

**SRVM**

**DRAFT REVIEW**

**IDP- 2023-2024**



## **Sundays River Valley Municipality**

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## Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>7</b>
<b>Overview of the Municipality .....</b>	<b>8</b>
<b>VISION .....</b>	<b>9</b>
<b>MISSION .....</b>	<b>9</b>
<b>VALUES .....</b>	<b>9</b>
<b>DEVELOPMENT PRIORITIES .....</b>	<b>9</b>
<b>1. CHAPTER ONE – PREPARATION PHASE .....</b>	<b>11</b>
1.1. IDP OVERVIEW .....	11
1.2. LEGISLATIVE FRAMEWORK .....	11
1.3 Guiding Parameters Policy Framework .....	14
1.3. IDP / BUDGET FRAMEWORK AND PROCESS PLAN 2023/2024 .....	23
1.4. MEC COMMENTS ON SRVM IDP 2022/2023 .....	29
1.5. Process of Reviewing the IDP .....	37
<b>2. CHAPTER TWO – SITUATIONAL ANALYSIS .....</b>	<b>42</b>
2.1. DEMOGRAPHIC PROFILE .....	42
2.1.1. Introduction .....	42
2.1.2. Description of the municipal area .....	42
2.1.3. Population Profile .....	43
2.1.4. HIV/AIDS Profile .....	46
2.2. KEY PERFORMANCE AREA: Infrastructure and Basic Services .....	47
2.2.1. Water Service Authority Socio Economic Situation .....	47
2.2.2. Functionality of Existing Infrastructure .....	50
2.2.3. Electricity Backlogs .....	52
2.2.4. Roads and Stormwater .....	53
2.2.5. Agricultural Infrastructure Backlog .....	57
2.2.6. SUNDAYS RIVER VALLEY MUNICIPALITY RURAL TOWN REVITALISATION PROGRAMME .....	58
2.2.7. Spatial Development Framework (SDF) - SUNDAYS RIVER VALLEY MUNICIPALITY .....	61
2.2.8. Vacant Public and Private Land Required .....	76

**Home of the Addo Elephant Park**

<b>2.3. KEY PERFORMANCE AREA: Community services &amp; Public Safety Function .....</b>	<b>88</b>
2.3.1. LEGISLATIVE AND POLICY IMPERATIVESFRAMEWORK .....	88
2.3.2. PUBLIC AMENITIES SECTION .....	89
2.3.3. EXPANDED PUBLIC WORKS PROGRAMME (EPWP).....	105
2.3.4. Health Services.....	108
2.3.5. Education.....	109
2.3.6. Safety and Security .....	115
2.3.7. Traffic Services .....	116
2.3.8. <i>Fire &amp; Disaster Management</i> .....	117
2.3.9. <i>Environmental Management</i> .....	121
2.3.10. <i>Environmental Health Services (Municipal Health Services)</i> .....	133
<b>2.4. KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT .....</b>	<b>144</b>
<b>2.5. KEY PERFRMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION .....</b>	<b>172</b>
2.5.1. <i>Ward Committees</i> .....	173
2.5.2. <i>Public participation</i> .....	174
2.5.3. Community Development Workers .....	175
2.5.4. Special Programs Unit (SPU) .....	175
2.5.5. <i>Wellness</i> .....	178
2.5.6. <i>Communication Strategy</i> .....	178
2.5.7. Legal Matters.....	183
2.5.8. <i>Audit</i> .....	183
<b>2.6. KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT .....</b>	<b>197</b>
2.6.1. Organizational structure.....	197
2.6.2. Municipal Functions.....	197
2.6.3. <i>Internal Policies</i> .....	202
2.6.4. Human Resource Management.....	203
<b>2.7. KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT .....</b>	<b>205</b>
2.7.1. Overview of Financial Viability .....	205
2.7.2. STAFF COMPONENT .....	206
2.7.3. OVERVIEW OF MUNICIPAL BUDGET .....	207
2.7.4. Financial Recovery Plan .....	215
2.7.5. Policies and By-laws .....	215
2.7.6. Revenue Enhancement Strategy .....	216
2.7.7. GRAP Compliances-Asset Management Strategy .....	218
2.7.8. <i>Annual Financial Statements</i> .....	220
2.7.9. Financial Analysis .....	240
2.7.10. Supply Chain Management Strategy .....	241
2.7.11. Revenue management.....	243
2.7.12. Internal Controls.....	244
2.7.13. Valuation Roll .....	246
2.7.14. Grant Allocations.....	246
2.7.15. <i>Litigation Register</i> .....	248

<b>3. CHAPTER 3: STRATEGIC FRAMEWORK .....</b>	<b>254</b>
3.1. OUR VISION .....	254
3.2. OUR MISSION .....	254
3.3. OUR VALUES .....	254
3.4. STRATEGIC DIRECTIONS .....	254
3.5. OBJECTIVES .....	255
3.6. THE NATIONAL DEVELOPMENT PLAN – VISION 2030 AND BEYOND .....	257
3.7. LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS) .....	259
3.8. The Sundays River Municipal Management Charter .....	259
3.9. COMMUNITY PRIORITIES .....	261
3.10. Alignment of National plans and Provincial plans with those of SRVM .....	269
<b>4. CHAPTER FOUR: EXTERNAL AND INTERNAL PROJECTS .....</b>	<b>270</b>
4.1. Project Templates .....	270
4.2. 2023/24 SRVM CAPITAL PROGRAMME UPDATE .....	272
<b>5. CHAPTER FIVE: MONITORING AND EVALUATION .....</b>	<b>275</b>
5.1. INTRODUCTION .....	275
5.2. PERFORMANCE MANAGEMENT SYSTEM IN LEGISLATION .....	275
5.3. PERFORMANCE MANAGEMENT AT SUNDAYS RIVER VALLEY MUNICIPALITY .....	277
5.4. GENERIC LOCAL GOVERNMENT INDICATORS .....	277
5.5. KPIs FROM COGTA .....	278



## Table of Tables

Table 1: ORGANISATIONAL ARRANGEMENTS .....	25
Table 2: MEC COMMENTS ON SRVM IDP 2021/2022 .....	29
Table 3: SRVM IDP 2021/2022 MEC's Overall Rating .....	36
Table 4: IDP/Budget Process plan progress Report .....	37
Table 5: Population by Gender and Growth Rate: Stats SA community survey .....	43
Table 6: Population by Race: Stats SA community survey .....	44
Table 7: Population by Gender: Stats SA community survey .....	45
Table 8: Population by Highest Education Levels: Stats SA community survey .....	45
Table 9: Functionality of Existing Water Infrastructure .....	51
Table 10: Lengths of local distributor and internal roads in each area .....	55
Table 11: Medium Term Capital Projects .....	59
Table 12: STATUS QUO OF CAPITAL EXPENDITURE .....	60
Table 13: Issues as identified through ward-based planning .....	65
Table 14: SDF KEY ISSUES PER TOWN .....	66
Table 15: Land acquired .....	80
Table 16: Land Demand for Housing .....	81
Table 17: Land Requirement for Future Development .....	82
Table 18: Cemeteries Details .....	95
Table 19: Health Care Infrastructure .....	108
Table 20: School enrolment .....	110
Table 21: INCIDENCE OF CRIME IN SUNDAYS RIVER VALLEY MUNICIPALITY 2021 .....	115
Table 22: Environmental Management, Biodiversity, Waste Management Current Projects .....	124
Table 23: Environmental Approved Tariffs' SERVICE .....	134
Table 24: % levels of employment / unemployment .....	147
Table 25: Employment by Sector .....	148
Table 26: Sector Contribution to GVA .....	150
Table 27: Income distribution by Area in the economy .....	153
Table 28: Grant Recipients in SRVM 2020 .....	154
Table 29: Household Access To Telecommunications .....	159
Table 30: mechanisms for business expansion and retention for existing businesses and attraction of further investment .....	170
Table 31: targets for enterprise development support .....	170
Table 32: Communication Strategy .....	178
Table 33: 2.5.6.1. Intergovernmental Relations Issues .....	180
Table 34: Administration Audit Action Plan .....	186
Table 35: Human Resources Audit Action Plan .....	187
Table 36: ICT Audit Action Plan .....	189
Table 37: Political Governance Structures .....	191
Table 38: OPERATIONAL PLANS ACROSS ALL KPA's .....	192
Table 39: Powers & Functions – Sundays River Valley LM .....	197
Table 40: SRVM - Institutional Issues – Local Municipality Scan .....	200
Table 41: SRVM Staff Complement .....	202
Table 42: Budget Summary .....	209
Table 43: Summary of expenditure by type .....	212

**Home of the Addo Elephant Park**

Table 44: Grant Transfers .....	247
Table 45: Litigation Register .....	248
Table 46: SRVM Projects .....	270
Table 47: KPIs FROM COGTA.....	278
Table 48: KEY PERFORMANCE INDICATORS FOR KPA 1 .....	278
Table 49:KEY PERFORMANCE INDICATORS FOR KPA 2.....	279
Table 50:KEY PERFORMANCE INDICATORS FOR KPA 3 .....	280
Table 51: KEY PERFORMANCE INDICATOR FOR KPA 4.....	281
Table 52:KEY PERFORMANCE INDICATORS FOR KPA 5.....	282
Table 53:KEY PERFORMANCE INDICATORS FOR CROSS-CUTTING ISSUES .....	282

## Table of Figures

Figure 1: Map of Sundays River Valley Municipality .....	10
Figure 2: Population by Age Group: STATSSA community survey.....	44
Figure 3: HIV / AIDS Profile.....	46
Figure 4: Household Water Backlog.....	48
Figure 5: Household Sanitation Backlog .....	49
Figure 6: Water Demand By 2035 .....	50
Figure 7:lengths of local distributor and internal roads in each area that require development .....	54
Figure 8: Municipal Road Network Map .....	57
Figure 9: SRVM Spatial Development framework.....	62
Figure 10: Area Based Plan & Land Reform .....	64
Figure 11: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR SRV NODES .....	68
Figure 12:SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR MOSES MABIDA .....	69
Figure 13: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR ADDO.....	70
Figure 14: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR PATERSON.....	71
Figure 15: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR ENNON BERSHIBA .....	72
Figure 16: SRVM Biodiversity Sector Plan.....	73
Figure 17: SRVM Desired Spatial Form.....	74
Figure 18: Desired Spatial Form: Kirkwood.....	75
Figure 19: Desired Spatial Form : Moses Mabida .....	75
Figure 20: Desired Spatial Form : Addo .....	76

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## EXECUTIVE SUMMARY



The November 2021 elections of the new political office bearers in the Sundays River Valley Municipality has necessitated the development of a new five-year strategic plan informed by the provisions in the municipal systems Act no.32 of 2000, the Integrated Development Plan 2022-2027. In August 2022, the Council has approved the Process Plan as the guiding document to develop a new Integrated Development Plan 2023-2024.

The Sundays River Valley Municipality new political administration remains committed to the community of the Valley through its vision, 'a people-centred municipality delivering effective and efficient services to communities', and to fulfil the mission statement, 'To deliver effective and efficient services in an accountable and transparent manner to create an inclusive, safe, sustainable socio-economic environment for improved quality of life.'

That being said, place a mammoth task on our shoulders as political and administrative core to move with speed and be agile from planning to implementation for improved service delivery.

The provision of grants, resources sharing, Intergovernmental relations and additional donor funding from other revenue streams will dawn our vision and mission as our core service delivery issues revolve around water and electricity provision, refuse removal and waste management, traffic and law enforcement which are at the coal face of service delivery.

We remain committed to Development priorities:

1. Provision of Infrastructure and Basic Services
2. Local Economic Development
3. Community and Social Services

Commented [IT1]: Needs to be updated

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4. Institutional Transformation and Organisational Development
5. Good Governance and Public Participation
6. and Financial Viability and Management.

The Sundays River Valley Municipality is currently involved in a number of projects that are funded, either at National, Provincial and District level to improve service delivery thus giving effect to our vision. We are consciously aware that the success of the infrastructural projects is anchored on the strategic partnerships with sector departments and parastatals, it is against this background that the municipality is in partnership with SANRAL for improved roads infrastructure.

Our IDP will align with the District Development Model which was announced in the 2019

Presidency Budget Speech which identified the 'pattern of operating in silos' as a challenge which led to 'lack of coherence in planning and implementation and has made monitoring and oversight of governments programmes difficult'.

The sector alignment is the backbone of our IDP taking cognisance of the relocation of SBDM and some government departments to the SRVM space. A commitment we made is to support development in the Valley especially, both government and private businesses, as these projects will boost our economy, create jobs for our communities and make the Sundays River Valley a tourist destination of choice, a Municipality at work and a mechanism to showcase our diversity to the world.

.It is time to appreciate our uniqueness and promote social cohesion and nation-building.

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**MAYOR:**

**MR S.H. RUNE**

## **MM Statement or Executive Summary**

Commented [IT2]: Updated

### **Overview of the Municipality**

Sundays River Valley Municipality undertook a process to review its IDP and the outcomes of consultations were that the vision, mission, values and priorities of the municipality remain unchanged. The critical issue of Covid-19 is not a stand-alone priority, but it is a cross-cutting objective in all our development priorities.

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**VISION**

A people centered Municipality providing efficient and effective services to communities.

**MISSION**

To deliver effective, efficient services in an accountable and transparent manner and to create an inclusive, safe, sustainable socio-economic environment for improved quality of life.

**VALUES**

- ✓ ACCOUNTABILITY
- ✓ TRANSPARENCY
- ✓ INTEGRITY & HONESTY
- ✓ COMMUNITY ORIENTATED

**DEVELOPMENT PRIORITIES**

1. **Provision of Infrastructure and Basic Services.**
2. **Local Economic Development.**
3. **Community and Social Services.**
4. **Institutional Transformation and Organizational Development.**
5. **Good Governance and Public Participation.**
6. **Financial Viability and Management.**

Sundays River Valley Municipality (SRVM) is in the Eastern Cape and is one of the seven local municipalities in the Sarah Baartman District. It is a Category B municipality with a collective executive system combined with a ward participatory system established in terms of the Local Government Municipal Structures Act 117.

It is approximately 50km from Coega Industrial Zone in Nelson Mandela Bay Metro. The municipality covers an area of 5995 KM<sup>2</sup>. The municipality can boast its ecotourism and agricultural potential. The Addo Elephant National Park and its citrus production are two important drivers in the Sundays River Valley Municipality. The valley is characterised by harsh climate conditions, with summer temperatures rising in excess of 40°C. Rainfall is spread over the year and is between 250-500mm per annum. The valley is characterised by wide, fertile flood plains and is associated with low-lying



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land and steep, less fertile soil. The area outside the Sundays River includes the Paterson area, the coastal belt, and the west of Alexandria.

The main **Economic Sectors** are:

Community services, trade, finance, agriculture, transport, construction

### Population Centres

The population of the municipality is concentrated mainly in the following towns

1. **ADDO**
2. **KIRKWOOD**
3. **PATERSON**

The political and administrative seat of the SRVM is situated in the town of Kirkwood.

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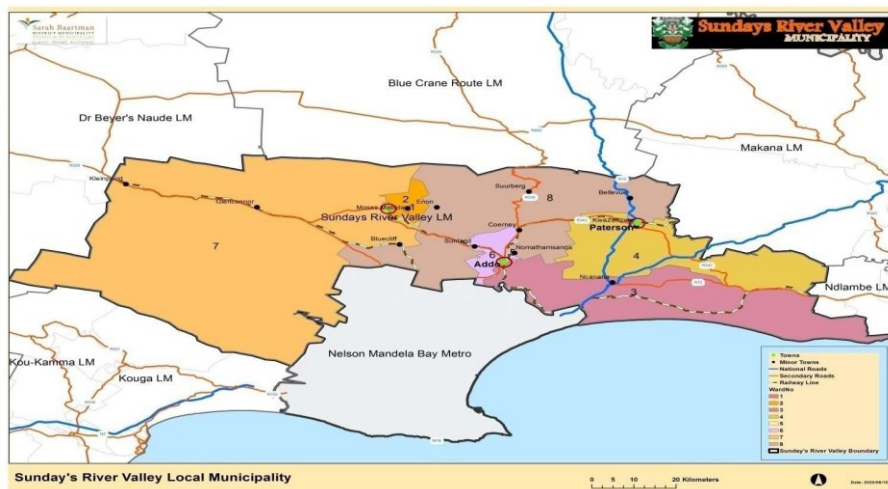


Figure 1: Map of Sundays River Valley Municipality

## 1. Chapter One – Preparation Phase

### 1.1. IDP OVERVIEW

The first and second generation of IDPs (2001 – 2006 and 2006 – 2011) focused on laying the foundation for systematic eradication of service backlogs. During the third generation of IDPs numerous challenges and weaknesses were experienced and identified in municipal IDPs. Of critical importance were:

- Poor alignment of municipal priorities, programmes, and plans with that of National and Provincial Governments
- Weak alignment between IDPs, municipal budgets and Service delivery and Budget Implementation Plans
- The inability of many municipalities to plan for services for which they are not directly responsible (e.g. safety and security, health and education)
- Lack of public participation in the development of service delivery master (sector) plans
- The absence of long-range planning in municipalities outside metros and secondary cities

The fourth generation IDPs (2016-2021) focused mainly on responding to new and emerging policy imperatives.

### 1.2. LEGISLATIVE FRAMEWORK

The primary policy and legislative developments guiding the development of IDPs include:

- The National Development Plan
- The basic to basics programme for municipalities (2014)
- The Integrated Urban Development Framework.
- The development of Built Environment Performance Plans by metropolitan municipalities
- The District Development Model (2019)

Legislative developments include:

- Spatial Land Use Development Framework Act No. 16 of 2013 (SPLUMA)
- National Land Transport Act No. 5 of 2009
- Department of Planning Monitoring and Evaluation (DPME)'s Draft Planning Framework Bill.

On the International front, important developments include the following:

- The African Union Launched Africa 2063 in 2014;
- The sustainable Development Goals replaced the Millennium Development Goals

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- National Urban Agenda; and
- The Paris Accord Addressing Climate Change

The **Constitution of the Republic of South Africa** outlines the type of local government needed in the context of a developmental state. Sections 152 and 153 of the constitution prescribe that local government should be in charge of the development process and municipal planning and describe the following objects of local government:

- To ensure the sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organizations in matters of local government.

The **Municipal Systems Act (MSA) Act 32 of 2000** requires municipalities to develop Integrated Development Plans which should be single, inclusive and strategic in nature. The IDP of a municipality will guide development within the council's area of jurisdiction once adopted and the IDP should also be reviewed annually. In addition, the Act also stipulates the IDP process to be followed and the components to be included.

Section 34 of the Municipal Systems Act (32 of 2000) requires that a Municipal Council:

*(a) Must review its integrated development plan –*

- Annually in accordance with an assessment of its performance measurements in terms of section 4; and*
- To the extent that changing circumstances so demand; and*

*(b) May amend its integrated development plan in accordance with a prescribed process.*

Section 21 (1) of the **Municipal Financial Management Act (MFMA) (Act 56 of 2003)** says that the Mayor of a municipality must –



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- (a) *Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;*
- (b) *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –*
  - (i) *The preparation, tabling and approval of the annual budget;*
- (ii) *The annual review of –*
  - *the integrated development plan in terms of section 34 of the Municipal Systems Act; and*
  - *the budget-related policies;*
- (iii) *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*
- (iv) *Any consultative processes forming part of the processes referred to in sub-paragraphs (i), (ii) and (iii)*

Section 21(2) of the Municipal Finance Management Act **states** that, when preparing the annual budget, the Mayor of a municipality must:

- *take into account the municipality's Integrated Development Plan.*
- *take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;*
- *take into account the national budget, the relevant provincial budget, the national government's fiscal and macro-economic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;*

#### **THE DRAFTING OF SRVM INTEGRATED DEVELOPMENT PLAN**

The IDP document represents the strategic plan of the SRVM that guides and informs all planning and allocations of resources for the five-year period, 2022-27. It is informed by National and Provincial Government priorities.

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### 1.3 Guiding Parameters Policy Framework

Over and above the legislative context, there are National, Provincial and District guiding policies and frameworks that exist, which the Sundays River Valley Municipality needs to take cognisance of. The guiding policies and frameworks of each sphere of government are invariably interlinked in their objective to attain sustainable development, the primary components of which are highlighted below.

#### **The sustainable development goals**

The sustainable development goals were replaced by millennium development goals. The Millennium Development Goals and targets stem from the Millennium Declaration by 189 countries in 2000 to work towards achieving economic and social development priorities which were subsequently termed Millennium Development Goals. These came to an end in 2015. Seventeen sustainable development goals have been put together for the next fifteen years to 2030.

South Africa is a signatory to that agreement. The SDG's have been embraced by Government and are aligned with the Medium-Term Strategic Framework, which outlines national government development priorities. The SRVM will consider the 17 sustainable development goals in its development agenda.

#### **FOURTEEN (14) GOVERNMENT OUTCOMES:**

In 2014, the Ministry of Planning Monitoring and Evaluation updated and presented 14 Outcomes that reflect government's delivery and implementation plans for the MTSF priorities up to 2019.

1. Improved quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient competitive and responsive economic infrastructure network
7. Vibrant , equitable and sustainable rural communities with food security for al
8. Sustainable human settlements and improved quality of household life
9. A responsive, accountable, effective and efficient developmental local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and the world

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12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship
13. An inclusive and responsive social protection system
14. Nation building and social cohesion

Of the 14 Outcomes, Outcome 9 holds relevance to District and Local Municipalities as a mechanism to formalize 'A Responsive, accountable, effective and efficient local government system'.

#### **Outcome 9 identifies 5 Sub Outcomes**

*Sub-outcome 1: Members of society have sustainable and reliable access to basic services*

*Sub-outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy strengthened*

*Sub-outcome 3: Sound financial and administrative management*

*Sub-outcome 4: Promotion of social and economic development*

*Sub-outcome 5: Local public employment programmes expanded through the Community Works Programme*

#### **National Policy Directive – The National Spatial Development Perspective (NSDP)**

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognised as tools to:

- Coordinate government action and alignment
- Maximise overall social and economic impact of government development spending
- Provide a rigorous base for interpreting strategic direction

#### **THE NATIONAL DEVELOPMENT PLAN**

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

#### **PROVINCIAL PLANNING PRIORITIES - Eastern Cape Vision 2030**

The provincial vision and long-term plan are intended to mobilise all citizens and sectors of the Eastern Cape around a common vision. 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.

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.

#### **The Provincial Medium-Term Strategic Framework Priorities (P-MTSF)**

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These have been reorganised and the sequence is now:

Priority 1: A Capable, Ethical and Developmental State

Priority 2: Economic Transformation and Job Creation

Priority 3: Education, Skills and Health

Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services

Priority 5: Spatial Integration, Human Settlements and Local Government

Priority 6: Social Cohesion and Safer Communities

Priority 7: A Better African and a Better World

### **The District Development Model (DDM)**

The DDM is anchored on the development of the One Plan. It is an intergovernmental plan that outlines a common vision and desired future outcomes in each district and metro space. The DDM sets out a long-term strategic framework (25-30 years) to guide investment and delivery in each of the 52 district and metropolitan spaces in the country. Furthermore, the One Plan is formulated jointly by all three spheres of government through a series of collaborative intergovernmental planning sessions.

The One Plan is a long-term vision of the district area of impact and common understanding of goal and objectives among stakeholders in the district. The IDP on the other hand determines how the long-term vision, goals and objectives contribute towards addressing the challenges at a local level by directing actions and interventions towards the vision.

SRVM projects captured in the District Development Model are reflected under the projects section.

### **THE STATE OF THE NATION AND PROVINCE ADREESS**

#### **Key messages**



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KEY MASAGES	SUPPORTING STATEMENTS
<b>OPENNING REMAKES</b>	<p>we are concentrating on those issues that concern South Africans the most:</p> <ul style="list-style-type: none"> <li>• Load-shedding.</li> <li>• Unemployment.</li> <li>• Poverty and the rising cost of living.</li> <li>• Crime and corruption.</li> </ul> <p>“There are no easy solutions to any of these challenges. Yet we have the strength, the means and the wherewithal to overcome them. If we work together and act boldly and decisively, leaving no one behind, we will be able to resolve our challenges. “This SoNA is about seeing hope where there is despair. It is about showing a way out of these crises. This evening, we will give an account of our progress in implementing the commitments we made in last year’s SoNA. “Over the course of the last year, we have laid a firm foundation based on the commitments we made for faster growth through our investment drive, economic reforms, public employment programmes and an expanding infrastructure programme.</p>
<b>RESTORING SECURITY</b>	<p><b>ENERGY</b></p> <p>In July last year, President Ramaphosa announced a clear action plan to address the energy crisis. This was to address the electricity shortfall of 4 000 to 6 000 megawatts (MW). The plan outlined five key interventions to:</p> <ul style="list-style-type: none"> <li>• fix Eskom’s coal-fired power stations and improve the availability of existing supply;</li> <li>• enable and accelerate private investment in generation capacity;</li> <li>• accelerate procurement of new capacity from renewables, gas and battery storage;</li> <li>• unleash businesses and households to invest in rooftop solar; and</li> <li>• fundamentally transform the electricity sector to achieve longterm energy security.</li> </ul> <p>Experts agree that this plan is the most realistic route to end loadshedding. During the last six months, government made important progress in implementing the plan.</p>

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IMPROVING THE PERFORMANCE OF ESKOM	<p>The government has taken steps to improve the performance of Eskom's existing power stations so that the coal-fired power stations that provide 80% of electricity produce the amount of electricity for which they were designed. Under its new board, Eskom is deploying people and resources to improve the reliability of the six power stations that have contributed the most to load-shedding. Eskom is urgently fast-tracking construction of a temporary solution to bring back three units at Kusile Power Station following the collapse of a chimney stack last year, whilst simultaneously repairing the permanent structure. Government is rebuilding the skills that have been lost and have already recruited skilled personnel at senior levels to be deployed at underperforming power stations. National Treasury is finalising a solution to Eskom's R400 billion debt burden in a manner that is equitable and fair to all stakeholders, which will enable the utility to make necessary investments in maintenance and transmission.</p>
Solar power, New electricity capacity	<p>As indicated in July last year, and with a view to addressing the load shedding crisis, government is going to proceed with the roll-out of rooftop solar panels. One of the potent reforms government has embarked upon is to allow private developers to generate electricity. There are now more than 100 projects, which are expected to provide over 9 000 MW of new capacity over time. A few companies that have participated in the renewable energy programme will soon enter construction and deliver a total of 2 800 MW of new capacity. Eskom will procure emergency power that can be deployed within six months to close the immediate gap.</p>

NATIONAL STATE OF DISASTER	<p>The National Disaster Management Centre has consequently classified the energy crisis and its impact as a disaster. Government is, therefore, declaring a National State of Disaster to respond to the electricity crisis and its effects. The Minister of Cooperative Governance and Traditional Affairs has just gazetted the declaration of the state of disaster, which will begin with immediate effect. The state of disaster will enable government to provide practical measures that it needs to take to support businesses in the food production, storage and retail supply chain, including for the roll-out of generators, solar panels and uninterrupted power supply. Where technically possible, it will enable government to exempt critical infrastructure such as hospitals and water treatment plants from load-shedding. And it will enable government to accelerate energy projects and limit regulatory requirements while maintaining rigorous environmental protections, procurement principles and technical standards.</p>
CLIMATE CHANGE	<p>Extreme weather events in the form of drought, floods and wild fires increasingly pose a risk to the health, well-being and safety of people. Government will continue its just transition to a low carbon economy at a pace the country can afford and in a manner that ensures energy security. Government will undertake its just transition in a way that opens up the possibility of new investments, new industrialisation and that, above all, creates new jobs. The Presidential Climate Commission is guiding much of this work, and, in doing so, building a new model for inclusive and collective decision-making, incorporating the individuals, workers and communities that are most affected in the transition</p>



JUST ENERGY TRANSITION INVESTMENT PLAN (JET-IP)	<p>Through the JET-IP, R1.5 trillion will be invested in the economy over the next five years in new frontiers such as renewable energy, green hydrogen and electric vehicles. Several new sectors are emerging in the economy, such as major green hydrogen, electric vehicles and fuel cells. A number of projects are already underway, including the development of a new facility by Sasol at Boegoebaai in the Northern Cape, the Prieska Power Reserve in the Free State, and the Hydrogen Valley initiative in Limpopo, Gauteng and KwaZulu-Natal. The Northern Cape has already attracted well over R100 billion in investments in renewable energy projects. These and other massive investments in renewable energy will create jobs and stimulate local economies not only in the Northern Cape, but also in the Eastern Cape, Western Cape and Mpumalanga, turning even the most arid desert into a giant energy source. Above all, the just transition will prioritise workers and communities in vulnerable industries to ensure that no one is left behind</p>
ECONOMIC GROWTH	<p>"Our economy needs to grow much faster if we are to meaningfully reduce unemployment. In the SoNA last year, we spoke of our intention to forge a comprehensive social compact that would join all social partners in a common programme to rebuild our economy and enable higher growth. "We were not able to conclude a social compact in the timeframe we had envisaged because a number of new circumstances emerged that made it difficult for social partners to forge a consensus. "The social partners have expressed their intention to conclude a social compact and have continued to work on a framework to enable joint action in key areas such as energy, transport and logistics, employment creation and skills development, investment and localisation, social protection, crime and corruption.</p>

RAIL NETWORK	<p>Transnet and private sector companies will conclude partnerships at the Durban and Ngqura container terminals, to enable new investment in the ports and improve their efficiency. This will help the ports regain their global position as some of the most efficient ports once again. There has been great success in repositioning the Port Elizabeth Automotive Terminal, which has more than doubled its capacity and has already seen an increase in exports. Many more vehicles destined for overseas markets are rolling off the Port Elizabeth Automotive Terminal. Transnet is also rehabilitating its idle locomotives and expanding its fleet. South Africa has faced challenges in the transportation of commuters on passenger rail. Following the restructuring that is underway in the Passenger Rail Agency of South Africa, 13 commuter rail lines have been reopened, significantly reducing the cost of travel for many workers.</p>
WATER SECURITY	<p>Lesotho Highlands project After being delayed for several years, full-scale construction works for the Lesotho Highlands Phase Two project will commence this year. The Lesotho Highlands project is critical for ensuring security of water supply to Gauteng, Free State, Mpumalanga, North West and the Northern Cape. Construction of dams Several decades after it was first proposed and nine years after a sod-turning ceremony was held, the first phase of the Umzimvubu Water Project will start in the next financial year. This phase, which involves construction of the Ntabelanga Dam, irrigation infrastructure and the distribution of water to communities, will be financed by government. The next phase will be the construction of the Lilane Dam, which will include a hydropower station. Major projects to increase the capacity of the Clanwilliam Dam, Hazelmere Dam and the Tzaneen Dam will improve the supply of water to the West Coast, eThekweni and the eastern part of Limpopo. Water-use licences Last year, government announced a comprehensive turnaround plan to streamline the process for water use licence applications, which is vital to enable greater investment. Since then, government has cleared the backlog of water-use licences and reduced the turnaround time for applications to 90 days.</p>

INFRASTRUCTURE DEVELOPMENT	<p>South Africa's infrastructure build programme is gaining pace through the work of the Infrastructure Fund and Infrastructure South Africa, which has been established to support strategic infrastructure projects. One of the greatest obstacles to infrastructure investment is the lack of technical skills and project management capacity. To fix this, Infrastructure South Africa has been allocated R600 million for project preparation, specifically in rural and under-resourced areas. The support and planning mechanisms that government has put in place over several years is now starting to bear fruit in increased public investment in infrastructure. By January this year, projects worth R232 billion were under construction and projects worth nearly R4 billion had been completed. The completed projects include new human settlements in Gauteng, road upgrades and the development of small harbours. Road construction In a major development, the South African National Roads Agency has awarded road construction contracts worth R18 billion over the last three months. The construction of the Msikaba Bridge and Mtentu Bridge will be finished and make travel in the Eastern Cape, much better. This investment will substantially benefit the construction industry and enable large-scale job creation, skills development and poverty relief, especially in nearby rural communities.</p>
TELECOMMUNICATIONS	<p>In the telecommunications sector, the completion of the spectrum auction has unlocked new investment and contributed R14 billion to the fiscus. During the course of this year, government will migrate the remaining households to digital television signal and complete the switch-off of analogue transmission. Roll-out of 5G mobile networks This will release valuable spectrum for the roll-out of 5G mobile networks and will reduce the cost of data. These actions will bring government closer to its vision of affordable, high-speed Internet access for all.</p>

INVESTMENT	<p>In the SoNA last year, government said it would concentrate its efforts on mobilising greater levels of investment, which is essential to growing the economy and creating jobs. It said that it would give impetus to the campaign that it embarked on nearly five years ago to raise R1.2 trillion in new investment. South Africa Investment Conference (SAIC) Last year, the 4th SAIC raised R367 billion in investment commitments, bringing its five-year investment target firmly within sight. On 13 April this year, government will hold its 5th SAIC. At this conference, government will set a new target to mobilise more than R2 trillion in new investment by 2028.</p>
SUPPORT FOR SMALL, MEDIUM AND MICRO ENTERPRISES (SMMEs)	<p>Through the Small Enterprise Finance Agency, government plans to provide R1.4 billion in financing to over 90 000 entrepreneurs. Government, in partnership with the SA SME Fund, is working to establish a R10-billion fund to support SMMEs' growth. Government is looking at the possibility of providing R2.5 billion for the fund and for the balance of R7.5 billion to be raised from the private sector.</p>
SKILLS DEVELOPMENT	<p>This year, the National Skills Fund will provide R800 million to develop skills in the digital and technology sector through an innovative model that links payment for training to employment outcomes. In 2022, government said that it would place over 10 000 Technical and Vocational Education and Training (TVET) college graduates in employment. It has surpassed that figure and has now set a target for 2023 of 20 000 TVET college graduates to be placed in employment. The number of students entering artisan training in TVET colleges will be increased from 17 000 to 30 000 in the 2023 academic year. One of the key ingredients for economic growth and competitiveness is the ability to attract skills which the economy needs.</p>

PRESIDENTIAL STIMULUS	EMPLOYMENT	<p>Last year, government spoke about the value of the Presidential Employment Stimulus in providing work and livelihood opportunities. The initiative has now created over one million opportunities, reaching every province and district in the country. Last week, a new cohort of 150 000 school assistants started work at more than 22 000 schools, offering dignity, hope and vital work experience to young people who were unemployed. The Social Employment Fund is recruiting 50 000 participants in its next phase to undertake work for the common good, and the revitalised National Youth Service will create a further 36 000 opportunities through nonprofit and community-based organisations. The Department of Home Affairs has appointed the first cohort of 10 000 unemployed young people to digitise more than 340 million paper-based civic records. Support for small-scale farmers Around 140 000 small-scale farmers have received input vouchers to buy seeds, fertiliser and equipment, providing a boost for food security and agricultural reform. This initiative has led to the cultivation of some 640 000 hectares of land. An impressive 68% of these farmers are women. This year, government aims to provide 250 000 more vouchers to small-scale farmers.</p>
SOCIAL SECURITY		<p>Work is underway to develop a mechanism for targeted basic income support for the most vulnerable, within fiscal constraints. This will build on the innovation government has introduced through the SRD Grant, including linking the data that it has across government to make sure it reaches all those who are in need. ". Title deeds for subsidised houses This year, government will take steps to unlock massive value for poor households by expediting the provision of title deeds for subsidised houses. The current backlog in processing title deeds is over one million houses, which amounts to an estimated R242 billion in assets that should be in the hands of South Africa's poorest households. Government will focus not just on eradicating this backlog, but on making the title deed system more effective and more accessible. As government undertook in the SoNA last year, the Department of Public Works and Infrastructure has finalised the transfer of 14 000 hectares of state land for housing.</p>

EDUCATION	<p>Access to quality education for all is the most powerful instrument to end poverty. Government needs to start with children who are very young, providing them with the foundation they need to write and read for meaning, to learn and develop. It is, therefore, significant that the number of children who receive the ECD subsidy has more than doubled between 2019 and 2022, reaching one-and-a-half million children. The Department of Basic Education is streamlining the requirements for ECD centres to access support and enable thousands more to receive subsidies from government. While at the other end of the basic education journey, government applauds last year's matric pass rate of 80%, with all provinces showing improved results. This was up from 76% the year before. The share of bachelor passes in no-fee schools improved from 55% in 2019 to 64% in 2022. This means that the performance of learners from poorer schools is steadily improving, confirming the value of the support that government provides to them. The Sanitation Appropriate for Education Initiative – known as SAFE – together with government's Accelerated School Infrastructure Delivery Initiative has built 55 000 appropriate toilets with resources from the public and private sector.</p>
FIGHT AGAINST CRIME AND VIOLENCE	<p>Government is strengthening the SAPS to prevent crime and improving the capacity of the National Prosecuting Authority (NPA) and courts to ensure perpetrators are brought to justice. This includes putting more police on the streets and setting up specialised teams that will focus on specific types of crime. Last year, government undertook to recruit 12 000 new police personnel. Since then, more than 10 000 new recruits graduated from police academies and a further 10 000 will be recruited and trained this year. In January last year, the President signed into law three key pieces of legislation that afford greater protection to survivors of GBV and ensure that perpetrators are no longer able to use legislative loopholes to evade prosecution. Government continues to improve the accessibility and functioning of Sexual Offences Courts and expand the network of Thuthuzela Care Centres. A key aspect of the NSP is the economic empowerment of women.</p>

WOMEN EMPOWERMENT	<p>Since announcing its determination to direct at least 40% of public procurement to women-owned businesses, government has sought to establish an enabling environment to support women entrepreneurs. It has trained more than 3 400 women-owned enterprises to prepare them to take up procurement opportunities. Through the Women's Economic Assembly, government has seen industry associations and companies committing to industrywide gender transformation targets. The Industrial Development Corporation has earmarked approximately R9 billion to invest in women-led businesses. Other entities, including the Public Investment Corporation and the National Empowerment Fund, have also committed to establish special purpose vehicles to support women-owned businesses.</p>
FIGHT AGAINST CORRUPTION	<p>Last year, President Ramphosa said government would take decisive action against corruption and make a clear break with the era of state capture. The State Capture Commission headed by Chief Justice Raymond Zondo completed its work and submitted the final part of its report in June last year. The recommendations of the commission are being implemented according to the plan that President Ramphosa submitted to Parliament in October last year so that the systemic weaknesses identified by the commission are addressed and state capture is never allowed to occur again. The National Anti-Corruption Advisory Council, consisting of people from across society, is in place to advise on suitable mechanisms to stem corruption, including an overhaul of the institutional architecture for combatting corruption. Protection for whistle-blowers Government is working to capacitate the Witness Protection Unit and will introduce amendments to the Protected Disclosures Act, 2000 (Act 26 of 2000) and Witness Protection Act, 1998 (Act 112 of 1998) to strengthen protection for whistle-blowers. Tightening procurement regulations Government will finalise the draft Public Procurement Bill to address weaknesses identified by the State Capture Commission and improve efficiency, value for money and transparency. The NPA's Investigating Directorate, which was established in 2019, has taken 187 accused persons to court in 32 state capture and corruption cases. Over R7 billion has so far been returned to the state from state capture cases. To date, R12.9 billion of funds and assets have been frozen. This year, the Investigating Directorate will be established as a permanent entity within the NPA.</p>

BUILDING A CAPABLE AND EFFECTIVE STATE	<p>Rationalizing government departments, entities and programmes</p> <p>Separately, the President has instructed The Presidency and National Treasury to work together to rationalise government departments, entities and programmes over the next three years. National Treasury estimates that government could achieve a potential saving of R27 billion in the medium term if it deals with overlapping mandates, closes ineffective programmes and consolidates entities, where appropriate. The poor performance of many local governments remains an area of concern.</p> <p>Improving municipalities Too many of the municipalities, 163 out of 257, are dysfunctional or in distress due to poor governance, ineffective and sometimes corrupt financial and administrative management and poor service delivery. Government is amending legislation and strengthening the role of the Public Service Commission to ensure that qualified people are appointed to senior management positions and to move towards creating a single, harmonised public service.</p>
<p><b>State of the Province Address (SOPA) delivered by Eastern Cape Premier Hon. Lubabalo Oscar Mabuyane at the Provincial Legislature on February 24, 2023.</b></p>	
<p>We come before this assembly to share with the people of our province a story of good progress on the work we are doing in the seven priorities of the Sixth Administration. In these priorities our focus is on creating inclusive economic opportunities; provision of quality healthcare and education; provision of basic services such as water, roads, electricity and building safer communities.</p> <p>The year 2022 was eventful. We had times of hardship but also moments of wonder, that brought great joy in our hearts because they were an affirmation that our efforts of Building the Eastern Cape We Want are on track. Among the key highlights of 2022 was the achievement of a 77,3% matric pass rate. This is an improvement of 4% from the class of 2021. With our sustained investment in education, we are propelling our province towards the achievement of the term target of above 80%. This is a story of good progress.</p> <p>investment attraction and job creation Despite these setbacks, we consider 2022 as a year of tremendous progress towards the fulfilment of the 2019 electoral mandate. Our story of good progress begins on the economy because it is the key piece in the puzzle of poverty, unemployment and inequality that we are trying to solve. The provincial economy is on a path to recovery, after the devastating period of Covid-19 in 2020 and 2021. We recorded growth in the Eastern Cape Gross Domestic Product (GDP) in the first three quarters of 2022. As a result, the number of employed persons in our province increased by 144 000 between Quarter 3 of 2021 and Quarter 3 of 2022. This is a story of good progress. The addition of 144 000 jobs in our economy is a positive trajectory we want to maintain, because there are still far too many citizens of our province who remain unemployed. Every day, our minds are occupied by unlocking more opportunities for economic growth, so that a women, men and young person who needs a job can get one.</p>	



Today, I want to assure the people of our province that more jobs are coming. We say so because in 2022 we made history by attracting 11 new investors at our Provincial Investment Conference with a combined value of R46 billion. They are Shoprite Group, Tshedza Pictures, Transnet Port of Ngqura, Benteler, SunFarming, South African Breweries, Mhlobiso Concrete, Toyota Material Handling, Sanaha Property Developments, Sanral and Aqora Lithium Battery. This was the biggest investment value ever attracted to the Eastern Cape economy in one year under the democratic dispensation. Of these newly announced investments, projects worth over R1.3 billion are underway with 1,198 jobs created.

