prepared in terms of section 26(h) of the *Local Government Municipal Systems Act*, as amended, which stipulates that municipalities must prepare a financial plan as part of their Integrated Development Plan. The three-year Financial Plan includes an operating Budget and Capital budget, informed by the IDP priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The key benefit of financial planning and budgeting is that it gives stakeholders the opportunity to stand back and review their organizational performance and the factors affecting operational requirements.

These can include:

- Greater ability to make continuous improvements and anticipate problems
- Sound financial information on which to base decisions
- Improved clarity and focus
- A greater confidence in decision making

In contrast with accounting records, which are retrospective, a financial planning or in simple terms budgeting is generally a projection of future revenues and expenditures. At a minimum, a financial plan is used to control financial transactions as well as a management and planning tool. Because local government provides services, forecasts are needed to plan for and control the receipt and expenditure of monies to meet these ends.

LEGAL/STATUTORY REQUIREMENTS

Municipal Finance Management Act 56 of 2003, Chapter 4.

Municipal System Act 32 of 2000.

National Treasury Regulations and Guidelines.

Municipal Budget and Reporting Regulations (reg 21, 22, 23, 24, 25, 26 and 27). Municipal Standard Chart of Accounts (mSCOA) regulations.

The guidance on improvements on business reforms is communicated by means of MFMA circulars.

7.2 BACKGROUND

A financial plan is prepared for a period of at least three years; however it is preferred that it should be for over a period of five or more years. A multi-year financial plan is prepared to ensure financial sustainability of the municipality, paying particular attention to the municipality's infrastructure requirements.

It is an important component of the municipality's Integrated Development Plan. A prudent multi-year financial plan identifies and prioritizes expected needs based on the municipality's Five year Integrated Development Plan and details estimated amounts of funding from various sources. The multi-year financial plan will ensure that the municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the municipality to have access to more financing, funding and grants.

Municipalities require access to adequate resources and budgetary powers to fulfil their assigned functions. Municipalities need to have access to adequate sources of revenue, either own resources or grants/subsidies to enable them to carry out the functions that have been assigned to them.

Municipalities should be encouraged to fully exploit these sources of revenue to allow for realistic planning and should ensure efficient allocation of these financial resources. The rural nature and economy of the municipality has a serious effect on the revenue base and the revenue collected from property rates is very limited.

7.3 FINANCIAL STRATEGY FRAMEWORK

Ndlambe Municipality is in the main has no industry, small businesses, no big government departments or big economic activities to drive the economy apart from agriculture and tourism but continues to strive for service delivery excellence.

Many challenges are faced by the municipality with regards to financial planning and are ever changing due to the dynamic setting of local government. The priority for the municipality, from the financial perspective is to ensure viability and sustainability of the municipality. The multi-year financial plan and related strategies will need to address a number of key areas in order to achieve this priority.

The strategies of the Ndlambe Municipality are as follows;

Revenue Enhancement Strategy

- As the municipality provides bidders with billing clearance certificate to enable them to tender a record is kept and compared to the orders issued register daily and at any time a bidder is awarded services to be rendered the municipality deducts a certain amount from the invoice which is due for payment to the creditor to pay their municipal account. Therefore, debt collection is done from Creditors daily.
- The Municipality also links debt to the prepaid electricity vending system which blocks consumers from purchasing electricity until arrangement or settlement is made of the rates and services accounts. The seamless integration setup between Munsoft and the prepaid vending system is near to completion on completion we anticipate improved debt collection rates as it will reduce manual intervention in debt collection.
- Debt collection service was re-advertised due to the contract with REVCO which expired on the 31 March 2022. The new strategies has been implemented in terms of the collection debtors strategy.
- Further the municipality has issued an award letter on the 31 March 2022 for the procurement of prepaid water management devices which will drastically increase debt collection in the Eskom electricity areas and further reduce water losses and assist in identifying indigents that has not come forth to apply for indigent subsidy.
- The Finance department attends to issuing of proof of address to the community and has implemented a strategy that a consumer be checked on the billing system as to what their indigent and debt status is. They are sent to the credit control section to arrange before a

proof of address is issued or to the Indigent section to re-apply should they not have applied in the current financial year.

Asset Management Strategy

- The maintenance of a GRAP compliant asset management system.
- Adequate budget provision for asset maintenance over their economic lifespan;
- Maintenance of asset according to an infrastructural asset maintenance plan;
- Enhance consequence management for the misuse and damage to assets;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

Financial Management Strategies

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal, and payment of funds.
- Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transactions.
- Training and development of senior financial staff to comply with prescribed minimum competency levels;
- Implement GRAP standards as gazette by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for past financial years.
- The Accounting Framework of the municipality, based on the preceding paragraphs, is therefore as follows:

Operational Financing Strategies

- Effective cash flow management to ensure continuous, sufficient, and sustainable cash position.
- Enhance budgetary controls and financial reporting.
- Direct available financial resources towards meeting the projects as identified in the IDP; and
- To improve Supply Chain Management processes in line with regulations.