Last week, I visited SAB's Ibhayi Brewery where they are investing R510 million for plant expansion that will lead to more jobs. The new investments we received in 2022 take the cumulative total for the sixth administration to R171 billion. As a result of these investments, 21 664 people in our province are now employed in various sectors of the economy. This is a story of good progress made possible by the decisive actions we have taken to change the economic trajectory of our province.

Today we are announcing the establishment of an auto sector aftermarket programme that will benefit 300 panel beaters and mechanics in our province. The programme will be rolled out by the AIDC-EC, and it will focus on training, capacity building and aftermarket funding over the next 3 years. Our vision with this programme is to capacitate panel beaters and mechanics to access the R40 billion annual spend by the insurance industry and the R100million spend by Government Fleet.

In the last few months, the ELIDZ has attracted R535 million investment while the Coega SEZ has received corresponding investment value pledges of R557,7 million. Manufactures in the ELIDZ created an additional 1200 jobs last year. The development of infrastructure at the Wild Coast Industrial Park in Mthatha is progressing well. We have further injected R35.2 million to upgrade the wastewater treatment plant. Similarly, we are also investing R14.5 million to refurbish 10 sites in Fort Jackson Industrial Park and R10.8 million for similar work at Butterworth Industrial Park.

Last year we opened the doors of the R500 million new Boardwalk Mall in Gqeberha. The development created more than 1,300 jobs during construction and over 1000 permanent jobs. The cherry on top is that 80% of work on site was completed by local subcontractors using local labour. The future looks even more brighter for the retail sector in our province. The reason we say that is because the Shoprite Group is investing R1,5 billion in a Distribution Center at Gqeberha that has created 955 jobs and Sanaha Property Developments has pledged R542 Million to build Boxer Stores in our province.

In the new financial year, we are scaling up this programme by investing R139 million to implement 184 infrastructure projects that will benefit 3 132 small holder farmers in our province. We are investing significant resources in high value commodities such as grain, citrus, vegetables, and meat. Last year we planted 21 906 ha benefiting a total of 8 922 smallholders and 15 209 subsistence producers. This year we are scaling up the programme by investing R102 million, to plant 27 774 ha. We are further investing R50 million to support commercial scale production in fruits, grains, livestock, vegetables, piggery, and poultry commodities. We are going to invest R45 million to support 22 620 vulnerable households targeting women, youth, people with disabilities and military veterans towards food security. It gives me great pleasure to inform you that from January to December 2022, 5.7 million domestic tourists visited the Eastern Cape. This was 700 thousand more compared to the previous year. Tourists contributed R8.6 billion to the provincial economy. There is no doubt that the SMART marketing approach we implemented is successful and must be sustained. Through the Eastern Cape stimulus fund we invested R7.5 million to build 4 additional chalets and a viewing deck at Hluleka Nature Reserve in the tranquil stretch of O.R Tambo District.

one of the growing economic sectors in the province is the film industry. In the past four years, government invested R23 million in a localization incentive scheme. The return on our investment was R389 million which resulted to over 6 900 jobs and benefitting 572 SMMEs during the production phases of these projects.

The Seda technology Programme through its incubation unit supports 14 incubators in Eastern Cape to the value of R29.8 million. Today we announce an increase to the Isiqalo Youth Fund, it is now R100 million over three years. We are confident this investment in the young people of our province will give us better returns in terms of job creation. Isiqalo Youth Fund is a story of good progress. Again, this year we intend to invest another R50 million to assist students in distress.

Although 7 298 women-owned Eastern Cape based businesses benefitted from provincial government procurement spend to the value of four hundred and thirteen million rands (R413 million) in the current financial year. This is a R4 billion investment by our government to redefine the economic development landscape for the entire Pondoland region using roads as an enabler for sustainable economic activities. This is a story of good progress after delays on this project. we are also constructing road projects worth over R4 billion in other districts across the province. These road projects include: N2 from KwaBhaca to Ngqweleni River; R336 from Kirkwood to Addo (phase 1); N2 from Grahamstown to Fish River (phase

3); R390 from Cradock to Hofmeyer; N2 from Gamtoos River to Van Stadens River; N2 Ndbakazi Interchange; and R58 Cala to Ngcobo. Thus far, 5600 people are employed in current road construction projects and 524 black owned entities are engaged to a value of R2,3 billion.

In previous years we made a commitment that the Mzimvubu Water Project would be implemented during the 6th administration. I am pleased to announce that our relentless pursuit of this catalytic project has enabled us to unlock for its implementation. Government will fund the project with R8 billion. Access to water in our province now stands at 71%. We are scaling up reticulation of water to our communities through the multi-year Regional Bulk Infrastructure Grant amounting to R10 billion. Thus far, we have spent a cumulative amount of R6,8 billion. This year we are completing bulk water projects in Matatiele; Mount Ayliff; Makana; Graaf Reinet; Janseville; Klipplaat; Misgund; Paterson; and Addo. In the new financial year, the last phase of the R577 million Xora bulk water project will be completed. The completion of these projects will provide water to our communities and also unlock socio-economic potential of municipalities.

Vodacom is expanding broadband coverage in rural communities. They have spent R34 million connecting 23 villages and they are now investing R71 million to connect 86 more villages by June. MTN South Africa (SA) invested R600m just in the EC Region to protect network coverage and connectivity amid escalating load-shedding and vandalism across the province. MTN embarked on an aggressive rollout of batteries and generators, and they continue to explore practical and innovative solutions to the power crisis. The Department of Higher Education invested R2.8 billion to upgrade infrastructure in 16 TVET Colleges across the country. Upgrades at Graaf Reinet, Aliwal North and Ngqungqushu TVET Colleges have been completed while Ikhala College campus in Sterkspruit is under construction. This is a story of good progress. Government allocated R350 million to Walter Sisulu University for renovations. Labs have been renovated at the Mthatha Campus, renovations on internal residences have been completed at Ibika Campus and buildings have connectivity and modern ICT equipment.

This is a story of good progress. With the support of government, the Nelson Mandela University invested R623 million for infrastructure projects. The implemented projects include the 1800 bed residence development, a new science centre and a renewable energy project to install PV panels to reduce energy costs for the university. This is a story of good progress. Rhodes University is also implementing exciting infrastructure projects worth R308 million which include refurbishment to the Chemical and Pharmaceutical Sciences building, the construction of the building for the Institute for Nanotechnology Innovation. When completed, the Nanotechnology building will have state of the art research equipment which will be used by researchers to address among other things cancer treatment. Rhodes University has also commissioned a new student accommodation for female students. This too is a story of good progress. Government is investing R521 million for infrastructure projects at Fort Hare University which includes building a new student centre and an Early Childhood Development Centre in East London; Part of the funds are for upgrades to water treatment works, upgrades for the library and building a research hub in Alice. This is a story of good progress.

In the last 9 months the ELIDZ recently approved 4 new investment projects to the combined investment value of R2,57 billion. The bulk of these projects are in the renewable energy sector and are targeted for establishment in Ntabozuko. This is also an opportune time for the country to be decisive on building the Nuclear Power Plant in Tyspunt. Today, we report that the first Environment Authorisations which include the Mosselbay and Coega have been gazetted and are paving the way to build a 400km gas pipeline from the Mosselbay to the 1000MW Gas Power Station in Coega. I am pleased to report that the Green Ammonia Plant project valued at R100 billion is officially gazetted. We remain committed to accelerate the rehabilitation service for cerebral palsy patients through the Rehabilitation Centres of Excellence which include Nelson Mandela Academic Central Hospital (NMACH), Cecilia Makiwane and Frere Hospital academic complex; as well as Dora Nginza Hospital. To this effect, critical posts have been filled and R4,5 million has been invested in rehabilitation services including specialised machinery and equipment. We are committed to addressing the backlogs in the provision of assistive devices to people with disabilities. This year, we provided for more than 22 000 assistive devices with an investment of more than R9,8 million rand. Our health facilities are always ready to receive persons with disabilities for assessment by our skilled therapists. In response to the scourge of Gender Based Violence and Femicide (GBVF), in the previous SOPA, we pronounced on the establishment of the Provincial Forensic Laboratory. We are pleased to announce that the Forensic laboratory is now operational which will improve our ability to resolve cases of GBVF. The government is currently implementing 18 other major road infrastructure projects worth R7 billion in our province

### The Provincial Budget

FISCAL OUTLOOK	It is a story of good progress that, for the first time since 2013, the province has nominally gained R6 billion in its fiscus for 2023/24 and about R12.2 billion over the MTEF, albeit the losses we had experienced in the past outweigh the new gains. Honourable Members, in the 2023/24 financial year, the province's total fiscal envelope is R89.6 billion, which is made up of Provincial Equitable Share (PES) allocations of R73.2 billion, conditional grants of R14.6 billion and R1.6 billion of Provincial own receipts. Total provincial payments amount to R91.6 billion, which represent a budget deficit of about R2 billion, when considering total receipts. We have then added R2.7 billion from the provincial reserves to cushion the deficit.
Honourable Members, our lead departments for revenue enhancement	- Departments of Public Works and Infrastructure, Transport, Health and Economic Development, Environmental Affairs and Tourism (DEDEAT) - must come to the party. It is through their efforts that the province would adequately fund its priorities and the budget pressures we are experiencing. In accordance with the recommendations of the revenue research study that was conducted for new sources of revenue and

	<p>efficiencies of existing revenue sources, the province is projected to collect R7 billion by 2030, annually. We are gradually working towards reaching these targets through these new sources of revenue that were identified by the study. To this end, we are targeting to increase our revenue with R26.1 million in 2023/24, R37.4 million in 2024/25 and R37.5 million in 2025/26 as part of the revenue enhancement.</p>
Investing in Business	<p>Honourable Members, the people of this province will remember that, during the medium term budget last year, I made an undertaking that the provincial government would be establishing the Eastern Cape Economic Development Fund (ECEDF) in 2023, with the aim of anchoring economic development objectives of the Province. That Economic Development Fund has now been established and will be rolled out in the coming medium term, and Eastern Cape Development Corporation (ECDC) will be the implementing agent for this Fund. Unlike other funding instruments, this Fund will focus on loans and/or blended finance for commercially grounded enterprising ventures, particularly by SMMEs and the informal business sector. An amount of R100 million has been allocated to kick start this programme during the first year of its implementation, 2023/24 financial year. Over and above the ECEDF, the Province will continue with other funding mechanisms such as Isiqalo and Local Regional Economic Development (LRED) funds, and the loan finance and business support programme at ECDC. For these funds, a total amount of R270.6 million over the medium term has been allocated, to support MSMEs in the Province. Of this amount, R100 million has been allocated to the Office of the Premier for continued support towards youth owned enterprises over the medium term. An amount of R43.8 million over the MTEF is allocated to DEDEAT for LRED. I must indicate that there are capacity issues that need our attention, to enable us to improve performance of this Fund. Lastly, we allocated R126 million, over the medium term, to ECDC for loan financing and business support</p>
Leveraging on Investment to sustain growth and create jobs	<p>Madam Speaker, the Provincial Investment Conference held towards the end of last year demonstrated that the province has a compelling investment value proposition, as we announced 10 new investments totalling R46.8 billion. These will lead to the creation of additional employment opportunities during construction and operation phases. Of these newly announced investments, projects worth over R1.3 billion are underway, with 1 198 jobs to be created. Since the start of the 6th term of government administration, R171.4 billion worth of investment has been secured and has created 21 664 direct jobs opportunities. COEGA has been allocated R1.8 billion over the MTEF, through the Budget Facility for</p>

	Infrastructure, for the rollout of the bulk water infrastructure and support towards the construction of a new bulk sewer connection pipeline in Nelson Mandela Metro. We are providing ELIDZ with an additional allocation of R58.6 million in 2023/24 for the refurbishment of the data centre as well as the installation of ICT infrastructure and equipment. The establishment of a Tier 3 rated data centre within the ELIDZ will service ICT needs of the province. A total of R378.2 million has been allocated to the Zone over the medium term, mainly for operational costs.
Wild Coast Special Economic Zone in Mthatha.	The investment commitments for the Wild Coast have increased from R1.2 billion to R1.7 billion. A total of 43 construction jobs have been created to date through the Phase 1 of the project, entailing fencing. An amount of R15 million has been set aside in 2023/24 for COEGA to continue with operationalizing the Wild Coast SEZ
tourism as an enabler for economic growth	post COVID period, are starting to yield results. Through ECPTA, the Province has been busy with infrastructure upgrades in many of our reserves, and we have been using digital platforms to 12 market our Province. Through all those efforts, there has been a total of 2.8 million domestic tourists visiting the Province, as at the end of 3rd Quarter of 2022/23, with a total of R90.3 million in revenue generated. To assist these efforts, Provincial Government has allocated R690 million over the medium term to finance operational costs at ECPTA.
Automotive Sector	In his State of the Province (SOPA) Address, Honourable Premier Mabuyane announced the establishment of an auto sector aftermarket programme that will benefit 300 panel beaters and mechanics in our province. In this regard, the provincial government has allocated to the AIDC an additional funding amounting to R3 million in 2023/24 for the development of beneficiaries of this programme, to enable them to acquire accreditation, equipment, technical skills training as well as working premises for accessing insurance. 13 To enhance operation at AIDC, we have allocated them R31.6 million in 2023/24.
Film Industry	We are again allocating an amount of R18 million to ECDC to cater for film infrastructure and promotion, working with ACPACC.
Economic Infrastructure Delivery: The N2 Wild Coast Road,	The N2 Wild Coast Road that links the eastern side of the Province and Kwazulu Natal will have significant economic benefits in terms of logistical support, regional economic development and tourism, especially for the OR Tambo and Alfred Nzo regions. National government has invested R4 billion into this project. The expected reductions in travel times and transport costs as a result of this project

Mzimvubu Water project.	will improve the overall competitiveness of agricultural and industrial sectors within the province.
broadband project	The national government once again committed to the Mzimvubu Water project. For the 2023 MTEF, we are allocating R350.3 million to the Office of the Premier for the connection of 1 450 targeted sites.
Strengthening Infrastructure Delivery	Province is also prioritizing to invest in the transversal and inter-sphere capacity building, particularly on planning and execution, focusing on contractors, professionals as well as oversight capacity to ensure that the Gross Capital Formation is not negatively affected. We have strategically placed the Department of Public Works and Infrastructure to be our 'Nerve Centre', and an amount of R2.5 billion in 2023/24 and R7.7 billion over the medium term is allocated to the department for this purpose.
At the core of our priorities is education	we are allocating an amount of R41.1 billion to the Department of Basic Education to improve provincial education outcomes. Of that amount, R28.3 billion in 2023/24 and R89.144 billion over the MTEF is set aside to fund the Post Provision Norms, including the appointment of school-based educators for critical subjects, posts for substitutes, special intervention and curriculum and growth. Also, R2.5 billion has been made available over the 2023 MTEF for the annual procurement of textbooks and stationery for all learners in Grades R to 12. Additional to Education's baseline, an amount of R2.5 billion over the 2023 MTEF has been allocated to address budget pressures in compensation of employees, while an amount of R3.9 billion over the 2023 MTEF has been allocated for the Cost of Living Adjustment in the Department. To deal with school infrastructure backlogs, the Department has allocated R1 billion of the total budget of R2 billion for the School Infrastructure Backlogs Grant, which is the indirect grant managed by the National Department of Basic Education.
Presidential Youth Employment Initiative Programme (PYEI)	Since the implementation of this Initiative in the 2020/21 financial year, over R3 billion has been allocated, benefitting 132 565 thousand unemployed youth. The next phase will be rolled out in the 2023/24 financial year and it has a budget allocation of R1 billion, and is targeting to benefit 40 100 unemployed youth.
Department of Health	Department of Health has been allocated an amount of R28.1 billion to continue with their efforts of improving the health status of the Province. An additional amount of R967.7 million in 2023/24 financial year and R3 billion over the 2023/24 MTEF has been allocated for the compensation of employees and service backlogs, including antiretroviral therapy, TB,

	<p>medicine and other goods and services. Some of these funds will be ring-fenced to deal with medico-legal aspects in the ruling of the Noyila case. .</p> <p>The Noyila public health defense judgment that found in favour of Health is an outcome of collaborative work by OTP, Provincial Treasury and Health. 19 x A 96% reduction for in-year irregular expenditure to under R3.4 million in 2022/23 from R104 million in 2021/22 due to improvements in SCM systems and controls. x The provincial health department has re-prioritized its budget and made available R544 million over the MTEF towards maintenance and acquiring much needed health machinery and equipment. x The Health department is currently progressing well with its digitalization program and has rolled out HMS2 to 19 hospitals, registered over 5million patients; admitted more than 300,000 patients to wards and processed over 600,000 out-patients. The system also includes the e-Liability and e-PAIA systems so that facilities have live data pertaining to the medico-legal risk. x Of the 2941, mostly health professional, posts in the Department's annual recruitment plan, 1 938 appointments have already been processed.</p>
The Department of Social Development	<p>The Department of Social Development has, in this regard, has been allocated R2.8 billion to protect the social welfare of our people. Of that amount, R15.7 million is set aside for the rollout of social behavioral change programmes to assist with crime prevention. These programmes seek to address risky and harmful social behaviors. We have also allocated R15.7 million over the 2023/24 MTEF for 20 departmental Gender Based Violence initiatives, mainly for the provision of psychosocial and victim empowerment services. We have also allocated R115.1 million in 2023/24 to Community Safety to bring about social cohesion in our communities. These funds will be directed towards crime prevention mobilization across hotspot areas in the province.</p>
Department of Sports, Recreation, Arts and Culture	<p>We also believe that sport and recreational activities have a role to play in curtailing some of these violent behaviors. We have therefore allocated R993.3 million to the Department of Sports, Recreation, Arts and Culture to develop, promote and transform the talents of especially the young people, including at school level.</p>
department of Transport	<p>In this regard, we are allocating R5.6 billion to the department of Transport to, among other things, continue with the construction and resealing of provincial roads, including roads that connect to economic and social amenities. Of that amount, R2.5 billion has been allocated to continue with phased implementation of Wild Coast Meander Route, upgrading of a road to Siphethu Hospital, upgrading of R61 road via N2 to Clackeburry and construction of Middleburg Integrated Traffic Control Centre Phase 1 Menties Road and N9 Intersection. SANRAL is already assisting us with the implementation of five key projects i.e.</p>



	the N2 Msikaba Bridge, N2 Nqadu to Mbokotwana, R63 Fort Beaufort to Alice, N2 Green River to Buffalo River, R58 Lady Grey to 21 Barkley East and R61 Baziya to Mthatha Airport at the value of R4.9 billion. In his SOPA, Honourable Premier Mabuyane committed to the construction of bridges that are under the Welisizwe Programme. To get this programme running, we are committing R470.2 million to the Department in 2023/24, targeting 26 rural bridges.
food security  Department of Rural Development and Agrarian Reform.	For 2023 MTEF, government has invested R5.1 billion for School Nutrition Programme, R483.8 million for patient food and R16.4 million for food parcels. These are our efforts to achieve food security, using our own resources.  investment to the value of R799 million in the past three years to support grain, red meat and citrus producers, led by the Department of Rural Development and Agrarian Reform. We are allocating R237.7 million for 2023/24 and R2.3 billion over the medium term to DRDAR to continue with this support.
Department of Human Settlements.	To continue providing an integrated and sustainable human settlement to communities, however, we are allocating R2.5 billion to the Department of Human Settlements.
natural disasters	In order to upscale current and future disaster responses, the Province has set aside an amount of R60 million which has been ring-fenced in the Provincial Revenue Fund for immediate responses to any future disasters. This amount is in addition to the 2 per cent allocation of the total infrastructure budget of each department that is set aside towards disasters and climate change. For 2023/24, an amount of R122 million is added to the Department of Transport's Provincial Roads Maintenance Grant for the carry through costs of repairs of provincial roads that were damaged by the floods. We have also allocated R124.1 million to Education for the reconstruction and rehabilitation of schools damaged by floods, whilst R83.2 million has been allocated to Human Settlements for homes affected by floods
SUPPLY CHAIN MANAGEMENT INITIATIVES	

Key Allocations to Provincial Priorities  
APPROPRIATION BILL, 2023 (EASTERN CAPE)  
SCHEDULE A (PER DEPARTMENT)

VOTE	DEPARTMENT	AMOUNT. R00.00
1	Office of the Premier	R1 208 377
2	Provincial Legislature	R607 951
3	Health	R28 139 339
4	Social Development	R2833 704
5	Public Works and Infrastructure	R2503 875
6	Education	R41 128 250
7	Cooperative Governance and Traditional Affairs	R1050 901
8	Rural Development and Agrarian Reform	R2358 376
9	Economic Development, Environmental Affairs and Tourism	R2000 800
10	Transport	R5 689 887
11	Human Settlements	R2 535 202
12	Provincial Treasury	R454 989
13	Sport, Recreation, Arts and Culture Community Safety	R993 394
14	Community Safety	R115179
15		
TOTAL		R 91620224

### **Back to Basics (B2B)**

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

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

### **1.3. IDP / BUDGET FRAMEWORK AND PROCESS PLAN 2023/2024**

SRVM adopted an IDP/Budget Schedule and a Municipal Framework Plan. The linkage of the IDP and budget has become a legislative requirement. In brief the IDP/Budget Schedule outlines the time

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frames of scheduled events/activities, coordinating structures involved in the process. The framework plan was adopted in August 2022 by council.

The Integrated Development Planning process is a process of consultation, participation, and information sharing. Stakeholder involvement is the cornerstone of the review and refinement of the IDP. The vision for improved quality of life can be achieved through partnership with stakeholders.

Section 23 of the Municipal Systems Act of 2000 requires municipalities to undertake developmentally orientated planning to ensure that it: -

- Strives to achieve the objectives of local government set out in Section 152 of the Constitution
- Gives effect to its developmental duties as required by Section 153 of the constitution, and together with other organs of state contribute to the progressive realization of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

#### **PROCESS FOR PLANNING, DRAFTING, ADOPTING AND REVIEW OF INTEGRATED DEVELOPMENT PLANS**

The process is explained in sections 27 – 34 of the Municipal Systems Act of 2000. The district municipality is required to develop a framework plan after consultation with local municipalities in its area.

- a) A framework plan binds both the district municipality and the local municipalities in the area of the district municipality, and must at least: -
- b) Identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or any specific municipality.
- c) Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment
- d) Specify the principles to be applied and co-ordinate the approach to be adopted in terms of those matters; and
- e) Determine procedures –
  - (i) For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans, and
  - (ii) To affect the essential amendments to the framework.

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**Adoption of process**

Section 28 states the following:

(1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. The municipality must give notice to the local community of particulars of the process it intends to follow.

**ISSUES TO BE CONSIDERED FOR THE IDP REVIEW**

- Consideration of the updated IDP guidelines
- Comments received from assessment of the 2022/23 IDPs
- Consideration and inclusion of any new information
- Areas requiring attention not addressed during the review of the IDP
- Review and development of sector plans
- Alignment of the national, provincial, district and local municipality’s priorities
- Alignment of budgets and sector specific plans and programs of provincial sector departments government with district and local municipality plans
- Community priorities

Table 1: ORGANISATIONAL ARRANGEMENTS

Council	Approves the Process Plan and the IDP.
Mayor	Decide on the Process Plan and to make firm recommendations to Council. Chair meetings of IDP Forum.
Municipal manager	The Municipal Manager is responsible for managing, monitoring, and implementing the overall IDP process, assisted by the Strategic Support Manager, IDP Assistant Manager, the IDP Steering committee, and officials. The terms of reference include: <ul style="list-style-type: none"><li>• Preparing the process plan.</li></ul>

Council	Approves the Process Plan and the IDP.
	<ul style="list-style-type: none"> <li>• Undertaking the overall management and coordination of the planning process by:</li> <li>• Nominating persons in charge of participation and involvement of all different role-players.</li> <li>• Ensuring that the time frames are being adhered to.</li> <li>• Ensuring that the planning process is horizontally and vertically aligned and complies with national and provincial requirements.</li> <li>• Ensuring that conditions for participation are provided.</li> <li>• Proper documentation of the results of the planning of the IDP document.</li> </ul>
Directors	<ul style="list-style-type: none"> <li>• Providing relevant technical, sector and financial information for analysis for determining priority issues.</li> <li>• Contributing technical expertise in the consideration and finalization of strategies and identification of projects.</li> <li>• Providing operational and capital budgetary information.</li> <li>• Being responsible for the preparation of project proposals, the integration of projects and sector programmes.</li> <li>• Being responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for local government for alignment.</li> </ul>
IDP Steering Committee	<p>The IDP Steering Committee of SRVM assists the Municipal Manager in guiding the IDP process. It comprised the following members:</p> <p>Municipal Manager and Directors IDP/PMSpractitioner, Strategic Manager</p> <p><b>The terms of reference of the IDP Steering Committee included the following:</b></p> <ul style="list-style-type: none"> <li>• Providing terms of reference for the various planning activities.□</li> <li>• Process, and summarize documents and outputs.</li> <li>• Make content recommendations.</li> </ul>

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Council	Approves the Process Plan and the IDP.
	<ul style="list-style-type: none"> <li>Define the terms of reference for the IDP Representative Forum.</li> <li>Inform the public about the establishment of the IDP Representative Forum.</li> <li>Identify stakeholders to be part of the Forum in such a way that the public is well represented.</li> </ul>
IDP Rep Forum	<p>The IDP Representative Forum is chaired by the Executive Mayor as the organizational mechanism/platform for discussion, negotiation, and decision-making between stakeholders within the municipal area.</p> <p><b>The terms of reference for this structure included:</b></p> <ul style="list-style-type: none"> <li>Represent the interests of constituents in the IDP process.</li> <li>Provide an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and municipality.</li> <li>Ensure communication between all the stakeholders' representatives.</li> <li>Monitor the performance of the planning and implementation process.</li> </ul>

#### MECHANISMS FOR PARTICIPATION

Chapter 4 of the Municipal Systems act requires municipalities to involve communities and stakeholders in the IDP Review process. The SRVM will use the media (local newspaper), flyers, emails communication, loud-hailing and word-of-mouth to inform stakeholders about the IDP Review.

#### IDP REPRESENTATIVE FORUM

The IDP Representative Forum will be as inclusive as possible to accommodate stakeholders. In an effort to ensure maximum engagement, the SRVM has earmarked a series of meetings for stakeholder engagement.

#### IDP/Budget Roadshows

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The Mayor of the Municipality will embark on roadshows in the eight (8) wards of the municipality to consult communities on the IDP and Budget of the Municipality.

#### **Media**

Notice will be placed on local newspapers to keep stakeholders informed on the approval and adoption of the IDP and Budget

#### **Council approval**

The draft reviewed IDP and Budget will be submitted to Council for approval on the 31 May 2023 and the approved IDP and budget will be advertised in the Herald on the 7 June 2023.



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#### 1.4. MEC COMMENTS ON SRVM IDP 2022/2023

Table 2: MEC COMMENTS ON SRVM IDP 2022/2023

MEC COMMENTS	RESPONSIBLE DEPARTMENT	REMEDIAL ACTION/ PLAN	TIME FRAME
<ul style="list-style-type: none"> <li>To develop land Audit and land invasion policy to enable better effective understanding and management of its space.</li> </ul>	Infrastructure Planning and Development	Land audit was advertised in this current year of 2021/22 but could not proceed due to financial constraints. Infrastructure plans to submit the project for advertisement again in the new financial year for procurement and implementation	June 2023
<ul style="list-style-type: none"> <li>Municipality must develop and approve Storm Water Management Plan.</li> </ul>	Infrastructure Planning and Development	Storm water management plan will be drafted, formulated for submission to council for approval	May 2022
<ul style="list-style-type: none"> <li>The municipality need to develop infrastructure maintenance plan for the municipalities to do proper asset management</li> </ul>	Infrastructure Planning and Development	Infrastructure maintenance plan is to be developed and consolidate that it encompasses all assets of Infrastructure. I.e., water services equipment maintenance plan, water plants both WTW and WWTW which will include activity plan as per the norms and standards of DWS.	May 2022

Commented [IT3]: Needs to be updated

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MEC COMMENTS	RESPONSIBLE DEPARTMENT	REMEDIAL ACTION/ PLAN	TIME FRAME
<ul style="list-style-type: none"> <li>There is no reflection of the ZYCP inclusive of electricity planning, nor indication of any provision for infrastructure reticulation or bulk infrastructure for electricity.</li> </ul>	Infrastructure Planning and Development	Electricity master plan in place. A review of the current one will be undertaken in the next financial year.	March 2023
<ul style="list-style-type: none"> <li>Municipality must plan for provisioning of infrastructure reticulation or bulk infrastructure for electricity.</li> </ul>	Infrastructure Planning and Development	SRVM has in 2021/22 had a project of Langboos bulk water pipes and for the new financial year it will continue with phase 2 of the very same project. See SRVM PIP	IDP doc
<ul style="list-style-type: none"> <li>The municipality should develop a repairs and maintenance plan and budgeted for as per MFMA circular 51</li> </ul>	All Departments	Community services - Draft Facilities maintenance plan in place	Community services
<ul style="list-style-type: none"> <li>The municipality must spend 100% of its capital budget</li> </ul>	Community Services and Infrastructure Planning and	Provide inputs into the institutional procurement plan Monitor expenditure through monthly reports (IYM tool)	30 June 2022

**Home of the Addo Elephant Park**

MEC COMMENTS	RESPONSIBLE DEPARTMENT	REMEDIAL ACTION/ PLAN	TIME FRAME
	Development, BTO & Corporate		
<ul style="list-style-type: none"> <li>Municipality must spend 100% of their Grants (MIG, etc.)</li> </ul>	Infrastructure Planning and Development	Projects are planned and implemented in conjunction with SRVM procurement plan and well projected cash flow Grant implementation is monitored by both COGTA and national treasury	30 June 2022
<ul style="list-style-type: none"> <li>Must reflect on the recommendations of previous years IDP and include action plan.</li> </ul>	All departments		
<ul style="list-style-type: none"> <li>The municipality must develop a climate change response strategy or activities that respond to climate change.</li> </ul>	Community Services and Safety	<ul style="list-style-type: none"> <li>Engage SBDM, SALGA on development of the Climate Change Strategy</li> <li>Develop a process map</li> <li>Facilitate stakeholder engagement / public participation</li> <li>Present draft strategy to relevant statutory bodies</li> <li>Facilitate Council adoption of the strategy</li> </ul>	Medium Term
<ul style="list-style-type: none"> <li>The municipality must develop air quality management plan that is in line with the plan for</li> </ul>	Community Services	<ul style="list-style-type: none"> <li>Develop a process map</li> <li>Request support in writing to DEDEAT, Sarah Baartman District Municipality,</li> <li>Coordinate drafting of the plan</li> </ul>	Medium term

## Home of the Addo Elephant Park

<b>District, Province and National Frame work, and source assistance from DEDEAT for DEFF for the development of the plan.</b>		<ul style="list-style-type: none"> <li>Consolidate inputs and ensure verification of alignment with District, Province and National Frame work.</li> <li>Facilitate stakeholder engagement / public participation</li> <li>Present draft strategy to relevant statutory bodies</li> <li>Facilitate Council adoption of the strategy</li> </ul>	<b>Long term</b>
<ul style="list-style-type: none"> <li>Municipality must plan and budget for non-motorised facilities</li> </ul>	Community Services	Ensure provision of the non-motorised facilities in the IDP, Establish funding pockets, play an integral role in the design, construction, and maintenance thereof	Long term
<ul style="list-style-type: none"> <li>Municipality need to have an WMP as contemplated in Section 11 of NEMA: Waste Act 59 of 2008, which needs to be approved by Council and the MEC.</li> </ul>	Community Services	IWMP in place, Due to review in 2022 for 2023 implementation	Long term
<ul style="list-style-type: none"> <li>Municipality to indicate what are the waste management operational plans that are being implemented (waste services, management of waste disposal facilities, recycling, waste reporting waste management officers.</li> </ul>	Community Services	<p><b>Water services-</b> Weekly commercial and domestic refuse removal</p> <p><b>Waste disposal facilities</b> – Operating 3 Landfill sites (Kirkwood, Sunland and Paterson), All licensed but not fully compliant, budget shortages are the main cause of non-compliance. Municipality in the process of establishing a regional landfill site.</p> <p><b>Recycling-</b> Waste collectors and recyclers structured but not formalized; Formalisation of waste recyclers, development of a</p>	<p><b>Ongoing</b></p> <p><b>Short term</b></p> <p><b>Quarterly</b></p>

## Home of the Addo Elephant Park

		<p>database thereof, included waste recycling in a bucket of projects in the Cleaner SRV Plan</p> <p><b>Waste reporting</b> -All waste management matters are reported in all internal sessions, IGR Forums verbally and and/or written form, as well as Standing committees and Council</p> <p><b>Waste Management officers</b> – No designated Waste management Officer, appointed to be done by the Mayor</p>	<b>Short term</b>
<ul style="list-style-type: none"> <li>Municipality to establish functional Waste management unit and appoint designated waste management officer.</li> </ul>	Community Services	<p>Waste management Unit functional, skilled EPWP used to augment budget and staff shortages.</p> <p>Appointment of WMO in progress</p>	<b>Short term</b>
<ul style="list-style-type: none"> <li>Municipality needs to develop and gazette waste management by-laws that comply with NEMWA No.59 of 2008.</li> </ul>	Community Services	<p>Start engagements with institutions of higher learning through IGR for Bylaws review at their Policy and Legal faculties</p> <p>Develop a process Map and incorporate all bylaws</p> <p>On completion, facilitate Council adoption and ensure implementation</p>	Medium term
<ul style="list-style-type: none"> <li>The municipality is compelled by DMA amended Act 1b of 2015 to make provisions of Disaster Management Plan.</li> </ul>	Community Services	<p>Fire Plan approved by Council on 29 March 2022</p> <p>And Disaster Management Plan approved in 2021.</p>	<b>Achieved</b>

## Home of the Addo Elephant Park

<ul style="list-style-type: none"> <li>Emergency procurement measures need to be in place as these measures in place will improve procurement processes during disaster .</li> </ul>	Supply Chain Management		
<ul style="list-style-type: none"> <li>The municipality needs to adopt disaster management by-laws as soon as it can so that they can be implemented.</li> </ul>	Community Services	Draft Bylaws in place, awaiting Council adoption at SBDM, LMs within the Sarah Baartman District use the same Bylaw.	Short term
<ul style="list-style-type: none"> <li>Municipality to indicate what informs budgets for maintenance of infrastructure, but it is not clear what informs those hence it becomes.</li> </ul>	Budget and Treasury Office		
<ul style="list-style-type: none"> <li>To improve audit outcomes relating to inadequate management of assets, an asset register confirming with all GRAAP standards must be maintained</li> </ul>	Budget and Treasury Office		

**Home of the Addo Elephant Park**

<ul style="list-style-type: none"> <li>The municipality should develop a repairs and maintenance plan and budgeted for as per MFMA circular 51</li> </ul>	All Departments	Community services - Draft Facilities maintenance plan in place Engage internal stakeholders for effective allocation towards facilities maintenance through the Municipal Infrastructure Grant Facilitate Standing Committee noting and Council adoption	<b>Short term</b>
<ul style="list-style-type: none"> <li>The municipality must spend 100% of its capital budget</li> </ul>	Community Services and Infrastructure Planning and Development, BTO & Corporate	Develop project plans Provide inputs into the institutional procurement plan Monitor expenditure through monthly reports (IYM tool)	Short term
<ul style="list-style-type: none"> <li>Municipality must reflect Disaster Recovery Plan and its implementation.</li> </ul>	Community Services and Protection	Disaster Recovery Plan is incorporated in the Disaster Management Plan approved by District Municipality's Council (2021)	<b>Achieved</b>



**Home of the Addo Elephant Park**

**Overall Rating**

Level of Performance	Scores	Performance Descriptions	Required Action
Low	1 – 33%	Poor	Immediate and intensive intervention
Medium	34 – 66%	Satisfactory	Minimum Support Required
High	67 -100%	Good	Benchmarking
Comparative Rating Analysis Over Three-year Period			
KPAs	Ratings 2020/21 review	Ratings 2021/22 Review	Ratings 2022/23 Review
KPA 1 – Spatial Consideration	High	High	Medium
KPA 2 – Service Delivery and Infrastructure Planning	Medium	High	Medium
KPA 3 – Financial Planning and Budgets	High	High	High
KPA 4 – Local Economic Development	High	High	High
KPA 5 – Good Governance and Public Participation	High	High	High
KPA 6 – Institutional Arrangements	High	High	High
Overall Rating	High	High	High

Table 3: SRVM IDP 2022/2023 MEC's Overall Rating



### 1.5. Process of Reviewing the IDP

The municipality has produced an integrated timetable of activities which include the IDP, Budget, Performance Management and annual reporting. The extract below is relevant to the IDP and budget processes. A detailed table of activities for reviewing the 2023/24 IDP, associated legislation and responsibility for each activity is as follows.

#### IDP/Budget Process plan progress Report

[able 4: IDP/Budget Process plan progress Report](#)



Home of the Addo Elephant Park

[illegible]

<i>Deliverable/Activity</i>	<i>Date</i>	<i>Responsibility</i>	<i>October</i>				<i>November</i>				<i>December</i>			
			1	2	3	4	1	2	3	4	1	2	3	4
Community Based Planning roll-out in all 8 wards		IDP Managers												
Situational analysis – municipal wide analysis		Strategic Services Manager & Management												
IDP/Budget Steering Committee meeting to confirm priorities	<b>19 OCTOBER 2022</b>	IDP/Budget/PMS Steering Committee												
Consultation with District Municipality	<b>24 October 2022</b>	Strategic Services Manager												
Review of objectives and strategies		Strategic Services Manager												
IDP/Budget Steering Committee meeting	<b>10 November 2022</b>	IDP/Budget/PMS Steering Committee												
Compile Draft projects		All Directorates												

**Home of the Addo Elephant Park**

Deliverable /Activity	Date	Responsibility	January				February				March			
			1	2	3	4	1	2	3	4	1	2	3	4
Finalisation of draft projects /alignment with budget		All directorates												
IDP/Budget Steering Committee meeting to consider first draft	27 January 2023	IDP/Budget/PMS Steering Committee												
Mid-year Budget Engagement		Finance												
IDP/Budget Consultations		Mayor and ward councilors												
Table draft IDP and budget to IDP/Budget/PMS Steering Committee	23 March 2023	Strategic Services Manager and Finance												
Tabling of Draft IDP/Budget and oversight report to Council	29 March 2023	MPAC Chairperson & Council												

Home of the Addo Elephant Park

Deliverable /Activity		Responsibility	April				May				June			
			1	2	3	4	1	2	3	4	1	2	3	4
Consultation with stakeholders. Sector alignment. <b>District Rep Forum</b>	<b>6 April 2023</b>	Strategic Services Manager												
Stakeholder consultation on Draft IDP/Budget	<b>April 2023</b>	Strategic Services Manager												
District IDP/Budget Representative Forum	<b>April 2023</b>	Strategic Services Manager												
Draft Budget Engagement	<b>April 2023</b>	Finance												
Refinement of Draft IDP/Budget		Strategic Services Manager; Finance												
IDP/Budget Steering Committee meeting to consider first draft	<b>18 May 2023</b>	IDP/Budget/PMS Steering Committee												
Stakeholder consultation. IDP Rep Forum	<b>24 May 2023</b>	IDP/Budget/PMS Steering Committee												
Council approves IDP and Budget	<b>30 May 2023</b>	Council												
Publication of approved IDP/Budget on the website and local newspaper	<b>02 June 2023</b>	Strategic Services Manager; Finance												

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## 2. Chapter Two – Situational Analysis

### 2.1. DEMOGRAPHIC PROFILE

#### 2.1.1. Introduction

The analysis section is the cornerstone of the IDP. It provides an assessment of the existing level of development in the municipality. This session analyses the internal and external environmental trends and provides reliable information that may have a potential impact on the attainment of the municipality's mission and objectives. It focuses on the type of problems faced by the people of Sundays River Valley. The analysis considers people's perceptions of their problems, but also facts and figures. The analysis is structured according to the five (5) key performance areas which are premised by the demographic profile. The section is structured as follows:

- Demographic Profile
- Basic services and Infrastructure
- Local Economic Development
- Institutional Transformation and Organizational Development
- Good Governance and Public Participation
- Financial Viability and Management

In order to properly plan for the development of the SRVM, it is critical to understand the needs of the Sunday's River Valley population, its relevant demographics as well as the anticipated trends in development for the 2023/24 financial year.

#### 2.1.2. Description of the municipal area

Sundays River Valley Municipality is in the Eastern Cape and is one of the seven local municipalities in the Sarah Baartman District. It is a Category B municipality with a collective executive system combined with a ward participatory system established in terms of the Local Government Municipal Structures Act 117.

It is approximately 50km from Coega Industrial Zone in Nelson Mandela Bay Metro. The municipality can boast its ecotourism and agricultural potential. The Addo Elephant National Park and its citrus production are two important drivers in the Sundays River Valley Municipality. The valley is characterized by harsh climate conditions, with summer temperatures rising more than



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40°C. Rainfall is spread over the year and is between 250-500mm per annum. The valley is characterized by wide, fertile flood plains and is associated with low-lying land and steep, less fertile soil. The area outside the Sundays River includes the Paterson area, the coastal belt, and the west of Alexandria.

### 2.1.3. Population Profile

The source used for data is accredited and has reference. Most of the data is recent. Following are the sources of data:

- Stats SA 2016 Community Survey
- ECSECC 2016
- QUANTEC 2021
- Stats SA 2011

Table 5: Population by Gender and Growth Rate: Stats SA community survey

Total Population			Growth Rate
Age group	2011	2016	2011-2016
0-4	5682	5001	-2.55
5-9	4839	5923	4.04
10-14	4057	6495	9.41
15-19	4560	6162	6.02
20-24	5344	5095	-0.95
25-29	5473	5784	1.11
30-34	4341	5013	2.88
35-39	4254	4422	0.77
40-44	3787	3721	-0.35
45-49	3145	3500	2.14
50-54	2679	2191	-4.02

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55-59	2055	2342	2.61
60-64	1451	1556	1.40
65-69	993	1178	3.42
70-74	829	469	-11.39
75-79	441	474	1.44
80-84	283	340	3.67
85+	290	127	-16.51
TOTAL	54503	59793	1.85

Source: Stats SA: 2016 Community Survey

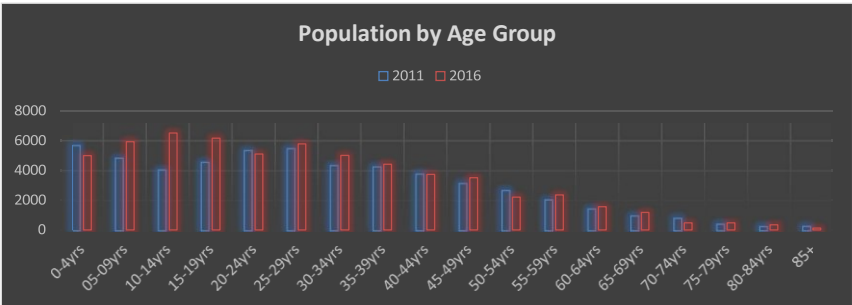


Figure 2: Population by Age Group: STATSSA community survey

The graph indicates a negative growth rate in the 0-4yrs age group. This could possible be the decline in the birth rate. Sundays River Valley has a large percentage (66%) of its people younger than 35 years, this means in future the valley will experience rapid population growth unless death rates rise sharply.

Population Group: Stats SA community survey

Table 6: Population by Race: Stats SA community survey

Table 1	Population group				
	Black African	Coloured	Indian/Asian	White	Grand Total
Sundays River Valley	41,650	17,086	309	748	59,793

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The population group is constituted by 70% black Africans, 29% coloured and less than 1% for Whites and Indians.

#### Population by Gender

Table 7: Population by Gender: Stats SA community survey

Table 2	Gender		
	Male	Female	Grand Total
Sundays River Valley	31,136	28,656	59,793

The population by gender is constituted by more males at 52% than females at 48%. This could possibly be the in-migration of men in the valley for seasonal work.

#### Highest Education Levels

Table 8: Population by Highest Education Levels: Stats SA community survey

Education level	Number
No Schooling	6819
Grade 0 – 5	16466
Grade 6 – 11	28372
Grade 12	5831
N4	51
N5	25
N6	30
Diploma	324
Bachelor's Degree	88
Honors	27
Masters	36
Other	269
Do not know	1224
Unspecified	232
<b>TOTAL</b>	<b>59794</b>

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This table indicates that 75% of the total population have no grade 12 (no matric). Only 10% of the population has matric (grade 12). Less than 15% have further education. The youthful population suggests a need for prioritization of skills development and employment creation initiatives for youth.

#### 2.1.4. HIV/AIDS Profile

HIV/AIDS pandemic has an impact on labour supply, through increased mortality and morbidity. This is compounded by loss of skills in key sectors of the labour market. The long period of illness associated with AIDS reduces labour productivity. One review reported that the annual costs associated with sickness and reduced productivity as a result of HIV/AIDS. These costs reduce competitiveness and profits. Government incomes also decline, as tax revenues fall, and governments are pressured to increase their spending, to deal with the rising prevalence of AIDS, thereby creating the potential for fiscal crises

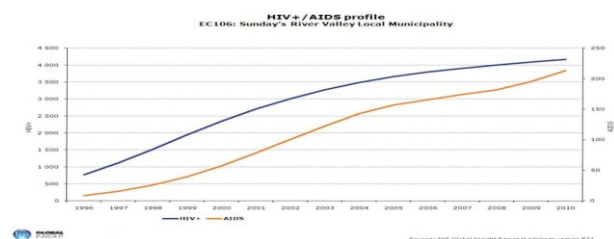


Figure 3: HIV / AIDS Profile

The profile above indicates that the epidemic is reaching a plateau, with some 4 200 people or 9% of the population infected with HIV and some 200-300 AIDS sufferers. The in-migration of job seekers during the citrus season may be viewed as one of the contributory factors for the spread of the virus. There are prevalent sicknesses in SRVM communities such as tuberculosis, high blood pressure and arthritis.

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## 2.2. KEY PERFORMANCE AREA: Infrastructure and Basic Services

The municipality has developed an infrastructure maintenance plan that is used to source funding for maintenance. Very little goes to maintenance from the municipality's own budget.

The municipality does not have an emergency procurement plan; however, this is under development for later in the 2022/23 financial year.

This section deals with the assessment of existing levels of development within Sundays River Valley Municipality including service backlogs, problem areas, opportunities, strengths as well as risk areas.

The following are priority problems that need to be addressed as a matter of urgency

- Old, dilapidated and Irreparable infrastructure
- Poorly planned, poorly designed infrastructure (with inherent challenges)
- Improperly/Poorly installed infrastructure (with inherent challenges)
- Undersized infrastructure (due to poor planning for expansions)
- Neglected infrastructure (due to poor or no maintenance resulting in failures or due to insufficient finances to eradicate the backlog)
- Services provided at a loss resulting in loss of revenue due to water losses and illegal electricity connections
- Vandalism to water treatment works
- Repairs and upgrade to water and sanitation infrastructure
- Repairs and maintenance to surfaced and gravel roads

### 2.2.1. Water Service Authority Socio Economic Situation

The municipality is a water services authority but is not compliant to legislation wherein a Water Services Development Plan must be developed. Due to financial constraints the WSDP cannot be developed in this Council's five-year term.

There is approximately 59794 people within 17222 households (HH) residing within the Sunday's River Valley Local Municipality. The average number of people per HH is 3,5.

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The water backlog has nearly been eradicated with small farming communities that do not have access to basic water supply. The sanitation backlog is insignificant with only 10% of the households still having a backlog which is mainly associated with the informal areas. The challenges the Municipality is facing is related to ageing infrastructure and household's ability to pay for water services.

	Sunday's River Valley Local Municipality	
Communities	8	
HHs	17 222	
Population	59 794	
Avg HH Size	3,5	
		<b>% HH with a Backlog</b>
Water Backlog	1 908 (informal settlements)	11%
Sanitation Backlog	1 633	9%

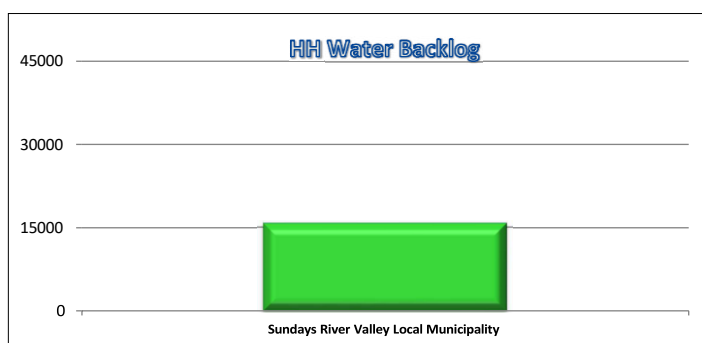


Figure 4: Household Water Backlog

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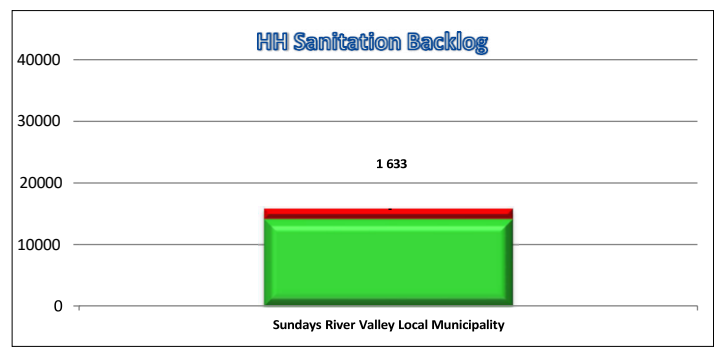


Figure 5: Household Sanitation Backlog

Water Security		Sunday's River Valley Local Municipality
	Groundwater (No. of BH with yield >5l/s)	0
	Surface water (No. of dams)	4
	Water Demand (Ml/day)	
	2015	10,52
	2020	11,55
	2025	12,62
	2030	13,49
	2035	14,41

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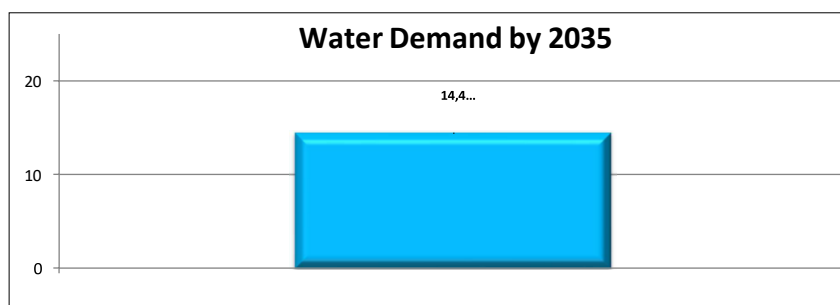


Figure 6: Water Demand By 2035

### 2.2.2. Functionality of Existing Infrastructure

There are approximately 6 water supply schemes and 4 sanitation schemes within Sunday's River Valley Local Municipality aiming to serve the people at and above RDP standard and comprises of 88 km of bulk pipelines, 19 reservoirs and 18 pump stations. There are 7 Water Treatment Works (WTW) and 4 Wastewater Treatment Works (WwTW) within the WSA. No works have been accredited with blue or green drop certification. None of the total number of water supply schemes or the sanitation schemes is fully operational and has no refurbishment or upgrade requirements.

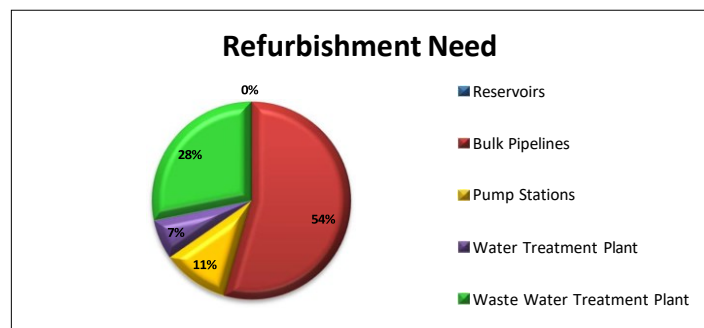
Approximately 12% of the total number of infrastructure components has reached their useful life and 20% are in need of refurbishment. Based on the information provided, the capital required to refurbish dilapidated infrastructure is estimated at R 419 million. The annual O&M budget required to ensure the operation of existing infrastructure is R38 million. It is therefore of utmost importance that WSAs have relevant and recent asset registers in place as well as proper documented O&M procedures.

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Table 9: Functionality of Existing Water Infrastructure

Sunday's Valley	River	Total	Refurbishment Need				O&M Occurrence				Lifespan Reached
			None	Low	Medium	High	None	Periodic	Sporadic	Regular	
Reservoirs	No.	19	18	1	0	0	0	0	19	0	1
Bulk Pipelines	Length (km)	88	38,6	0,4	48,8	0,0	0,0	0,0	67,6	20,2	0,0
Pump Stations	No.	18	13	3	2	0	8	0	10	0	6
Water Treatment Plant	Capacity	116,38	105	3,7	2,48	5,2	0	0	11,38	105	5,2
Waste Water Treatment Plant	Capacity	6,6	3,05	1,65	1,4	0,5	1,4	0	4,95	0	1



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Sundays River Valley Municipality is a Water Service Authority (WSA) and is responsible for ensuring compliance with the Water Services Act 108 (1997). As a Water Service Authority, SRVM is responsible for ensuring that efficient, affordable, economical and sustainable water services are accessible to all its residents.

### 2.2.3. Electricity Backlogs

Due to the growing citrus industry and subsequent growth of the Valley population there has been strain on the bulk and reticulation system of electricity in formal areas. In informal areas there is a vast need for electrification to basic level of service. Informal settlements have grown and high mast lights are required in all the wards and this is the direct cause for high crime rate during night time.

The Municipality's areas of jurisdiction for electrical infrastructures are Kirkwood, Bergsig, and Aqua Park. The outlying areas are serviced by ESKOM. The Municipality was assisted by Vokon Africa to develop an electricity master plan that focuses on restructuring the electrical infrastructure in a way that will provide safety to operational staff, the public as well as electrical infrastructure that is capable of stimulating growth for the area.

The Master plan (20 year) provides project costing for budget purposes based on cost estimates compiled for the different proposed infrastructure upgrading and/or strengthening projects that form part of the Electrical Master Plan.

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**Alternative sources of energy**

The municipality has advertised for the services of a professional service provider to explore the need for alternative energy infrastructure. The Sundays River Valley Municipality does not have waterfalls within its geographic location.

It must also be noted that EIA's and investigations by private sector actors are being done along the coastal areas between Nanaga and Alexandria for the suitability of wind turbines. Also, solar-powered geysers are installed in some areas, the rollout for these has been hampered by poor workmanship and slow progress. This notwithstanding, the Municipality has all intentions of rectifying the situation.

**2.2.4. Roads and Stormwater**

There is insufficient funding to sustain a network of 160km of roads, as a result, the backlog is reversing leading to a need for substantial financial injection. The Office of the Premier is implementing the Rural Towns revitalization programme in Kirkwood, Aquapark, Bergsig and Moses Mabida. Below are projects which were under construction in Kirkwood and Moses Mabida.



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The municipality has a Roads Master Plan and it is used as a tool to lobby funding. The Office of Premier has managed to eradicate at least 7km of backlog since inception. Treasury has managed to eradicate at least 3,8km of Rural Access Roads in Paterson, Addo, Moses Mabida and Emsengeni to date. However, Emsengeni taxi-loop is still incomplete). There are two roads projects that will be implemented through MIG in 2023/24 financial year. These will be the upgrading of Enon Bersheba storm water (phase 1) and Emsengeni taxi-loop.

The table below indicates the lengths of local distributor and internal roads in each area that require development. Existing roads and storm-water infrastructure are in a very poor condition with most of the local distributor and internal roads having a gravel surface.

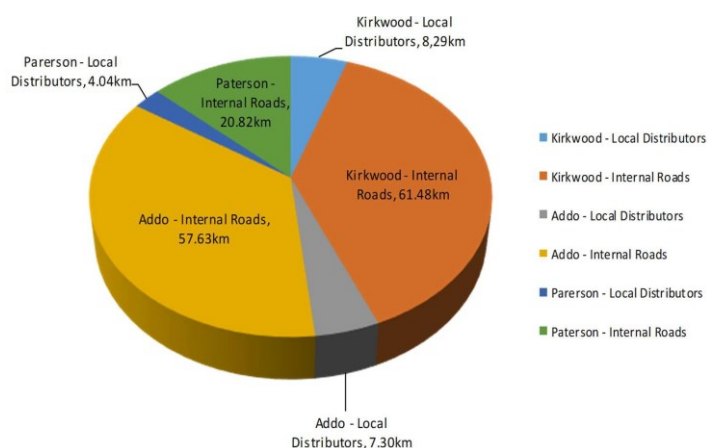


Figure 7: lengths of local distributor and internal roads in each area that require development

Roads that are surfaced are in such a poor condition that they cannot be successfully rehabilitated without a complete re-construction.

The most critical issue common to all of the areas is the lack of proper storm-water

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management. Rudimentary storm-water infrastructure has been installed on some of the roads, while most overland flow is uncontrolled causing significant damage during high rainfall occurrences. The difference between pre and post development run-off are not catered for.

Table 10: Lengths of local distributor and internal roads in each area

AREA	LENGTH OF BULK ROADS(m)	LENGTH OF INTERNAL	WIDTH BULK ROADS(m)	WIDTH INTERNAL ROADS(m)	AREA OF BULK ROADS (m²)	AREA OF INTERNAL ROADS(m²)	NO. OF SITES
Moses Mabi	2283.44	18402.01	6.1	3.	13928.98	62566.83	1320
Emsengeni	2091.96	9073.97	6.1	3.	12760.96	30851.5	808
Kirkwoodto	0	16023.79	6.1	5.	0	88130.85	494
Aquapark	1458.09	3336.43	6.1	3.	8894.35	11343.86	414
Bergsig	800.21	3160.51	6.1	3.	4881.28	10745.73	261
Enon	1659.18	11487.77	6.1	3.	10121	39058.42	781
<b>SUBTOTAL</b>	<b>8292.88</b>	<b>61484.48</b>			<b>50586.57</b>	<b>242697.19</b>	<b>4078</b>
AREA	LENGTH OF BULK ROADS(m)	LENGTH OF INTERNAL	WIDTH BULK ROADS(m)	WIDTH INTERNAL ROADS(m)	AREA OF BULK ROADS (m²)	AREA OF INTERNAL ROADS(m²)	NO. OF SITES
Langbos	4228.34	35264.56	6.1	3.	25792.87	119899.5	1600
Addo	0	5178.94	6.1	3.	0	17608.4	234
Valencia	3071.07	17182.98	6.1	3.	18733.53	58422.13	1581
<b>SUBTOTAL</b>	<b>7299.41</b>	<b>57626.48</b>			<b>44526.4</b>	<b>195930.03</b>	<b>3415</b>
Patterson	4037.98	20815.85	6.1	3.	24631.68	70773.89	1479
<b>SUBTOTAL</b>	<b>4037.98</b>	<b>20815.85</b>			<b>24631.68</b>	<b>70773.89</b>	<b>1479</b>
<b>TOTALS</b>	<b>19630.27</b>	<b>139926.8</b>			<b>119744.6</b>	<b>509401.11</b>	<b>8972</b>

A number of projects that are listed in this regard are influenced by various factors:

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- The key source of funding for infrastructure, namely the Municipal Infrastructure Grant (MIG), first and foremost needs to serve the eradication of backlogs in basic services.
- The expected standard of communities (namely tarred surfaces) reduces the possibility of generating sufficient funding for such projects.
- Although standards in low income and informal settlements are of a far lower standard and in desperate need of upgrading, the maintenance of existing networks in formally established, middle- and higher-income groups requires financial allocations, particularly in areas where tourism plays a prominent role.

The Municipality is participating in a District Transport Forum. SRVM boast of a rail line that was once used to transport citrus produce to markets but currently it is in serious need for refurbishment as some parts of the rail are no longer serviced and hence inaccessible. In line with the State of the Nation Address with respect to the rejuvenation of the railway transport network, SRVM sees this as an opportunity put forth its railway network for consideration. A new railway line linking Addo and Colchester will be ideal for tourism route development and commuter transport for recreational purposes along the sea. There is an urgent need for the refurbishment of these railway lines in order to cut costs and reduce pressure on roads [the bulky nature of citrus produce is mainly suited for rail transport more than road]. A weigh bridge is the solution to minimise overloading and get some revenue for the municipality.

Area	Length of Bulk Roads (m)	Length of Internal Roads (m)	TOTALS
Moses Mabida	2,283.44	18,402.01	R 50 565 330.48
Emsengeni	2,091.96	9,073.97	R 28 473 555.19
Kirkwood Town	0	16,023.79	R 57 278 184.76
Aqua Park	1,458.09	3,336.43	R 13 331 030.75
Bergsig	800.21	3,160.51	R 10 373 351.74
Enon	1,659.18	11,487.77	R 32 294 270.14
Langbos / Nomathamsanqa	4,228.34	35,264.56	R 94 948 834.43

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<b>Addo</b>	0	5,178.94	R 11 694 239.06
<b>Valencia</b>	3,071.07	17,182.98	R 51 988 566.19
<b>Patterson</b>	4,037.98	20,815.85	R 62 444 277.46
<b>SUB TOTAL</b>	<b>19,630.27</b>	<b>139,926.81</b>	<b>R 413 391 640.21</b>
<b>ADD PROFESSIONAL FEES</b>		14%	R 62 008 746
<b>SUB TOTAL</b>			<b>R 475 400 386</b>
<b>ADD VAT @ 14%</b>		14%	R 66 556 054
<b>TOTAL PROGRAMME COST</b>			<b>R 541 956 440</b>

The municipal area covers 3507.59 km<sup>2</sup> (6% of Sarah Baartman's to area). It can be accessed through the N10 and N2 national road as indicated in the following map.

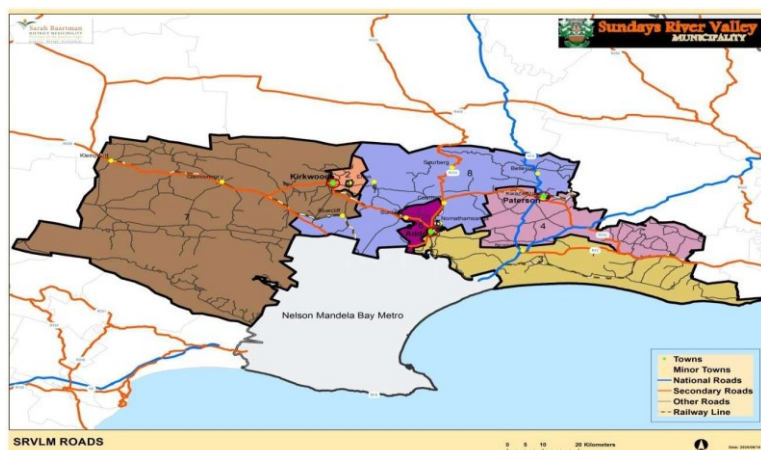


Figure 8: Municipal Road Network Map

### 2.2.5. Agricultural Infrastructure Backlog

The municipality needs commonages that are fenced to be able to rent out to subsistence stock farmers. There is no pound in the municipal area and the situation poses a risk for road accidents.

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There are dipping tanks in all three nodal areas, however they all need to be upgraded. Handling facilities were erected in Bersheba, Nomathamsanqa, Addo/Valencia and Paterson.

#### **2.2.6. SUNDAYS RIVER VALLEY MUNICIPALITY RURAL TOWN REVITALISATION PROGRAMME**

##### **Objectives**

To improve the level of service of infrastructure in Kirkwood and surrounds. Namely: Roads, Micro Stormwater, aging water and sewer infrastructure

- To facilitate growth through stimulation of local economy.
- To facilitate the skills base of local SMME contractors through training and inclusion of identified packages of works
- To create employment and inject direct capital back into local communities.

Works have been identified to cover the three-year MTEF Capital plan. Summarized in table form below and graphically illustrated for Kirkwood and surrounds.

##### **CAPITAL INFRASTRUCTURE PLAN**

The Municipal Capital Budget is R42.7 million. Some of the salient projects to be undertaken over the medium-term includes, amongst others:



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**Table 11: Medium Term Capital Projects**

Description	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>R thousands</b>			
Upgrading of Roads & Stormwater in Enon and Bersheba - Phase 1	6 210	–	
Upgrading of Sewerage Network in Paterson - Phase 2	5 140	6 482	12 808
Upgrading of Addo Water Reticulation	4 850	9 000	8 542
Upgrading of Paterson Water Reticulation	4 400	7 000	4 185
Upgrading of Nomathamsanga Sports facility	2 000		3 250
Upgrading of Kirkwood Taxi Rank	2 864	4 900	
Upgrading of roads-Small town revitalization	7 265		
Electrification programme		8 000	4 500
Water Service program	10 000	10 000	
<b>Total Capital Expenditure</b>	<b>42 729</b>	<b>45 382</b>	<b>33 285</b>

Capital Expenditure will solely be funded by Grant allocation by National Treasury and Provincial Treasury. This is due to significant constraints of Council funds as highlighted in the above sections.

In addition to the above listed projects, in-kind Grant allocations have been made to the municipality, but projects for these are still to be confirmed.

- WSIG – R 15 000 000
- MIG –R 29 921
- EPWP –R1 000 000.00

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Table 12: STATUS QUO OF CAPITAL EXPENDITURE

MIG IMPLEMENTATION PLAN (AS AT 30 April 2023)							
Name of Municipality		Sundays River Valley					
MIS Form ID	National Registration Number (as on the MIG-MIS)	Project Title	EPWP Y/N	MIG Category (B,P or E)	Project Type (water, sanitation etc)	Total Project Cost	Registered MIG Funds
460918	R/EC/19425/22/23	Upgrading of Roads & Stormwater in Enon and Bersheba – Phase 2	Y	B	Roads	24 354 663,94	24 354 663,94
383565	CS/EC/2020/21/11/67	Construction of Multi- Purpose Sports Recreational Facility in Nomathamsanqa in Addo	Y	P	Sports Facilities	24 337 418,58	24 337 418,58
383661	CS/EC/2020/21/11/68	Construction of a New Community Hall in Moses Mabhidia (Budget Maintanance)	Y	P	Community	23 480 697,00	23 480 697,00
426485	EC/2021/22/12/147	Refurbishment of Enon and Bersheba Water Borne Sanitation	Y	B	Sanitation	13 948 110,39	13 948 110,39
460421	EC/2022/23/11/155	Infrastructure Asset Management	No	N/A	N/A	1 500 000,00	1 500 000,00
421592	R/EC/19575/21/22	Emergency Flood Repairs at Vygie and Adams Street in Valencia	Y	B	Sanitation	8 261 405,00	8 261 405,00
NYR	NYR	Construction of Roads and Stormwater in Paterson	Y	B	Roads	14 875 965,00	14 875 965,00
NYR	NYR	Augmentation of the Water Reticulation Network in Paterson	Y	B	Sanitation	16 572 000,00	16 572 000,00
NYR	NYR	Construction of Bulk and Water Reticulation in Molly Blackurn	Y	B	Water	20 994 000,00	20 994 000,00

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### **2.2.7. Spatial Development Framework (SDF) - SUNDAYS RIVER VALLEY MUNICIPALITY**

The SDF and Land Use Management Scheme (LUMS) is being reviewed in 2022/23 financial year. A service provider, Urban Dynamics, was appointed and has started with the process.

The revised IDP will consider the following elements:

- New developments that will require amendments of the SDF
- Requirements of the SDF guidelines
- The new SDF will reflect the spatial implications of ward investment in the urban and rural areas

The municipality has appointed three officials to participate in the planning tribunal (MPT) at district level. The municipality appointed a town planning official, the strategic services official and a senior manager from technical services department. Our planet GIS Explorer 3, 0 needs to be updated.

The SRVM Spatial Development Framework and Land Use Scheme project is currently ongoing, due to financial constraints that the project faced; it was delayed causing the completion of the project being moved towards the end of 2021. The district has confirmed its financial assistance and new TOR between the appointed service provider and the district will be entered into. The project has 7 phases and is now on phase 3.

The land audit has been shifted to the next financial year (2022/23). Financial assistance in this regard is required.

The formulation of a spatial development strategy for the Sundays River Valley forms a prominent part of the Sundays River Valley Spatial Development Framework. The Spatial Development Strategies and the Land Use Management Objectives, Policies and Guidelines (Chapter 5) should function as a strategic planning unit to fulfil the vision and planning principles as outlined.

The spatial development strategies include, inter alia:

- A strategic assessment of the environmental impact of the Spatial Development Framework
- Land suitability criteria
- Representation of the desired spatial form of the study area to include future land development areas, desired utilization of space and the proposed urban edge

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- A capital investment framework which outlines the medium-term expenditure framework with respect to the Spatial Development Framework and includes areas where strategic intervention and priority spending is required.

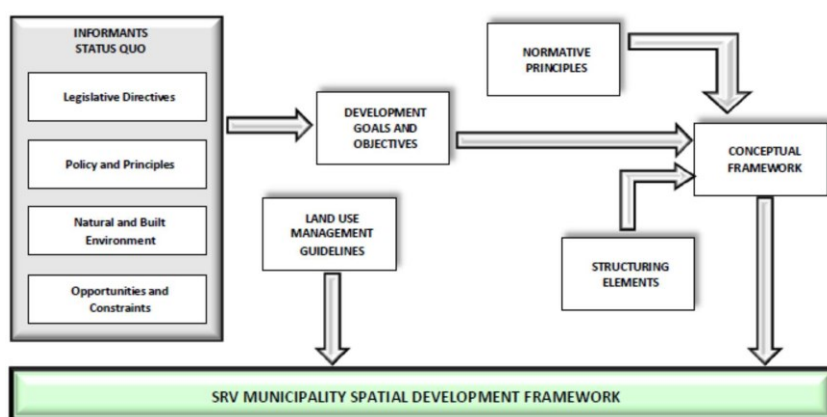


Figure 9: SRVM Spatial Development framework

The Sundays River Valley SDF visioning, analysis and implementation strategies are based on PSDP pillars, to ensure alignment and integration. The PSDP proposes a future spatial development outcome for the western region of the province and a number of Provincial-wide priority projects for implementation.

#### Sunday River Valley Spatial Vision

Based on the Sundays River Valley Municipality vision, IDP priorities, objectives, and strategies and SDF key issues, the Spatial Development Framework vision for the Sundays River Valley Municipality incorporates key principles relating to the following:

- Provision of land for shelter, community facilities and socio-economic growth and upliftment.
- Ensure an integrated society that is planned and development on the key principles of sustainability.
- Support towards rural development and rural livelihoods.

#### District Alignment and Synergy

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District alignment and synergy for the purposes of Spatial Development Framework planning and Land Use Management should incorporate and ensure integration based on the following key development parameters:

- Nodal hierarchy
- Main routes and accessibility
- District-wide local economic development, infrastructure and rural development projects
- Capacitation and institutional support
- Provincial priorities, programmes and initiatives
- Joint ventures and co-operative initiatives between Municipalities, the District Municipality and the Provincial Government
- Support mechanisms towards institutional capacity building and District-wide Integrated Development Plan rollout

#### **Area Based Plan and Land Reform**

In addition, and in support of land reform in the District, the Cacadu Land Audit & Area Based Plan makes specific recommendations towards land reform and land reform corridors in the District. A key component of the Area Based Plan is the identification of key focus areas within which land reform should be developed and further explored.



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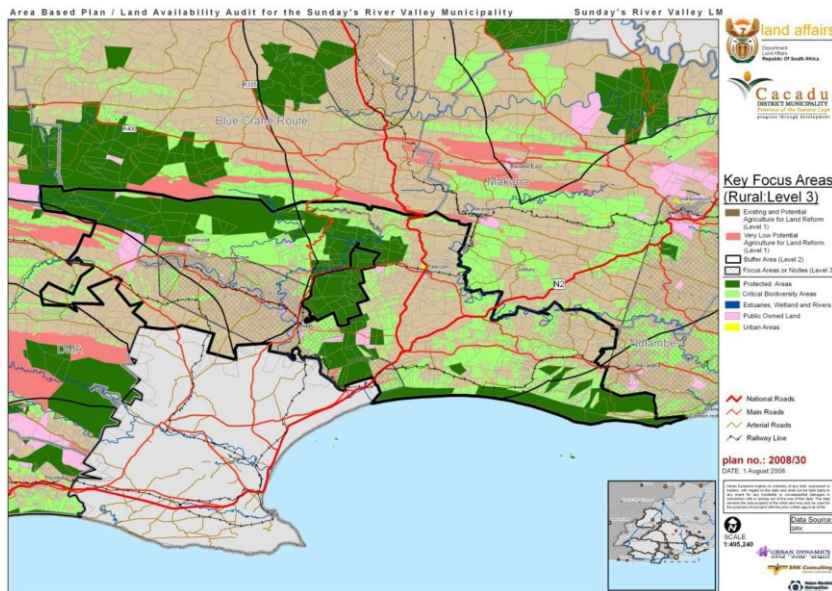


Figure 10: Area Based Plan & Land Reform

The area based plan identified various levels of key focus areas to address land reform targets in the district. The determination of focus areas is a key component in the government role out for accelerated land reform process.

Determination of focus areas were informed by four main determinates:

- Physical criteria for determination of focus areas.
- PLAS programme guidelines such as settlement along main corridors and consideration of the nodal development concept.
- Enterprise concentration, infrastructure and available support systems.
- Expansion of Municipal commonages.

#### ***Issues as identified through ward-based planning***

As part of the Municipal Integrated Development Planning process, and extensive public participation process through ward-based planning identified a number of key issues.

**Home of the Addo Elephant Park**

Table 13: Issues as identified through ward-based planning

No	PRIORITY	ISSUES
1	<i>Institutional Transformation and Organizational Development</i>	<ul style="list-style-type: none"> <li>• Compliance with applicable legislations</li> <li>• Promotion of a culture of performance management</li> <li>• Development of a credible IDP</li> <li>• Respond to capacity challenges and recruitment and retention of scarce skills</li> <li>• HR plan responding to long-term development plans</li> </ul>
2	<i>Provision of Infrastructure and Basic Services</i>	<ul style="list-style-type: none"> <li>• Bulk water supply and clean drinking water (wholesome water)</li> <li>• Upgrading, maintenance and management of roads-, sanitation-, storm water- and electricity infrastructure</li> <li>• Clean and healthy environment</li> <li>• Water conservation and demand management including blue and green drop assessments</li> <li>• Combat electricity and water meter tempering</li> </ul>
3	<i>Local Economic Development</i>	<ul style="list-style-type: none"> <li>• Poverty alleviation through creation of employment opportunities (EPWP and CWP)</li> <li>• Sustainable community investment programme</li> <li>• SMME Development Programme</li> <li>• Revitalization of Rural-Urban economies</li> <li>• Encourage participation and partnership opportunities for new investments</li> <li>• Enabling environment for existing and potential business to grow</li> </ul>
4	<i>Community Services (Forms part of Basic Services and Infrastructure)</i>	<ul style="list-style-type: none"> <li>• Upgrading and maintenance of community facilities (cemeteries, sports facilities and parks)</li> <li>• Library services creating a culture of reading and learning</li> <li>• Fire services and disaster management</li> <li>• Facilitate access to health services including fight against HIV and AIDS</li> <li>• Community safety forums</li> <li>• Waste removal, disposal and management</li> </ul>

**Home of the Addo Elephant Park**



No	PRIORITY	ISSUES
5	<i>Good Governance and Public Participation</i>	<ul style="list-style-type: none"> <li>• Effective and efficient internal control environment</li> <li>• Effective and efficient communication and customer care services</li> <li>• Functional IGR Structures including ward committees</li> <li>• Council and Management oversight</li> </ul>
6	<i>Financial Viability and Management</i>	<ul style="list-style-type: none"> <li>• Fight against crime and corruption</li> <li>• Vigorous implementation of credit control and indigent registration</li> <li>• Clean audit</li> <li>• Proper billing system</li> <li>• Expansion of the current revenue base to ensure sustainability of service delivery levels</li> </ul>
7	<i>Spatial Planning</i>	<ul style="list-style-type: none"> <li>• Alignment to NSDP, PSEDs and PGDS</li> <li>• Land availability and ownership audit</li> <li>• Demonstrate how job creation is facilitated through spatial planning</li> <li>• Contribute positively towards local economic development, sustainable livelihoods in rural areas and poverty alleviation</li> <li>• Demarcate areas for industrial development</li> </ul>

Table 14: SDF KEY ISSUES PER TOWN

TOWN	ISSUES
<i>Kirkwood</i>	<ul style="list-style-type: none"> <li>• Strengthen business node and central business district</li> <li>• Identify land for future housing and expansion</li> <li>• Promote growth of Moses Mabida and Kirkwood in an integrated way</li> <li>• Accommodate infill areas in and around Moses Mabida</li> <li>• Provide for middle income housing group</li> <li>• Strengthen economic base and nodal function</li> </ul>
<i>Addo</i>	<ul style="list-style-type: none"> <li>• Identify areas for future expansion of middle- and low-income housing</li> <li>• Expansion of commonage and communal grazing areas</li> </ul>

**Home of the Addo Elephant Park**

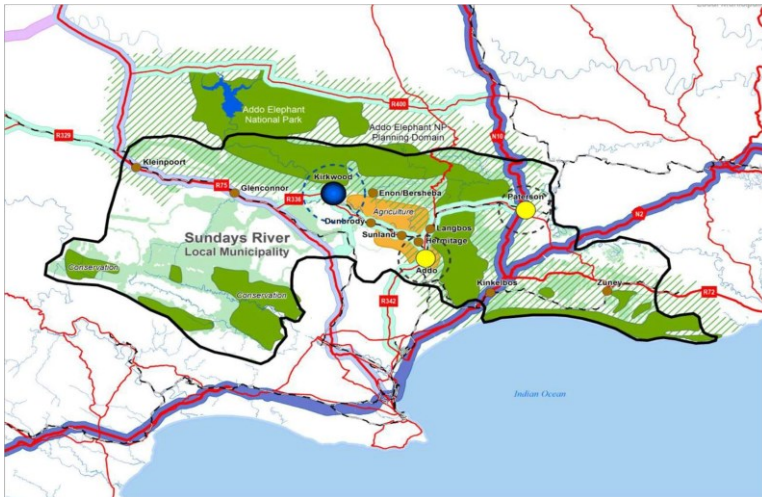


	<ul style="list-style-type: none"> <li>• Need for a regional cemetery</li> <li>• Promote local economic development through land availability</li> <li>• Future expansion should integrate the Nomathamsanqa and Addo Valencia areas</li> <li>• Prioritize development of Molly Blackburn</li> </ul>
<i>Paterson</i>	<ul style="list-style-type: none"> <li>• Improve and develop infrastructure, support tourism and rural development</li> <li>• Improve development of key economic land uses, i.e. truck shop and Coega IDZ linkages</li> <li>• Improve infrastructure, housing rectification and service delivery</li> </ul>
<i>Enon/Bersheba</i>	<ul style="list-style-type: none"> <li>• Transfer of commonage land to the community</li> <li>• Support the demand for additional housing and land identification</li> <li>• Building formal clinic</li> </ul>
<i>Rural Areas</i>	<ul style="list-style-type: none"> <li>• Conduct detailed feasibility studies on sustainability of various rural areas and rural nodes</li> <li>• Finalize development and service issues relating to Zuney</li> <li>• Facilitate expansion of Dunbrody, possibly south of access road</li> <li>• Unpack and implement an Agri-village policy for support and development of rural areas</li> <li>• Develop housing and infrastructure at Langbos</li> <li>• Determine future and sustainability of the Klempoort and Glenconnor rural nodes</li> </ul>

## SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR SRV NODES

The Conceptual Framework is a broad outline and possible development pattern for the Sundays River Valley rural area and nodal settlements. The Conceptual Framework is based on input through the analysis, meeting the development goals and objectives, taking into account the normative principles and the structuring elements. The Spatial Development Framework for these individual areas and the rural inter land (Chapter 6) are a refinement of the Conceptual Framework.

### Home of the Addo Elephant Park



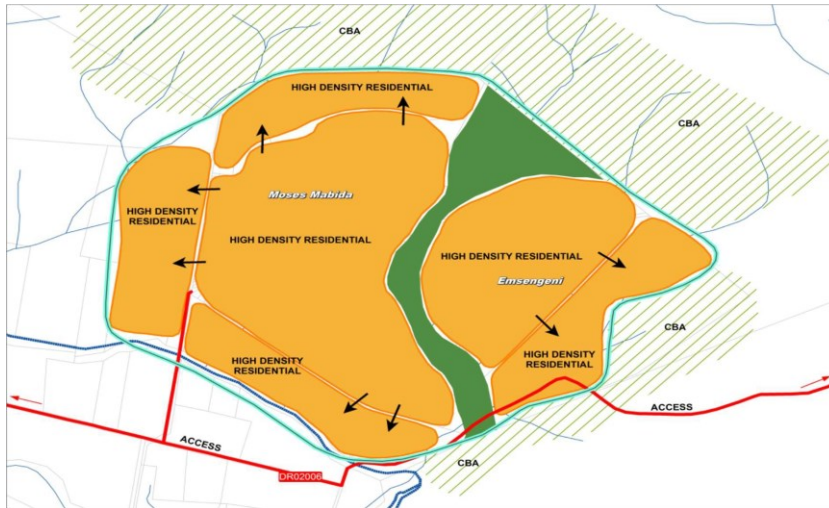
**Moses Mabida**

Figure 12: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR MOSES MABIDA

**Strategies**

- Strengthen access and interactivity between Moses Mabida and Kirkwood by promoting integration of land uses and activities.
- Acknowledge future population growth demands and existing informal settlement areas to the south and north of Moses Mabida.
- Preservation of existing residential open space system and preservation of critical biodiversity areas to the north and east.
- Upgrade, plan and service informal infill areas to the south and north.
- Ensure that future expansion and growth are planned in an integrated manner to make use of existing infrastructure and services.
- Proposed future expansion west of the Moses Mabida access road.
- Possible infill development and densification, including reassessment of Moses Mabida open space system and possible accommodation of additional families.
- Maintain the urban edge and carefully consider future expansion of Moses Mabida, with specific reference to strengthening of the Kirkwood node.

**Home of the Addo Elephant Park**

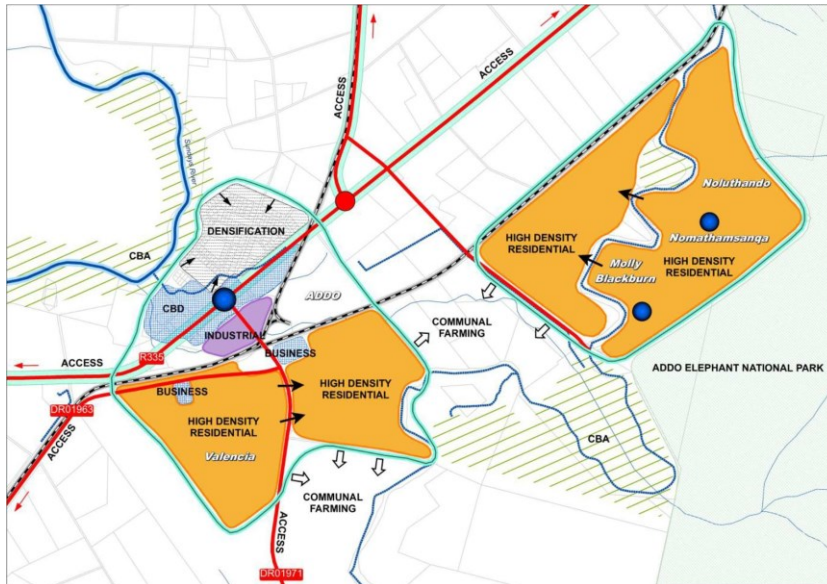
**Addo**

Figure 13: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR ADDO

**Strategies**

- Acknowledge access and tourism potential of the R335.
- Encourage strengthening of the Addo CBD area and prioritise expansion of future job creation and industrial development.
- Ensure business development opportunities and accessibility to non-residential land uses, especially south of the railway line.
- Promote densification of current vacant land north-east of the Addo central business district.
- Future expansion and development should take place between Nomathamsanqa and Valencia to ensure integration and a more sustainable use of infrastructure and facilities.
- Ensure integrity of Addo Elephant National Park with all future development.