Capital Financing Strategies

- Ensure service delivery needs are in line with multi-year financial plan.
- Careful consideration/prioritization on utilizing available resources in line with the IDP.

- Analyse feasibility and impact on operating budget before capital projects are approved.
- Improve capital budget spending; and
- Maximizing of infrastructural development through the utilisation of all available resource.
- The cost of the depreciation in the budget will be used to build up capital reserves from 2023 and the subsequent years.

Cost Effective Strategy

- Invest surplus cash not immediately required at the best available rates.
- Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions:
 - Provision of bad debts of at least debt older than 90 days.
 - Overall cost escalation to be linked to the average inflation rate.
 - Tariff increases to be in line with inflation plus municipal growth except when regulated.
 - Ensure the maintenance of assets increases annually to meet the targeted ratio of 8% as per MFMA circular no 71.
 - Salary budget to be around 35% of the operating budget as per MFMA circular no 71.

MSCOA Implementation

The municipality since March 2017 has started the process of readiness for mSCOA in preparation for draft budget implementation and this has been achieved through acquisition of mSCOA compliant consolidated financial management system (Munsoft) which is already in full operation by the municipality.

2018/2019 2021/2022 MTREF budget preparation have been prepared according to the new requirements of mSCOA regulations. Draft IDP and draft budget have been submitted to National Treasury on the mSCOA format of seven segments. The final budget also will be submitted to National Treasury on mSCOA format as required. The municipality uses all the business reforms on the financial system (Munsoft) such as:

- IDP
- Budget management
- Supply chain management
- Billing, Receipting and Debtors management
- General ledger
- Inventory management

- Asset management
- Payroll and Creditors
- Bank reconciliation and investments
- Loan and grant registers
- Reporting

Measurable Performance Objectives for Revenue

Strategic Outcome II	Destination of choice for laid-back living for families					
Expected Impact	An attractive well-run municipality with a vibrant wealthy community					
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners	Completion Date
Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	1.4. Improve the financial viability of the municipality	1.1.11. Revenue Generation Enhancement	1.1.11.1. <R300m CAPEX Budget	<ul style="list-style-type: none"> • • • • Director Finance 	<u>Internal</u> <ul style="list-style-type: none"> • Director Infrastructure 	1.1.10.2.1 Dec 2025
		1.1.10 Maximising the Indigent Grant	1.1.10.2 Increased indigent grant		<ul style="list-style-type: none"> • Manager LED Transactional 	
Improve the governance of the municipality	1.1 Clean audit programme	1.1.1 Operation clean audit	1.1.1.1 Number of repeat audit findings	<ul style="list-style-type: none"> • Director Finance 	<u>Internal</u> <ul style="list-style-type: none"> • All Municipal depts. • Director infrastructure <u>Transactional Treasury</u>	1.1.1.1.1 March 2023

7.4 FINANCIAL MANAGEMENT POLICIES

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality.

The table below outlines the budget related policies that are amended for implementation in 2022/23 financial year.

Policy	Policy Amended			Amendment Date
	Yes	No	New	
Rates Policy	Yes			Mar-22
Indigent Policy	Yes			Mar-22
Budget Policy	Yes			Mar-22
Creditors, Staff and Councilors Payment Policy		No		
Credit Control and Debt Collection Policy		No		
Funding and Reserve Policy	Yes			Mar-22
Virement Policy	Yes			Mar-22
Subsistence and Travel Policy	Yes			Mar-22
Policy and Procedures for Irregular and Fruitless Expenditure		No		
Fixed Asset Policy		No		
Supply Chain Management Policy		No		
Write-off of Irrecoverable Debt Policy		No		
Loans Policy		No		
Tariff Policy	Yes			Mar-22
Management of Accumulated Surplus and Bad Debt Policy		No		
Loss Control Policy		No		
Fuel Card Policy		No		
Internship Programme Policy			New	Mar-22
Costs Containment Policy		No		
Overtime Policy		No		
Banking and Investment Policy		No		
Imprest/Petty Cash Policy		No		
Entertainment Policy		No		
Unforeseen and Unavoidable Expenditure Policy		No		

7.5 REVENUE FRAMEWORK

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality. The reality is that we are faced with backlogs and poverty that is challenging our revenue generation capacity. The requests of the directorates and offices always exceed the available funds. This becomes more obvious when compiling the municipality's annual budget.

The Ndlambe Municipality must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience.

The revenue strategy is a function of key components such as;

- Growth in town and economic development.
- Revenue enhancement.
- Achievement of above 83% annualized collection rate for consumer revenue.
- National Treasury guidelines.
- Electricity tariff increases within National Electrification Regulator of South Africa (NERSA) approval.
- Salary increases within the collective agreement;
- Approval of full cost recovery of trading services.
- Determining tariff escalation rate by establishing/calculating revenue requirement; and
- Ensuring ability to extent new services and recovering of costs thereof

The South African economy is slowly recovering from the economic downturn, and it will still take some time for municipal revenues to increase through local economic growth. Consequently, cash flows are expected to remain under pressure for the 2022/2023 financial year and a conservative approach is followed to project expected revenues and cash receipts.