**Home of the Addo Elephant Park**

### Paterson

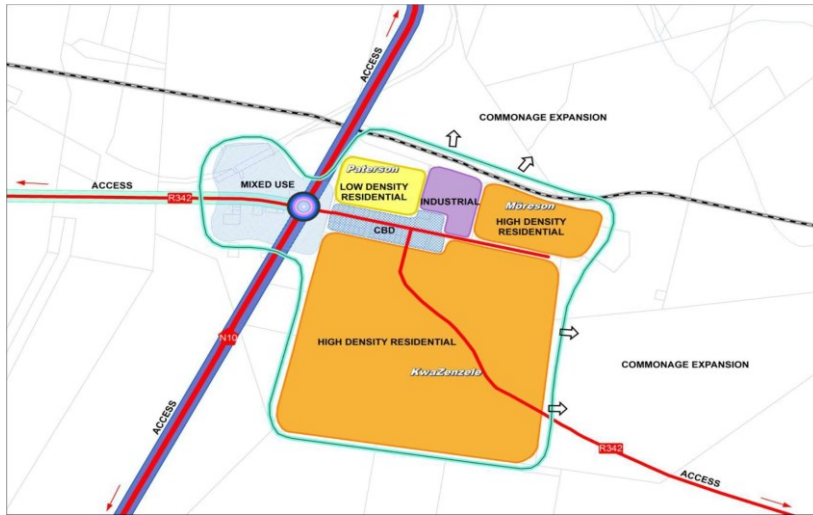


Figure 14: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR PATERSON

### Strategies

- Acknowledge the importance of the Paterson node as a service provider along the N10 and in the east of the Park entrance.
- Promote and support the strengthening of the central business district with direct linkages to the N10 and the possible development of a higher intensity mixed use tourism related node.
- Support and promote Paterson as the entrance towards the National Park along the R342.
- Promote commonage development and expansion of the commonage on surrounding land east of the N10.
- Expansion of future high-density residential component based on availability of infrastructure.
- Support service provision role of Paterson.

**Home of the Addo Elephant Park**



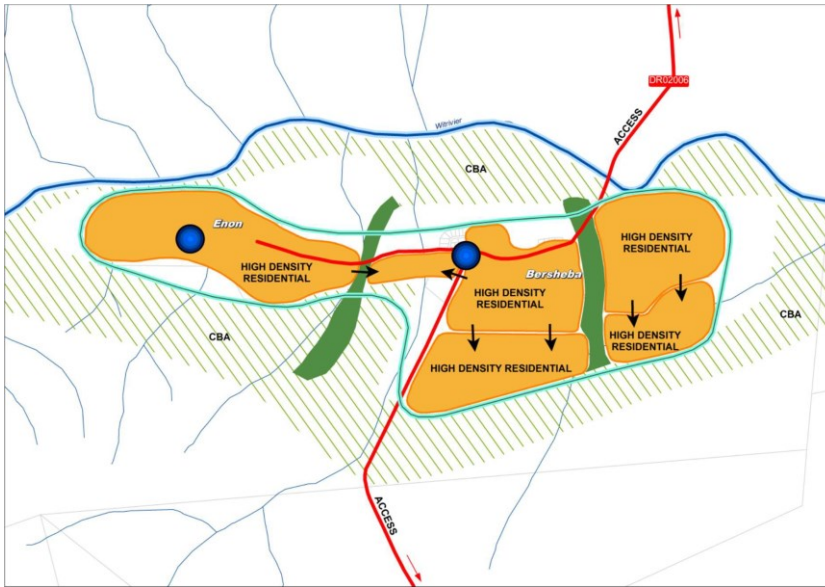
**Enon/Bersheba**

Figure 15: SPATIAL DEVELOPMENT CONCEPTUAL FRAMEWORK FOR ENNON BERSHIBA

**Strategies**

- Acknowledge the potential of Enon/Bersheba as a strong rural node.
- Strengthening of the business component and encourage a hierarchy for urban development.
- Future residential expansion to avoid critical biodiversity areas and encourage towards the south.
- Future expansion and development should be based on sustainability principles, availability of bulk services and availability of social infrastructure.
- Future development and drastic increase of population of Enon/Bersheba should be carefully considered and weighed up against the sustainability principles within the larger primary and secondary nodes.

**BIODIVERSITY SECTOR PLAN**

The Biodiversity Sector Plan (BSP) is intended to support land-use planning and decision-making in areas identified as biodiversity priorities and to help inform the planning and management tools that municipalities are required to develop. This section therefore gives

### Home of the Addo Elephant Park

guidance on how and when to use the BSP (most importantly the CBA Map, GIS layers and land-use guidelines) within the field of land-use planning and decision-making.

By applying the recommendations provided in the BSP, sustainable development will be promoted. This will be achieved through the effective protection and management of biodiversity in the region, as required in Section 41(a) of the Biodiversity Act (10 of 2004), including in terms of the National Environmental Management Act (107 of 1998).

The Biodiversity Sector Plan includes a set of Land Use Guidelines for land-use planning and decision-making, and guidelines for the sound management of land and water use.

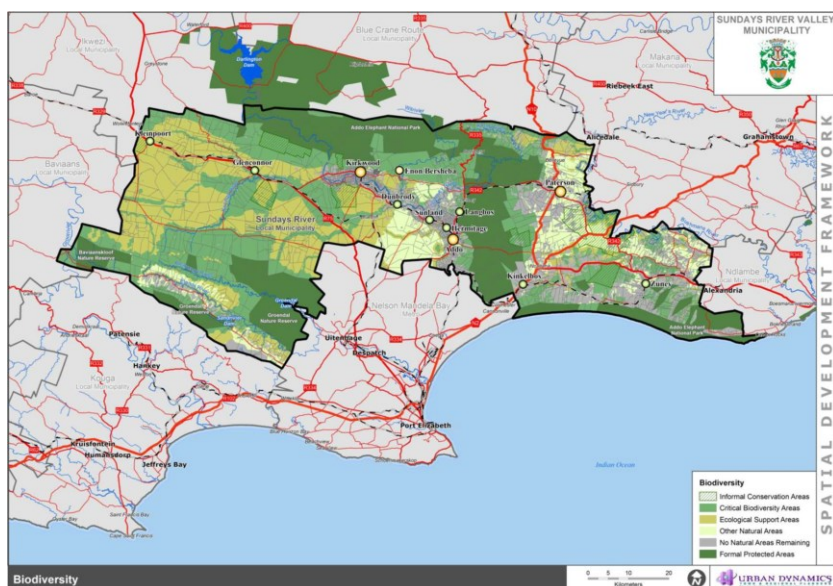


Figure 16: SRVM Biodiversity Sector Plan

## LAND SUSTAINABILITY

The desired spatial form of the Sundays River Valley area as well as the individual urban nodes are presented by graphic presentations and maps, indicating areas for future expansion and possible development. As noted previously, these guidelines should be read in conjunction with the land use management policies and guidelines. The depth and detail of a land suitability investigation for these expansion and development areas are performed within the scope of the Spatial Development Framework.

### Home of the Addo Elephant Park

Therefore, these development areas are identified based on individual in-situ site visits and basic terrain analysis. The accompanying Spatial Form Maps provide information with respect to locality, size, property description, land ownership and proposed use.

Procedures with respect to detailed land suitability studies, legislative approvals, land use management procedures and land acquisition should be implemented prior to development of any portion of land within the study area. This applies to land proposed for development in this Spatial Development Framework.

Land suitability indexing and site identification of specialised land uses should be done as separate projects with the involvement of the relevant expertise. Specific reference is made to the identification of cemetery sites, landfill sites, new road construction and alignment, agricultural land etc. The allocation and determination of these land uses fall outside the scope of the Spatial Development Framework and should be dealt with within the legislative and policy guidelines.

#### Desired Spatial Form: Rural Development

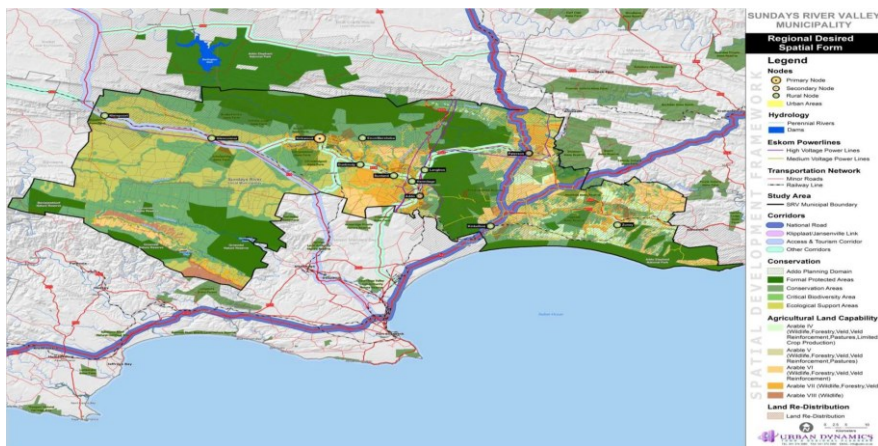


Figure 17: SRVM Desired Spatial Form

**Home of the Addo Elephant Park**



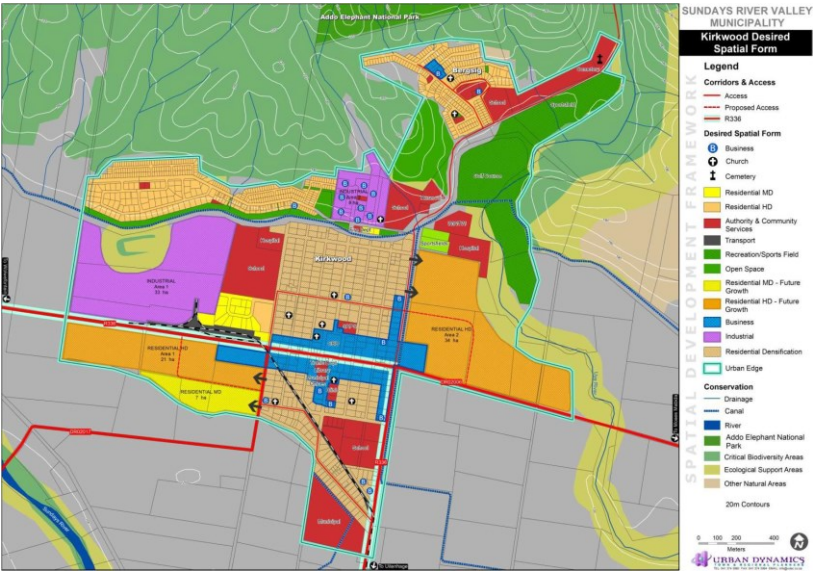


Figure 18: Desired Spatial Form: Kirkwood



Figure 19: Desired Spatial Form : Moses Mabida

Home of the Addo Elephant Park

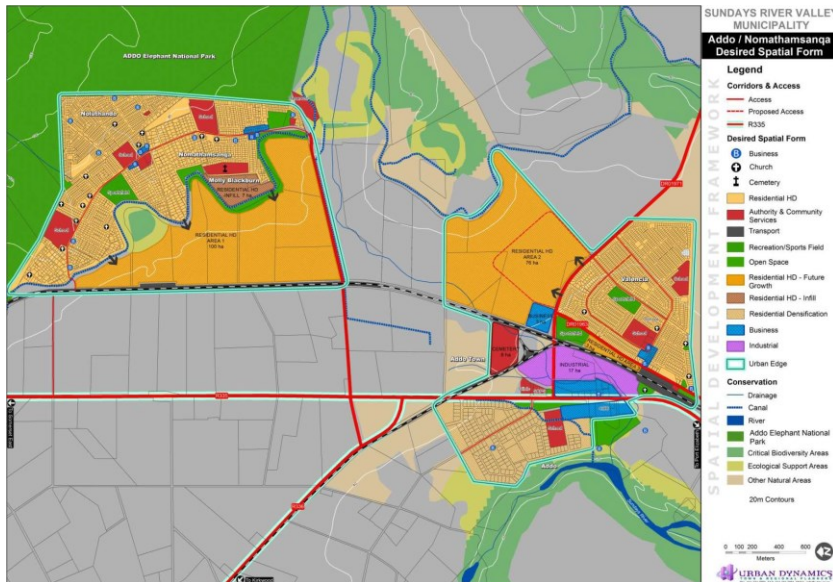


Figure 20: Desired Spatial Form : Addo

### 2.2.8. Vacant Public and Private Land Required

#### ADDO AREA (Addo CBD, Valencia AND Nomathamsanqa)

(Note areas is accordingly to the Spatial Development Plan)

##### High Density Residential

- (a) Area 3: Portion 179 of Farm Commando Kraal no 113 Uitenhage RD – Extension for Molly Black Burn housing project:

**Motivation: No land for housing development and for 500 houses approved**

- (b) Area 4 Portion 176,177 and 178 of Farm Commando Kraal no 113, Uitenhage RD- Phase two of housing project:

#### Home of the Addo Elephant Park

**Motivation: No land for housing development for approved housing development.**

- (c) Area 2 Portions 186,225 and 275 of Farm Commondo Kraal no 113, Uitenhage RD  
– High Density Residential, portion for Communal farming and portion for LED – Business Hub.

**Motivation: The area is in the Addo Tourism corridor and is ideal for the Tourism Hub. Employment and Job creation fund is targeted for funding source.**

#### Communal Farming

- (a) Area for Communal Farming: Portions 180, 181, 182,184, 185, 187 and 218 of farm Commando Kraal no 113, Uitenhage RD.  
(b) Remainder of Farm 626

**Motivation: Requests for land for commonages have been in our IDP for the past 10 years and land owners do not want to sell.. It is only Habata that has put its property on sale and the municipality has applied to the Department of Rural development and Land Reform for the purchase of these 3 portions (One for residential purposes)**

#### Addo Cemetery

- (a) Portion 306 of Farm Commando Kraal no 113, Uitenhage RD

**Motivation: Cemeteries are full and community uses other wards which are almost full as well.**

#### **PATERSON AREA**

#### Communal Farming

- (a) Portion 2, 6 and 7 of Farm number 113, Alexandra RD

#### **KIRKWOOD AREA (Include Aqua Park and Bersig)**

#### **Home of the Addo Elephant Park**

- (a) Area 2: Portion 83 of the Farm number 539, Uitenhage RD – Medium Density Residential
- (b) Area 3: Portions 57, 58, 59, 60, 61, 170 and 211 farm Strathsomers Estate number 42, Uitenhage RD – High Density Residential together with Portions 17, 257, 270, 271, 280 and 313 of the farm Strathsomers Estate number 42, Uitenhage RD – (Part of the Emsengei 1500 housing project)

#### Industrial

- (a) Portions 52 and 518 of the Farm Strathsomers Estate number 42, Uitenhage RD – Industrial.

#### **MOSES MABIDA AREA (Including Emsengei)**

##### High Density Residential

- (a) Area 2: Portions 22, 23, 24, 66 and 290 of the Farm Strathsomers Estate number 42, Uitenhage RD – High Density Residential.

##### Communal Farming

- (a) Portion 274 of the farm Strathsomers Estate number 42, Uitenhage RD.

The issue of land cannot be separated from a range of other development challenges, for example housing developments and agricultural initiatives. With the completion of the land audit, the Municipality will be in a much better position to use and manage land in line with its strategic direction. To this effect, CDM and Port Elizabeth Land Reform office of the Department of Agriculture and Land Reform have conducted an Area Based Plan and Land availability audit in 2008 to identify appropriate land to implement:

- Decisions on the optimal placement of settlements in space based on concepts of sustainable development, i.e. how to determine where certain developments (e.g. housing) and support services should be placed regardless of the status of land ownership.

**Home of the Addo Elephant Park**

- The expansion of agricultural development within the District in conjunction with the Redistribution Programs as managed by the Department of Land Affairs (DLA), where portions of land with current or future potential are targeted as possible acquisitions in terms of land reform policy.

**Unfortunately, key challenges still need to be addressed:**

- a. The Spatial Development Framework (SRV) indicates that a total of 82 ha<sup>1</sup> are required for housing developments. This has since tripled but the revised SDF will be able to inform development officials the extent of the land required and specific location.
- b. The LED situation analysis highlights the challenge of the availability of affordable land. The cost of serviced land is estimated at R60 000 – R90 000 per ha. Access to agricultural land includes:
  - ❖ Commonage for livestock
  - ❖ Food security
  - ❖ Unlocking irrigation potential

Enon-Bersheba community owns+- 11000 ha of communal land which is ideal for eco-tourism and agricultural development opportunities. This community has established a legal entity known as Witrivier Communal Property Association for the management of the commonage on the community's behalf. Council has approved terms of reference for the development of business plans for Enon-Bersheba citrus as well as the municipal-owned kk113 agricultural land. The municipality is supported by the National Department of Agriculture, Forestry and Fisheries and the Department of Rural Development and Agrarian Reform in such endeavours. Furthermore, lucrative economic prospects such as the public-private partnerships in the development of Enon-Bersheba communal land in the Eastern Cape exist.

Communities are also requesting the upgrading or development of new cemeteries and the Municipality is finding it increasingly difficult to respond to requests due to limited availability of suitable land.

Of SRV's 39 unsettled land claims, only four are for financial compensation and the remaining 35 seek land for livestock (34) and conservation/game (District and Metro profile). These

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<sup>1</sup>Land needs are based on a population growth of 3% per annum and a residential density of app. 30 units per ha.

figures need to be compared with the ABP/LAA situational analysis report on restitution status which counts 53 claims. Out of 53, 34 are said to be gazetted, 11 non-compliant, 1 settled and 4 are validated. The slow pace of land reform has resulted in some frustration and impatience in certain wards. This is supported by the African Peer Review panel which suggested that South Africa has to be encouraged to relax market-based approach to land reform and look for more imaginative ways to speed up the land transfer to blacks.

Table 15: Land acquired

Program	Ha Distributed	% Distributed	Beneficiaries	Rand Value
PLAS	1,278	12	50	27,765,000
SLAG	1,410	25	162	2,016,000
Commonage	0	0	0	0
LRAD	1 719	5	384	32,205,850

***Communities have requested the following:***

- ❖ The provision of new cemeteries in Moses Mabida, Nomathamsanqa and Bersheba

A priority indicated by the SDF refers to policy development that ensures speedy planning and development processing.

Linked to this issue is the involvement of the Municipality in projects related to the Department of Rural Development and Land Reform. The information has not changed since 2009/10 and it will be updated as soon as we receive relevant information. Of the 49%Ha LRAD distribution throughout the district, SRVM accounts for 5%Ha which translates to 1 719Ha, 384 beneficiaries and the land price value is R32,205,850 (DLA CAPEX 2007). This information is outdated but that's the only information at our disposal unless DRDLR provides us with the updated information.

**Home of the Addo Elephant Park**



Table 16: Land Demand for Housing

Major Town & Settlements	Approved Projects				Housing demand (short/medium term) (SDF/IDP)	Additional land requirement (ha) (SDF/IDP)
	No. of Projects	Houses Completed	Houses under Construction	Total		
Addo	6	1532	802	2334	1710	30
Kirkwood	3	1543	0	1543	1480	33
Paterson	2	0	1050	1050	900	9
<b>Total</b>	<b>11</b>	<b>3075</b>	<b>1852</b>	<b>4927</b>	<b>4090</b>	<b>72</b>

Source: DHLG &amp; TA &amp; LM SDF

### 2.2.10 Housing Delivery

The SRVM Housing Sector Plan 2014 was reviewed and revised in accordance with the prescripts of the Blue Book for Municipal Housing Planning and the related National Treasury Planning dispensation. SRVM intends all its residents to have access to safe and affordable permanent residential structures with secure tenure, ensuring privacy and providing adequate protection against the bad elements. The vision of this HSP is to create integrated and sustainable communities.

#### Housing Demand Profile

The housing backlog in the Sunday River Municipality is estimated to be 5543 with the largest demand being in Ward 3 and Ward 4 and a section of ward 2 (Bergsig area).

From the situation analysis' socio economic and demographic assessment, the following can be concluded:

- Around 1 749 households in Sundays River Valley presently live within traditional, rental, or informal structures and earn below R6 400.00 per month per household. Of these 1 556 households (or 88.9%) earn below R3 200.00 per month, representing the number of households that qualify for the full subsidy amount available from the Department of Human Settlement.
- The majority – being 8 000 households (or 81%) reside in brick structures, followed by

### Home of the Addo Elephant Park

766 (7.8%) in traditional dwellings.

- Of the 4281 households that reside on farms / rural areas, it is estimated that at least 65% are low-income earners and therefore likely to be farm worker families. Based on this, it is estimated that there are approximately 2 782 farmworker families in the municipality. It is however not clear how many of these households live in inadequate shelter.
- The presence of 263 households presently residing in “informal” flats and / or rooms in backyards and 27 households that presently reside in informal settlements clearly indicate a demand for informal settlement upgrade or rental housing (in cases where occupants of shacks are using the shack as temporary accommodation as opposed to being homeless). However, a dot-count reflects a total of 744 informal structures counted in Addo, Kirkwood and Paterson.

The quantified housing demand based on information from the 2001 Census and 2007 Household Survey can be summarized as follows:

RURAL/FARMS	SOCIAL AND RENTAL	INFORMAL SETTLEMENT STRUCTURES	CHILD HEADED HOUSEHOLDS
2 782 (To be reviewed)	27	344 (744 – dot count)	0

Table 17: Land Requirement for Future Development

Town	Population	Houses		Projects		Land Required
		Formal	Informal	Proposed	Approved	
Kirkwood	10 797		1 400	1 400		33 ha
Aqua Park		277	277	277	276	
Moses Mabida		250	1 300	1 300	250	
Emsengeni		766	766	766	766	

**Home of the Addo Elephant Park**



<b>Valencia</b>	10 287	666	1 575	1 575	666	<b>12 ha</b>
<b>Nomathamsanqa</b>		770	1 226	1 226	861	<b>18 ha</b>
<b>Noluthando</b>		0	801	801	-	-
<b>Langbos</b>		-	150	150	-	-
<b>Paterson</b>	4 468	-	-	-		-
<b>Kwazenzele/Moreson</b>		200	800	800	200	<b>9 ha</b>
<b>Emanqindini</b>			450	450	-	-
<b>Enon/Bersheba</b>	2 400	250	850	850	250	<b>10 ha</b>
<b>Total</b>	<b>27 952</b>	<b>3 179</b>	<b>9 595</b>	<b>9 595</b>	<b>3 269</b>	

#### Housing Sector Plan 2011-2016

The municipality has acquired former District Management Areas that require provision for housing and land.

- Rural settlements that exist do not require any additional land (With the exception of Kleinpoort and Glenconnor)
- Social and rental housing should ideally be accommodated on under-utilized land parcels central to the urban areas, with good access to existing social and infrastructure facilities and serves.
- Feasibility assessments will be required to determine the potential for in-situ formalization of informal settlements. This will in turn determine the need for land for relocation of structures from informal settlements.
- The alternatives for responding to the housing and care of child headed households will need to be investigated before a conclusion can be reached on land requirement

**Home of the Addo Elephant Park**

**LIST OF INFORMAL SETTLEMENTS FOR UPGRADING AND RELOCATION****WARD 1****Behind Khanyisa Creche - FUNDED**

Erf	Land Ownership	Zoning
250	Municipality	Public Open Space
53	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
16 000.8 M²	32	Stand Alone Shacks

Category: B1 (Incremental In –Situ Upgrading)

**Lolo Village**

Erf	Land Ownership	Zoning
1213	Municipality	Public Open Space
1054	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
51 757 M²	76 <sup>1</sup>	Stand Alone Shacks

Category C (Relocation)

**Lower Bontrokhwe Village**

Erf	Land Ownership	Zoning
322	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
51 757 M²	76 <sup>1</sup>	Stand Alone Shacks

Category C (Relocation)

Erf	Land Ownership	Zoning
322	Municipality	Public Open Space
1054	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY

**Home of the Addo Elephant Park**

51 757 M²	17	Stand Alone Shacks
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**Category C (Relocation)****Nosini - FUNDED**

Erf	Land Ownership	Zoning
299	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
11 804 M²	8	Stand Alone Mud Shacks

**Category B1 (incremental Upgrading)****Platini - FUNDED**

Erf	Land Ownership	Zoning
1213	Municipality	Public Open Space
1212	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
65 908.9m²	36	Stand Alone Mud houses

**Category B1 & C, (Incremental in-situ upgrading/ Relocation)****Qolweni**

Erf	Land Ownership	Zoning
503	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
14 152.9m²	20	Stand Alone Shacks

**Category B1 & C, (Incremental in-situ upgrading/ Relocation)****Springane - FUNDED**

Erf	Land Ownership	Zoning
365	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY

**Home of the Addo Elephant Park**

12 491.4 m <sup>2</sup>	7	Stand Alone Mud House
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**Category B1 & C, (Incremental in-situ upgrading/ Relocation)****Zone 4**

Erf	Land Ownership	Zoning
1266	Municipality	Public Open Space
Farm No:42/475	Municipality	Authority 1
250	Municipality	Public Open Space
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
50 865 m <sup>2</sup>	97	Stand Alone Mud House

**Category B1 & C, (Incremental in-situ upgrading/ Relocation)****WARD 2****Aqua Park**

Erf	Land Ownership	Zoning
Farm No:42/134	Municipality	Agriculture
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
26 068 m <sup>2</sup>	80	Stand Alone Shacks

**Category B1 & C, (Incremental in-situ upgrading/ Relocation)****AREA 18**

Erf	Land Ownership	Zoning
Farm No:42/08	Department of Human Settlements	Agriculture 1
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
24 552.6 m <sup>2</sup>	13	Stand Alone Shacks

**Category B1 (incremental Upgrading)****Orange Farm****Home of the Addo Elephant Park**

Erf	Land Ownership	Zoning
372	Municipality	Agriculture 1
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
47 630 m²	50	Stand Alone Shacks

**Category C (Relocation)****Ward 6****Molly Blackburn - FUNDED**

Erf	Land Ownership	Zoning
113	Municipality	Undetermined
2043	Municipality	Open Space 2
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
15 580 m²	250	Stand Alone Shacks

**Category B1 & C, (Incremental in-situ upgrading/ Relocation)****Ward 7****Kleinpoort**

Erf	Land Ownership	Zoning
Farm no 669	Private	Agriculture
2043	Private	Agriculture
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
15 580 m²	50	Abandoned Railway Houses

**Category C (Relocation)****Glenconnor**

Erf	Land Ownership	Zoning
Farm no 151	Private	Agriculture
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY

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15 580 m²	30	Stand Alone Shacks
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**Category B1 (incremental Upgrading)****WARD 4****EMANGQINDINI**

Erf	Land Ownership	Zoning
Farm no 875	Municipality	Open Space 2
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
15 580 m²	150	Stand Alone Shacks

**Ward 3****Valencia**

Erf	Land Ownership	Zoning
Unknown	Municipality	
AREA OF SETTLEMENT	NUMBER OF HOUSEHOLDS	HOUSING TYPOLOGY
	100	Stand Alone Shacks

**Category B1 (incremental Upgrading)****2.3. KEY PERFORMANCE AREA: Community services & Public Safety Function****2.3.1. LEGISLATIVE AND POLICY IMPERATIVESFRAMEWORK**

THE CONSTITUTION OF 1996, ACT NO. 108 OF 1996 The WHITE PAPER IN LOCAL GOVERNMENT OF 1998 The Municipal Structures Act no 117 of 1998

Section 152 states the objects of local government as the provision of a democratic and accountable government for local communities, provision of services to communities in a sustainable manner, to promote social and economic development, to promote a safe and healthy environment, to encourage the involvement of communities and community organisations in the matters of local government.

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**The SRVM Community Services Directorate is responsible for the following:**

- ✚ Public amenities (Community Halls, Sport fields, Graveyards, Public Parks & Swimming pools)
- ✚ Solid Waste Management (Access to refuse removal, waste infrastructure, waste minimization & Awareness & Cost recovery)
- ✚ Library Services (unfunded mandate); Cemeteries; Traffic services, Law enforcement and security; Disaster management & Fire services
- ✚ EPWP Prog: Environmental Sector & Social Sector

### **2.3.2. PUBLIC AMENITIES SECTION**

#### **2.3.2.1. Strategic Narrative**

In our planning both on the micro and macro levels of the institution we to think of change and strategic intent as required by the National Development Plan Vision 2030 as well as the Sustainable Development Goals that seek to ensure that all people enjoy peace and prosperity. As the institute we must continuously look for opportunities to bring about meaningful change, that also talk to aspirations dictated in the Vision and Values of the institution.

As the Section our directive must be focused on improvements in service delivery and creating a more equal and the inclusive service offering, shared community recreational amenities and lively public spaces facilitate a rich cultural life shared by all in the municipality, where diverse cultures are celebrated and strong social bonds are formed. This implies that mainstreaming basic service delivery requires new approaches to service delivery models that are right for less formal contexts.


This will include sustainable delivery of basic services and amenities that create a sense of place and communities, imperatives under this spatial prio are to:

- create and attract investment that will ensure integrated, sustainable communities by providing new and maintaining existing infrastructure;
- provide services aimed at promoting social cohesion and enhancing social mobility
- facilitate economic growth and respond appropriately to the spatial needs of the economic sectors that are attached to the public amenities section (eg fashioning market oriented developments in the taxi terminus space we own)

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- prioritise investment in the improvement of public transport facilities and linkages to facilitate more convenient and affordable access to employment opportunities, natural resources and social amenities.
- Facilitating the development of non-motorized facilities including walkways, sidewalks, crosswalks, paths, pedestrianized streets, pedestrian plazas, bike lanes. Once established they will require appropriate management and maintenance programs.
- Enabling the development of fit for purpose and ideal outcome based long-term social compact with all stakeholders with the same objectives of development

#### **2.3.2.2. The definition**

 **Public Amenities:** are resources, conveniences, facilities or benefits continuously offered to the general public for their use and or enjoyment, with or without charge (e.g. community halls, sports fields, and parks etc.)

The objectives of Public Amenities office under the directorate of Community Service are -but not limited

- To render public amenities that are safe and healthy
- To improve and maintain the standard of public amenities
- To uplift the standard of living of residents, especially the vulnerable groups such as the youth
- Provide landscape and general maintenance for public amenities
- Provide general maintenance and burial services on cemeteries

#### **2.3.2.3. COMMUNITY HALLS**

Communities have a range of needs that are social, cultural, recreational and informational. Strong and healthy communities are built on their capacity to meet these needs through encouraging participation, forming relationships and instilling a sense of belonging.

Thus, community facilities are not just about buildings and space – they are the arena for a range of services that provide opportunities for people to come together to meet, play, learn, share information and help each other. They are venues for arts, cultural, educational,

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recreational, and leisure activities, provide accommodation for voluntary groups, and are important gathering points in civil defence emergencies.

As the municipality it then becomes mandatory that as an institute to prescribe a set of norms and objectives for the Management of these facilities that should align to:

- ✚ The provision of a public facility to the local and wider community for recreation, community activities and services, training etc.
- ✚ To ensure equitable access to diverse recreation and social opportunities across the Municipality.
- ✚ To encourage multiple use of facilities.
- ✚ To safeguard the community by taking appropriate measures to control risk.
- ✚ To effectively manage assets held by municipality on behalf of the community.
- ✚ To develop a sense of belonging and ownership amid constituencies
- ✚ To build a sense of place/sense of community.
- ✚ To provide an economic return to municipality commensurate with the use of the facility.
- ✚ To manage facilities in an environmentally sensitive manner where appropriate.

These amenities are used for various events and activities ranging from music, meetings/ conference, burial activities and needs like church or weddings and municipal activities. Thus, it becomes imperative that an allocation of minimum standards for public amenities that should follow:

- a) Public amenities must be easily accessible, fenced and clear signage for emergency and security purpose
- b) Must have access to restrooms
- c) Must have disabled ramps
- d) Provide areas for information display
- e) Installed of electricity
- f) Complies with the OHS Act and all applicable health and safety
- g) Beautification and landscape
- h) Provision of signage and dust bins

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#### **2.3.2.4. SPORT FIELDS**

There are currently 6 facilities that are under the ownership of the municipality, but all have very minimal or no turf management or maintenance in place. But to note there is an issue with access control, but this exasperated by public vandalising the boundary barrier

Much needed maintenance is required for these facilities. The project should focus on the maintenance of turf, ablution facilities, a netball court, a security booth, a storeroom and a change room. Below is the status summary of the main components of the facility:

**The following scope of work is proposed for the project:**

- 1.1. Construction/upgrading of a Football Turf
- 1.2. Upgrading of a spectator grandstand
- 1.3. Electrification of the facility (Ablution and change room facility)
- 1.4. Installation of Floodlights
- 1.5. Installation of a turf irrigation system

The Section desires to introduce alternative models or plans for the management of municipal sports facilities. After extensive consideration and investigations officials of the community service department a sports facility management model will be tabled to Council for consideration and approval. That aims to introduce these two options:

**OPTION I:** Sundays River Valley municipality manage and maintain all sports facilities within its authority

**OPTION II** Introduction of a hybrid Model that is combination of key elements of option one and possible lease agreements with registered entities or stakeholders.

That the outcomes should introduce an intent that ensures to better regulate and manage sports facilities in a manner that amongst others ensure:

- Public access to sports facility
- Lease and management agreements that are clear well-structured and easy to understand
- Improved coordination

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- Clarification of roles and responsibilities
- Preservation of council assets for future generations

#### **2.3.2.5. CEMETERIES**

The existing cemeteries in the Sundays River Valley municipal area of jurisdiction can be classified as municipal (owned, operated and maintained by the Sundays River Valley Municipality), semi-private (operated and maintained by specific religions or church denominations) and private (owned, operated and maintained private farm owners. The very poor geotechnical soil conditions exacerbate the poor image of the cemeteries in the region.

Sundays River Valley Municipal is faced with a number of challenges with regard to cemetery management. These can be grouped into the following categories:

- 1) shortage of land for cemeteries; Full cemeteries
- 2) cemeteries located on unsuitable land
- 3) insufficient budgets for cemetery management and purchase of new land; Funding
- 4) Illegal cemeteries
- 5) Unregistered cemeteries
- 6) Safety and security; Vandalism
- 7) Record-keeping
- 8) Sustainability

In order for the Sundays River Valley Municipality to effectively and efficiently take care of its local government function regarding the provision and management of cemeteries, it recognised the need to:

1. Take stock of current cemetery provision and requirements within its area of jurisdiction;
2. Take awareness of recent trends within the municipality (such as HIV/Aids rate) and its impact;
3. Take cognizance of current growth patterns within the municipality in relation to existing cemetery provision;
4. Be pro-active in the identification and provision of new cemetery sites;

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5. Optimize the utilization of existing and new cemeteries in the light of:
  - a. The spatial extent of cemeteries and their impact on the form and growth of the town;
6. Develop a uniform cemetery policy that will consolidate and streamline the policies of the all extents within the Sundays River Valley Municipal area.

Land required for burial space in the Sundays River Valley municipal area should, due to the lack of accessibility and travelling distances between areas, not be determined for the region but rather on locality specifications. This may not materialize given the scarcity of available and suitable land. Each cemetery area needs to be evaluated individually due to the local burial patterns.

It is recommended that additional land be allocated and planned as soon as possible for certain areas/wards. Ideally this should be done in consultation with the stakeholders. Alternative solutions include expanding either or both existing cemeteries or developing a new cemetery to serve the deferent area, based on the current population projections.

The goal should also be that all cemeteries in the Sundays River Valley municipal area should be provided with proper and adequate infrastructure and facilities.

- Proper access roads.
- Fencing (particularly fencing that cannot be easily stolen such as electric fencing).  
Water supply.
- Cemetery infrastructure e.g. Toilets.

The table below is the representation of municipal area of jurisdiction can be classified as municipal (owned, operated and maintained by the Sundays River Valley Municipality), the list does not include closed and private cemeteries. Also depicted are some of the areas of intervention that we have identified and seek to redress.



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Table 18: Cemeteries Details

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
Ward 7	Glenconner Cemetery	Sarah Baartman District Local Municipal:  Portion 25 of UITZICHT, 155/UITENHAGE RD	<b>Functioning:</b>  The site requires minor earth-works to clear overgrown bushes and to demarcate/fence off	33°23'31.0"S 25°09'21.8"E	<ul style="list-style-type: none"> <li>The locality of Glenconnor currently utilises the cemetery of privately-owned property but is land that has been allocated for burial but not utilised. With the property being registered under the Sarah Baartman District Municipality.</li> </ul> <p><b>Total approximate number of available burial sites: 1128</b></p> <p><b>With Estimated 25-year life span per current average burial rate</b></p>
Ward 7	Westbank Cemetery	Sundays River Valley Municipality:  Portion 108 of	<b>Functioning:</b>  The site requires minor earth-works to clear	33°27'17.6"S 25°29'32.9"E	<p>The site is located on Westbank side of farm location and caters for the farm dwellers of around the location</p> <p><b>Total approximate number of available</b></p>

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Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
		CLAAS KRAAL, 539/UITENHAGE RD	overgrown bushes and to demarcate/fence off		burial sites: 1728  With Estimated 36-year life span per current average burial rate
Ward 2	Bersig/Kirkwood Cemetery	Sundays River Valley Municipality:  ERF 459 and ERF 460	Functioning: But Critical	33°23'13.5"S 25°27'24.2"E	Site recently expanded with new 1,2m high diamond mesh wire fence, with visible access gate. The cemetery has been well maintained in terms of vegetation overgrowth. There are no facility or proper infrastructure in place. The geotechnical soil conditions appear to be favourable and close classification to sandy loam. The location is isolated from residential units  Total approximate number of available burial sites: 80  With Estimated 1-year life span per current average burial rate

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Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
Ward 1	Moses Mabhida Cemetery	Sundays River Valley Municipality:	<p><b>Functioning with limitations and Critical</b></p> <p>The site requires to be closed off and new cemetery to be established</p>	33°23'32.6"S 25°28'46.4"E	<p>The site has poorly designed or lack of proper access roads, fencing is in place but high risk of theft and vandalism. There are no facility or proper infrastructure in place. It has very poor geotechnical soil conditions with the soil been typified as rocky. The location of which is densely populated by surrounding informal settlement.</p> <p><b>Total approximate number of available burial sites: 60</b></p> <p><b>With Estimated 6 month life span per current average burial rate</b></p>
Ward 8	Miskraal Cemetery	Sundays River Valley Municipality:  Farm 42 of Portion	<p><b>Functioning:</b></p> <p>The site requires minor earth-works to clear</p>	33°27'15.8"S 25°29'32.3"E	the site is located on R336 on Mistkraal locality and caters for the majority of farms that are transverse by R336 ending in Summerville

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Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
		420 STRATHSOMERS ESTATE	overgrown bushes and to demarcate/fence off		<b>Total approximate number of available burial sites: 1128</b>  <b>With Estimated 25-year life span per current average burial rate</b>
Ward 8	Enon Cemetery	Witrevier Communal Property Association	Full to Capacity	33°23'31.4"S 25°32'40.4"E	The location of the site is located in a property that is said to belong to Witrevier Communal Property Association. Currently the location's for Enon is set to reach full capacity soon. But one advantage is the availability of land to choose from the hydrogeological condition suffice.  <b>Total approximate number of available burial sites: 10</b>

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Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
Ward 8	Bershiba Cemetery	Witrevier Communal Property Association	<b>Functioning with limitations:</b>  The site requires to be closed off and new cemetery to be established	33°24'55.4"S 25°32'58.3"E	The location of these two sites are located in a property that is said to belong to Witrevier Communal Property Association. Currently the two location's for Enon and Beersheba respectively is set to reach full capacity soon. But one advantage is the availability of land to choose from the hydrogeological condition suffice.  <b>Total approximate number of available burial sites: 63</b>  <b>With Estimated less than a 1-year life span per current average burial rate</b>
Ward 6	Sunland Cemetery	Sundays River Valley Municipality:	<b>Functioning:</b>  The site requires minor earth-works to clear	33°28'32.8"S 25°37'14.8"E	The site requires minor earth-works to clear overgrown bushes and to demarcate/fence off the two sections in this property. With the above-mentioned measures in place the site has the

**Home of the Addo Elephant Park**

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
		FARM 639	overgrown bushes and to demarcate/fence off		<p>following prospects</p> <p><b>Total approximate number of available burial sites: 500</b></p> <p><b>With Estimated 21-year life span per current average burial rate</b></p>
Ward 3	Valencia Cemetery	<p>Sarah Baartman District Local Municipal</p> <p>Portion 306 of COMMANDO KRAAL ESTATE, 113</p>	<p><b>Functioning:</b></p> <p>The site requires minor earth-works to clear overgrown bushes and to demarcate/fence off</p>	<p>33°32'33.3"S 25°41'42.3"E</p>	<p>The site has poorly maintained or lack of proper access roads, there is no fencing in place or any structure demarcating the location. There are no facility or proper infrastructure in place the geotechnical soil conditions appear to be favourable and close classification to sandy loam. The location is isolated from residential units and caters for residence of Ward 3, 5 and 6.</p> <p>The total of land covers approx. 28 Hectares.</p>

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Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
					<p>The site and location present an opportunity to create what can be perceived as ideal design and enough cemetery that encapsulate all necessary amenities</p> <p><b>Total approximate number of available burial sites: 1464</b></p> <p><b>With Estimated 15-year life span per current average burial rate</b></p>
Ward 5	Nomathamsanqa Cemetery	Sundays River Valley Municipality:  Erf 2071 in ADDO	<b><u>FULL CAPACITY AND CLOSED FOR BURIALS</u></b>	33°31'39.9"S 25°42'35.5"E	site has been closed for burial, local narrative presumes that there are individual plots that have been reserved. The location of which is densely populated by surrounding informal settlement.