The following table is a high-level summary of the projected revenue for the municipality over the medium term:

Description R thousand	2022/23 Medium Term Revenue & Expenditure Framework		
	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source			
Property rates	142 587	149 716	157 202
Service charges - electricity revenue	92 353	96 971	101 819
Service charges - water revenue	82 353	86 471	90 794
Service charges - sanitation revenue	15 754	16 542	17 369
Service charges - refuse revenue	18 971	19 920	20 916
Rental of facilities and equipment	961	1 009	1 059
Interest earned - external investments	6 787	7 126	7 483
Interest earned - outstanding debtors	5 446	5 718	4 221
Dividends received	–	–	–
Fines, penalties, and forfeits	769	808	848
Licences and permits	12 267	12 881	13 525
Agency services	–	–	–
Transfers and subsidies	127 902	136 136	145 001
Other revenue	9 548	10 025	9 568
Gains	–	–	–
Total Revenue (excluding capital transfers and contributions)	515 698	543 323	569 805

7.6 GRANT FUNDING

The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as government grants and factored as follows over the medium term:

Description R thousand	2022/23 Medium Term Revenue & Expenditure Framework		
	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<u>Operating Transfers and Grants</u>			
National Government:	123 417	131 652	137 871
Local Government Equitable Share	119 231	127 404	136 203
Finance Management	2 650	2 650	2 650
Municipal Infrastructure grant	1 536	1 598	1 664
Provincial Government:	2 750	2 750	2 750
Sport and Recreation	2 750	2 750	2 750
District Municipality:	1 734	1 734	1 734
Environmental Health Subsidy	1 734	1 734	1 734
Total Operating Transfers and Grants	127 902	136 136	145 001
<u>Capital Transfers and Grants</u>			
National Government:	129 691	94 150	78 307
Municipal Infrastructure Grant (MIG)	29 191	30 362	31 607
INEP	15 500	10 000	10 449
Water Service Infrastructure Grant (WSIG)	85 000	50 000	35 675
Provincial Government:	–	–	–
Other capital transfers/grants	0	0	0
District Municipality:	–	–	–
Public Safety	–	–	–
Other grant providers:	1 730	–	–
EPWP	1 730	–	–
Total Capital Transfers and Grants	131 421	94 150	77 731
TOTAL RECEIPTS OF TRANSFERS & GRANTS	257 593	230 286	222 732

The Ndlambe Municipality derives its revenue from rates and the provision of services such as electricity, water, sanitation and refuse removal. A considerable portion of the revenue is also derived from grants by national governments as well as other minor charges such as traffic fines and building plans fees.

As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers. It therefore follows that all the tariffs will have to be increased by a percentage in line with the forecasted CPIX plus other cost drivers such as ESKOM increases, bulk water increases, salary increases and petrol price increases.

It is realized that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices. The additional revenue that will be generated through tariff increased has to ensure continued service delivery.

The latest figures released by Stats SA indicate contractions in several spheres of the economy and this confirms that the disposable income of households remain under a lot of strain. By drastically increasing tariffs on essential commodities, more strain will be added for the already cash stripped resident households. Increases beyond the CPIX included in the medium term will only add to bad debt which is already high and a decline in the cash flow. It must be kept in mind that household cash flow will definitely be strained by tariff increase of ESKOM.

The implementation of the Credit Control and Debt Collection Policy, particularly with regards to The Ndlambe Municipality considered to review the service level agreement of the Debt Collection Agency to aid in ensuring that the municipality moves towards a collection rate exceeding the current 80% and above. It is however envisaged that with the pressure on tariff increases to fund the medium term budget, the payment rate will become under pressure and special attention will have to be paid on managing all revenue and cash streams especially debtors. The Equitable Share allocation will continue to be used in total on providing free basic services to all indigents.

7.7 EXPENDITURE FRAMEWORK

Some of the salient features and best practice methodologies relating to expenditure include the following:

- Asset renewal strategy (infrastructure repairs and maintenance a priority)
- Balanced budget constraint (expenditure cannot exceed revenue)
- Capital programme aligned to replacement of aging assets
- Operational gains and efficiencies resulting in additional funding capacity on the capital programme as well as redirection of funding to other critical areas, and
- Strict principle of no project plan (business plan) no budget allocation (funding allocation)

The following table is a high level summary of the projected expenditure for the municipality over the medium term period and aligned to the IDP.