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Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
Ward 6	Langboos Cemetery	Sundays River Valley Municipality:		33°30'06.7"S 25°41'41.0"E	<p>The site requires minor earth-works to clear overgrown bushes and to demarcate/fence off the two sections in this property. With the above-mentioned measures in place the site has the following prospects</p> <p><b>Total approximate number of available burial sites: 651</b></p> <p><b>With Estimated 6-year life span per current average burial rate</b></p>
Ward 4	Paterson/Moreson Cemetery	Sundays River Valley Municipality:	<b>Functioning with limitations and Critical</b>	33°26'27.9"S 25°58'15.5"E	<p>Site recently expanded with new 1,8m high diamond mesh wire fence-currently stolen, with visible access gate. The cemetery has been maintained in terms of vegetation overgrowth and litter. There are no facility or proper infrastructure in place. The geotechnical soil conditions appear to be favourable and close</p>

HOME OF THE ADDO ELEPHANT PARK

Sunday River Valley Municipality					
Town/Settlement/	Name of Cemetery	Landowner	Status	Coordinates	Comments
			The site requires to be closed off and new cemetery to be established		<p>classification to sandy. The location is located within the residential units with proximity to SAPS, but this has not deterred the theft of the fence.</p> <p><b>Total approximate number of available burial sites: 50</b></p> <p><b>With Estimated less than 1-year life span per current average burial rate</b></p>



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#### 2.3.2.5.1. Required interventions in cemetery management

- A. **Improving safety and security in cemeteries.** In order to deter theft and vandalism of tombstones, security should be increased at cemeteries.
- B. **When budget permits, outsource functions in cemeteries.** Have service-level agreements with grave diggers, which means that graves can be dug when required, 24 hours a day, thus providing a better service to citizens. Or link this to creating jobs through collaborating with the Expanded Public Works Programme. Low-skilled labour in cemeteries can be provided by communities adjacent to cemeteries
- C. **Electronic funds transfer (EFT) should replace cash payments to cemetery officers for funeral services.** where unscrupulous cemetery officers would pocket the money paid by families themselves and not send it to the municipal revenue department.
- D. **Funeral records should be managed properly.** historical records are missing and have not been properly kept. A system should be put in place to ensure that accurate records of all burials are kept.
- E. **Use computerized management software.** Ideally records should be captured electronically using customized computer software. There should a strive to have electronic software that has automated the funeral-booking process, that can also allow for the GPS location of graves.
- F. Create a customer service division including a renovated cemetery office also create an updated, more user-friendly bylaw format that has a narrative 'flow' between sections
- G. **Funeral procedures should be streamlined and made more efficient.** Municipalities should commit to providing an efficient burial service to citizens in keeping with the Batho Pele "People First" principles.
- H. **Burial booking processes** or procedure are recommended to be only done by undertakers .
- I. **The existing Cemetery Bylaw review**, now 17 years old, is no longer meeting today's burial needs and customer care. While some sections of the bylaw are adequate, many areas require clarification and review

### 2.3.3. EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

Given the magnitude of the unemployment and poverty challenge in the country, the EPWP will continue to be implemented in a fourth phase (Phase IV). Phase IV of the EPWP is to be implemented over the 2019/2024

It is important, therefore, that the EPWP builds on the experience and innovations to date to identify measures that will address some of the weaknesses of the programme that have emerged, and result in capitalising on the various developmental opportunities.

In summary, the key changes that will be implemented in Phase IV are the following:

- Strengthening the monitoring of the core EPWP principles to improve compliance to the EPWP guidelines.
- Expansion of the programme through replication and improvements in programmes across all sectors.
- Ensuring and monitoring the provision of quality services and the creation of quality assets.
- Enhancing the EPWP coordination and institutional arrangements including the PEP-IMC.
- Implementing projects and programmes that are more attractive to the youth who are in the Not in Education, Employment or Training Sector and increasing the participation of women across all programmes and sectors.
- Ensuring transparency and accountability through social audits and strengthening programme evaluation to enable improved performance of the programme guided by evidence.
  - Strengthening impact evaluation of the EPWP and ensure greater transparency and accountability through the introduction of social audits..

#### ***Demographic targeting***

In order to increase participation of the vulnerable groups of our society, demographic targets for youth participation is set at 55% in the EPWP Phase IV while targets for the participation of women and people with disability are set at 60% and 2% respectively. The targets for Phase IV designated groups are presented in the table below.

Targets for demographics in EPWP Phase IV

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Category	Phase IV target
Women	60%
Youth between 16 and 35 years	55%
Persons with disabilities	2%

The EPWP is implemented in line with key government legislations, prescripts and guidelines. All EPWP projects and public bodies must comply with these requirements and they include, among others:

- **The Ministerial Determination 4: EPWP (2012)** and the Code of Good Practice for employment and conditions of work for EPWP (2011), which contains the standard terms and conditions for workers employed in the elementary occupation of the EPWP. The
- **Unemployment Insurance Contributions Act (Act 4 of 2002, as amended)**, which provides for the imposition and collection of contributions for the benefit of the Unemployment Insurance Fund (UIF).
- **Occupational Health and Safety Act (Act 85 of 1993, as amended)**, which provides for the health and safety of persons at work and in connection with the use of plant and machinery as well as the protection against hazards to health and safety arising out of or in connection with the activities of persons at work.
- **Compensation for Occupational Injuries and Diseases Act of (Act 130 of 1993, as amended)**, which provides for compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for death resulting from such injuries or diseases.
- **The National Minimum Wage Act (Act 9 of 2018)** which provides for the national minimum wage, Schedule 1, Section 6(6). 2(2) and EPWP minimum wage in terms of clauses 13(2) of the Ministerial Determination. T
- **The EPWP Recruitment Guidelines (2017)**, which provides guidance in the selection of participants to be employed in an EPWP project to ensure uniformity, fairness, transparency and equity across all sectors

The four universal principles introduced in Phase III form the basis for deciding whether a project or programme is part of the EPWP or not and can therefore be reported as such. The formulation of the four principles was adjusted to reflect some of the developments and changes in Phase IV.

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<b>Principle 1</b>	<b>Adherence to the EPWP minimum wage and employment conditions under the EPWP Ministerial Determination</b>
<b>Principle 2</b>	Selection of EPWP participants based on (a) a clearly defined process and (b) a defined criteria
<b>Principle 3</b>	Work provides or enhances public goods or community services
<b>Principle 4</b>	Minimum labour intensity (LI) appropriate to each sector

### **Greater Kirkwood/Upper Valley**

The Greater Kirkwood area has seven schools of which three primary schools and one secondary school is situated in Moses Mabida. The Emsengeni residential extension made provision for the construction of additional schools.

Community facilities are mostly concentrated in Kirkwood, such as community halls, the hospital, and main police station and sports fields. Facilities in Moses Mabida and Bergsig need to be upgraded – particularly, the cemetery site needs to be expanded. The Kuyasa Hall is currently utilised as a community gymnasium. In the Sarah Baartman District, SRVM is the first to have a community gymnasium and Combo Courts in the province. At Enon-Bersheba there are 2 primary schools and two community halls and cemeteries.

- **Lower Valley Addo**

Community facilities are limited to three primary schools and one secondary school (situated in Nomathamsanqa). Two clinics are in operation with a police station, library, 2 sports fields and 2 community halls. The provision of these facilities is not adequate. The facilities are over utilized and upgrading is needed. Sports facilities are limited to two sports fields in Nomathamsanqa and one sports field in Valencia. The sportfield in Nomathamsanqa needs serious upgrading.

- **Paterson and Zuney**

Education and community facilities are limited to three primary schools, a secondary school, clinic, police station, two community halls, a library and a sports field. The Sundays River Valley IDP process identified a number of these facilities for upgrading and expansion. The cemetery in Paterson is close to being full.

### **Home of the Addo Elephant Park**

Phase 1 in Addo sportfield has been finished. Phase 2 will commence soon. Phase 2 for Nomathamsanqa sport field will also commence soon. Moses Mabida sport-field is in the process of completing phase 2. Paterson sport-field has been completed. Valencia sport-field is in phase 2. Sport-field in Enon is in phase 2, as well as the sportfield in Bergsig.

Sundays River has two (2) recreational fields (playgrounds); Bergsig and Paterson.

#### 2.3.4. Health Services

The Sunday's River Valley is demarcated under Kouga Health Sub-district Authority together with Kouga Local Municipality and Kou-kamma Local Municipality. Primary Health Care Service Function has since 01 January 2010 been provincialised and this was to address duplication and fragmentation of services and to create and establish uniform norms and standards and ensure that the service is provided by the single authority (Eastern Department of Health) through District and Sub-district structures.

Table 19: Health Care Infrastructure

SET CLINIC		Satellite			Mobiles	
1	3	1	0	1	3	0
Addo Town Nomathamsanqa	Moses Mabida Bergsig Kirkwood Town	Addo Town		Paterson		

##### 2.3.4.1. Achievements

- Sundays Valley Hospital has been accredited as an ARV site and it is a baby friendly hospital.
- The Kirkwood Clinic has relocated to Sundays Valley Hospital.

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#### **2.3.4.2. Challenges**

The biggest challenge with Health Services is the poor provision of Emergency Medical Services (Ambulance Services) which require serious attention. The other challenge is the sizes of the Clinics, especially in Nomathamsanqa where the community has significantly grown and yet the facility not extended. The other two townships that must be considered for new clinics is Emsengeni and Enon/Bersheba. These challenges will be pursued with the Eastern Cape Department of Health.

#### **2.3.4.3. Covid-19 Pandemic**

On 31 December 2019, the World Health Organization (WHO) reported a cluster of pneumonia cases in Wuhan City, China. COVID-19 was confirmed to be the reason behind these respiratory sicknesses. Since then, the virus has spread to more than 100 countries, including South Africa. In March 2020, the first case of COVID-19 was reported in South Africa and from there it spread throughout the country infecting and killing many people.

Sundays River Valley Municipality, as a local sphere of government and the closest to the people has a responsibility to come up with action plans to combat the spread of the virus.

SRVM established a Joint Operations Committee which includes external stakeholders such as: The Department of Health, The Department of Education, South African Police Service, The Department of Social Development, Department of Correctional Services, Commercial Banks, Department of Home Affairs, Department of Cooperative Governance and Traditional Affairs, Department of Public Works, SRV Citrus Producers Association, SRV Collaborative Taxi Associations, Religious groups, Liquor Outlet Owners and other key stakeholders.

These stakeholders have been working together to create awareness campaigns and ensuring that the communities are safe and have the access to all the basic services.

These stakeholders have been meeting regularly to discuss ways they can collectively fight the virus. Fortunately, the numbers of infections in Sundays River Valley Municipality have dropped drastically.

However, with the Citrus season and Easter weekend approaching, more awareness activities must be conducted to ensure that the Valley is safe from the expected third wave of infections

#### **2.3.5. Education**

The functional area is not the competency of the Sundays River Valley Municipality; however, SRVM plays a role of lobbying for the required services by the community. Through IGR structures

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an integrated approach to development is facilitated. The municipality cannot plan a new housing development without understanding the need and plans of education, for example a new housing development may need a school and a reserved site where such school could be built.

Development issues that emanated from IDP community consultation are reflected below:

- Skills training centres are needed in the municipal area
- Learner transport is very critical especially for remote rural areas such as Zuney
- Education support services are needed for children with learning disabilities;
- It is required to introduce skills development for Municipal staff, the community, and especially emerging farmers. Emerging farmers mentorship programme is started and facilitated by the District
- General access to farm schools is problematic and restricts learners from attending school on a regular basis. The Zuney school is an example
- Crèches are needed in Aqua Park, Dunbrody, Midskraal and West Bank. The Sakhuxolo preschool has since its establishment been sending several correspondences to the Department of Social development complaining about non-recognition of the number of learners despite proofs. That has impacted on the allocation of grants and supervisors suffer consequences. The municipality has in the past tried to intervene but to no avail.
- Langbos has Multipurpose Centre which include a crèche.
- Through Municipal involvement a crèche for Aqua Park is temporary housed at Aqua Park municipal hall.
- School Governing Councils are important institutions that should play a role in municipal planning activities and in ensuring that the quality of education is upheld. These engagements will take place through IGR structures.

Table 20: School enrolment

School type	Total Number	Total Number	Principal Deputy	HOD	PL1
Primary Schools	15	4198	18	11	93
Secondary	5	2133	7	8	53

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### **2.3.5.1. Libraries**

#### **Vision**

Is to reach the hard to reach SRVM communities using the power of information and innovation through libraries

This vision can be achieved through

- Formation of book clubs
- Hosting library awareness campaigns
- Career exhibitions
- Educational workshops
- Holiday activities
- Reading programs

#### **Goals**

To be a welcoming, safer space that provides free access to information through internet, printed material, periodicals and sharing of ideas at all times.

#### **Status Quo**

Sunday River Valley Municipality has six physical libraries, Mobile Library (Bakkie) and a wagon and consist of **15** staff members including 1DSRAC staff member, being general workers, general library assistants, library assistants, one provincial librarian, Librarian and also acting as Principal Librarian.

At the moment all libraries operate on a manual circulation system.

All libraries in SRVM are connected to the internet, except Enon Library which is still in process to be connected by the SRVM IT Section. There is WIFI connection in Moses Mabida and Kirkwood Library.

In the past financial year, we seen an increase in numbers of library users and it is evident in monthly statistics.



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**2.3.5.1.1. PATERSON PRESENT STATUS**

- On the 07 October 2020 during the Virtual meeting, it was resolved that DSRAC is still willing to move the library into the heart of the community.
- The little left of the original building basically constitutes rubble. Options presently considered by DSRAC are demolishing the ruins of original building and building a new structure or renovating two nearby buildings.
- These buildings, a portion of the bigger erf 115 that belongs to the municipality, are under-utilized. There is water and electricity at the site. The proposal will suit SRVM intentions for these buildings as hopefully there will be interest in utilizing the trading stalls when a library project kicks off the ground.
- There are various tenants who unlawfully utilize the trading stalls in front but since there is no activity there, they serve as security from vandalism of the whole structures.

**2.3.5.1.2. Nomathamsanqa present status**

- The long-term solution is to build a library at the community hall.
- For interim a book wagon is being utilised to service the area.
- In the previous financial year, the Sundays River Citrus Company assisted to transport the wagon to and from the area. Currently there is no transport or driver to do that, the staff in Fitzpatrick only do visits to school and Pre-schools in Nomathamsanqa.

**2.3.5.1.3. Bersheba present status**

- In this area there is no library at the moment, and they utilize Enon public Library which is too far to access especially for children and elderly. The solution was to partner with Thoko Ntshinga Foundation in Bersheba and utilized their building.

**2.3.5.1.4. Functions**

- Provision of an adequate library service for all sectors of SRVM.
- Provision of access to library material for purposes of education, information, research, recreation and leisure for all the people residing within SRVM area.
- Provision of conducive study area for all learners, students, and researchers in the locality of SRVM area. Our libraries, in addition to traditional library services, also function as community centers to provide in the diverse needs of our communities.

**2.3.5.1.5. Outreach Programs**

- Nalibali
- Book clubs

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- Funda Mzantsi
- Library week
- Holiday program
- Use it or lose it project (libraries going green)
- Service to the blind and sight-impaired

**Awareness: Use it or lose it project (Libraries going green)**

- Library gardening (Crop planting project)
- Cleaning of library open spaces
- Beautification of libraries using recycled materials



**2.3.5.1.6. Achievements**

- 2021/2022 District Library Week winners for
- 2021/2022 District winners of National Book Week for Spelling Bee and Reading.
- 2021/2022 Award winners for the best Display in District event.

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- 2021/2022 Secure fund donation from GIBB Foundation.
- 2021/2022 Paterson Fund for removal were on Dsrac Budget.
- 2021/2022 SRVM Book club was invited by Author Dr. S. Mahala in LitFest.

#### **2.3.5.1.7. Challenges**

- Staffing for Valencia, Paterson, and Enon Libraries
- Library related Accredited trainings.
- Library security systems (3 M gates)
- Lack of space at Enon Library
- Lack of libraries in Bersheba and Nomathamsanqa
- Relocation of Paterson Library
- Transportation of the Book Wagon Library to Nomathamsanqa

#### **2.3.5.1.8. Desired Solutions**

- Urgent additional staffing (Librarians and Library Assistants)
- More funding for training and development of library staff
- Appointment of relevant training service providers such as UKS
- Installation of Library security systems (3 M gates)
- Extension of Enon Library to the underutilized old post office section
- Introduction of Modular libraries or usage of Municipal buildings in Bersheba and Nomathamsanqa
- Speeding of consultation between DSRAC and SRVM to relocate Paterson Library
- Appointment of contract driver for Nomathamsanqa book Wagon



### 2.3.6. Safety and Security

The National Road Agency with Traffic services are conducting meetings on a regular basis to discuss issues of road safety and community safety at large. Regular road blocks are being conducted in major routes N10; N2; R366; R334; R75; R72;

With respect to general safety the municipality still experiences challenges around:

- Medium accident rate
- Municipal by-law with respect to stray animals and hawkers trading areas were promulgated but the level of enforcing them is very low. Peace Officers will attend to these challenges.
- The municipality intends soliciting proposals from potential partners for the development of a pound.
- Crime generally decreased in all areas but Paterson does not show any significant improvement

Although the rate of crime decreased over a period of 6 years (March 2004 to April 2010), there are however specific categories of crime that the community police forums and the police must work on. These stats are not current.

They are:

Table 21:INCIDENCE OF CRIME IN SUNDAYS RIVER VALLEY MUNICIPALITY 2021

INCIDENCE OF CRIME IN SUNDAYS RIVER VALLEY MUNICIPALITY 2021	
Driving under the influence	124
Burglary at residential premises	1,286
Murder	41
Drug related crime	124
Safety during day and night	62%-day time and 10.6% night time

Enon-Bersheba community in conjunction with the community police forum has requested that the unused mobile clinic at Bersheba be used as satellite police station. The police also support the call and an application to that effect was forwarded to the municipality and approved.

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### 2.3.7. Traffic Services

SRVM is rendering a full traffic service to the communities within the jurisdiction of the Municipality. The services rendered are as follows;

- Law enforcement,
- Traffic emergency services (accidents, incidents & disasters),
- Motor vehicle registration and licensing
- Roadworthy services.
- Driving licensing functions is partly operational (applications for renewal of drivers' licences; application for learners' license; application for driver's license). Regular maintenance needs to be done for the testing route to be compliant with national norms.
- Application for professional driving permits (Categories P, G and D). SRVM is registered as a Grade "A" driver's license testing and Grade A roadworthy testing centre.

#### 2.3.7.1. Road Safety

The Keeping of Animals Bylaw will be developed to increase awareness and curb road carnages resulting from poor livestock keeping by owners. Animal impoundment Bylaw will be part of the Bylaws review process in the 2022-23 Financial year through support from institutions of higher learning active in the Region and Province.

#### 2.3.7.2. Driving License and Motor Vehicle Registration Section Current Status

- The section is functional and is working under pressure due to shortage of staff. We currently need two examiners to attend to eye testing daily. Currently we have one person.
- We have 1 examiner in total for testing of applicant for driving licences.
- One clerk at the reception which is not enough to attend to public and answering the phone
- Tests needs to be cancelled after rain as the testing ground is inaccessible
- Relocate testing grounds to Sonop street (submit proposal)
- The Traffic Department building needs repairs and maintenance urgently.
- An additional registration clerk is needed to handle bulk registrations and renewals as the SRVM services in excess of 118 farms and the public at large.

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SRVM will be investigating the construction and establishment of the Weighing Bridge in the area of Addo and Mobile Weighing Spots/Scales across SRVM major National and Provincial Roads. This will improve Law Enforcement and ensure that Heavy Duty Vehicles travelling in our area don't overload and in return damage the existing road infrastructure. This has been transferred to the Office of the Municipal Manager.

### **2.3.8. Fire & Disaster Management**

The Disaster Management Act defines disaster management to mean a continuous and integrated multi-sectorial, multi-disciplinary process of planning and implementation of measures aimed at:

- Prevention or reducing the risk of disasters
- Mitigating the severity of consequences of disasters
- Emergency preparedness
- A rapid and effective response to disasters
- Post-disaster recovery and rehabilitation
- All Local Authorities and the District Municipalities are required, in terms of legislation, to prepare disaster management plans as outlined in the Bill.
- Various District Municipalities have embarked on this process on a regional level, including the local municipalities

The Disaster Management Plan is available. The District Municipality has developed and adopted a Disaster Management Plan in December 2019 and all Local Municipalities are encouraged to customise the plan taking into consideration their respective contextualises. The Disaster Management function has always resided with the District Municipality, the enabling Act has allowed local municipalities to perform this function in conjunction with the District and as a result the following functions now apply

- Disaster prevention/risk reduction Disaster mitigation priorities and the promotion of sustainable livelihoods
- Disaster preparedness
- Disaster response and relief
- Post disaster recovery, rehabilitation and reconstruction
- Establishment of effective management of the function
- Strategies to ensure the involvement of the community and volunteers

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Following the assessment exercise of the identification of priority risks, the disaster risks identified to be high priority of the district were accidents, fire and floods. The top ten priority risks in Sundays River Valley Municipality are:

- Water pollution
- Sewerage and drainage
- Heat wave
- Human epidemic diseases
- Electricity supply disruptions
- Service disruptions
- Severe storms
- Air pollution
- Illegal/uncontrolled solid waste disposal
- Fires

The staff compliment in the Fire & Disaster Unit is seven, inclusive of the Chief Fire Officer. The Chief Fire Officer & Disaster Management Officer in the Fire and Disaster management section and the section is headed by the Director of Community Services.

Additional four fire fighters in the Unit are to be appointed through the funding from the SBDM in line with the Service Level Agreement entered into between SRVM and SBDM, resuming from financial year 2021/22 PPSLA budget.

There are plans in place to operationalize a 24hourly emergency management service of Day and Night shift system. Re-opening Satellite Station in Addo & Paterson which will assist the response related to fires and disasters and this again is in line with SRVM Council resolution of decentralisation and improvement of Emergency Services, the plans of the district budgeted funds for the development of an emergency centre in Paterson is still on the awaiting.

#### **2.3.8.1. Disaster Management Centre**

In terms of the Act, the Municipality is required to establish a Disaster Management Centre. A fully established and functioning Municipal Disaster Management Centre is key for the Municipality to achieve its responsibilities in terms of the Act. The Disaster Management Centre consults with and operates in close collaboration with the Eastern Cape Provincial Disaster Management Centre. The Disaster Management Centre established the Disaster Operation Centre (DOC) as the facility to be activated for coordination during disaster response.

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## Disaster Management Structures Priorities:

- Disaster Risk Assessment to be conducted.
- Institutionalisation of disaster management through municipal organs of state disaster management sub plans for all directorates of the Municipality to complement an overall Disaster Management Plan.
- Reconvene Inter-Departmental Disaster Management Committee Forum.
- Institutional Risk Register to include disaster risks, including massive scale pandemics.
- A need to reinforce current Disaster Management capacity with professional Fire & Disaster Management Practitioners .

## Investment in the following disaster management elements:

- Resources within fire & disaster management.
- Disease Outbreak planning e.g. COVID-19.
- Budget for Disaster Management Planning for Climate Change as required by the Act.
- Mitigation and prevention.
- Upgrade the Fire Station to meet Disaster Management Centres latest technology and future technology preparedness.

KPI	CHALLENGES	SOLUTIONS
Public Information & Education Relations	<ul style="list-style-type: none"> <li>▪ Equipment to perform public awareness demonstrations</li> <li>▪ Trained firefighters to conduct awareness to public.</li> <li>▪ Unavailability of most community members during working hours</li> <li>▪ High influx of people during citrus season make it difficult to reach them</li> </ul>	<ul style="list-style-type: none"> <li>▪ Availability of awareness material</li> <li>▪ Designated employed to facilitate such programs</li> <li>▪ A continuous community awareness, and avail our programs to partake in other community activities</li> <li>▪ Avail our information at working stations</li> <li>▪ Awareness's to be brought to work place</li> </ul>

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KPI	CHALLENGES	SOLUTIONS
		<ul style="list-style-type: none"> <li>Using Citrus induction phases to educate seasonal workers.</li> </ul>
Fire Safety	<ul style="list-style-type: none"> <li>Influx and Mushrooming of Spaza Shops</li> <li>Noncompliance by Spaza Shops &amp; Street Vendors</li> <li>Erection of buildings without proper preapproval plan</li> <li>Buildings not complying to Fire Safety Regulations</li> <li>Increase of informal settlements</li> <li>Fire By laws abiding community</li> <li>Buildings and fire hydrants inspection</li> </ul>	<ul style="list-style-type: none"> <li>The approval of Fire By-laws by the Council</li> <li>Recruiting of Peace Officers to enforce available by-laws.</li> <li>Establishing of fine tariffs policy</li> <li>Enforcing fire safety compliance</li> </ul>
Operations	<ul style="list-style-type: none"> <li>Vast area to cover</li> <li>Old fleet with continuous breakdown</li> <li>Difficulties to handle an emergency</li> <li>Big industrial buildings which challenges our capabilities</li> <li>Shortage of</li> <li>Emergency Call Centre</li> </ul>	<ul style="list-style-type: none"> <li>Need of satellite fire stations (Paterson &amp; Addo)</li> <li>New fleet to effectively perform as per needed of advancing technology</li> <li>Additional firefighters and purchase of latest technology equipment</li> </ul>

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KPI	CHALLENGES	SOLUTIONS
Training	<ul style="list-style-type: none"> <li>• Training facilities</li> <li>• Advance Fire &amp; Rescue Trainings</li> </ul>	<ul style="list-style-type: none"> <li>• A contentious training/ refresher trainings is required to keep up to date</li> <li>• To advance with continuing evolving technology and water canal which is a huge contributor in deaths within the valley</li> </ul>

#### 2.3.8.2. Progression within Fire & Disaster Management Section

- Renovation of Fire Station (Kirkwood) Restroom and Entertainment Area
- Call Centre Furniture, Safety and Security in and outside of the Fire Station ( Kirkwood)  
SBFDM & SRVM PPSLA 2021/22 Financial budget capital items to wall fence, paving, security cameras and lighting in and around the fire station.

#### 2.3.9. Environmental Management

The Municipality is rendering the Environmental Management Function in an attempt to achieve sound environmental management and biodiversity goals.

Sarah Baartman District Municipality, Department of Economic Development, Environmental Affairs and Tourism and the Department of Environment, Forestry and Fisheries assist in the following:

- Policy development and coordination
- Environmental Quality Management
- Licensing of Waste Disposal Facilities
- Financial Support on Environmental related programmes and projects
- Capacity Building
- Monitoring and Evaluation
- Environmental Compliance

The municipality is participating in environmental management programmes funded by the Department of Environmental Affairs, Forestry and Fisheries.

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As it is acknowledged that the economy is essentially land-based (i.e. reliant on the quality of the environment and land-based resources for the development of a tourism industry as well as the development of the agriculture and forestry sectors and related value chains), environmental management is a critical activity in the municipality.

#### **2.3.9.1. Environmental Awareness Projects**

- Wetlands month in February- yearly
- Water week in March – yearly
- Environmental week in June- yearly
- Arbor week in September- yearly

#### **2.3.9.2. Environmental Opportunities**

- Scenic beauty
- Endemic species

#### **2.3.9.3. Environmental Management Sector Plans**

The municipality is yet to develop an Integrated Environmental Management Plan.

The following Sector Plans and By Laws will be developed in 2022 – 2023 financial year

- Climate Change Strategy
- Biodiversity Management Plan and Policy
- Air Pollution By Law
- Management of Parks and Open Spaces By Law (Review)

#### **2.3.9.4. Development of Environmental Management Tools**

- Review Waste Management and Environmental Management By-Laws
- Climate Change Strategy
- Biodiversity Management Plans
- Integrated Waste Management Plan

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#### **2.3.9.5. Environmental Awareness Promotional Projects**

- Provincial Greenest Municipality Competition, done jointly with District Municipality- all municipalities participate, and winners receive awards to boost waste management activities within the municipalities.
- Regional and provincial school environmental awards- all schools continuously participate in the region.
- Environmental Awareness Campaigns.



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### 2.3.9.6. Environmental Management, Biodiversity, Waste Management Current Projects

Table 22: Environmental Management, Biodiversity, Waste Management Current Projects

PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
Diversion of Organic Waste Material from the Landfill Site	Diversion of Organic Waste Material in Kirkwood and Addo	<ul style="list-style-type: none"> <li>• Clean &amp; Healthy Environment</li> <li>• Effective &amp; Efficient delivery of waste service in line with the Waste Act of 2008.</li> <li>• Environmental Sustainability</li> <li>• Protected natural resources</li> <li>• Decent employment through inclusive green economy</li> <li>• Waste Minimization</li> </ul>	Not started due to no funding	12 projected job opportunities
Cleaning & Greening of Open Spaces	<ul style="list-style-type: none"> <li>• Cleaning and Greening of open spaces and clearing of illegal dumps</li> <li>• Beautification of parks</li> </ul>	<ul style="list-style-type: none"> <li>• Protection of natural resources</li> <li>• Clean &amp; Healthy Environment</li> <li>• Job creation</li> <li>• Promote Tourism</li> </ul>	Project active in the municipality with support from business sector for illegal dump and construction rubble clearance from time to time	100 projected jobs
Beautification of open spaces	<ul style="list-style-type: none"> <li>• Land rehabilitation and biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Change adaptation</li> <li>• Land Care</li> </ul>	Plan developed and to be launched in June 2022	100 projected jobs

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PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
Land Rehabilitation Project	<ul style="list-style-type: none"> <li>Land rehabilitation and restoration</li> <li>Education and awareness</li> <li>Clearing of alien plants</li> </ul>	<ul style="list-style-type: none"> <li>Protection of natural resources</li> <li>Land care</li> <li>Job creation</li> </ul>	<ul style="list-style-type: none"> <li>List of areas with alien species sent to DFFE</li> </ul>	110 Projected jobs
Establishment of a Regional landfill site	Regional landfill site	<p>Improved compliance to license conditions</p> <ul style="list-style-type: none"> <li>Clean &amp; Healthy Environment</li> <li>Effective &amp; Efficient delivery of waste service in line with the Waste Act of 2008.</li> <li>Environmental Sustainability</li> <li>Protected natural resources</li> <li>Decent employment through inclusive green economy</li> <li>Waste Minimization</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of existing landfill sites done, report submitted to SRVM with recommendations and cost estimates.</li> <li>Exchange agreement with a partner signed and transfer of land finalised</li> <li>Stakeholder sessions on going to facilitate compliance initial processes (EIA) etc.</li> <li>Project steering Committee established</li> </ul>	80 Projected jobs

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PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
Development of a Climate change response strategy	<ul style="list-style-type: none"> <li>Climate change strategy</li> </ul>	<ul style="list-style-type: none"> <li>Readiness to deal with climate change related occurrences</li> </ul>	<ul style="list-style-type: none"> <li>Not yet started</li> </ul>	
Development of an Air quality management plan	<ul style="list-style-type: none"> <li>Air quality management plan</li> </ul>	<ul style="list-style-type: none"> <li>Monitor ambient air quality and point, non-point and mobile source emissions. Compliance with the Municipal Systems Act.</li> <li>Curb threats to health, well-being or the environment in the municipality</li> <li>Monitor compliance in respect to reasonable steps to prevent the emission of any offensive odour caused by any activity.</li> <li>Monitoring compliance with directives to submit an atmospheric impact report</li> </ul>	<ul style="list-style-type: none"> <li>Engagements with the District Municipality to start in June 2022</li> </ul>	None
Construction of non-motorised facilities	<ul style="list-style-type: none"> <li>non-motorised facilities</li> </ul>	<ul style="list-style-type: none"> <li>Reduce traffic flow in the CBD</li> <li>Support alternative transportation into town</li> </ul>	<ul style="list-style-type: none"> <li>Internal engagements started between the affected directorates (Infrastructure planning and Development as Community services and Public safety)</li> </ul>	20 projected jobs

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PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
			<ul style="list-style-type: none"> <li>• Designs and business plan not yet done due to funding challenges</li> </ul>	
Development of IWMP for 2023-2027	<ul style="list-style-type: none"> <li>• IWMP</li> </ul>	<ul style="list-style-type: none"> <li>▪ To enhance tourism, environmental management as well as integration of initiatives towards a clean municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Planning to start in June 2022</li> </ul>	None
Development of Waste management bylaws	<ul style="list-style-type: none"> <li>• Waste management plan</li> </ul>	To improve waste management services and to comply with the legislation	<ul style="list-style-type: none"> <li>• Waste management bylaws form part of the package for review including all other municipal bylaws</li> <li>• Finalising a proposal to institutions of higher learning in relevant faculties to assist in the review process</li> </ul>	none
Development of Integrated environmental management plan	<ul style="list-style-type: none"> <li>• Environmental management plan</li> </ul>	<p>To enhance clean environment &amp; better health for all.</p> <p>For compliance issues</p>	<ul style="list-style-type: none"> <li>• Planning to start in June 2022</li> </ul>	None

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PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
Clean Sundays River Valley programme	<ul style="list-style-type: none"> <li>• Beautification and cleaning of SRV</li> <li>• Cleaning &amp; Greening of open spaces</li> <li>• Cleaning and Beautification of streets in partnership with business and community stakeholders</li> <li>• Adopt a dumping Spot Concept</li> <li>• Clean up Campaigns</li> <li>• Cleaning and clearing of illegal dumps</li> <li>• Environmental Education &amp; Awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Cleaning &amp; Greening</li> <li>• Healthy &amp; safe environment to attract investors and tourists</li> <li>• Clean City towards cleaner SRV Municipality</li> <li>• Mindset change on waste management</li> <li>• Minimize pollution of natural resources and open spaces.</li> <li>• Job creation through EPWP</li> </ul>	<ul style="list-style-type: none"> <li>• Project Steering Committee to be established</li> <li>• Cleaning and greening to be launched in June 2022</li> <li>• Monthly cleaning campaign schedule developed</li> <li>• The programme will be by the Mayor in June 2022.</li> <li>• Business Sector and Government supportive to SRVMDepartments are to adopt dumping spots closest to their area of business</li> <li>• Illegal dumping is cleared in urban wards on an ongoing basis</li> <li>• 1 Clean up Campaigns conducted once per month</li> </ul>	102 projected EPWP to jobs created

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PROJECT NAME	DESCRIPTION	IMPACT	PROGRESS	JOBS CREATED
			<ul style="list-style-type: none"><li>• Waste Minimization Programme launched in 5 schools.</li><li>• Environmental Awareness Campaigns being conducted in 6 schools</li></ul>	



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#### **2.3.9.7. Waste Management**

The Municipality has a clear refuse removal and management plan for all its suburbs including the Central Business District (CBD) for Kirkwood, Addo and Paterson. The waste management objective is to provide quality, sustainable services to ensure a clean and healthy environment.

The Waste Management unit provides an appropriate general waste collection service to households and businesses; cleansing services (street sweeping, litter picking, removal of illegal dumping on municipal public open spaces), as well as operating three general waste landfill sites.

The Upper Valley (Kirkwood Town, Moses Mabida, Bergsig, Msengeni and Aqua Park) is serviced in-house by SRVM cleansing staff. The Lower Valley (Addo Town, Nomathamsanqa, Valencia, GreenFields and Noluthando, Paterson Town, Kwazenzele, Morrison and Enon/Bersheba) was once out-sourced to co-operatives or contractors but now it is taken over by the municipality.

##### **2.3.9.7.1. Waste disposal facilities**

Currently SRVM Operates 3 Landfill sites (Kirkwood, Sunland and Paterson), All licensed but not fully compliant, budget shortages are the main cause of non-compliance. Municipality in the process of establishing a regional landfill site. The Sunland Landfill site will be closed as the land Exchange process has been finalized and the rehabilitation process will start at the cost to the purchasing party. The SRVM Landfill sites assessment report enlists key compliance issues for consideration and funding in order to bring the landfill sites to compliance position.

**Recycling-** Waste collectors and recyclers structured but not formalized; Formalisation of waste recyclers, development of a database thereof, included waste recycling in a bucket of projects in the Cleaner SRV Plan

**Waste reporting** -All waste management matters are reported in all internal sessions, IGR Forums verbally and and/or written form, as well as Standing committees and Council

**Waste Management officers** – Waste management Officer, appointed by the Mayor in May 2022.

##### **2.3.9.7.2. Refuse removal**

The municipality has a fully integrated waste management service which is executed by the department of Community Services (household collection, street cleaning/sweeping transportation and disposal) and the management of the Landfill Sites. Refuse removal services such emptying of swivel drums is done daily in Kirkwood Town and once a week for business premises areas and

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once for residential areas per week. The refuse removal services had been extended to cover areas in Lower Valley which include Addo, Valencia, Nomathamsanqa, Paterson, KwaZenzele, Moreson and Enon-Bersheba (Upper Valley). Refuse removal services had also been extended to cover the informal settlements that have accessible roads. All the residents are provided with black plastic bags for refuse collection. About two hundred wheel bins were distributed in the informal areas through the assistance of local councillors.

There are three landfill sites in the Sundays River Valley Municipal area of jurisdiction, with all three fully operational. All three landfill sites namely Kirwood(Msengeni), Sunland and Paterson are fully licenced. Presently the municipality had set aside the budget for maintenance of three landfill sites in order to ensure compliance with the License Conditions and the requirements of the Waste Act. The Sunland Landfill site is in the process of being transferred to a private purchaser as an Exchange agreement was reached to get land for the Regional Landfill site. It is however to be noted that there is general poor management of the two land landfill sites namely Kirkwood and Paterson due to an inadequate that cannot cover basic requirements such as fencing and daily machinery operational aspects.

One of the key area of operation is the eradication of illegal dumps through the utilization of EPWP component and occasionally hiring out of machinery such tipper trucks and front loaders(TLB).

The Waste Management Section is also responsible for maintenance of municipally planted trees within its area of jurisdiction.

The current Integrated Waste Management Plan (IWMP) was done with the assistance of the Sarah Baart District Municipality but is now due review. For the maintenance of the landfill sites we have entered into a service level agreement for the Sunland landfill site. The two remaining sites are maintained by the municipality at scheduled intervals.

#### **2.3.9.7.3. Functionality of the Waste management Unit**

Waste management Unit functional, with some gaps in terms of personnel, though new positions have been accommodated in the revised organisational structure, the positions remain unfunded. The department has been receiving technical support from DFFE through its graduate placement programme for Environmental management. The directorate also uses unskilled and semi-skilled labour (EPWP) to augment budget and staff shortages. Appointment of Waste Management Officer to be finalized in May 2022.

Integrated Waste Management Plan approved by Council in 2017, and due for review in 2022

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#### **2.3.9.7.4. Major Challenges Experienced by SRV Municipality in Relation to Waste Management:**

- The 3 landfill sites in use are not in compliance with waste management license conditions due to poor fencing and lack of required specialized fleet for waste compaction.
- Some residential areas are not formalised
- Poor access to refuse removal especially in peri urban resulting to illegal dumping.
- Lack of support from communities on curbing illegal dumping.
- Increase in illegal dumping in open spaces and in peri urban area.
- Littering is still a challenge although bins are provided all over the town
- Illegal dumping due to lawlessness
- The reviewed organogram has no new positions for Environmental Management due to budgetary constraints.
- Budgetary constraints to eradicate illegal dumping.
- Alien invasive plants
- Water pollution posing a risk to health and the environment
- Increase in illegal dumping in open spaces and residential areas.
- Shortage was fleet at waste management section for managing landfill sites (Tipper truck, Front loader TLB, Bull dozer truck)

#### **2.3.9.7.5. Addressing Waste Challenges**

- Increase capacity on Waste Management Unit.
- Rehabilitation and remediation of Landfill Sites to meet waste management license conditions.
- Ward Based cleaning programmes through partnership with Ward Councillors in cleaning and greening waste minimisation programmes to curb illegal dumping and to increase access to refuse removal in peri urban areas and
- Intensify Waste Minimisation Programmes in Schools and Communities
- Development of environmental management policies
- Enforcement of Waste Management and Nuisance by laws
- Job specific training and mentoring
- Intensify adopt a spot Campaign by Businesses and other Stakeholders
- Provide additional Waste Infrastructure
- Lobby for funding from MIG Grant for procurement of Specialised Waste Collection Vehicles
- Install "NO DUMPING" signs as a deterrent

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- Partnership with business sector in both urban and townships in mechanism to curb illegal dumping and to increase access to refuse removal in peri urban areas and in rural areas.
- Implement recommendations of the SRVM Solid waste sites assessment report
- Lobby funding for the establishment of a regional landfill site
- Improved enforcement of by laws
- Job specific training and mentoring
- Intensify adopt a dumping spot Campaign
- Provide additional Waste Infrastructure
- Funding environmental and waste related projects.

#### **2.3.9.7.6. Waste Management driven Projects**

- Street Cleaning and Greening in Kirkwood, Addo and Paterson
- Development of waste transfer station in Addo /Valentia due to closure of the Sunlands landfill site and the process of establishing the new regional landfill site in Addo
- Completion of the development of new landfill site
- Implementation of Integrated Waste Management Plan
- Land rehabilitation in all wards
- Clearing of illegal dumps

#### **2.3.9.8. Environmental Threats and Biodiversity Threats**

The Region's biodiversity is threatened by alien invasive plants in most areas. Overgrazing and clearing of vegetation creating soil erosion in some areas. Other threats include the following:-

- Pest infestation of the region (Brown migratory locusts / Locustana Pardalina) destroying grazing land and the citrus industry
- Human induced climate change
- Illegal Dumping
- Veld Fires

#### **2.3.10. Environmental Health Services (Municipal Health Services)**

Municipal Health Services (MHS) what was historically known as Environmental Health and MHS is a function and a competency of Sarah Baartman District Municipality (SBDM) and SRVM is

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rendering MHS on behalf of SBDM in its area of jurisdiction. The Municipality is responsible for Municipal Health services which mainly focus on:

- Water quality monitor
- Communicable disease
- Waste Management
- Disposal of Dead.
- Food control
- Food premises licenses
- Health surveillance of premises

SRVM through the Service Level Agreement (SLA) that entered into with SBDM is allocated annual subsidy from the SBDM for this service (MHS). In order to render MHS, SRVM appointed two Environmental Health Practitioners (EHP's) in its staff establishment.