Description R thousand	2022/23 Medium Term Revenue & Expenditure Framework					
	Budget 2022/23		Year 2023/24		Year +1 2024/25	
Expenditure By Type						
Employee related costs	178 808		189 158		201 585	
Remuneration of councillors	8	286	8	676	8	683
Debt impairment	55 848		58 874		62 064	
Depreciation & asset impairment	47 076		48 475		49 922	
Finance charges	375		189		65	
Bulk purchases - electricity		54 723		57 459		60 332
Inventory consumed	30	618	31	294	32	640
Contracted services	78	670	82	473	86	104
Transfers and subsidies	3	511	3	687	3	871
Other expenditure	56 309		57 910		60 784	
Losses	–		–		–	
Total Expenditure	514 223		538 195		566 049	

7.8 CAPITAL REQUIREMENTS AND FUNDING

The following table indicates the projected Medium-term Capital requirements per Department. These figures are based on the projects identified through the IDP process project phase and reflect estimated amounts based on the availability of funding. It is imperative that capital budgets are prioritized to reflect consistent efforts to address backlogs in basic services and the refurbishment and expanding of existing infrastructure.

Description R thousand	2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	Budget 2022/23	Year 2023/24	Year +1 2022/23
Capital Expenditure – Functional			
<i>Governance and administration</i>	4 607	1 756	1 826
Executive and council	2 419	125	132
Finance and administration	2 189	1 630	1 694
Internal audit	–	–	–
<i>Community and public safety</i>	3 217	14 141	2 701
Community and social services	22	–	–
Sport and recreation	1 075	12 321	1 190
Public safety	2 105	1 804	1 494
Housing	–	–	–
Health	15	16	17
<i>Economic and environmental services</i>	9 204	21 123	2 049
Planning and development	153	114	119
Road transport	8 186	21 010	1 929
Environmental protection	865	–	–
<i>Trading services</i>	132 540	67 791	85 912
Energy sources	15 500	10 000	10 449
Water management	41 126	31 798	23 763
Waste-water management	72 195	21 772	45 567
Waste management	3 720	4 221	6 132
<i>Other</i>	–	–	–
Total Capital Expenditure - Functional	149 569	104 810	92 487
Funded by:			
National Government	129 691	90 362	77 731
Provincial Government	–	–	–
District Municipality	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	1 730	–	–
Transfers recognised - capital	131 421	90 362	77 731
Borrowing	–	–	–
Internally generated funds	18 148	14 448	14 756
Total Capital Funding	149 569	104 810	92 487

It is important to realise that these figures are only indicative of the different directorates and offices and may vary as priorities change. From the above it is clear that for the next three years many challenges lie ahead to appropriate capital expenditure towards available sources of funding and to obtain alternative funding sources to address the needs as identified in the IDP. In terms of infrastructure development and to reach the government service delivery targets, capital funding must be allocated for this purpose. The projected sources of funding over the medium term have been carefully considered.

7.9 CONCLUSION

The continued improvement and development of an effective financial planning process aids the actualization of fulfilling its facilitating role to capacitate the community to build a prosperous future for all. The Financial planning imperatives contribute to ensuring that the Municipality remains financially viable and that municipal services are provided economically to all communities. The Multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation.

The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to long-term. The Ndlambe Municipality is currently over reliant on grant funding to address the huge backlog in infrastructure. It is not possible at this point in time to take up further loans due to the high level of outstanding debtors. This then also impacts on the Council's ability to address revenue allocation for previously un-serviced areas from internal revenue.