Table 23: Environmental Approved Tariffs' SERVICE

Environmental Approved Tariffs' SERVICE	TARIFFS	
	NEW APPLICATION	RENEWAL
Certificate of Acceptability (CoA)	R157,50	R105,00
Certificate of unsound foodstuffs (Condemns Certificate)	R210,40 per hour	N/A
Condemnation Fine per item	R1050 per item/foodstuff	
Health Certificate (Creches, Schools, etc)	R157,50	R105,00
Application for exhumation	R1050,00	N/A
Application for reburials	R500	N/A
Re-Issue of all Certificates	R105,20	N/A

Emanating from complaints about poor quality of water and waste management, Council has resolved that the budget for Environmental Health (MHS) is mainly focused on water quality monitoring, cleaning of illegal dumping spots, education and awareness programs. The above focus areas are elaborated herein under:

#### 2.3.10.1. Water Quality Monitoring

The SRVM has three (3) Water Purification Plants (Kirkwood, Addo and Bersheba). Drinking water quality is being monitored on a monthly basis for bacteriological and chemical analysis as required

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and in compliance with the National Health Act and its quality measured against SANS 241 and the SRV sampling points are as follows:

- Kirkwood Town Clinic
- Kirkwood Water Purification Plant
- Bergsig Clinic
- Moses Mabida Community Hall
- Enon Post Office
- Bersheba Water Purification Plant
- Bersheba Albert Stores
- Addo Water Purification Plant
- Nomathamsanqa Communal Tap
- Sonwabo Street
- Valencia Apolis Street
- Moreson Stand Pipe
- KwaZenzele Communal Tap
- Glenconner
- Kleinpoort

On a monthly basis a total of fifteen (15) drinking water samples are taken to the laboratory for analysis. The results received from the laboratory are interpreted to ensure compliance, if there is a non-compliance; a re-sampling is taken to the laboratory within 7 days to check if the failure is repeated. If the failure is repeated in the re-sampling the early warning is sent to the Infrastructure and Technical Services for further investigation and intervention and the affected communities are alerted through issuing "Boil before Use Notice" as a precautionary measure and in the interest of public health protection. The results are reported to the Department of Water Affairs on a monthly basis through e-WQMS.

#### **2.3.10.2. Air Quality Management**

The municipality seeks assistance from DEDEAT to develop Air Quality Management Plan (AQMP). The district has however the AQMP but it has not yet been cascaded to local municipalities. Air Quality Management Plan in SRV Municipality being driven with and within the Sarah Baartman District Municipality has undergone a revision, with a shift from the source-based air quality management approach under the Atmosphere Pollution Prevention Act (No. 45 of 1965) (APPA) to an ambient based approach under the National Environmental Management: Air Quality Act (No. 39 of 2004(AQA)). This change in Air Quality management approach has also seen as change in the responsibility for Air Quality management being developed down from the national

**Home of the Addo Elephant Park**

level to the local authority level (district and metropolitan municipalities). Under the new Act each local authority is responsible for the development and implementation of an air quality management plan as part of their Integrated Development Plans (IDP). This function is carried out by the Sarah Baartman District Municipality as this falls within their scope, SRVM at a local level is guided by the District Air Quality management plan. In terms of mitigation, air quality issues are covered in Sarah Baartman Air Quality Management Plan as mitigation measures to air pollution.

**The key issues related to air pollution are:**

- Burning of tyres during winter season
- The public transport sectors (taxis, trucking, buses) are responsible for emitting pollutants in the form of exhaust fumes.
- Uncontrolled, extensive, and unnecessary burning of grasslands
- Lack of public awareness of Air Quality issues and legislated pollution prevention
- Lack of monitoring and enforcement
- Protest related fires blocking access to CBD and business areas

### **2.3.10.3. Climate Change**

Climate Change is regarded by many as the most significant environmental challenge in our area. Climate Change is defined by the United Nations Framework Convention on Climate Change (UNFCCC) as *“a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability over comparable time periods”*. Global Warming has been blamed as that human activity which has had the most influential impact on climate change. Global warming is defined by the UNFCCC as *“the increase in the earth’s temperature, in part due to emissions of greenhouse gases (GHG’s) associated with human activities such as burning fossil fuels, biomass burning, cement manufacture, cow and sheep rearing, deforestation and other land-use changes.”*

There is now empirical evidence to suggest that climate change is a reality and there are many global examples or trends which all depict a change in climate. Anthropogenic climate change is already occurring and many natural systems are being affected. Recent studies within South Africa which involve climate change modelling and associated projections all show conclusively that the symptoms of climate change in South Africa are likely to include:

- Higher temperatures
- Altered rainfall patterns.
- More frequent or intense extreme weather events including heat-waves, droughts, storms and floods

**Home of the Addo Elephant Park**

- Rising sea levels

There is no policy for climate change. However, the municipality needs to systematically develop resistance to the impact of climate change and agriculture. Development planning should take into account at least the following:

- Infrastructure development needs to take account of the changing variables such as higher returns period for flooding and drought, more extreme weather events, and sea level rise.
- Development plans and programmes need to take into consideration the growing need for climate change mitigation and clean energy projects

Planning for Climate Change takes on two paradigms – climate change mitigation and climate change adaptation. Climate Change Mitigation involves those activities that assist in reducing the rate of change of the climate. This is a global responsibility and is aimed at limiting the generation of greenhouse gases. Climate Change Adaptation refers to those activities which we undertake in response to a changing climate. Further details on planning guidance to the SRV Municipality in relation to Climate Change Adaptation can be sourced from the SBDM SDF.

**Due to current drastic climate changes:**

- The region has had to adapt to current new phenomenon like brown locusts in Agricultural Crop production, floods and droughts. Impacts of these changes include changing of seasons for planting.
- Education and awareness campaigns need to be conducted to educate communities on environmental impacts of climatic changes. Environmental assets for SRV are not clearly identified. Research to be done.
- An Environmental Response Strategy is needed to be done by Community Services and public safety directorate to deal protecting natural resources.

**Climate Change Mitigation and Adaptation**

Draft Climate Change Strategy to be developed and tabled to Council for approval.

**2.3.7. Waste Management**

The municipality has a fully integrated waste management service which is executed by the department of Community Services (household collection, transportation and disposal) and Technical Services currently responsible for the management of the Landfill Sites. Refuse is collected two days per week in business areas and once for residential areas per week. In Lower

**Home of the Addo Elephant Park**

Valley which include Addo, Valencia, Nomathamsanqa, Paterson, KwaZenzele, Moreson and Enon-Bersheba (Upper Valley) waste is collected by local Co-operatives.

There are three landfill sites in the Sundays River Valley Municipal area of jurisdiction, with all three fully operational. Two landfill sites (namely Kirkwood and Sunland) which in the past were a challenge as they were illegal (without an operating license) are currently licensed and the only challenge is in the poor management of the sites; hence funds will be sought from the National Department of Environmental Affairs (DEA) through their Environmental Protection Infrastructure Programme (EPIP) and any other funders in the coming financial period. This is to improve the status of the landfill Sites and to ensure compliance with the License Condition and the requirements of the Waste Act. The current Integrated Waste Management Plan (IWMP) was done with the assistance of the Sarah Baart District Municipality. For the maintenance of the landfill sites we have entered into a service level agreement for the Sunland landfill site. The two remaining sites are maintained by the municipality at scheduled intervals.

#### **2.3.7. Environment**

The Spatial Development Framework provides a detailed analysis of the topography, vegetation and geology of the area. Of particular interest to the IDP we include the sections relating to recreation, tourism and conservation, considering their high relevance to the local economic development framework.

The Municipality has engaged with these sectors via participation in partnerships such as the Mayibuy'indlovu Development Program and the Addo Elephant National Park. Learners visit the park for environmental education programmes, and also involved in Water Week Celebrations, Arbour Day, Marine Week, National Science Week, Women' Day, Youth Day, South African National Parks Week and the CWP.

The Environmental Management Plan (as required by the IDP) is limited to the involvement of the Municipality with the Cacadu District Municipality process. Waste management at the municipality's waste sites does not comply. EIA needs to be conducted by external auditors from DEAT in order to manage waste site effectively. Currently all three waste sites are not registered. Poor management of waste site has a detrimental effect on the environment. The necessary step needs to be followed include among other: Proper management tools i.e. IWMP; fencing of sites; monitoring gates; waste recording; recycling; waste minimising; waste management awareness.

**Key environmental legislation requires that the IDP is aligned with:**



**Home of the Addo Elephant Park**



- The National Environmental Management (107 of 1998): The Municipality must provide services sustainably, encourage cooperative environmental governance and ensure that EIAs and Basic Assessments are implemented where required.
- The National Environmental Management: Biodiversity Act (10 of 2004): The Municipality should compile an alien plant management plan for municipal-owned land, and must consider threatened ecosystems (the Endangered Albany Alluvial Vegetation as integrated into the Biodiversity Sector Plan & SDF), while aligning with the National Biodiversity Framework (NBF), 2009 (gazetted in terms of this Act). The NBF requires municipalities, with other lead agents (e.g. Eastern Cape Parks), to assist with establishing provincial stewardship programmes, including managing alien invasive plants.
- The National Water Act (36 of 1998): The Municipality should not undertake activities that cause pollution of water resources, ensure that township developments include a 1:100 flood line on proposed layout plans, and it gives effect to the purpose of the Act (i.e. water resource protection)
- The National Environmental Management: Integrated Coastal Management Act (24 of 2008): The Municipality should develop a coastal management programme. In the case of the SRVM, the majority of the coastline is designated as a formal Protected Area and managed by South African National, apart from a small stretch south of Spring Mount.
- The National Environmental Management: Waste Act (54 of 2008): The Municipality must integrate its waste management plans with its IDP to secure ecologically sustainable development.
- The National Forest Act (84 of 1998): The Municipality should not remove forest without an authorisation from the Department of Forestry.

Numerous policy documents require the consideration of biodiversity in municipal planning for sustainable development, e.g. The National Spatial Development Perspective (2003), The National Strategy for Sustainable Development (2006), and The National Framework for Sustainable Development (2008), while the Provincial Spatial Development Framework requires the integration of important biodiversity areas, such as Critical Biodiversity Areas. The IDP is therefore required to be aligned with national and provincial programmes and strategies in terms of the Local Government: Municipal Systems Act (32 of 2000). Importantly, the Constitution (108 of 1996) necessitates ecologically sustainable development, as stated in the environmental clause of the Bill of Rights.

#### **Tourism**

### **Home of the Addo Elephant Park**

The recreation and tourism potential of the SRV area is fairly well developed with tremendous potential for further expansion and improvement. Recently, the area has gained a strong reputation as a tourism destination due to the development of conservation and eco-tourism in the area, with specific reference to the Greater Addo Park initiatives. Robust marketing is being carried out through the 7 wonders marketing strategy with Addo being the 1<sup>st</sup> wonder of our world. A number of tourism and conservation initiatives are currently underway with a large increase in eco-tourism and game farm orientated activities.

The expansions of the Addo Elephant National Park or the Greater Addo Initiatives are playing a major role in tourism and development in the area. This strength will continue and expand in the future with an emphasis on the eco-tourism and gaming industries. The Sunday's River Municipality is currently playing an important role with respect to these initiatives. Addo Elephant Park, amongst other parks has been identified by the National Department of Tourism as one of the parks that will roll out the domestic tourism scheme that encourages domestic tourism and promotion of social tourism. The aim is to develop the culture of travel by making it more affordable and accessible.

Leisure tourism is the strongest subsector in the area. In partnership with the district municipality and Eastern Cape Parks Board, more marketing strategies will be enhanced. Accommodation in the form of bed and breakfast establishments and guesthouses outside game farms on the Addo Park boundary are secondary uses which show an increase in popularity and growth. A number of guidelines in support of the growing tourism industry with respect to Land Use Management are included in this Spatial Development Framework. Existing initiatives by the Municipality in preparing a Tourism Plan and Local Economic Development Plan should further enhance the tourism potential of the area.

A number of provincial, local and private reserves and nature areas exist within the study area. The STEP and Greater Addo Park project are further contributing to the conservation potential of the area.

***The following nature and conservation areas are dominant in the study area:***

- Addo Elephant National Park including Kuzuko Game Reserve, Woody Cape Nature Reserve, Alexandria Coast Reserve, Alexandria State Forest, San Soucie, Boschhoek, Boxwood and Congos Kraal
- Inthaba Lodge
- Goodhope Reserve
- Voetpadskloof/Citruslandgoed

### **Home of the Addo Elephant Park**

- Scotia Safaris
- Shamwari Game Reserve
- Amakhala Game Reserve

It is of significance to note that planning domain of the Greater Addo Park initiative includes the towns of Paterson, Addo and Kirkwood.

### **Greater Addo Elephant National Park Project**

The spatial and economic impact of the Greater Addo Park within the study area is of critical importance, specifically regarding future planning and development and the integration of park activities and settlement patterns within the Sunday's River Valley Municipal area.

Expansion plans for the Park are focused around the establishment of a 372 000 ha terrestrial zone in addition to a 120 000 ha marine reserve which would include the Bird and St Croix Islands group in Algoa Bay. These plans would see Addo becoming the third largest conservation area in South Africa after the Kgalagadi Trans frontier Park and Kruger National Park. The expansion includes opportunities not only for a core conservation area managed by the SANParks, but also makes provision for a private contractual area within the planning boundary. Driving the expansion are efforts to conserve representative examples of the varied landscapes and their associated biodiversity patterns and processes, while simultaneously promoting sustainable development and eco-tourism in the region.

Critical to the expansion of Addo is the identification of a key area within a greater planning domain, loosely related to the proposed 'Greater Addo' boundary, which would conserve the unique features of the area. The dynamic conservation plan developed by the consultants for the region will allow SANParks to make informed decisions around which area should be prioritised for such conservation efforts.

It is the vision of SANParks that a critical core conservation area will be established that would be in excess of 250 000 ha and would be able to support viable free ranging populations of the 'Big 5' tourist draw cards. However, the Park will offer much more than just the lure of the 'Big 5' in a malaria free environment. With the proposed inclusion of a marine protected area, species such as the southern right whale and great white shark are guaranteed to ultimately make the park a 'Big 7' destination. Furthermore, with the emphasis on the conservation of biodiversity, a complete wildlife experience is possible across a series of landscapes unrivalled in beauty, all within a single



**Home of the Addo Elephant Park**

conservation area. At the moment the bulk tourism activities are restricted to the main elephant camp, which is only some 13 500 ha.

At the moment Addo receives about 115 000 visitors each year, of which 50% are foreign, and this figure is on the increase. A number of new developments are on the horizon to cater for a range of visitor aspirations from the first-time visitor or wildlife generalist, to the specialist, with the prime objective being to accommodate tourists for a longer period in the Park.

Not the least of these includes a new entrance gate and camp being planned near the Sunday's River and the N2 national road. Accommodation will range from the standard SANParks camps/camping sites and bush camps accessible to non 4x4 traffic, to sophisticated, "up-market" camps operated by concessionaires. Any developments will take place in designated zones to minimize the impact on sensitive environments.

The Park expansion also has opportunities for local communities to derive benefits from the Park. Developments and a number entered into sector are being run by a private tour operator, Bukani Tours.

The plans for expansion have also seen the creation of a suite of broader based forums and focus groups that include representation from local communities, business, tourism and industry.

### **People and Parks Project**

This project is supported by **Resource Africa**; it educates people about the parks and the Tangible and intangible benefits from the parks, Also about the seasons that the traditional healers can be allowed to dig their roots. Resource Africa auditioned traditional groups around SRV and the group from Paterson took the first place they going to be awarded by the equipment.

### **SPAR KIRKWOOD WILDFEES**

SVR has partnered with SBDM to market the area through events so as to draw more visitors into the hinterland. The SPAR Kirkwood Wildsfees is amongst the events that the LM supports as it has become the key event for attracting tourists into the area. It is a benchmark for community owned and fun family festivals nationally. It was initiated in 2002 by the then Sundays River Valley Tourism body as a means of promoting tourism to the valley, which borders on the world-famous Addo Elephant National Park. The main objective behind the growth of tourism to the Sundays River Valley is to create sustainable year-round jobs which provide meaningful work and marketable skills. As a measure of its success, over 80 new tourism products have opened in the

## **Home of the Addo Elephant Park**

valley since the first festival – with most sustaining jobs. Tourism investors are also showing more interest in the area after experiencing the popular Eastern Cape Flagship event.

Another major boost to tourism is the disease-free buffalo and other prime game from the Addo Elephant National Park and other national parks and top-quality breeders which have helped to grow the nature tourism appeal of the province. The premier Game Auction held in collaboration with SANParks, is a core to the event and demand for their disease-free strain is high.

The Wildsfees is a legacy project and is firmly established as an annual event, with thousands of dedicated festinos. The event continues to grow and to be relevant to the people of the Sundays River Valley because it is proudly community-owned. It is a team effort that involves a large number of organisations and individuals from all walks of life in the Sundays River Valley and immediate surrounds.

This provides a good basis for Sundays River valley to develop event tourism

#### **TOURISM SMMES**

It is evident that there are few established black owned businesses in the area and a key challenge is to identify business opportunities and support the development of businesses in relation to this. Further funding has been made available by SBDM to roll out township tourism and create opportunities based on such.

#### **LOCAL TOURISM ORGANISATION**

The LM working with other partners (ECPTA and SBDM) has worked towards strengthening the Local Tourism Organisation for tourism coordinated efforts and to ensure community participation in the structure. SBDM has further assisted with minimum budget for SRV to ensure that the area is further marketed through this structure.

#### **LOCAL TOURISM AWARENESS PROGRAMMES**

Through forged partnerships with Eastern Cape Parks and Tourism agency and the district Municipality, the LM further embarked on Tourism Awareness programmes that aim at increasing women and youth participation in the industry by creating awareness of the industry and opportunities within the industry. Both partners have set budget aside for future engagement with the communities so that they enter into the economic mainstream.

#### **The Biodiversity Sector Plan for the Sundays River Valley Municipality (2012)**

The Biodiversity Sector Plan (BSP) for the SRVM 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

### **Home of the Addo Elephant Park**

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)<sup>2</sup>.

The CBA Map has refined the spatial accuracy of the Eastern Cape Biodiversity Conservation Plan's (ECBCP) CBA Map (Berliner and Desmet, 2007<sup>3</sup>), including the Subtropical Thicket Ecosystem Programme (STEP) Map (Cowling *et al.*, 2003<sup>4</sup>). In other words, it is a more accurate spatial representation of important biodiversity areas in the SRVM and therefore supersedes the aforementioned maps. The CBA Map divides the landscape into formal 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.

## 2.4. KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

### PHASE 1 – SITUATION ANALYSIS

#### A. Is the socio-economic analysis underpinned by quality assured data? (Source and up-to-date)

The source used for data is accredited and has reference. Most of the data is recent. Following are the sources of data:

<sup>2</sup>The production of 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).

<sup>3</sup>Berliner, D. and Desmet, P. 2007. Eastern Cape Biodiversity Conservation Plan: Technical Report. Department of Water Affairs and Forestry Project No 2005-012, Pretoria. 1 August 2007.

<sup>4</sup>Cowling R.M., Lombard A.T., Rouget M., Kerley G.I.H., Wolf T., Sims-Castley R., Knight A., Vlok J.H.J., Pierce S.M., Boshoff A.F. and Wilson S.L. 2003. A conservation assessment for the Subtropical Thicket Biome. Terrestrial Ecology Research Unit Report No.43, University of Port Elizabeth.

## Home of the Addo Elephant Park

- Stats SA 2016 Community Survey
- ECSECC 2016
- QUANTEC 2016
- Stats SA
- Population by Gender and Growth Rate

Total Population			Growth Rate
Age group	2011	2016	2011-2016
0-4	5682	5001	-2.55
5-9	4839	5923	4.04
10-14	4057	6495	9.41
15-19	4560	6162	6.02
20-24	5344	5095	-0.95
25-29	5473	5784	1.11
30-34	4341	5013	2.88
35-39	4254	4422	0.77
40-44	3787	3721	-0.35
45-49	3145	3500	2.14
50-54	2679	2191	-4.02
55-59	2055	2342	2.61
60-64	1451	1556	1.40
65-69	993	1178	3.42
70-74	829	469	-11.39
75-79	441	474	1.44
80-84	283	340	3.67
85+	290	127	-16.51
<b>TOTAL</b>	<b>54503</b>	<b>59793</b>	<b>1.85</b>

Source: Stats SA: 2016 Community Survey

The graph indicates a negative growth rate in the 0-4yrs age group. This could possibly be the decline in the birth rate. Sundays River Valley has a large percentage (66%) of its people younger than 35 years, this means in future the valley will experience rapid population growth unless death rates rise sharply.

Population Group: Stats SA community survey

**Home of the Addo Elephant Park**

Table 1	Population group				
	Black African	Coloured	Indian/Asian	White	Grand Total
Sundays River Valley	41,650	17,086	309	748	59,793

The population group is constituted by 70% black Africans, 29% coloured and less than 1% for Whites and Indians.

#### Population by Gender

Table 2	Gender		
	Male	Female	Grand Total
Sundays River Valley	31,136	28,656	59,793

The population by gender is constituted by more males at 52% than females at 48%. This could possibly be the in-migration of men in the valley for seasonal work.

#### Highest Education Levels

Education level	Number
No Schooling	6819
Grade 0 – 5	16466
Grade 6 – 11	28372
Grade 12	5831
N4	51
N5	25
N6	30
Diploma	324
Bachelor's Degree	88
Honors	27
Masters	36
Other	269
Do not know	1224
Unspecified	232

**Home of the Addo Elephant Park**



<b>TOTAL</b>	<b>59794</b>

This table indicates that 75% of the total population have no grade 12 (no matric). Only 10% of the population has matric (grade 12). Less than 15% have further education. The youthful population suggests a need for prioritization of skills development and employment creation initiatives for youth.

#### % levels of employment/unemployment

Table 24: % levels of employment / unemployment

		Empl yed			Unem ploye d			Discou raged work- seeker			Other not economy cally active	
	Mal e	Female	Total	Male	Fema le	Tota l	Ma le	Female	Tot al	Male	Female	Tota l
EC106: Sundays River Valley	100 13						45 5		11 45			1701 4
Kirkwood Sundays River Valley	732 439	601	1333	110	101	211	26	25	50	885	1089	1974
NU	1	1974	6364	138	343	481	90	238	8	2139	2307	4446
Enon	112	81	193	24	21	45	54	44	98	161	255	416
Bontrug	107 2								19 6			
Barsheba	173	115	288	20	36	55	12	8	20	123	172	295
Paterson	53	26	79	8	12	20	5	2	7	24	35	59
KwaZenzele	740	452	1193	351	392	743	92	112	20 4	544	786	1330
Nomathamas anqa	169 7								19 0			
		1268	2966	213	224	437	68	122		1559	1984	3543

**Home of the Addo Elephant Park**

Addo	104											
	3	705	1748	93	107	201	15	36	51	816	1228	2044

62% of the males in the valley is employed and only 38% of females are employed.

#### Sectors analyzed in terms of GVA and Employment

#### Employment by Sector

Table 25: Employment by Sector

Industry	2005	2015
<b>Total</b>	<b>15,450</b>	<b>15,880</b>
Primary sector	9,440	6,793
Agriculture, forestry and fishing	9,437	6,790
Agriculture, forestry and fishing	9,437	6,790
Agriculture	9,296	6,689
Forestry	127	91
Fishing	14	10
Mining and quarrying	3	3
Mining and quarrying	3	3
Other mining and quarrying	3	3
Secondary sector	1,493	1,673
Manufacturing	718	949
Food, beverages and tobacco	431	768
Food	426	751
Beverages and tobacco	5	17
Textiles, clothing and leather goods	4	7
Wearing apparel	4	7
Wood and paper; publishing and printing	3	7
Wood and wood products	3	7
Petroleum products, chemicals, rubber and plastic	23	32
Basic chemicals	10	20
Other chemical products	10	10

**Home of the Addo Elephant Park**

Industry	2005	2015
Rubber products	3	2
Other non-metal mineral products	68	14
Non-metallic mineral products	68	14
Metals, metal products, machinery and equipment	40	44
Basic iron and steel products; casting of metal	2	2
Other fabricated metal products	21	21
Machinery and equipment	17	21
Transport equipment	71	37
Motor vehicles, parts and accessories	71	37
Furniture; other manufacturing	78	40
Furniture	4	8
Other manufacturing groups	74	32
Electricity, gas and water	49	59
Electricity, gas and water	49	59
Electricity and gas	22	36
Water	27	23
Construction	726	665
Construction	726	665
Construction	726	665
Tertiary sector	4,517	7,414
Wholesale and retail trade, catering and accommodation	1,527	2,622
Wholesale and retail trade	1,218	2,198
Wholesale and retail trade	1,218	2,198
Catering and accommodation services	309	424
Catering and accommodation services	309	424
Transport, storage and communication	313	535
Transport and storage	244	506
Transport and storage	244	506
Communication	69	29
Communication	69	29

**Home of the Addo Elephant Park**

Industry	2005	2015
Finance, insurance, real estate and business services	248	842
Finance and insurance	63	70
Finance and insurance	63	70
Business services	185	772
Professional business services	48	187
Business activities n.e.c.	137	585
General government	825	1,344
General government	825	1,344
National and Provincial government	753	1,147
Local government	72	197
Community, social and personal services	1,604	2,071
Community, social and personal services	1,604	2,071
Education (Private)	9	27
Health and social work (Private)	79	210
Other community, social and personal services	1,516	1,834

### Sector Contribution to GVA

Table 26: Sector Contribution to GVA

	2010	2011	2012	2013	2014	2015
<b>Total</b>	<b>1,367</b>	<b>1,440</b>	<b>1,502</b>	<b>1,559</b>	<b>1,619</b>	<b>1,653</b>
Primary sector	200	224	233	245	256	241
Agriculture, forestry and fishing	199	224	232	244	255	240
Agriculture, forestry and fishing	199	224	232	244	255	240

**Home of the Addo Elephant Park**

	2010	2011	2012	2013	2014	2015
<b>Total</b>	<b>1,367</b>	<b>1,440</b>	<b>1,502</b>	<b>1,559</b>	<b>1,619</b>	<b>1,653</b>
Agriculture	194	218	227	238	250	234
Forestry	5	5	5	5	5	5
Secondary sector	346	355	377	392	412	433
Manufacturing	266	274	294	309	325	340
Food, beverages and tobacco	219	226	247	262	278	292
Food	217	224	244	259	275	289
Beverages and tobacco	3	3	3	3	3	4
Petroleum products, chemicals, rubber and plastic	11	11	11	11	12	12
Basic chemicals	8	8	7	8	9	9
Other chemical products	3	3	3	3	3	3
Other non-metal mineral products	2	3	2	2	2	2
Non-metallic mineral products	2	3	2	2	2	2
Metals, metal products, machinery and equipment	5	6	6	6	6	7
Other fabricated metal products	2	2	2	2	1	1
Machinery and equipment	3	3	3	3	3	4
Transport equipment	11	12	12	12	12	12
Motor vehicles, parts and accessories	11	12	12	12	12	12
Furniture; other manufacturing	15	15	15	14	13	12
Other manufacturing groups	15	15	14	14	13	12
Electricity, gas and water	38	38	38	37	37	36
Electricity, gas and water	38	38	38	37	37	36
Electricity and gas	22	23	23	22	21	21
Water	15	15	16	15	15	15
Construction	43	43	44	46	51	57
Construction	43	43	44	46	51	57
Construction	43	43	44	46	51	57

**Home of the Addo Elephant Park**

	2010	2011	2012	2013	2014	2015
<b>Total</b>	<b>1,367</b>	<b>1,440</b>	<b>1,502</b>	<b>1,559</b>	<b>1,619</b>	<b>1,653</b>
Tertiary sector	820	861	892	922	950	979
Wholesale and retail trade, catering and accommodation	276	287	299	305	310	317
Wholesale and retail trade	247	258	269	274	278	285
Wholesale and retail trade	247	258	269	274	278	285
Catering and accommodation services	30	29	30	31	31	32
Catering and accommodation services	30	29	30	31	31	32
Transport, storage and communication	81	85	89	91	95	97
Transport and storage	70	74	78	80	84	86
Transport and storage	70	74	78	80	84	86
Communication	11	11	11	11	11	11
Communication	11	11	11	11	11	11
Finance, insurance, real estate and business services	134	145	154	169	182	197
Finance and insurance	32	33	34	33	32	33
Finance and insurance	32	33	34	33	32	33
Business services	102	113	120	136	150	165
Professional business services	73	82	89	104	106	120
Business activities n.e.c.	29	30	31	32	44	45
General government	228	238	243	247	253	257
General government	228	238	243	247	253	257
National and Provincial government	205	215	219	222	226	230
Local government	23	24	24	25	26	27
Community, social and personal services	101	105	107	110	111	111

**Home of the Addo Elephant Park**

	2010	2011	2012	2013	2014	2015
<b>Total</b>	<b>1,367</b>	<b>1,440</b>	<b>1,502</b>	<b>1,559</b>	<b>1,619</b>	<b>1,653</b>
Community, social and personal services	101	105	107	110	111	111
Education (Private)	9	9	9	10	8	9
Health and social work (Private)	31	33	34	34	40	41
Other community, social and personal services	61	64	64	66	63	61

#### Income distribution in the economy

Table 27: Income distribution by Area in the economy

Annual Individual Income	No income	R 1 - R 4800	R 4801 - R 9600	R 9601 - R 19 600	R 19 601 - R 38 200	R 38 201 - R 76 400	R 76 401 - R 153 800	R 153 801 - R 307 600	R 307 601 - R 614 400	R 614 001 - R 1 228 800	R 1 228 801 - R 2 457 601	R 2 457 601 or more
EC106: Sundays River Valley	1730	547	970	3727	3944	2264	793	432	240	47	16	40
Kirkwood	125	43	82	206	274	244	151	108	63	10	2	11
Sundays River Valley NU	201	53	146	875	969	603	244	203	123	33	7	26
Enon	37	16	33	64	73	56	15	9	2	-	1	-
Bontrug	434	130	186	720	697	317	113	31	16	-	-	-
Barsheba	37	21	37	114	104	48	8	4	-	-	1	-
Paterson	14	-	1	10	10	13	17	10	3	-	-	-
KwaZenzele	267	110	135	427	400	222	66	25	10	2	-	1
Nomathamasanqa	440	120	257	860	876	455	106	24	11	-	3	1

**Home of the Addo Elephant Park**

Annual Individual Income	No income	R 1 - R 4800	R 4801 - R 9600	R 9601 - R 19 600	R 19 601 - R 38 200	R 38 201 - R 76 400	R 76 401 - R 153 800	R 153 801 - R 307 600	R 307 601 - R 614 400	R 614 001 - R 1 228 800	R 1 228 801 - R 2 457 601	R 2 457 601 or more
Addo	175	55	92	451	540	308	75	18	12	1	1	-

Table 28: Grant Recipients in SRVM 2020

Local Office	Local Office Key	Grant Type		Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
KIRKWOOD/ADDO LOCAL OFFICE	260200	Old Age Grant		2 729		R4 857 620	2 729
			> 75 Years	697		R1 254 600	697
		Disability Grant	Permanent Disability	1 495		R2 661 100	1 495
			Temporary Disability	116		R206 480	116
		Foster Care Grant			419	R419 000	419
		Grant-In-Aid		141		R60 630	141
		Care Dependency Grant			117	R208 260	117
		Child Support Grant	(< 1 Year)		528	R227 040	528
			(1 Year)		708	R304 440	708
			(2 Years)		697	R299 710	697
			(3 Years)		631	R271 330	631
			(4 Years)		691	R297 130	691
			(5 Years)		736	R316 480	736
			(6 Years)		743	R319 490	743
			(7 Years)		709	R304 870	709
			(8 Years)		785	R337 550	785
			(9 Years)		744	R319 920	744
			(10 Years)		743	R319 490	743

**Home of the Addo Elephant Park**



Local Office	Local Office Key	Grant Type	Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
		(11 Years)		799	R343 570	799
		(12 Years)		797	R342 710	797
		(13 Years)		805	R346 150	805
		(14 Years)		800	R344 000	800
		(15 Years)		706	R303 580	706
		(16 Years)		622	R267 460	622
		(17 Years)		523	R224 890	523
		<b>Total</b>	<b>5 178</b>	<b>13 303</b>	<b>R15 157 500</b>	<b>18 481</b>

Source SASSA

On a monthly basis approximately 18 481 grants are distributed to residents in the SRVM by SASSA, an amount of R 15 157 500 is paid out monthly and the grants or a total of R 182 000 000 per annum.

#### Economic infrastructure

The SRVM has two primary economic sectors namely Agricultural Economic Sector and Tourism Economic Sector.

#### Agricultural Sector

The primary agricultural sector is the leading and major economic sector. It remains the biggest and main contributor towards the overall SRVM economy. The SRVM has a good infrastructural base to support the development and growth of the agricultural sector. This consists of a well-developed irrigation system, road links as well as access to an airport and export base located within close proximity in Port Elizabeth. The majority of prime agriculture land in the SRVM area is largely privately-owned by white commercial entities operating citrus production as well as game farming activities in the area. There is a need for community gardens but land and water access remain major issues. A convincing number of women in the SRVM area have opted to operate small food gardens in their own backyards for subsistence purposes. This unfortunately limits the ability of these communities to engage in massive food security

#### Home of the Addo Elephant Park

production primarily to meet the bigger subsistence needs in the SRVM, but also to kick-start and sustain commercialized production activities aimed at improving local income generation capacity by the previously disadvantaged communities.

The municipality needs commonages that are fenced to be able to rent out to subsistence stock farmers. There is no pound in the municipal area and the situation poses a risk for road accidents. There are dipping tanks in all three nodal areas, however they all need to be upgraded. There is a need for livestock handling facilities in all the dipping tanks. Certain pieces of land that belong to the municipality and the community (kk 113 and Enon-Bersheba Citrus farm) have got an irrigation system that is currently vandalised. Enon-Bersheba communal land has fenced grazing camps and natural dams which must be provided with water. Access to water is the most glaring hindrance to the development of agricultural land. Some developing farmers resort to illegally abstracting water from the water canal.

The majority of people that are involved in agriculture are commercial and their infrastructure is in good condition. There are three tractors that were donated by the Department of Rural Development and Agrarian Reform and DRDLR for the emerging farmers of Sundays River. The farmers have established a committee that is responsible for the operational use of these tractors.

### **Tourism Sector**

The Sundays River Valley is one of the three valleys in the Eastern Cape Province with a strong tourism potential, the others being the Gamtoos River Valley and the Langkloof. Tourism in the Sundays River Valley Municipality is viewed as the second largest industry to citrus production. The Sundays River Valley area offers a range of tourism products and experiences. These are largely eco-tourism products offering a variety of nature and conservation-based experiences to a large influx of foreign tourists. A number of projects aimed at increasing community participation within the local tourism industry have been identified. The majority of these projects are still in the planning phase resulting in what can be viewed as minimal participation by the SRVM community in local tourism at present. Communities in the SRVM, in particular those residing within the Addo area view the Addo National Park as a major catalyst that, with proper guidance and partnerships with locals, could assist them to participate effectively in tourism.

One learner was trained by the National Department of Tourism to collect data of tourism establishments in the Sundays River Valley.

### **Home of the Addo Elephant Park**

## Infrastructure Profile

Municipalities must ensure that people in their areas have at least basic services required to live a dignified life. These services include, but are not limited to:

- a) Access to water supply
- b) Sewage collection and disposal
- c) Access to electricity supply
- d) Access to sanitation
- e) Road Networks and storm-water

These services have a direct and immediate effect on the quality of the lives of the people in a community and the development of the municipality in particular. For example, if the water that is provided is of a poor quality or refuse is not collected regularly, it will contribute to the creation of unhealthy and unsafe living environments, drive away existing business and repel instead of attracting new business to SRVM. Poor services can also make it difficult to attract business or industry to an area and therefore limits job opportunities for residents

## Water

Raw water is extracted from boreholes on the outskirts of town. Raw water is pumped from the boreholes to two storage reservoirs. The water is chlorinated before being distributed to consumers. Sundays River Valley Municipality is the Water Service Authority (WSA) and is responsible for ensuring compliance with the Water Services Act 108 (1997), and that efficient, affordable, economical and sustainable water services are accessible to all its residents. The capacity of the Water Treatment Works at Kirkwood is 5.5MI/day. The current water demand in Kirkwood is 3.15MI/day. However, even though the Water Treatment Works is operating at full capacity the municipality fails to meet the demand of water. This indicates that there are high levels of non-revenue water losses in the reticulation system.

## Sanitation

The Sundays River Valley Municipality had previously shown drastic improvements to the Green Drop Score from 5.9% to 48%. The Sundays River Valley Green Drop Improvement Plan (GDIP) provides a system-specific work-plan to improve the 2012 Green Drop score of each of the 4 wastewater systems. The GDIP approach is to establish a baseline score for each Green Drop sub-requirement and then to identify a specific task to be undertaken by a specific individual with in a set target date.

**Home of the Addo Elephant Park**

The 'before' (2011) and 'after' (2013) Green Drop scores are provided as realistically possible, given that all the tasks had to be undertaken between June 2012 and February 2013. To date the Municipality has used the initial score of 48% as its Baseline.

The GDIP forms the basis for a team effort by specific individual's identities involved in the improvement process to perform specific tasks within specific target dates

### **Electricity**

The Municipality's areas of jurisdiction are the following areas: Kirkwood, Bergsig, Moses Mabida and Aqua Park for electrical infrastructures. The outlying areas are serviced by ESKOM. The municipalities have engaged the services of Bigen Africa to develop a master plan that focuses on restructuring the electrical infrastructure in such a way that it will provide safety to operational staff, the general public as well as electrical infrastructures that would be capable to stimulate growth for the area. This exercise was completed in 2012.

The Master plan provides project costing for budget purposes based on cost estimates compiled for the different proposed infrastructure upgrading and/or strengthening projects that form part of the Electrical master Plan.

### **Waste Management**

The waste management objective is to provide quality, sustainable services to ensure a clean and healthy environment.

The Waste Management Sub-directorate provides an appropriate general waste collection service to households and businesses; cleansing services (street sweeping, litter picking, removal of illegal dumping on municipal public open spaces), as well as operating three general waste landfill sites.

The Upper Valley (Kirkwood Town, Moses Mabida, Bergsig, Msengeni and Aqua Park) is serviced in-house by SRVM cleansing staff.

The Lower Valley (Addo Town, Nomathamsanqa, Valencia, GreenFields and Noluthando, Paterson Town, Kwazenzele, Morrison and Enon/Bersheba) was once out-sourced to co-operatives or contractors but now it is taken over by the municipality..

### **Communication**

## **Home of the Addo Elephant Park**

The number of households that have access to phones, either through cell phones or nearby public phones, grew from 2221 households in 2007 to 2494 in 2009. This was accompanied by a decline of about 311 households in 2009 which did not have access to phones, when compared to the base year of 2007 with 351 households.

**Table 29: Household Access To Telecommunications**

Years	2007	2008	2009	2010
Total	8858	9316	9317	9318
In the dwelling/or cell phone	2221	2463	2494	2525
At a public phone nearby	4436	4710	4756	4802
At a neighbour nearby	1205	1351	1366	1381
At another location not nearby	231	190	171	152

(Source: ECSECC 2010/2011)

### Transport Networks

Transportation is an essential ingredient of almost everything man does to supply himself with the necessities of life. Road transport is particularly important for developing countries, where it provides about 80 to 90 percent of the total inland and/or border crossing transport of people and goods. An effective road network can hasten progress in agricultural and rural development, industry and trade, the viability of urban areas, and the expansion of jobs, education and personal opportunity. The World Bank's Long-Term Perspective Study emphasizes that although better market incentives (especially related to prices and inputs) to farmers remain important factors in agriculture, the effects of these would be blunted if the physical barriers and economic costs of transporting goods to and from markets remain high.

SRVM boast of:

- ✓ 2 National Roads **N2** and **N10** which are in good condition and currently maintained by SANRAL.
- ✓ 4 Tarred Provincial Roads –R72, R75, R335, R336 which are fairly good condition save of the R335 and R336 which are in need of some patching ups.

**Home of the Addo Elephant Park**

- ✓ A number of gravel provincial roads that are in need of urgent attention as most of them are full of potholes.
- ✓ Municipal Streets – all internal municipal streets are in urgent need of repairs and some needs paving in order to looks attractive to business.

SRVM also boasts of a rail line that was once used to transport citrus produce to markets but is in serious need for refurbishment as some parts of the rail are no longer serviced and hence inaccessible. There is an urgent need for the refurbishment of these railway lines in order to cut costs and reduce pressure on roads [the bulky nature of citrus produce is mainly suited for rail transport more than road].

#### LED priorities aligned with the national, provincial and district objectives

Local economic development and the drafting of the Sundays River Valley municipal LED strategy and priorities is guided by the principles and objectives of the National Development Plan, the New Growth Path, the National Spatial Development Perspective (NSDP), etc.

The LED Plan had ensured synergy and alignment with the objectives of national and provincial government programmes. In addition to the Constitution, a number of government policies and statutes are relevant to LED at the local government level, which includes the following:

- White Paper on Local Government (1998)
- National Framework for Local Economic Development in South Africa
- National Spatial Development Perspective
- National Development Plan
- Accelerated & Shared Growth Initiative for South Africa (ASGISA)
- Joint Initiative on Priority Skills Acquisition (JIPSA)
- Provincial Growth and Development Plan: 2004 – 2014
- Spatial Development Plan: Eastern Cape Province
- Broad-Based Black Economic Empowerment Act (BBBEE), Act 53 of 2003

#### White Paper on Local Government

The White Paper on Local Government (1998) reinforces the concept of developmental local government which is defined as:

**Home of the Addo Elephant Park**

"Local government committed to working with citizen and groups within the community to find sustainable ways to meet their social, economic and material needs and to improve the quality of their lives"

It further states that the powers and functions of local government should be exercised in such a way that it has maximum impact on the development of communities, to meet the basic needs of the poor and to grow the local economy.

Due to its influence on local economies, local government needs a clear vision for the local economy and needs to work in partnership with local business to maximise job creation and investment by taking responsible steps to ensure the overall economic and social conditions of the locality are conducive to the creation of employment opportunities.

**Relevance:** The White Paper guides LED at a local government level, as it advocates support services and leadership in the field of economic development, and provides a mandate for LED to create an enabling environment for sustainable economic growth.

#### **National Framework for Local Economic Development in South Africa**

The National Framework for LED in South Africa seeks to mobilize local people and resources, within the framework of the PGDP and NSDP, to become competitive in the economic marketplace, both domestically and internationally. The anticipated outcomes of the framework over the next five years were:

- **Build Public and market confidence in municipalities** - good governance, effective intergovernmental coordination, infrastructure investment capability
- **Identify and exploit the comparative and competitive advantage of each region** – a better understanding of the opportunities and constraints in local economies should inform a more balanced development path
- **Intensification of enterprise support** – SMME has greater capacity to absorb labour and is key in improving equity in ownership of the economy
- **Sustainable Community Development**- interventions in areas where there are no markets to bring about sustained growth

**Relevance:** The National Framework for LED in South Africa sets out the roles and responsibilities of government in terms of conducting LED. At a provincial level, the primary responsibility of government is to ensure adequate leadership at a local level, while local government is responsible for direct policy making (i.e. development of by-laws, ensuring the proper rezoning of land, administering policy programs and projects, initiating economic development programs) Thus that the LED strategy/ plan would be the mind – map for economic intervention in the municipal space.

#### **Home of the Addo Elephant Park**

### **National Spatial Development Perspective**

The National Spatial Development Perspective guides all infrastructure investment and development spending.

Key to this is ensuring that:

- Economic growth is a prerequisite;
- Spending on fixed investment beyond constitutional obligation of basic services should focus on areas with economic potential;
- Areas with low development potential – beyond basic services, focus on social transfers,
- HRD and labour market intelligence to give people more sustainable opportunities;
- Channel future settlement and economic development opportunities into activity corridors adjacent to main growth centers.

**Relevance:** The primary emphasis of the NSDP is to reconfigure spatial relations and implement spatial priorities that meet the Constitutional directives of providing basic services and alleviating poverty and inequality. The NSDP thus identifies areas where there is either economic development potential or high levels of poverty. Therefore the municipal SDF would be utilized and inform LED programs / projects to implemented in the municipal space.

### **Accelerated & Shared Growth Initiative for South Africa (ASGISA)**

The Accelerated and Shared Growth Initiative for South Africa (ASGISA) is a strategy that aims to achieve a higher and sustained rate of economic growth, through greater socio-economic inclusion in the development of the South African economy.

The objectives set out by ASGISA include:

- Halve poverty from one-third of households in 2004 to one-sixth of households by 2014.
- Halve unemployment by about 30% in 2004 to less than 15% by 2014.
- Average annual economic growth rate of 4.5% per annum to 2009 and 6% growth per annum from 2010 onwards.

**Relevance:** Since ASGISA is the guiding economic policy document for South Africa, it is necessary for the Sunday River Valley municipality LED strategy / plan to align itself with the national priorities set out in ASGISA. In this respect the Sunday River Valley LED strategy should

### **Home of the Addo Elephant Park**



focus on the tourism, agro-processing and agriculture sectors. Furthermore, the LED strategy should focus its development plans on the target groups identified in ASGISA particularly women, youth and the disabled.

#### **Spatial Development Plan: Eastern Cape Province**

The Spatial Development Plan (SDP) is intended as a coordinating document that sets out a broad framework for the investment of public funding and management of development in the Eastern Province, towards achievement of a common vision and set of objectives.

The objectives of the SDP are:

- To provide a coordinating Provincial spatial framework to dovetail public sector investment towards a common vision and set of objectives
- To provide a policy framework to give direction to all other development agencies in the Province regarding the priorities of government
- To make public investment programs more efficient
- To provide opportunities for creating an environment within which communities and the private sector can operate more effectively to achieve sustainable economic growth in the Province
- To protect natural systems
- To make efficient use of resources at a Provincial level
- To avoid duplication by different departments and spheres of government

#### **Relevance**

The approach to investment and management as outlined in the Provincial Spatial Development Plan provides a framework for the development of both LED strategies and Spatial Development Frameworks at a local government level.

#### **Broad-Based Black Economic Empowerment Act (BBBEE), Act 53 of 2003**

The objective of BBBEE Act is to substantially increase the number of black people who have ownership and control of new and existing enterprises, and the number of black people in executive and senior management positions. In this Act 'black people' refers to Africans, Colored's and Indians. 'Broad-based black economic empowerment' means the economic empowerment of all

**Home of the Addo Elephant Park**

black people including women, youth, people with disabilities and people living in rural areas; through diverse but integrated socio-economic strategies that include but are not limited to:

- Increasing the number of black people that manage, own and control enterprises and productive assets;
- Facilitating ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprises;
- Human resource and skills development;
- Achieving equitable representation in all occupational categories and levels in the workforce;
- Preferential procurement; and
- Investment in enterprises that are owned or managed by black people:

**Relevance:**

These BBBEE policy objectives will serve as a guide in the development of an LED strategy that promotes the participation of black people in the economic mainstream, as the successful implementation of BBBEE will be evaluated against the economic transformation and empowerment of rural and local communities.

**Growth and Development Summit Agreement, 2007**

The GDS Agreement was completed and signed in April 2007 and identified sector development as one of the strategic pillars of the strategy. Sector development seeks:

- a) To grow the numbers and improve the competitiveness and productivity of small, medium and micro enterprises
- b) To increase the numbers and productive capacity of SMMEs and large enterprises in the specific sectors of the economy
- c) To improve the quantity and quality of jobs created by SMMEs and large enterprises
- d) To increase the contribution of the targeted sectors in terms of employment and GGP contribution

**Relevance:** To ensure that the objectives of the GDS are expressed in the SRLM LED Plan.

**National Development Plan (Vision 2030)**



**Home of the Addo Elephant Park**

The National Development Plan (2011, p.1) presents a long-term Vision Statement of charting a new growth path for South Africa, stating that by 2030, the country should have eliminated poverty and reduced inequality by

- Creating jobs and improving livelihoods,
- Reduce poverty, and inequality,
- Expand economic infrastructure,
- Transit to a low carbon economy,
- Create an inclusive and integrated rural economy,
- Improved quality of education,
- Provide training and encourage innovation,
- Provide quality health care,
- Build a capable state,
- Fight corruption,
- Enhance accountability,
- Transforming society,
- Uniting the nation, and
- Provide adequate social protection

#### **Industrial Action Plan**

The Industrial Action Plan advocates for the following:

- To contribute to rural development,
- Promote agro-processing,
- Development of cultural industries,
- Promote tourism,
- Advance technology development,
- Promotion and development of the green economy,
- Adopt energy efficient goods and services,
- Encourage mineral beneficiation,
- Strengthen linkages,
- Integration of sector strategies

The analysis of the economic profile and trends in Sundays River Valley Local Municipality (SRVLM) forms the basis of identifying comparative and competitive advantages and economic potential opportunities that may be exploited by the municipality for the benefit of local residents.

#### **Home of the Addo Elephant Park**

Sundays River Valley is the leading region in citrus production in South Africa. SRVM has access to a constant supply of irrigation water through the canal and that makes production more favourable to areas that depend on rain water. The rationale for successful economic revitalization of SRVM lies in some of the following salient comparative and competitive features:

- Proximity of SRVM to the Nelson Mandela Bay Metro presents a readily available market for this rural community.
- Proximity of local business to the Coega harbour for cheaper export costs
- Land availability for new development that is already identified for future development initiatives
- Established local commercial farming and tourism infrastructure
- Possibility of relocation of District municipality and other Provincial Government Departments' offices to Kirkwood
- Established road and rail infrastructure
- Natural resources as portrayed by the local landscape and warm climate that sustains the key agriculture and tourism sectors
- SRVM is identified and funded by the Premier for town revitalization project.

The economy of the SRVM bears the typical characteristics of the rural area; with agriculture having a dominating role in the economy of the area. Although tourism is not formally regarded as a sector, its contribution to the area's economy is significant enough to take cognisance of.

The LED strategy reflects the economic development concepts listed below as a result of broad consultative process. These form part of the catalytic projects identified in the implementation plan and the IDP must be read in conjunction with that plan.

FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
Enon-Besheba land Asset (10 200ha)	<p>A draft business plan for six-pronged project has been completed and presented to various stakeholders (Municipal Council, Ministers Hanekom and Nkwinti, the Witrivier Communal Property Association and the Enon-Bersheba community). The six facets of this development programme are:</p> <ul style="list-style-type: none"> <li>• 220 hectares of Citrus development that will be in three phases</li> <li>• 120 hectares of crop and grass farming</li> <li>• 14 hectares of food security programme</li> <li>• 1000 hectares for livestock farming</li> </ul>

**Home of the Addo Elephant Park**

FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
	<ul style="list-style-type: none"> <li>• Addo Elephant Park conservation and lodge development or Game Ranch with combination of Game and Nguni cattle</li> <li>• A community College</li> </ul> <p>SRVM is embarking on funding mobilization for this lucrative programme.</p>
Portion 307 of site kk113	The development model is designed to develop citrus and crop for the benefit of the agri-park. The potential beneficiaries are ward 3, 5 & 6 and a community trust will be established
Addo Gateway	Tourism business development opportunities are earmarked through the Cacadu Development Agency and a budget of about R150million rand will be spent on this development
ERF 943	<p>Erf 943 is situated at the junction of the main road from Addo, turning towards Kirkwood; this site is "home" to the newly unveiled "heritage" mark for the Municipality.</p> <p>A combination of middle-income housing development and commercial site development will attract the necessary investment and enhance tourism in the area.</p> <p>To enhance the "heritage" aspect of the site, it is envisioned that the development concept may include a Museum, to capture the diverse historical narratives of the area, and a Tourism Information office. Included in the development will be commercial shops of varied offerings.</p> <p>The development model for this piece of land is envisioned to be a "partnership" between a private developer and the Municipality.</p>
Bio-energy solutions	The Development Agency intends to roll out this project at SRVM for approximately R100 million. The bio-energy sector is growing at a rapid pace throughout the globe, South African enterprises are providing more and more practical solutions to alternate energy; these applications must be evaluated for possible implementation in the region. Municipal waste and bio-mass are natural feed-stocks for such application. Smaller applications for industrial and commercial application must be considered for spatial heating and thermal power.

### Home of the Addo Elephant Park

FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
Bee-keeping	<p>Research has revealed the rising demand for natural honey, the Sunday River Valley area with its rich Citrus environment, is an ideal place to invest in larger scale bee-keeping projects.</p> <p>This relatively low capital scale project, with established market opportunities, is ideal for "emergent" farmers to exploit.</p> <p>The placement of beehives could take place throughout the region, to take advantage of the various natural honey feedstocks.</p>
Aqua-Culture and marine development	<p>It is of great advantage that the Sundays River Valley municipal area stretches to the Indian Ocean, this allows the potential establishment of both fresh water and salt water aquaculture enterprises.</p> <p>The advantage to be exploited is the proximity of the area to the Coega harbour for exports, being the dominant market for most salt water aquaculture forms. Fresh water fish products could contribute to local food security.</p>
Rail Revitalization	<p>Rail infrastructure is already established, but significantly underutilized. Three focal areas of development are envisioned in carving the Developmental Strategy for the revitalization of the Rail Transport, and these are;</p> <ul style="list-style-type: none"> <li>• Moving goods to the markets</li> <li>• Transporting people</li> <li>• Tourism experience</li> </ul>
Infrastructure Development	<p>The underlying regional development needs are directly linked to improved and expanded infrastructure provision.</p> <p><b>Energy:</b> The current Eskom supply capacity is dramatically improved from 2,5MVA to 5MVA to provide sufficient power requirements for expanding commercial and residential demand.</p> <p><b>Water:</b> Existing water infrastructure requires maintenance and expansion into new development areas.</p> <p><b>Sewerage:</b> Under-capacity of sewerage processing facilities is limiting provision of basic services and will not allow for economic expansion.</p> <p><b>Road:</b> Road transport is an important sector of economic activity, especially in developing countries, where it plays an essential role in marketing agricultural products and providing access to health,</p>

**Home of the Addo Elephant Park**

FOCUS PROJECTS	COMMENT and STATUS OF PROJECT
	education and agricultural inputs and extension services. Conversely, lack of accessibility or poor road conditions are barriers to agriculture, industry and trade, and may hinder the entire development effort.
Nursery and Pruning operation	Demand for citrus trees is overwhelming as a result new operations have a waiting period of 3-5 years to get trees for planting. This is an investment identified for development at municipal owned lands.
Small towns revitalization	The municipality has developed a Small Towns revitalization Strategy and an implementation plan for the three major towns in SRVM (ie. Paterson Addo and Kirkwood). The Office of the Premier is currently implementing the revitalization strategy in Kirkwood town.
Orchard Development	The private sector intends to transform some of the orchards into retail business development precinct around the Kirkwood area. See the citrus packhouse and agri development plan included in this document.

#### Stakeholder and community involvement in LED activities

An environment for Public Participation is sectoral based where you find different fora for every sector identifiable in the valley. There is a business chamber, SMME forum, Cooperatives forum, Addo Elephant National Park business stakeholders forum and collaboration with the district we serve in the district LED forum.

#### PHASE 2 – STRATEGIES & PROJECTS

**Does the municipality have mechanisms for business expansion and retention for existing businesses and attraction of further investment?**

One of the critical goals identified in the LED strategy is to develop business attraction, retention and expansion that considers SMME's and large businesses. This goal has set of strategic objectives, programs and projects.

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Table 30: mechanisms for business expansion and retention for existing businesses and attraction of further investment

Goal	Objective	Programme	Project	
To develop business attraction, retention and expansion that considers SMME's and large businesses	Prevent economic leakage by undertaking 4 buy-local campaigns per annum  <a href="#">Improving the Local Business Investment Climate</a> by 2025  SMMEs are supported through the mentorship and business support programs annually.	Tourism development enterprises at Enon - Bersheba  Attract and retain investments and people to make business in the Town centre  <a href="#">Investment in sites and premises for Business</a>	Undertake import and Export assessment research	M.M, Chief Financial Officer (CFO), Director Corporate Services & LED MANAGER
			Develop Investment Incentive strategy / policy (retention and attraction )	
			Develop EnonBersheba, Santa Clara and KK 113 Farms.	
			Enhance 4 marketing and branding programs per annum.	

Has the municipality set targets for enterprise development support e.g. SMME and Cooperatives?

The Sector and Enterprise development practitioner is facilitating venture funding which remains a key issue, and is establishing linkages with government and establishing new venture funds for SMMEs. The municipal SMME development programme seeks to turn around the vicious cycle of poverty, unemployment and inequality.

The current programmes that are being facilitated in support and growth for SMMEs in the area are as follows:

Table 31: targets for enterprise development support

Support programme	Description
SMME and Co-operative Promotion and Awareness programme	Support initiatives designed to increase the promotion of the SMMEs including Co-operatives

**Home of the Addo Elephant Park**



Support programme	Description
Education and Training	Promotion of education and training on SMMEs and Co-operatives
SMME and Co-operative Research and database	Research plays an important role in informing government policy and strategy on collective entrepreneurship and SMMEs promotion.
Business Support Services	Registering of new businesses via the website of CIPC. Registration of businesses under the Central Database System. Referrals and Advice. Call for business funding proposals
Products for Targeted Procurement from Small Enterprises	30% of local procurement be secured from local SMMEs including co-operatives.
SMME Outreach and Training programmes	To bring close the services of small business development e.g. SEDA, ECDC, DTI
Business infrastructure support	Focus will be given to the provision of facilities for use by small businesses in specialised manufacturing and service industries, as well as strengthening of hubs for rural small businesses Renovation of old buildings for use by small businesses will also be considered.

#### Does the municipality have mechanisms to support the implementation of public employment programmes (CWP/EPWP)?

SRVM has established an EPWP committee and it comprises of Sector and SMME Coordinator, Supply Chain Management Practitioner and PMU Manager. This is one mechanism to enhance the implementation of EPWP. The municipality is expected to receive in 2021/2022 MIG allocation around R1 million which will be ring-fenced for EPWP. EPWP policy was developed and adopted by council.

#### Are there mechanisms to support small towns' revitalization initiatives?

The Sundays River Valley Municipality (SRVM) had an obligation (commitment) to fulfil targeted outputs and achieving the outcome of improving the lives of the local communities, by developing initiatives that supports the rehabilitation of the town as local center of economic activities and

**Home of the Addo Elephant Park**

nodes of centralized and focused delivery of service. The aim is to ensure that the competitiveness of these small towns i.e. Kirkwood, Addo and Paterson is enhanced in order to attract investments and to retain the current investors.

In 2014/2015 the Municipality compiled the SRVM Smalls Town Revitalisation Strategy, and the Provincial Committee and relevant stakeholders has approved its implementation, thus the Municipality has sourced a professional and experienced service provider to assist with the implementation thereof.

#### Policies to promote economic development

The municipality has the following policies and by-laws that promote economic development:

- Street trading by-law
- Food control by-law
- Animal control by-law
- Co-operative Development policy
- SMME Development policy
- Informal Trading policy
- Draft Commonage Management policy
- Tourism Sector Plan
- LED Strategy 2013
- Spatial Development Framework
- EPWP Policy
- Supply Chain Management Policy
- Small Town Revitalization Strategy 2014
- Water Safety Plan 2014

#### 2.5. KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The Municipal buildings are situated in Kirkwood; these are the main offices in Middle Street. There are also satellite offices in the towns of Addo and Paterson. These are managed by a service delivery co-ordinator, who is one of the senior official in the municipal manager's office. In Kirkwood, the main buildings are for the Finance department, the Council Chambers, Traffic Services and the Municipal Managers Office – all of these buildings are in the same street in Kirkwood.

**Home of the Addo Elephant Park**

The offices for the Technical Department were located in the township of Moses Mabida but were burnt in 2014 as a result the Technical Services Department is now located in Middle Street Kirkwood. There are challenges with regard to accessing basic municipal services for places afar like Zuney (near Alexandria) where those citizens have to travel to Kirkwood for the most basic of services. Council has employed a local person and established a Satellite Office to be of assistance to residence in that area.

Sundays River Valley Municipality has developed the IDP/Budget process plan and it was adopted by Council on the 27 August 2020. The process plan was not followed 100% because of postponement of certain activities and COVID 19 lockdown, however all the identified activities were done to some extent. Communities were invited to participate in the IDP processes through outreach programmes facilitated by the public participation officer and the speaker as well as the strategic manager and the Mayor. We did not advertise for stakeholders to participate in the IDP processes, however during the establishment of war rooms in all wards we developed a register of stakeholders and they were workshoped on their roles and responsibilities. One of their roles is to participate in IDP processes which included the identification of ward priorities and developing action plans for the implementation of those ward plans.

The Municipality is in the process of improving its communication and access to information by all sectors of the community. There are healthy relations between the political and administrative components of the municipality. There are also cordial relations between the ward committees and the general public. The council is stable and sits as per the schedule of Council meetings save during the Covi-19 lockdown. All section 56 managers excluding CFO were appointed and section 79 committees are functional.

#### **2.5.1. Ward Committees**

The Municipality has eight (8) Ward Committees that were established as per the number of demarcated Municipal wards. The Municipality has adopted guidelines for the establishment of the ward committees that complies with the terms of reference for the establishment of the ward. The ward committee meetings are scheduled such that the ward inputs are able to find express in standing committees and council meetings agendas. To compensate for out-of-pocket expenses, members receive a stipend of R1000 per scheduled meeting. The Municipality is committed to ensure that it has a fully functional ward committee system. SRVM area does not have traditional leaders except the representation of traditional healers in some ward committees.

Convening ward committee meetings is a serious challenge. Few ward committee meetings took place during this financial year. Important documents like the draft Annual report and amended

**Home of the Addo Elephant Park**

SDBIP therefor did not find its way through the Ward Committees. Where meetings were convened it could not sit due to the members not forming a quorum. This challenge is being addressed by the Office of the Speaker.

Ward based planning is utilized in the Municipality – this process of interactive engagement with local stakeholders allows the Municipality the opportunity to engage while also making the IDP process realistic. The ward plans for all the wards are in place and were reviewed in the 2019/20 financial period. Ward based planning is also a mechanism of making the IDP belong to the community and this allows IDP objectives to be framed at a local level where this allows a bottom-up approach to strategic planning.

### **2.5.2. Public participation**

A five-year public participation framework plan was adopted by Council in March 2014. The implementation of public participation strategy is the responsibility of the Municipal Manager assisted by the public participation official. The consultation process is done through Council Outreach Programmes, Mayoral Imbizo's, Ward Committees, IDP consultation and review process and IDP & Budget road shows. The Sundays River Valley Municipality ensure the stakeholders and communities are involved in a range of issues with particular emphasis on the following:

- Integrated Development Planning Process;
- Annual Budgeting process;
- Performance management system;
- Policies and By-laws development and implementation;
- Pressing issues of HIV and Aids, Unemployment and social cohesion;
- Project planning, implementation and monitoring;
- Strategic plans of the municipality
- Covid-19 Joint Operations Committee
- Development in general

The office of the Speaker is currently responsible for public participation. There is a readily available stakeholders' register that specifies the contact details of stakeholder representatives.

### **Comments on Effectiveness of Public Engagements**

- Poor attendance by communities
- Poor planning from the administration especially when it comes to communication meetings and dissemination of information
- Unnecessary postponements of meetings because of non-submission of items
- Not all Ward committee issues finds expression in council

**Home of the Addo Elephant Park**

- Some members of the ward committee are not active in the community and the forums they are representing are not holding them accountable
- Some councillors are not holding report-back meetings in their constituencies after their ward committee meetings
- Failure of councillors to submit their schedule of report back meetings to the Speakers

## **SOCIAL COHESION**

To promote social cohesion within the communities the following activities are honoured:

- Multi-coded sporting events
- Links forged with other departments like correctional services with the aim of integrating the prison community with local communities
- There are arts and culture festivals that include a wide range of artistic disciplines (story-telling, visual arts and craft, speech and drama, poetry, dance and music)
- There are sport and recreational activities that are facilitated by the Municipality through the Office of the Sport and Recreational Officer

### **2.5.3. Community Development Workers**

A memorandum of understanding was signed between the municipality and the department of local government and traditional affairs in respect of CDWs responsibilities. The CDWs ought to report monthly to the municipality but this does not happen. The challenge is that the round tables are not sitting as planned due to poor attendance by CDWs.

It is to be noted that not all wards have CDWs dedicated and designated in their respective wards. Out of 8 wards there are only 4 CDWs.

### **2.5.4. Special Programs Unit (SPU)**

The recognition of democratic values of human dignity, equality and freedom as enshrined in the constitution was one of the transformation agenda in the 1999 presidential state of the nation address. Key to this was contextualisation of chapter 2(bill of rights) of the constitution of the republic of South Africa act 108 of 1996. For the state to respect, protect, promote, and fulfil democratic right and values of all people in the country, government should priorities to improve the quality-of-life of designated groups.

**The mandate of special programmes in local government:**

**Constitutional mandate:**

**Home of the Addo Elephant Park**

**Chapter 2** of the constitution provides for equality, protection, and advancement of all persons or categories of persons disadvantaged by unfair discrimination. Thus, Local Government has a role to play in ensuring that such right is respected and entrenched within its mandate.

Section 152 of the constitution requires the Municipality to structure and manage its administration, budgeting, and planning processes to give priority to the basic needs of the community and its social and economic development. In responding to the needs of the communities, the practical needs and strategic needs for designated groups must be considered.

#### **NDP2030**

Chapter 15 on transforming society and uniting the country provides for equal opportunities, inclusion, and redress by: all vulnerable groups including (women, children, rural communities, gay and lesbian people and African immigrants should enjoy equal protection and their vulnerability to redress through effective and coordinated responses by the police, Business, community, and civil society. (See chapter 12 for details).

The white paper on Local Government: defines local government as local government committed to work with its citizens and groups with the community to find sustainable ways to meet their, social, economic, and material needs and improve the quality of their lives.

SPU Primary Mandate:

It is based on the above that the primary mandate of Special Programme unit in local government space is as follows:

. To develop and monitor the policies and legislative frameworks and to guide mainstreaming and transformation of the designated groups issues within Local Government Space.

. To develop, promote, and monitor mechanisms, systems, and structures to enable an integrated, inclusion, and responsive service delivery within Local Government Space. The Special Programme unit is in the office of the Mayor politically and the Municipal Manager administratively. Special Programmes unit has three focal persons who are responsible for designated vulnerable groups. As per the Sundays River Valley Municipality (SRVM), designated groups are:

- a) **Women**
- b) **Youth**
- c) **People living with Disability**
- d) **Elderly People**
- e) **Children and**
- f) **LGBTQI+**

**Home of the Addo Elephant Park**

The above-mentioned sectors of community have their policies and legislative framework that governs them per sector. The Special programme coordinator consult with all designated groups to solicit their views or inputs to formulate programme and plans based on their aspiration and resolution to be considered in the IDP. and the Youth Development Strategy focus on the integration of programs and services targeting the identified groups. These policies seek to respond in a progressive manner to the issues and challenges faced by the identified groups within the local government mandate and policy framework.

The Unit has established several structures that respond to the needs of the vulnerable groups. These include but are not limited to, Women's, Youth, Disability, and Elderly Forums. The primary purpose of these structures has been to mainstream the agenda of vulnerable groups into the everyday workings of the municipality. Youth Forums are established in all wards however, what is still outstanding the establishment of the Sundays River Valley Youth Council. Women, Disability and Elderly Forums are established.

#### **2.5.4.1. Youth and Children Development-Strategy.**

The Youth development Strategy acts as an umbrella framework to guide the entire Sundays River Valley Municipality as it steps up its work with and for young people across its five pillars – creating an enabling environment and Placement of youth for vocational qualification, Education and skills development, Town ship and rural hubs, Enterprise/entrepreneurship development. – in all contexts. It seeks to significantly strengthen the SPU capacity to engage young people and benefit from their views, insights, and ideas. It seeks to ensure the SPU work on youth issues is pursued in a coordinated, coherent, and holistic manner.

#### **2.5.4.2. Women empowerment Strategy /Gender equality LGBVTQI+**

Gender Equality and Women's Empowerment Strategy. applies across all work undertaken by the Department of Foreign Affairs and Trade (DFAT). It strengthens gender equality and women's empowerment as a priority across.

#### **2.5.4.3. People living with Disability and Elderly People**

Local government is committed to work with disadvantaged groups to find sustainable solutions to their social, economic, and material challenges, and improve the quality of their lives. This includes people with disabilities. Our commitment is largely derived from two key processes found in the Local Government Municipal systems act 32 of 2000. These are the integrated Development Planning and performance Management. The MSA mandates municipality to consult and facilitate the participation of local communities in identifying their development needs and priorities when

**Home of the Addo Elephant Park**

developing integrated development plan. The act compels municipality to consider the special needs of people with disabilities and other disadvantaged groups.

### **2.5.5. Wellness**

It is an intervention strategy based on the workplace to help employees contend with life challenges that may impact negatively on their performance. This is applicable whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, financial problems, or other concern.

#### **2.5.5.1. HIV/AIDS**

The wellness official coordinates the applications and procedures related to support, education, capacity building, training, promotion and awareness within the Municipality and broader community on HIV/AIDS infection and other related disease impacting on the quality of life through communication. She also ensures that specific policies are adhered to. The coordinator develops intervention Plan for the Municipal Employees and the communities. She establishes communication forums with non-governmental organizations and other stakeholders and private sector. We do not have an HIV/Aids Plan and the municipality intends to customise one from other local municipalities.

#### **2.5.5.2. OCCUPATION HEALTH & SAFETY**

Enforce policies, procedures and practice dictating healthy and safety controls of the Municipality and execution of the investigations of incidents, also enforce the application of the promulgated safety regulations through inspections of work sites and determining the extend of the occupational safety and awareness. Ensure unsafe conditions and hazards are identified and minimizing the threat of the injury to person /damage of property.

### **2.5.6. Communication Strategy**

The municipality has established a Communications Unit. A Communication Officer was employed and resumed her duties from October 2018. The position is located in the office of the Municipal Manager. A Communication strategy document has been produced and approved by council in 2019, and its plan is being implemented.

Table 32: Communication Strategy

ITEM	SUPPORTING INFORMATION	BUDGET	PERIOD
Signage for Municipal Buildings	These Items will include Notice boards, Signage posts both inside at outside of the municipal buildings. The importance of these Items is to make sure that our municipality is visible.		Annually

**Home of the Addo Elephant Park**



ITEM	SUPPORTING INFORMATION	BUDGET	PERIOD
Engagement with the key stakeholders	This will ensure that the municipality has a direct relationship with all the stakeholders who are working with the municipality and within the municipality. This will promote coherence and harmonize projects.		Quarterly
Marketing of the Town Revitalization Concept	SRVM has been listed amongst the small towns in the Eastern Cape which will benefit from Small Revitalization Programme which is funded by the Office of the Premier. This project needs to be marketed so that SRVM can unleash its potential and be a tourism destination center in Sarah Baartman District. The project is marketed in our monthly internal newsletter and the quarterly newsletter and also on our social media pages.		2019/20
Communication Support to various Awareness campaigns	This will ensure that the public is aware of all the municipal activities that way improving the image and reputation of the municipality. This would also improve the trust that people have on the municipality to deliver services.		As required
Radio Space on Local and national Radio Station	The essence of buying space in Radio stations is to reach out the bigger audience of SRVM. The aim is also account to our population in a bigger and interactive platform.		Quarterly
Promotional/Marketing Material	The importance of having marketing material is to sell the brand of the municipality to our people and those who are coming from outside the Valley.		Annually
IRG Meetings	Inter-governmental meetings are legislated meetings which coordinates stakeholders for the purpose of main streaming service delivery and priorities services for our community.		Quarterly
Website content management and social media pages	Having a properly functioning website is very good for any institution for marketing purposes and to ensure that the public has easy access		As required

**Home of the Addo Elephant Park**

ITEM	SUPPORTING INFORMATION	BUDGET	PERIOD
	<p>to all the public documents, relevant information about jobs and activities of the municipality. Keeping it up to date is very important.</p> <p>We live in a digital age, communicating digitally is fast, effective and efficient. It is therefore very important to be available in all social media platforms. SRVM has a Facebook and Twitter page.</p>		
Media advisory, release, statement	Issuing media statements regularly assists in maintaining the image of the municipality and improve the public perception of the municipality in a broader platform. Proactive communication assists in tackling the media to avoid chaos and leaking of wrong information.		As required

#### 2.5.6.1. Intergovernmental Relations

SRVM has a functional IGR structure consisting of all the sector departments operating in the SRVM area together with other sectors such as the private sector and SMMEs. The Terms of Reference for the IGR were approved by Council. The IGR is functional with the consistent adherence to the legislative guidelines of convening IGR at least once quarterly. The municipality decided to treat the Covid-19 Joint Operations Committee meetings as part of our IGR engagements since during the time of this pandemic it was difficult for the IGR to meet. The IGR meetings are held every quarter and the following issues that communities have raised need to be addressed; most of them are recurring.

Table 33: 2.5.6.1.Intergovernmental Relations Issues

DEPARTMENT	PRIORITY ISSUE
Human Settlements	<p>Rectification program in all areas.</p> <p>New RDP houses in all areas.</p> <p>Sewer pipe connections for housing development.</p> <p>Land for housing development.</p> <p>Title deeds.</p>

**Home of the Addo Elephant Park**

DEPARTMENT	PRIORITY ISSUE
	Temporary housing structures Formalization of informal settlements
Roads and Public Transport	Tarring entrance roads to townships. Support with potholes within municipal roads. Weigh bridge Transport for learners
Water and Sanitation	Water tanks Service infrastructure for planned middle income housing development in Addo. Bucket System in Paterson and Zune 3000ha water rights Fencing of canals
Rural Development and Land Reform	Land Audit. Land for stock farming. Land disputes (Evictions, land sales to the detriment of long- time occupiers. Research on impact of land transfer/sale to emerging farmers.
Department of Health	Clinic for Enon-Bersheba community. Currently the mobile clinic visits the vast area once a week. Clinic at Valencia situated on outskirts of community Day care hospital at Nomathamsanqa needed and small clinics that cannot cope with the high population figures
SANRAL; TRANSNET	Renewal of railway line/service Transfer of railway houses to the occupants or municipality Transfer of houses to occupants in ward 7: Glenconner
Sarah Baartman District Municipality	Provision of land for local economic development projects Emergency centre in Paterson
Social Development	Proper monitoring of funded projects Assistance in establishing a drug committee
SASSA	Coordination of food parcel programmes and proactive interventions.

**Home of the Addo Elephant Park**

DEPARTMENT	PRIORITY ISSUE
Department of Education	FET College/ Community college Transport for learners. Teacher shortage in Sandisulwazi – Paterson (No Maths and Science Teachers)
SAPS	Improved patrolling and quicker response time to incidents, especially in Addo. Improve working relations between police forums and the police
Department of Minerals	Illegal mining of sand in Paterson and Enon-Bersheba
CoGTA	Multipurpose facility at Paterson
Department of labour	Department only visits once per week in Kirkwood and many people are not serviced. Appalling farm dwellers working conditions. Farm dwellers require ID registration

1. The strategy to make IGR responsibilities effective is to hold separate meetings with specific few sectors at a time and address all pertinent issues.

1. There is a functional IDP representative forum and Transport Forum. The special programmes officer and local stakeholders participated in the development of the district-wide youth, women and disable policies and these will be cascaded to local municipality through internal processes. The municipality would appreciate any assistance in the form of funds or deployment of officials to conduct these workshops. We participate in the Addo National Park Forum. The municipality participates in the District Economic Development Forum and District support team. The Local Aids Council was established but is now functional since the appointment of an HIV-Aids coordinator. The Mayor, Municipal Manager and CFO do attend Mayor's Forum, MM's Forum and CFO's Forum respectively. MuniMEC engagements are also attended by the Mayor and the Municipal Manager. Technical services attend PMIIT quarterly meetings.
2. Some sector departments do attend IDP representative forum meetings but the attendees at local level are not given decision-making powers (not strategic managers) as a result their presence is often not effective.
3. Assistance is required in the development of IGR policy framework for a local municipality.

**Home of the Addo Elephant Park**

4. SRVM participates in the initiatives for inter-municipal planning around the Performance Management Systems. The District has established a district PMS forum. SRVM receives support from the District in respect to the use of their e-PMS tool.

#### **2.5.6.2. Activities with other Municipalities**

Sundays River Valley Municipality is working with Blue Crane Route Municipality in the Zuurbeg High Impact Project – this is the upgrading of the road (R335) that link the two municipalities. The unemployed youth and SMMEs benefit substantially in this project. The project is implemented in two phases, namely – Airfield Development (phase 1) and R335 Addo Development (phase 2).

The planning phase with regards to a project on the revitalization of the rail network between the amalgamated Ikhwezi Municipality and SRVM has since blocked. The new municipal managers will have to restart these negotiations.

At a District level we are also in an agreement (SLAs) with Municipalities nearby with regards to Fires and Disaster Management.

#### **2.5.7. Legal Matters**

The size of the Municipality makes it difficult to have a fully-fledged legal unit, as such the function is outsourced to outside legal service providers.

#### **2.5.8. Audit**

##### Audit opinions:

During the past five financial years the municipality has received the following opinions from the Auditor General:

2017/18 – Qualified Opinion  
2018/19 – Disclaimer  
2019/20-Disclaimer  
2020/21Disclaimer  
2021/22 Disclaimer

Bases for Disclaimer of opinion were as follows but not limited to the below stated:

- The municipality did not capitalize the present value for provision of landfill sites. Property, plant and equipment provisions were overstated by R9,9million.

**Home of the Addo Elephant Park**

- The indigent debtors were approved without confirming if indigent debtors were entitled to receive indigent subsidy
- No sufficient evidence provided to confirm the irregular expenditure as disclosed.
- Support evidence was not provided for the restated opening balance of VAT payable
- Inability to obtain sufficient appropriate audit evidence for service charges due to poor status of accounting records
- The transfers and subsidies were overstated by R6,2 million and unspent grant was understated by the same amount
- Inability to obtain sufficient appropriate audit evidence for bulk purchases due to the status of the accounting records
- No adequate systems of internal control to confirm what was received or consumed by the municipality

#### EMPHASIS OF MATTERS

- Fruitless and wasteful expenditure accumulated to millions of Rands due to interest charges on the late payment of invoices
- The municipality incurred unauthorized expenditure of +/- R142 million

#### AUDIT OF ANNUAL PERFORMANCE REPORT

- Auditors could not obtain sufficient appropriate evidence for basic services and infrastructure as the annual report was presented without accurate and complete underlying performance records.

#### **MPAC:**

The Municipal Public Accounts Committee sits every quarter. It was agreed that meetings of the MPAC should be more frequent. However due to postponement of meetings and glitches in the organization of meetings, some MPAC meetings could not progress effectively as desired.

Council appointed a new MPAC chairperson by the name of Councillor Lunga Bhakha. MPAC meetings are coordinated from corporate services office.

Invites are advanced to the Office of Auditor General and the Chairperson of the Audit Committee to advice on matters that need attention for Council to progress to an unqualified opinion.

An audit implementation plan should be reviewed at every meeting of MPAC.

#### **Audit Committee and Internal Audit Function:**

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The municipality has an effective audit committee of four members with expertise in various areas, namely, Accountancy, Tax, Audit, Governance, Law, Performance Management, Human Resources and Risk Management.

The audit committee operates within an Audit Committee Charter adopted by Council and is reviewed on an annual basis. The charter gives the audit committee the authority to direct activities of the Internal Audit Function. The Internal Audit function also operates within an approved Internal Audit Charter which gets approved by the Audit Committee and is adopted by Council.

The Audit Committee recommends a three-year rolling Audit Strategy and an annual Internal Audit Plan, which gets adopted by the SRVM Council. As part of the strategy and annual internal audit plan, the Internal Audit function prioritizes the review of the IDP prior to its adoption and advice accordingly. Furthermore, the implementation of the IDP is regularly reviewed on a quarterly basis to evaluate the progress made to achieve the municipal strategic goals. Quarterly reports on the evaluations made for the implementation of the IDP are presented to Audit Committee, EXCO and through to Council for oversight.

The function of the Audit Committee is negatively impacted by the absence of the Chief Internal Auditor.

#### Audit Action Plan

The report of the Auditor General with detailed findings is populated in an audit action plan template. The audit action plan is followed up by Internal Audit to evaluate the progress made on action plans committed by management. The audit action plan is tabled at management, EXCO, Audit Committee and Council meetings.