ANNEXURE A

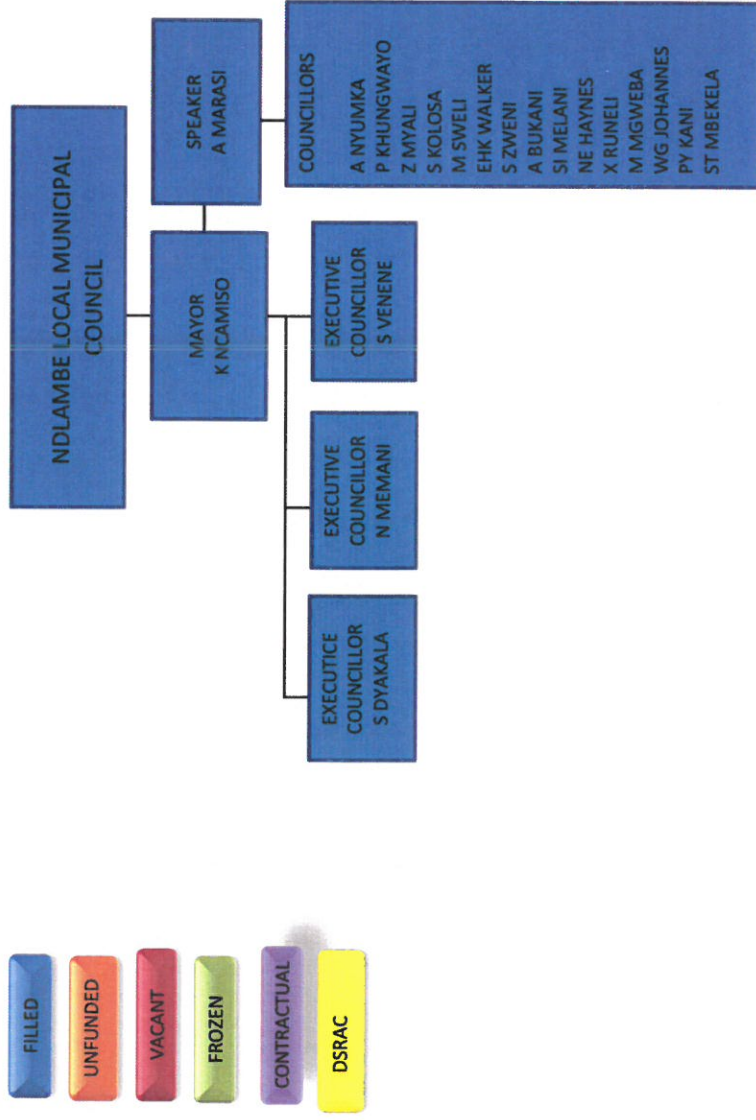
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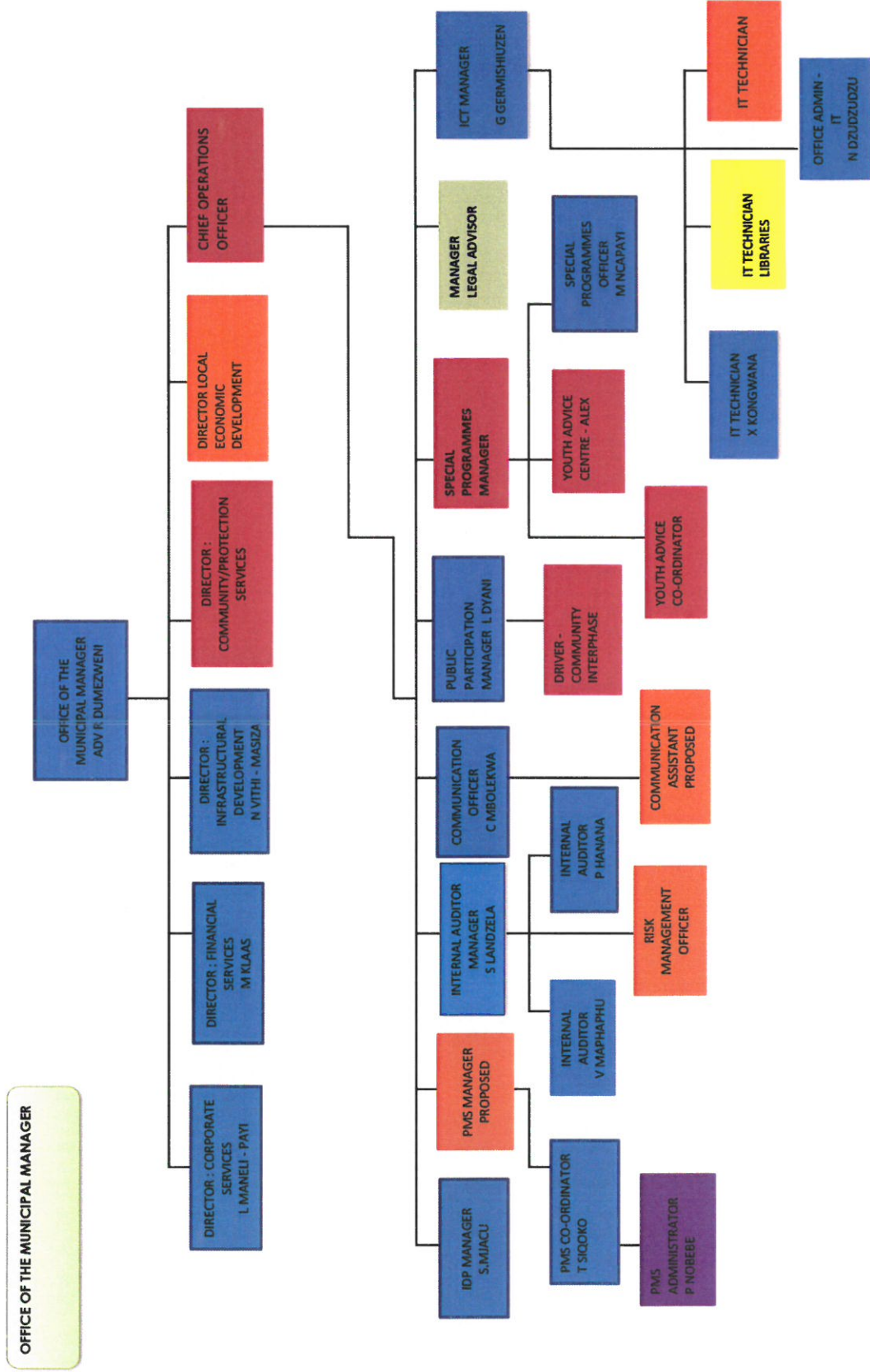


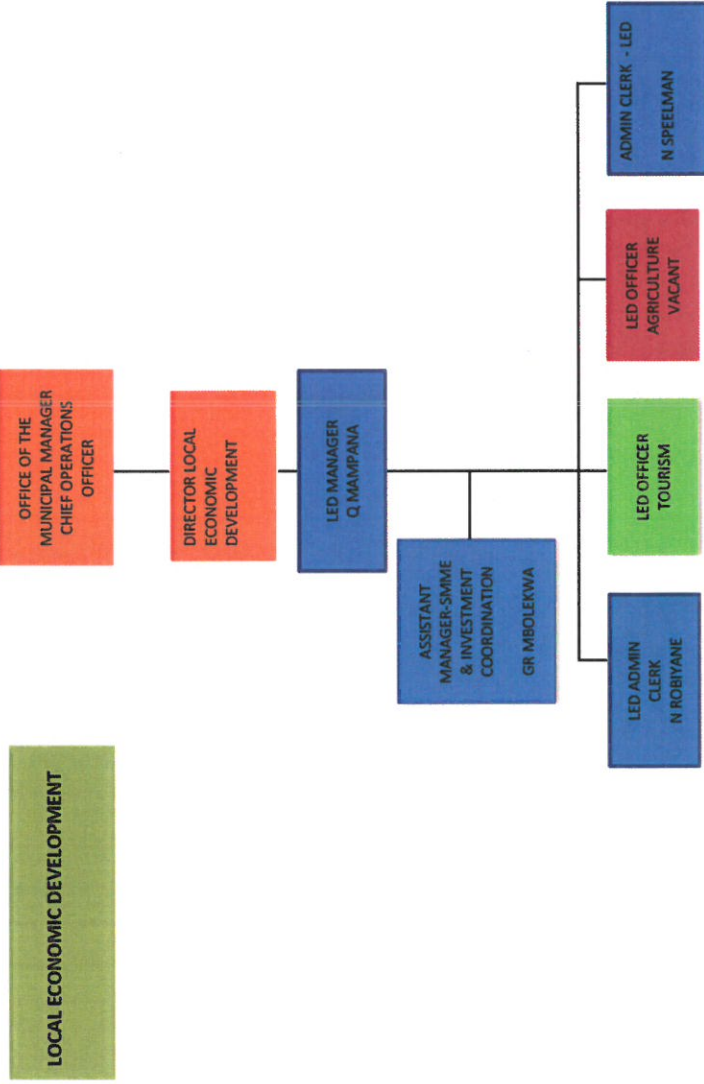
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SPEAKER

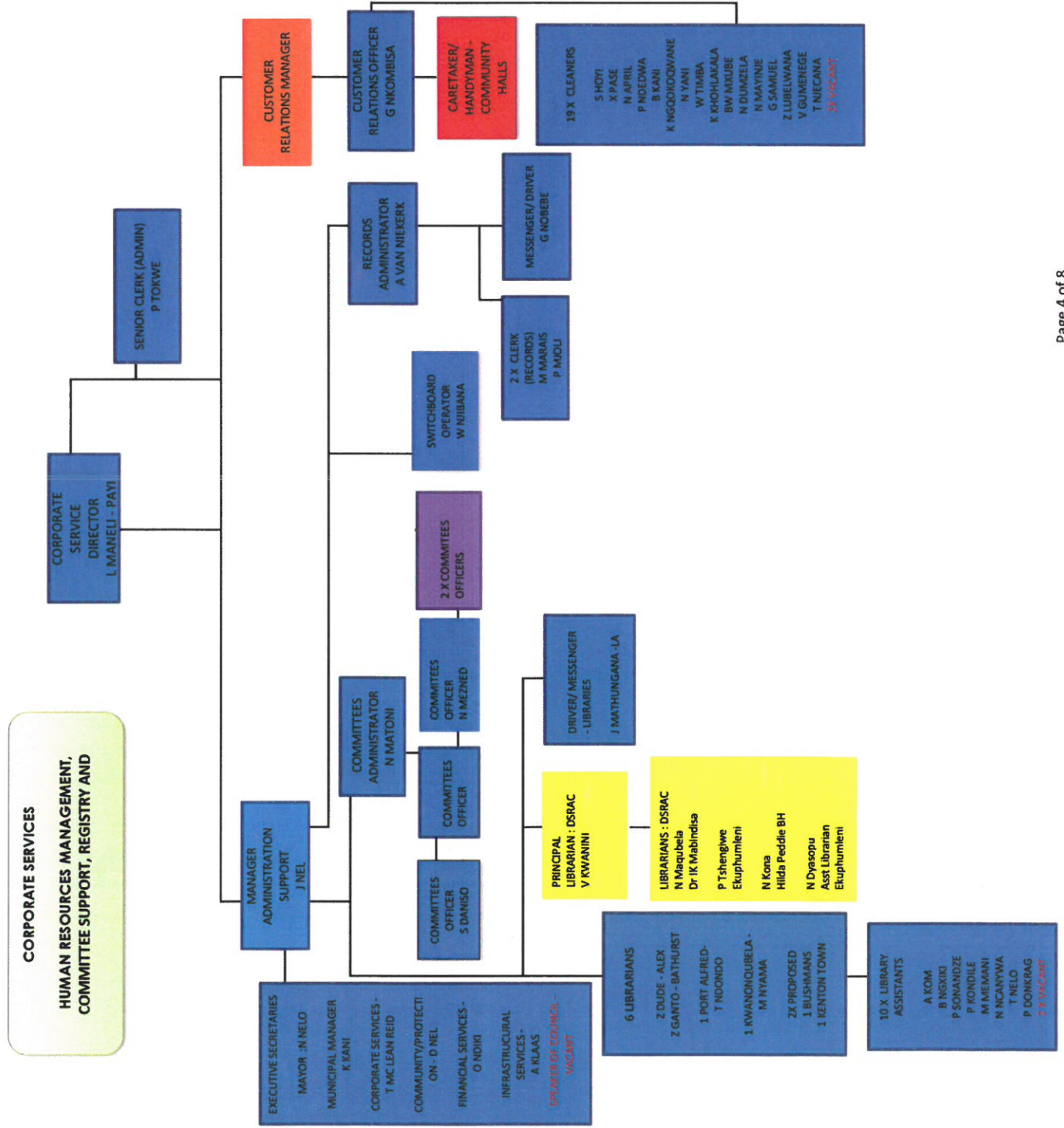
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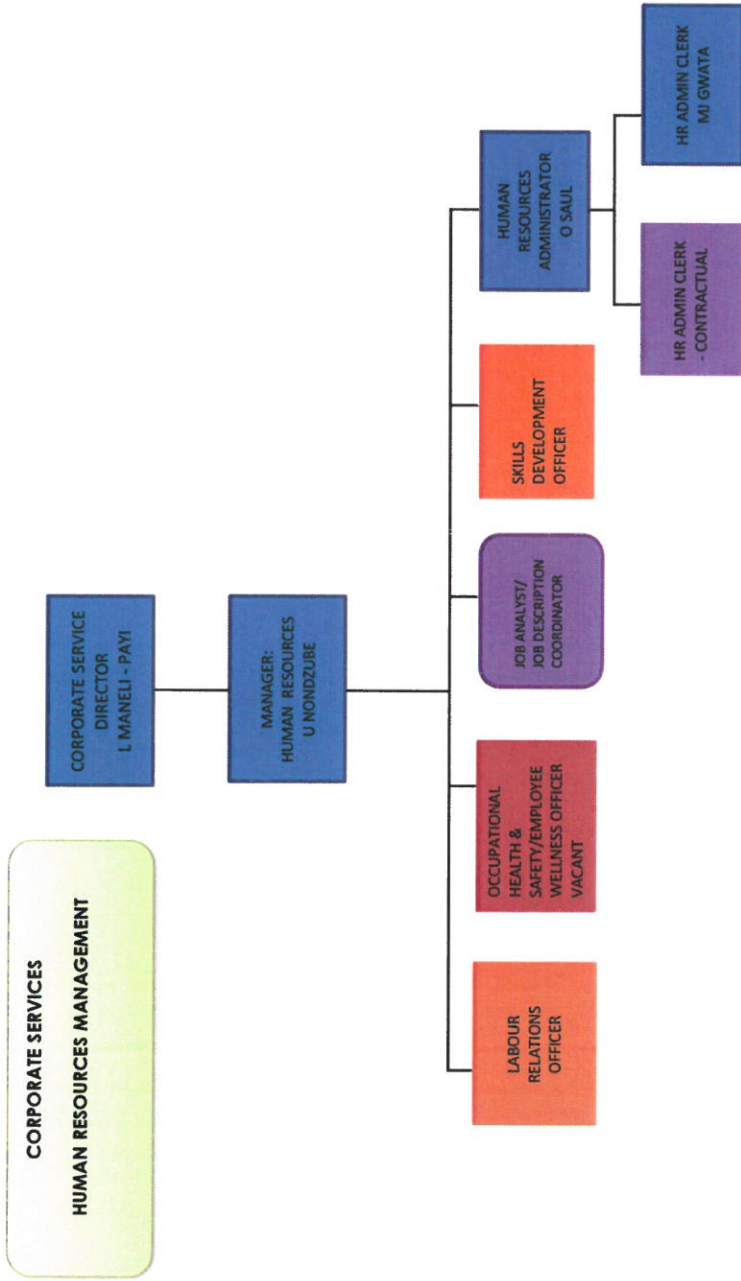
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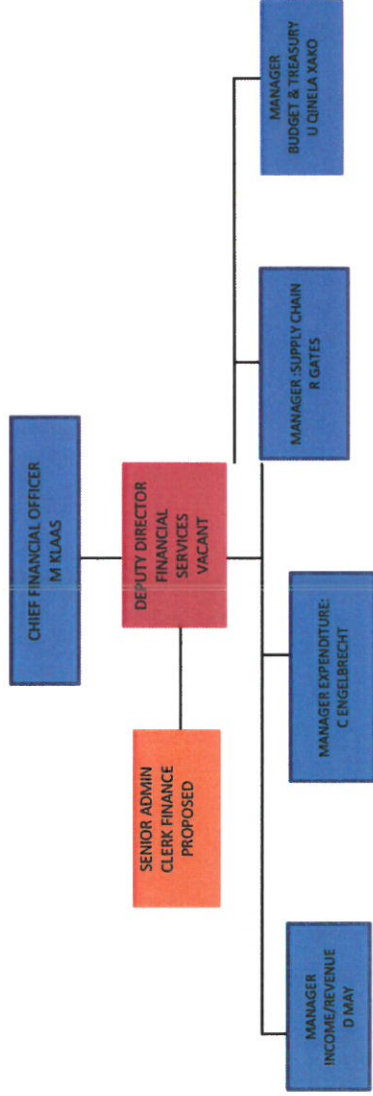


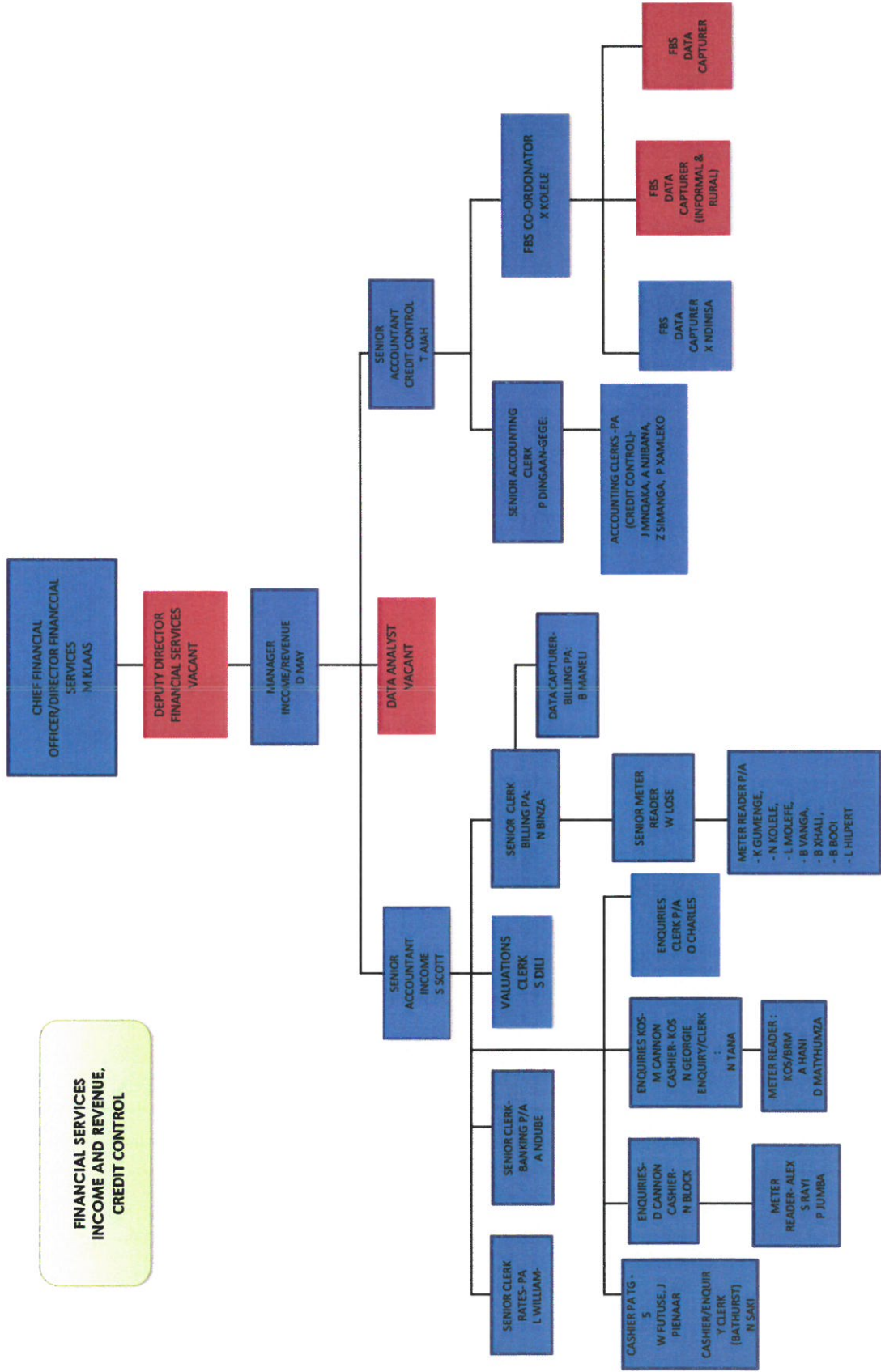






FINANCIAL SERVICES





**FINANCIAL SERVICES,
INCOME AND REVENUE,
CREDIT CONTROL**