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Table 34: Administration Audit Action Plan

ADMINISTRATON	Challenges	Interventions/Progress	Action Plan
<b>Records Management</b>	<ul style="list-style-type: none"> <li>De-centralised registry/archive</li> </ul>	<ul style="list-style-type: none"> <li>Review Manual and records Management Policy and send for approval by Council</li> <li>Design and introduction of an electronic records management system.</li> <li>Appointment of 8 personnel members</li> </ul>	<ul style="list-style-type: none"> <li>Manual and Policy to Management and Council</li> <li>Training on registry and archives procedures</li> <li>Acquiring of office space and equipment</li> </ul>
<b>Secretariat</b>	<ul style="list-style-type: none"> <li>Coordination of reports and distribution of agendas</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to Rules of Order of Council</li> <li>Oversight by Speaker of Council</li> <li>Capacitate Unit with more resources i.e. personnel and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Training and mentoring of staff</li> <li>Acquisition of resources including office space and equipment</li> </ul>
<b>Telecommunication</b>	<ul style="list-style-type: none"> <li>Unstable Network</li> </ul>	<ul style="list-style-type: none"> <li>Roll out of telephone equipment</li> <li>Activation of VOIP</li> </ul>	<ul style="list-style-type: none"> <li>Review Telecommunication Policy</li> <li>Telephone Management System to be activated</li> </ul>

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<b>Ward Committees</b>	<ul style="list-style-type: none"> <li>☞ Meetings not convening as scheduled</li> <li>☞ Implementations of resolutions not adhered to.</li> </ul>	<ul style="list-style-type: none"> <li>☞ Ensure adherence to the Rules of Order of Council, and oversight by the Speaker of Council</li> </ul>	<ul style="list-style-type: none"> <li>☞ Training of Ward Committee members</li> <li>☞ Monthly reports of performance of members to be submitted to Office of Speaker by Ward Councillors.</li> </ul>
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Table 35: Human Resources Audit Action Plan

HUMAN RESOURCE	Challenges	Intervention	Action Plan
Leave Administration	<p>Manual capturing of leave</p> <p>Leave books and attendance registers not submitted to HR in time for capturing</p> <p>Leave not captured on time</p> <p>Lack of training</p>	<ul style="list-style-type: none"> <li>• Installing of the software training to users still pending.</li> </ul>	<p>Training of users</p> <p>Procurement of Software</p>
Designing of Job Descriptions	Completion of Job Descriptions in line with Job Evaluation prescription	Organisational Structure approved by Council	Loading of outstanding JD's and Organisational Structure into the system

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	Organisational Structure not signed  Fees not paid	Jd's partly completed and signed	
Administration of conditions of services	Implementation of Allowances outside the policy	Policy reviewed  Documentation is available	Awareness program amongst staff on policy matters  Review of approvals and relevant documentation



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Table 36: ICT Audit Action Plan

ICT	CHALLENGES	PROGRESS	ACTION PLAN
IT governance frame work, IT Strategy and related policies	Inconsistency in attendance of steering committee as a consequence it stalls successful review of these policies	Submit draft policies.  Submit adopted policies providing proof of council approval.  Give evidence of ICT workshop register as proof	<ul style="list-style-type: none"> <li>Review of terms of reference, ICT strategy and policies</li> <li>Quarterly meetings of steering committee to be adhered to</li> </ul>
DRP	Finalize DRP in an ICT steering committee.	DRP submitted to Council	Convene steering committee to allocate responsibilities
Patch management	Procurement processes delayed and budgetary shortfall	Specification developed and submitted to SCM	Procure software for control of patch management

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ICT	CHALLENGES	PROGRESS	ACTION PLAN
Active Directory.  Windows 10 roll out.	Network breakages.	70 percent of computers on our network updated with Win10 operating system.  Active Directory is operational.	Format remaining computers on the network
Network connectivity  Internet access	Network inconsistencies  Network breakages	Audited and remedial plan in place  Microwave internet installed and working optimally	Labeling of network points.  Investigation of source of disruptions and procurement processes by 16 July 2018  Continuous maintenance
Satellite offices	System not compatible at the moment	VPN connected	Currently connecting Sat offices to systems
Server room	Unable to make changes and alterations to building.	Application for permission for renovations	Access control measures to be implemented

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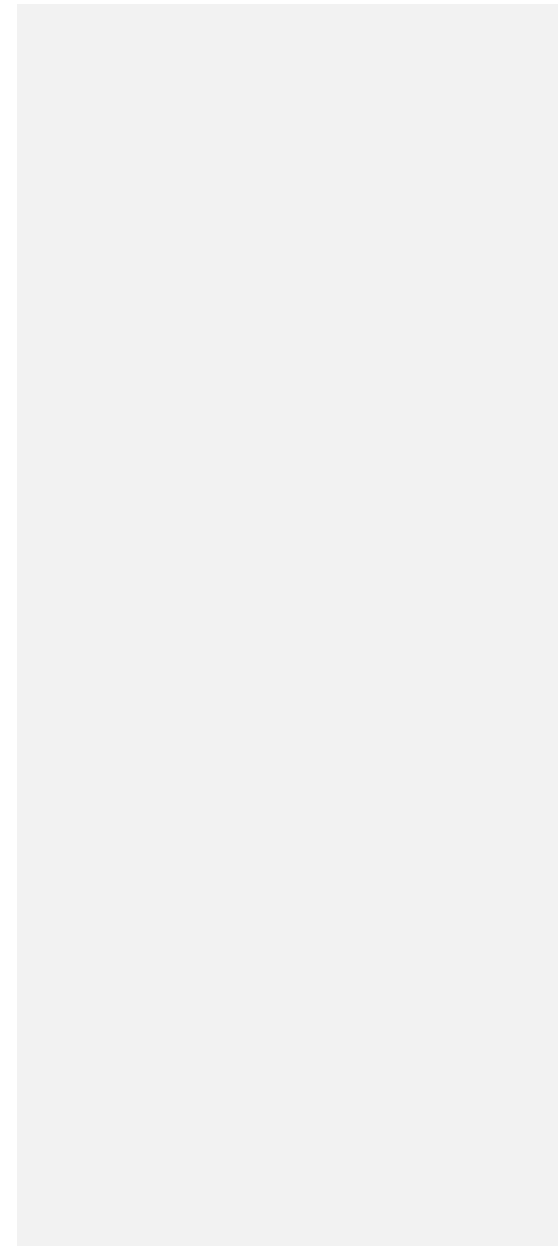


Table 38: OPERATIONAL PLANS ACROSS ALL KPA's

OPERATIONAL PLANS ACROSS ALL KPA's				
#	PRIORITY AREAS	OBJECTIVE	STRATEGIES	PROJECTS
1.	Public participation	Timely consultation and public participation	(1) Mayoral imbizos (2) Sector consultations (3) IGR (4) Petitions strategy/policy (5) Ward committees and ward meetings	IDP/Budget consultative meetings War rooms Ward committee meetings Annual report/public hearings
2.	Special programmes	Representation, participation and inclusion of vulnerable groups in the municipal agenda	(1) establishment of forums for each vulnerable sector (2) Each structure must have a strategy/plan of action (3) awareness campaigns (training and skills) (4) advocacy and awareness campaigns for each group	-Awareness campaigns -Advocacy
3.	Communication	To ensure effective communication and enhanced municipal image	Implementation of communication strategy (both internal and external)	The strategy will detail out the projects to be executed
4.	PMS	To ensure a fully functional Performance Management System	Cascading performance management system Formulate a project team with clear terms of reference	Piloting of cascading to all managers reporting to section 56

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OPERATIONAL PLANS ACROSS ALL KPA's				
#	PRIORITY AREAS	OBJECTIVE	STRATEGIES	PROJECTS
			Training of all staff who will take part in the cascading of pms (a phased approach)	Training of all staff who will take part in the cascading pms (a phased approach)
5.	HIV/AIDS	To intensify HIV/AIDS awareness and education in SRVM	-Awareness and advocacy programmes  -Engagement with various stakeholders  Review of the HIV/AIDS plan	Implementation of the HIV/AIDS plan
6.	Audit	An improved audit outcome	1. Audit improvement plan (development, implementation and monitoring of the plan). 2. Implementation and monitoring of audit committee recommendations 3. Fraud prevention	1. Audit improvement plan (development, implementation and monitoring of the plan). 2. Implementation and monitoring of audit committee recommendations 3. implementation of the fraud prevention plan (awareness and institutionalization of the fraud prevention strategy)
7.	Risk management	To institutionalize risk management	Risk assessment and creating awareness on risk management	Implementation of the risk management strategy

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OPERATIONAL PLANS ACROSS ALL KPA's				
#	PRIORITY AREAS	OBJECTIVE	STRATEGIES	PROJECTS
			Implementation of the risk management strategy	Develop institutional risk register
8.	Oversight and compliance	Effective and efficient oversight function	Implementation of Council resolutions	Implementation of Council resolutions
9.	Administration	Effective and efficient records management system	1. EDMS – electronic document management system 2. implementation of the system	1. Training on the system 2. Awareness
10.	Recruitment/HR	Filling of vacancies	-Appointment to be made within 3months after the vacancy occurred. -Appointment of qualified and competent staff -There is a need to declare all critical posts -	Appointment to be made within 3months after the vacancy occurred. -Appointment of qualified and competent staff -There is a need to declare all critical posts -Development of the Human Resources Strategy
11.	Training and capacity building	Capacity building and empowerment programs to ensure skills enhancement of staff and Councillors	Implementation of Workplace Skills Plan -There needs to be an investment in skills training in particular fields that the Municipality is struggling with/lacks -To make available opportunities for internship programs	Implementation of Workplace Skills Plan

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OPERATIONAL PLANS ACROSS ALL KPA's				
#	PRIORITY AREAS	OBJECTIVE	STRATEGIES	PROJECTS
			- We need to capacitate and optimize the functionality of the training and development committee	
12.	Employment equity	To ensure that the municipality has employment equity plan and that targets are met	-Implementation of Employment Equity -Adherence to equity norms as set in the equity plan informed by regional and national norms -To advertise vacant posts as per equity targets	To recruit as per Employment Equity Targets and recommendations of Director General from Department of Labour
13.	Employee wellness	To establish a culture of good health and safety standards for all the employees of SRVM	To have frequent interactions between general employees, management and Councilors  To offer assistance to all employees – financial advice, family related and work-related issues Development of a wellness plan to address all worker related issues	Conducting of employee health and safety programs
14.	ICT	To optimize the information and communications technology(ICT) function to support organizational performance	-To capacitate the ICT department -To optimize the functionality of the ICT steering committee -linkage of satellite offices to the municipal network	Implementation of the Draft Recovery Plan, back-up system, business continuity plans and ICT policies

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OPERATIONAL PLANS ACROSS ALL KPA's				
#	PRIORITY AREAS	OBJECTIVE	STRATEGIES	PROJECTS
15.	Decentralization of municipal offices	To make municipal services available to all people in the Valley	<p>To decentralize municipal services/departments to all satellite offices</p> <p>To make sure all satellite offices are connected to all ICT servers (ICT/telephone lines etc.)</p> <p>To engage all stakeholders (customers, union and employees) on the approach of decentralization of municipal services</p>	Needs assessment of the services needed in the different areas (also an assessment of ICT needs)

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## 2.6. KEY PERFORMANCE AREA: INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

### 2.6.1 Political Governance Structures

Table 37: Political Governance Structures

<i>Ward Councillors</i>	
<i>CLLR MANDILE PAYI</i>	<i>WARD 1 (ANC)</i>
<i>CLLR NOMBHASA LANGBOOI</i>	<i>WARD 2 (ANC)</i>
<i>CLLR XOLANI JONAS</i>	<i>WARD 3 (ANC)</i>
<i>CLLR LUNGA BAKA</i>	<i>WARD 4 (ANC)</i>
<i>CLLR ZOYISILE QUSHEA</i>	<i>WARD 5 (ANC)</i>
<i>CLLR NOKUZOLA BAXANA</i>	<i>WARD 6 (ANC)</i>
<i>CLLR ANELE NDAWO</i>	<i>WARD 7 (DA)</i>
<i>CLLR NELISWA NCAMBELE</i>	<i>WARD 8 (ANC)</i>
<i>PR</i>	
<i>CLLR KAREN SMITH</i>	<i>(DA)</i>
<i>CLLR BULELANI DYANTYI</i>	<i>(EFF)</i>
<i>CLLR SIMPHIWE RUNE</i>	<i>(ANC)</i>
<i>CLLR SISEKO NODONTI</i>	<i>(ANC)</i>
<i>CLLR HESTER JAGERS</i>	<i>(ANC)</i>
<i>CLLR MINET BOSMAN</i>	<i>(DA)</i>
<i>CLLR Xolani Headman Bhayeni</i>	<i>(DA)</i>
<i>CLLR HUBERT HENDRICKS</i>	<i>(GP)</i>

#### 2.6.1. Organizational structure

- The entire organizational structure was adopted together with the IDP and Budget on the 31 May 2022
- The approved staff complement for the Municipality is 267.
- There are currently 219 filled positions which include 5 section 56 positions.
- SBDM is assisting the municipality with job evaluation and currently the municipality is busy designing job descriptions of all employees of Sundays River. The job descriptions are available, but they are all undergoing a process of review.

### 2.6.2. Municipal Functions

The Constitution (Chapter 7, section 152(1) and (2) as well as Section 153 (a) and (b) obliges and outlines the functions and services that are to be performed by local government. The Sundays River Valley Municipality (SRVM) obtains these functions through either allocation by legislative framework, Authorization by Minister of Provincial and Local Government or adjustment by the Provincial MEC for local government. The underlying table specifies some out of a number of functions that SRVM performs.

#### Powers & Functions – Sundays River Valley LM

**Table 39: Powers & Functions – Sundays River Valley LM**

POWERS AND FUNCTIONS	Sundays River Valley	Changes Updates to current situation
Air pollution	Yes	No
Building regulations	Yes	Yes

<b>POWERS AND FUNCTIONS</b>	<b>Sundays River Valley</b>	<b>Changes Updates to current situation</b>
Child care faculties	Yes	Yes
Electricity reticulation	Yes	Yes
Fire fighting	Yes	Yes
Local tourism	Yes	Yes
Municipal airports	Yes	No
Municipal planning	Yes	Yes
Municipal health services	No	No
Municipal public transport	Yes	No
Pontoons and ferries	Yes	
Storm water	Yes	Yes
Trading regulations	Yes	Yes
Water (Potable)	Yes	Yes
Sanitation	Yes	Yes
Beaches and Amusement facilities	Yes	No
Billboards and the display of advertisements in public places	Yes	Yes
Cemeteries, funeral parlours and crematoria	Yes	Yes
Cleansing	Yes	Yes
Control of public nuisance	Yes	Yes
Control of undertakings that sell liquor to the public	Yes	Yes
Facilities for the accommodation, camps and burial of animals	Yes	Yes
Fencing and fences	Yes	No

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<b>POWERS AND FUNCTIONS</b>	<b>Sundays River Valley</b>	<b>Changes Updates to current situation</b>
Licensing of dogs	Yes	Yes
Licensing and control of undertakings that sell food to the public	Yes	Yes
Local amenities	Yes	Yes
Local sport facilities	Yes	Yes
Markets	Yes	Yes
Municipal abattoirs	Yes	Yes
Municipal parks and recreation	Yes	Yes
Municipal roads	Yes	Yes
Noise pollution	No	No
Pounds	Yes	Yes
Public places	Yes	Yes
Refuse removal, refuse dumps and solid waste Disposal	Yes	Yes
Street trading	Yes	Yes
Street lighting	Yes	Yes
Traffic and parking	Yes	Yes

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Table 40:SRVM - Institutional Issues – Local Municipality Scan

ISSUES	SUNDAYS VALLEY	RIVER	Changes – Updates – Corrections
Staff Establishment	295		267
Vacancies Organizational Structure	57		48
Filled Positions	240		267
Salary % of Total Budget	32%		30.2
Free Basic Services(6k/ water, 50 KWElectricity)	√		✓
By-laws	√		✓
Internal Audit	√		✓
Audit Committees	√		✓
Revenue Collection	65%		78%
AFS	√		✓
Budget	√		✓
Audit Report			✓
Audit	√		✓
MFMA Implementation (Compliance Cost)	√		✓
GAMAP / GRAP Compliance	√		✓
SCM Compliance	√		✓
Asset Register	√		✓
MM	√		✓
CFO	√		✓
Job Evaluation	100%		0%
Information Management System	√		✓
Delegations	√		✓
PMS	√		✓
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ISSUES	SUNDAYS VALLEY	RIVER	Changes – Updates – Corrections
Skills Development Plan	√		✓
Employment Equity Plan	√		✓
Assistance Plan	√		✓
Occupational Health & Safety	√		✓
Website/Communication Plan	Yes, Website No Plan		✓
Customer Care Strategy (Batho Pele)	No		No
Indigent Policy	√		✓
HIV/AIDS Plan	√		✓
Focus Groups - Good Gov. Survey	√	No	
Programme (Youth, Gender, Disability)	√		✓
Financial Delegations	√		✓
Procurement Framework	√		✓
Audit Committees	√		✓
Disaster Management Plan	√		✓
Project Management Unit	√		✓
Organisational Structure	√		✓
Fin. Maintenance Budget	√		✓
Capital Expenditure Budget	√		✓
Number of Wards	7On 1July 8wards		8

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**Table 41: SRVM Staff Complement**

Directorate	Positions on structure	Filled positions	Vacant positions
Office of the mayor	6	4	2
Municipal manager	16	14	2
Corporate services	25	21	4
Financial services	50	40	10
Community services	119	100	19
Technical Services	81	70	11
<b>Total</b>	<b>297</b>	<b>249</b>	<b>48</b>

**2.6.3. Internal Policies**

An essential requirement for rendering services is that political office bearers and public managers should work jointly in formulating policies of an institution. Public managers are tasked with the responsibility of formulating policies, implementing policies and analysis and evaluating the impact these policies have on general welfare of the people.

The Municipality has over the past years adopted a plethora of policies with the primary objective of running a clean administration on the principles of good cooperative government. In addition, the policies are intended to be reviewed on annual basis to test their relevance and compliance with the strategic objectives of Council. The following policies and plans have been reviewed (some developed) and approved in terms of the turnaround plan of Council:

- Delegation of authority
- Standing rules and orders
- Education and development policy
- Telecommunication policy
- Recruitment and selection policy

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- Staff transfer
- Health and safety policy
- HR Plan
- Fraud Prevention policy
- Training and Retention policy
- Information security policy
- Data and systems security policy
- Server room access security policy
- Password policy
- Computing and networking acceptable use guidelines policy
- 3G card policy
- Employment equity plan
- HIVAIDS policy
- Incapacity/ill health policy
- Sexual harassment
- Smoking policy
- Substance abuse policy
- Retirement planning
- Unauthorized absence
- Uniform protective clothing

#### **2.6.4. Human Resource Management**

The Department Cooperative Governance and Traditional Affairs assisted the municipality with the development of an HR Plan in 2018 and it has not been submitted to Council for adoption.

The Local Labour Forum is established to deal with employee relations and demands. The composition is comprised of four delegates per delegation between employer and employee parties. It meets in accordance with the approved schedule of Council – this is once every six week intervals. Challenges that were experienced for LLF not to meet regularly have been overcome.



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#### **2.6.4.1. Employment Equity Plan**

The Employment Equity Act (55 of 1998) addresses the legacy of our country regarding race, gender and disability. The Act advocates for improvement of the equity targets. It is intended to ensure that the workplace is free of discrimination and that employers take active steps to promote employment equity. Chapter 3 of the Act requires employers to take certain affirmative action measures to achieve Employment Equity. Furthermore, the Municipality is committed to ensure that the administration of the Sunday's River Valley is more broadly representative of the communities it serves and to create an organizational culture that is non-discriminatory.

The Municipality also reports on the implementation of the previous year's plan. The plan was submitted to Council for adoption on the 31 May 2018. The Department of Labour reviewed our plan and the following challenges were identified:

The equity and training committee monitors the implementation of the plan on a quarterly basis through meetings. The Head of departments (section 57 managers) shall play a vital role in the implementation of the plan through selection and placement strategies. The Director Corporate Services was appointed as the Employment Equity manager. The implementation will also include monitoring, evaluating, reviewing and renewing the plan and reporting on progress.

The summary of the Act is displayed in all council offices as required by law. Council is forever attempting to comply with the Employment Equity Plan in terms of its annual targets notwithstanding the cash flow challenges.

#### **2.6.4.2. Skills Development Plan**

The Skills Development Act of 1998 requires employers to plan and implement learning that will enable employees to acquire skills and qualifications that will enhance their performance, whilst also optimizing the organization's functioning.

The Municipality is committed to implementing its IDP and the key to this is ensuring that further learning programs and skills development are informed by the Plan, which is regularly updated in compliance with the Act.

The Workplace Skills Plan is submitted annually to LGSETA by 30 April as required.

The Skills Development Plan is in place, but its implementation is compromised by the cash flow problem.

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## 2.7. KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT -

### 2.7.1. Overview of Financial Viability

Sundays River Valley Municipality can be categorized as a developing or growing municipality simply because it has a citrus farms and national parks making it one of the economic hubs of the Sarah Baartman District.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from a financial risk perspective is the viability and sustainability of the Municipality.

The financial sustainability of the municipality remains our main priority therefore Sundays River Valley Municipality needs to ensure that its operating budget is balanced and cash-funded (realistically anticipated revenue to be received / collected that covers expenditure). As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable; and, that the full costs of service delivery are recovered. However, to ensure that households which are too poor to pay for even a portion of their basic services at least have access to these basic services; there is a need for the subsidization of these households through an indigent support subsidy.

The operating budget should also generate reasonable and sustainable cash surpluses to assist with the financing of capital budget expenditure since Sundays River Valley infinitely cannot continue to finance capital projects with external borrowings. Net financial liabilities (total liabilities less current assets) as a percentage of total operating revenue (capital items excluded) should be below acceptable target levels to ensure long-term financial sustainability. Current assets should be maintained and renewed or replaced in time to ensure that services are rendered at the desired quality levels over the long-term

#### 2.7.1.1. Financial Viability and Management: SWOT Analysis

The SWOT analysis gives context to the entire 5 Year Plan as seen in the table below:

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<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>• Strong and influential financial policies, procedures and practices as evidenced by inputs to MFMA Circular 68, 71 and Compilation of AFS guide from NT</li> <li>• GRAP Compliant AFS</li> <li>• Strong and capable management (Core functions performed internally)</li> <li>• Unified management</li> <li>• Strong balance sheet</li> <li>• GRAP and MFMA Compliant Budgets</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>• Low revenue and debt collection rate.</li> <li>• Grant dependency</li> <li>• Misalignment of indigent registers.</li> <li>• Ineffective implementation and monitoring of internal controls</li> <li>• Poor customer service</li> <li>• Vulnerable liquidity position</li> <li>• Lack of automated system to implement policies and processes</li> </ul>
<b>OPPURTUNITIES</b> <ul style="list-style-type: none"> <li>• Expanding our revenue base e.g. provision of bulk electricity and providing services to the affluent areas</li> <li>• Participation in strategic national networking symposiums</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>• High unemployment rate</li> <li>• Culture of non-payments by consumers</li> <li>• Skills attraction and retention due to low</li> </ul>

### 2.7.2. STAFF COMPONENT

The department is headed by the Chief Financial Officer with the following departments:

Department	Number of active employees	Function
Revenue	25	Ensure timely billing to generate revenue, Cater for FBS,

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		Ensure implementation of credit control and debt management
Expenditure	3	Ensure proper accounting principles applied to produce actual expenditure
Budget	3	Preparation of Budget in line with IDP and SDBIP Compile reports to determine financial status of municipality
Assets	3	Safe guard the assets of the municipality Recording of assets of the municipality
Supply Chain Management	5	Procure all needs of the municipality in terms of approved regulations

### 2.7.3. OVERVIEW OF MUNICIPAL BUDGET

One of the biggest challenges of the Financial Plan is matching increased service demands with a relatively stagnant revenue base.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources. This contradicts strongly with the demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the Sundays River Valley Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable and "pie in the sky". The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations, and anger. Sundays River Valley Municipality is faced with the enormous task of eradicating its massive backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

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The Sundays River Valley Municipality's budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality's financial affairs. Yet, the municipality needs to address its financial challenges on the following basis by:

- Further improving the Municipality's image by using the new procedures to enhance service delivery.
- Ensuring that the systems introduced continuously improve during the year.
- Preserving the Municipality's cash flow position.
- Further enhancing public participation in the next budget cycle.
- Continuing to improve on information provided to decision makers.
- Ensuring that growth in services is more closely aligned with citizen's expectations.
- Adjusting the organisation in line with information produced from the performance management system

#### **2.7.3.1. THREE YEAR MUNICIPAL BUDGET**

Financial viability and management remain one of the key priorities of Council. It remains more critical in the light of the current economic situation, which among other things requires self-sustenance and prudent financial controls. The Municipality's cash flow situation still needs to improve further. The plan is to build up a working capital reserve of two to three months' expenditure of the Municipality in the ensuing years. The budget for the municipality is summarised as follows



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Table 42: Budget Summary

EC106 Sundays River Valley - Table A1 Budget Summary

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year 2023/24	Budget Year 2024/25
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	-	39 077	66 133	54 590	67 473	67 473	67 473	70 711	61 337	77 145
Service charges	-	44 073	46 155	52 944	51 951	51 951	53 780	54 805	60 367	70 200
Investment revenue	-	355	342	275	275	275	275	289	300	315
Transfers recognised - operational	-	112 055	111 049	101 561	101 561	101 561	101 561	108 323	101 384	124 065
Other own revenue	-	87 227	13 015	12 227	12 981	12 981	12 981	13 604	13 301	14 108
<b>Total Revenue (excluding capital transfers and contributions)</b>	-	282 787	236 695	221 598	234 241	234 241	236 050	247 732	236 689	285 832
Employee costs	-	78 739	84 138	88 716	84 674	84 674	84 674	88 251	98 369	96 269
Remuneration of councillors	-	7 182	7 298	7 665	6 700	6 700	6 700	7 303	8 653	7 903
Depreciation & asset impairment	-	48 044	30 418	-	35 175	35 175	35 175	30 451	-	30 451
Finance charges	-	6 066	9 087	4 948	4 948	4 948	4 948	4 345	5 698	5 069
Inventory consumed and bulk purchases	-	31 029	34 396	43 719	33 994	33 994	33 994	35 790	48 675	47 316
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	-	94 167	79 288	89 672	102 521	102 521	102 521	84 453	93 187	95 328
<b>Total Expenditure</b>	-	265 226	244 624	234 719	268 011	268 011	268 011	250 593	254 681	282 336
<b>Surplus/(Deficit)</b>	-	17 561	(7 929)	(13 121)	(33 770)	(33 770)	(31 961)	(2 861)	(17 992)	3 495
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	38 747	48 474	67 876	77 576	77 576	77 576	57 858	55 925	58 306
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	636	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	-	56 308	-	54 755	43 806	43 806	45 615	54 997	37 933	61 801
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	-	56 308	-	54 755	43 806	43 806	45 615	54 997	37 933	61 801
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	-	-	-	67 876	84 495	84 495	84 495	60 948	55 925	56 669
Transfers recognised - capital	-	-	-	66 532	77 325	77 325	77 325	57 858	55 925	56 669
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	1 344	7 170	7 170	7 170	3 090	-	-
<b>Total sources of capital funds</b>	-	-	-	67 876	84 495	84 495	84 495	60 948	55 925	56 669
<b>Financial position</b>										
Total current assets	-	47 342	73 801	70 845	86 069	86 069	86 069	95 104	61 330	107 187
Total non current assets	-	799 745	801 477	869 195	852 815	852 815	852 815	833 971	1 083 701	829 652
Total current liabilities	-	125 543	112 293	53 477	112 293	112 293	112 293	112 293	45 796	112 293
Total non current liabilities	-	4 956	5 016	48 709	5 016	5 016	5 016	5 016	56 639	5 016
Community wealth/Equity	-	660 280	716 588	783 100	738 450	738 450	738 450	812 766	1 004 663	820 305
<b>Cash flows</b>										
Net cash from (used) operating	-	-	-	70 341	(140 162)	-	-	106 741	52 546	85 272
Net cash from (used) investing	-	-	-	(67 876)	-	-	-	(60 948)	(55 925)	(56 669)
Net cash from (used) financing	-	-	-	-	-	-	-	-	-	-
<b>Cash/cash equivalents at the year end</b>	-	2 331	5 781	3 196	(180 413)	-	-	51 574	48 195	76 797
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	-	2 335	5 781	731	(40 251)	(40 251)	(40 251)	51 833	14 968	55 063
Application of cash and investments	-	72 349	52 507	6 346	52 507	52 507	52 507	16 364	14 865	24 183
<b>Balance - surplus (shortfall)</b>	-	(70 014)	(46 726)	(5 615)	(92 758)	(92 758)	(92 758)	35 469	103	30 881
<b>Asset management</b>										
Asset register summary (WDV)	-	580 162	600 344	802 663	574 356	574 356	574 356	574 980	1 027 776	571 800
Depreciation	-	29 519	28 420	-	33 178	33 178	33 178	28 454	-	28 454
Renewal and Upgrading of Existing Assets	-	-	-	43 532	43 745	43 745	43 745	13 362	35 925	35 769
Repairs and Maintenance	-	1 485	4 814	7 682	3 483	3 483	3 483	4 639	8 356	-
<b>Free services</b>										
Cost of Free Basic Services provided	-	7 130	12 040	8 478	1 809	1 809	12 292	12 292	9 247	2 164
Revenue cost of free services provided	-	10 895	12 998	11 950	192	192	-	-	12 936	-
<b>Households below minimum service level</b>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

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### 2.7.3.2. REVENUE AND EXPENDITURE FRAMEWORK

The table that follows indicates the expected operating revenue and expenditure for the Sundays River Valley Municipality. It includes revenue that would actually flow into the Municipality as well as allowances for billed, but not collected income. The “bottom line” is the disposable operating revenue, i.e. the amount that the Municipality would have to allocate in terms of this.

Table below is summary of revenue by source:

Income statement	Table 2 - High Level Summary of Operating Revenue by Category						
	Budget schedule						
	2019 Audited Actuals	2020 Audited Actuals	2021 Audited Actuals	2022 Final Budget	2023 Draft Budget proposal	2024 Draft Budget proposal	2025 Draft Budget proposal
Revenue by Source							
Property Rates	- 36 821 353.00	- 39 076 964.00	- 66 133 470.00	- 67 472 719.48	- 70 711 410.02	- 73 822 712.06	- 77 144 734.10
Service charges - electricity revenue	- 20 914 562.00	- 24 219 417.00	- 24 402 734.00	- 28 352 311.00	- 30 470 228.63	- 32 746 354.71	- 35 192 507.41
Service charges - water revenue	- 10 080 193.00	- 13 309 972.00	- 13 781 773.00	- 15 240 182.01	- 16 971 879.31	- 18 474 433.20	- 19 424 782.69
Service charges - sanitation revenue	- 2 622 922.00	- 2 264 963.00	- 2 672 320.00	- 2 908 866.91	- 2 766 720.00	- 2 888 455.68	- 3 018 436.19
Service charges - refuse revenue	- 4 472 643.00	- 4 278 950.00	- 5 297 846.00	- 5 449 617.19	- 5 896 320.00	- 5 842 558.08	- 6 105 473.19
Rental of facilities and equipment	- 52 894.00	- 24 442.00	- 2 995.00	- 6 701.00	- 7 022.69	- 7 331.64	- 7 661.87
Interest earned - external investments	- 1 575 089.00	- 355 179.00	- 341 913.00	- 275 314.00	- 288 529.07	- 301 024.35	- 314 779.45
Interest earned - outstanding debtors	- 5 713 269.00	- 3 314 066.00	- 4 580 799.00	- 4 438 079.00	- 4 651 106.79	- 4 855 755.49	- 5 074 264.49
Fines, Penalties and Forfeits	- 6 888 633.00	- 2 068 390.00	- 2 895 602.00	- 2 463 187.00	- 2 581 388.54	- 2 694 969.63	- 2 816 243.27
Licences and permits	- 1 481 211.00	- 1 301 819.00	- 1 279 270.00	- 1 441 037.00	- 1 510 204.78	- 1 576 655.57	- 1 647 605.39
Agency services	- 3 553 946.00	- 2 526 417.00	- 2 934 161.00	- 3 268 209.00	- 3 425 083.03	- 3 575 786.69	- 3 736 697.09
Revenue Transfers and subsidies - operational	- 78 345 226.00	- 86 442 771.00	- 107 092 259.00	- 101 561 003.00	- 106 884 000.00	- 113 891 000.00	- 124 065 000.00
Operational Revenue	- 889 954.00	- 702 687.00	- 1 522 514.00	- 1 364 056.80	- 1 429 531.21	- 1 492 430.89	- 1 559 589.96
Gains	-	- 77 589 175.00	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and transfers and subsidies - capital)</b>	<b>- 173 009 917.00</b>	<b>- 257 175 585.00</b>	<b>- 232 764 121.00</b>	<b>- 236 241 222.09</b>	<b>- 246 293 226.02</b>	<b>- 260 369 667.99</b>	<b>- 278 107 776.78</b>
Transfers and subsidies - capital	- 71 495 487.00	- 64 358 687.00	- 47 431 284.00	- 77 576 000.00	- 89 297 000.00	- 65 925 000.00	- 88 344 000.00
Transfers and subsidies - capital (in-kind - all)	- 1 295 582.00	-	- 5 536 235.00	-	-	-	-
<b>Total Revenue (including capital transfers and contributions)</b>	<b>- 245 801 266.00</b>	<b>- 321 534 272.00</b>	<b>- 285 811 642.00</b>	<b>- 313 817 222.09</b>	<b>- 335 590 226.02</b>	<b>- 326 294 667.99</b>	<b>- 336 451 776.78</b>

The most significant source of internal income is the income from the rates and service charges. The current budgeted percentage of internal revenue is 57%. The collection rate for the service income still requires a lot of improvement to ensure the achievement of the service delivery targets. The Sundays River Valley Municipality is implementing its credit control and debt management policy to ensure that this is achieved and that all outstanding debts are collected. The collection of these outstanding debtors is a priority of the Municipality and is receiving the most urgent attention. The Municipality has initiated the following interventions to address revenue collection challenges, namely data cleansing exercise, changing faulty meters, restriction and/or disconnection of services where applicable, and intelligent meter installation project. These interventions address the challenges around the billing system including the accuracy thereof as well as the use of arrears from the past to encourage and reward payment of the current account.

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### 2.7.3.3. REVENUE GENERATION

In order to serve the community and to render the services needed, revenue generation is fundamental for financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and marrying it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilised where it delivers the biggest impact on outcomes that will improve the quality of life of our local communities.

#### 2.7.3.4. Revenue Management

- Date cleansing has been performed to ensure the integrity of billing information and accuracy of customer accounts.
- Acquisition of meter reading equipment to eliminate estimates and inaccuracy
- Updating and re-registering of indigent list to ensure effective targeting and improved systems
- Installation of prepaid meters to monitor losses and improve revenue
- Punitive steps are being instituted against non-payment by customers as is the case with any other financial transaction and institution.
- Revenue enhancement strategy has been developed and is implemented in phases to stabilise financial performance

#### 2.7.3.5. Collection of Outstanding Debt

The payment ratio as per audited 2021 Annual Financial Statement revealed a collection percentage of 61 % based on total billings for the year and total receipts for the year. The high levels of debt to suggest deficient efforts to collect billed revenues due to:

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- Poor implementation of the debt and credit control policy
- Tariffs are not cost-reflective and municipality subsidies customers for electricity
- Large number of indigents not registered, however a robust drive to register indigents is now underway

The municipality is in the process of implementing intelligent/smart meters throughout which will assist in ensuring that consumers buy water and electricity in advance and also restricted consumers receive water up to the free basic service level and nothing more. This will elicit response from consumers and will not increase debt and thus increase collection rate.

#### 2.7.3.6. EXPENDITURE BY TYPE

Table 43: Summary of expenditure by type

Income statement	Table 5 -High Level Summary of Operating Expenditure by Category						
	Budget schedule						
	2019 Audited Actuals	2020 Audited Actuals	2021 Audited Actuals	2022 Final Budget	2023 Original Budget	2024 Original Budget	2025 Original Budget
Expenditure By Type			R	R	R	R	R
Employee related costs	69 919 809,00	78 739 172,00	84 137 700,00	84 674 122,86	88 250 941,00	92 128 711,00	96 268 867,00
Remuneration of councillors	7 025 581,00	7 182 198,00	7 297 772,00	6 699 906,00	7 303 314,93	7 593 401,00	7 903 135,00
Debt impairment	89 297 302,00	38 117 433,00	26 307 572,00	48 175 037,96	50 646 942,90	55 637 748,10	61 451 563,13
Depreciation & asset impairment	26 587 700,00	29 516 721,00	28 420 184,00	33 177 670,00	30 451 496,00	30 451 496,00	30 451 496,00
Finance charges	5 257 765,00	6 065 519,00	5 094 238,00	4 947 523,00	4 344 503,00	4 706 618,00	5 068 733,00
Bulk purchases	21 798 443,00	28 107 727,00	28 565 989,00	22 166 838,64	23 822 701,49	25 602 257,29	27 514 745,91
Inventory consumed			-	11 827 090,55	11 967 450,00	12 494 017,80	13 056 248,60
Contracted services	23 301 125,00	27 851 147,00	22 393 660,00	20 158 356,31	15 574 800,00	16 260 091,20	16 991 795,30
Expenditure Transfers and subsidies							
Other expenditure	32 716 942,00	28 341 052,00	28 857 164,00	26 621 399,98	14 676 000,00	15 321 744,00	16 011 222,48
Losses	20 393 343,00		9 563 443,00	9 563 443,00	3 555 000,00	3 555 000,00	3 555 000,00
<b>Total Expenditure</b>	<b>275 904 667,00</b>	<b>264 314 312,00</b>	<b>240 637 722,00</b>	<b>268 011 388,30</b>	<b>250 593 146,32</b>	<b>263 751 084,39</b>	<b>278 272 806,42</b>

Best practice methodologies relating to operating expenditure utilised by the municipality include but not limited to:

- infrastructure repairs and maintenance as a priority;
- Budgeted expenditure is to be funded by realistically anticipated cash backed revenues; and, operational gains and efficiencies to result in operating surpluses to

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fund capital expenditure from own cash backed funds. The latter is a great challenge.

#### 2.7.3.7. Under spending on Repairs and Maintenance

The medium to long-term consequences of under-spending on repairs and maintenance shortens the useful life of assets and thus necessitates earlier replacement. SRVM under spends on repairs and maintenance due to:

- Increasing expenditure trend-Cash flow constraints
- Insufficient budget to ensure the continued provision of services
- Lack of repairs and maintenance plans

The municipality has appointed a service provider to assist with the development of masterplans for all infrastructure categories. This exercise will continue in the 2022/23 financial year as it is extensive in nature and has not been performed previously. Upon completion of all masterplans with a repair and maintenance plan be drafted taking into account all factors necessary to ensure we get maximum use from our assets and cater for the communities accordingly.

For now, the municipality will continue to perform repairs and maintenance on a corrective base which is not ideal as by doing so we are not a responsive institution but a reactive one which is against our strategic goal.

#### 2.7.3.8. Spending on non-priorities

SRVM prioritises cost items that have a direct impact on communities, however few exceptions are noticed with respect to:

- Expenditure not budgeted for being incurred

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- The absence of procurement plan to manage cash throughout the year

However, the municipality has responded to the 2017 State of the Nation Address by the President, the cost containment measures announced by the Minister of Finance in 2013 were re-emphasised. The municipality has taken a stand with this regard and has approved cash containment measures in line with national priorities for 2022/23.

#### 2.7.3.9. DISTRIBUTION LOSSES

The Municipality experiences water losses which are as a result of unaccounted for water and water leaks. It should also be noted that unbilled water also contributes to the increase in unaccounted for water especially in Enon and Bersheba and Moses Mabida.

To reduce the unbilled water losses due to incorrect meter reading, illegal water connections and unmetered water connections, the supply area is to be zoned into smaller control areas and bulk meters installed. The reading routes will then be aligned to the supply zones and reading of both the individual meters and the bulk meter will be aligned for each zone to facilitate water balancing. Variances will be analysed so as to identify the reason for losses. The Municipality has embarked on a water loss monitoring exercise where the different areas are being monitored using the bulk meters, so as to identify areas where there are excessive water losses, and when identified a plan of action is put in place to reduce the water losses.

The municipality also experiences electricity losses which is a result of illegal connection and unmetered electricity connections. To eliminate the electricity losses, the municipality has performed a meter audit and identified households where prepaid meters are to be installed. Prepaid meter will be installed as an on-going exercise and customer are continuously encouraged to come forward so we can convert accordingly.



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#### **2.7.4. Financial Recovery Plan**

The municipality has a financial recovery plan. This is currently being implemented so to address cash flow challenges. The plan includes the following key objectives:

- Payment arrangements to service long outstanding debt
- Network and financial system maintenance
- Establishment of functional FBS unit
- Better implementation of credit and debt policy
- Communication strategies
- Prioritization of service delivery

#### **2.7.5. Policies and By-laws**

Council's financial policies are reviewed annually and amended according to need and/or legislative requirements. The municipality has the following policies:

- Asset Management policy,
- Indigent Support policy,
- Rates policy,
- Credit control policy,
- Financial Management Policy,
- Bank & Investment policy,
- Write Off policy,
- Supply Chain Policy, and
- Tariff Policy
- Customer care policy
- Fruitless, Wasteful and Irregular expenditure
- Policy on usage and safety of assets.
- Payroll Policy
- Cash Containment Policy

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The borrowing policy, funding and reserves and long-term financial plan are included in the financial management policy. These policies upon approval by Council are promulgated into by laws and gazetted thereafter. Rates and Traffic by-laws were approved by Council and gazette.

National Treasury has introduced a new Standard Chart of Accounts for municipalities which are commonly referred to as mSCOA. Sundays River Valley Municipality has implemented mSCOA and functioning on the correct mSCOA version 6.3 database as from 1 July 2022 and therefore has already based the 2022/23 budget on mSCOA principles (version 6.6).

mSCOA is a business reform which requires multi-dimensional recording and reporting of every transaction across the 7 segments of mSCOA. It also provides a uniform and standardised financial transaction classification framework for all municipalities in South Africa and will facilitate improved alignment between the IDP, budget, SDF and other strategic processes within the municipality. The unique mSCOA segments include the following:

- Project – Does the transaction relate to a specific project and if so, what type of project;
- Function – Against which function or sub-function should the project be recorded;
- Municipal Standard Classification – Against which organizational vote or sub-vote should the transaction be recorded;
- Item – What is the type and nature of the income or expenditure;
- Funding – Against which source of funding is the payment allocated and against which source is the revenue received;
- Regional Indicator- Which geographical area is deriving the benefit from the transaction and;
- Costing – Provides for the re-distribution of primary costs between functions

#### **2.7.6. Revenue Enhancement Strategy**

For Sundays River Valley Municipality to maintain and also continue to improve the quality of services provided to its citizens, it needs to generate the requisite revenue. Local

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communities must understand that the continued generation of cash via prudent budgeting, credible income policies and sound financial management systems are critical to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty and the resources required to address these challenges will, inevitably, exceed available funding. Hence, difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macro-economic policy;
- Growth in the Municipality and continued economic development;
- Efficient revenue management, which strives to ensure a 75% annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

A logical approach should be that trading services should be cost-reflective, which implies that sufficient revenue should be raised to cover all the costs associated with the provision of these services. The inflation forecast for the MTREF period is on an average 4.8% per annum, excluding ESKOM. The municipality's aim is to not exceed inflation in its annual tariff adjustments, but the following factors hamper this goal and are often beyond the control of the municipality:

- the new general valuation
- ESKOM electricity increases
- bulk water purchases and
- national collective agreements on salary increases

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The Finance Directorate will be embarking on a number of strategic thrusts and actions within its resources capacity to maximise or, at best, maintain revenue raising at its current levels. This will ensure that Council can continue to meet its constitutional requirements.

A comprehensive revenue enhancement strategy is undertaken and it includes:

- Cleaning of the debtor database to ensure that all consumers are levied for all services received at the correct tariff for such service.
- Reviewing and formalising an indigent policy for the municipality.
- Ensuring that all consumers that qualify in respect of such approved indigent policy are registered.
- Implementing credit control measures to significantly improve payment levels and ensure that consumers that can pay do so.
- Reviewing Council's tariff policy in respect of the subsidy of free basic services and to ensure that the actual cost of services is recovered through the respective tariffs.
- Restructuring of the operational budget to ensure that the budget is cash funded and that it reflects actual payment levels in respect of bad debt provision.
- Investigating distribution losses in respect of electricity and water to ensure that electricity and water purchased is billed
- Appointment of a debt collection agency to assist in collecting outstanding debt
- Restructuring offices to ensure efficiency in operations

#### **2.7.7. GRAP Compliances-Asset Management Strategy**

The municipality completed GRAP 17 implementation during 2020/21 financial year and has now a comprehensive database of all assets within the organisation. An asset management unit has been established and has 3 warm bodies capacitating the unit.



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The asset register is updated and functional for municipal assets. A service provider has been appointed and works tirelessly to ensure the section attends best to audit findings and improve the unit in its entirety.

The following functions are performed:

- Conducting physical verification of movable assets on a quarterly basis to ensure the accuracy of the Fixed Assets Register
- Ensuring that all Municipal assets are insured adequately
- Ensuring that all Municipality assets are tagged/barcoded
- Performing Impairment testing on infrastructure assets
- Liaising with Head of Departments to ensure that the safekeeping and safeguarding of assets under their control is prioritised
- Reviewing of useful lives and residual values on an annual basis
- Depreciation of all asset classes
- Disposal of all auctioned assets
- Capitalised all assets purchased in financial year

#### **2.7.7.1. CHALLENGES WITH ASSETS SECTION:**

- Ageing infrastructure assets with inadequate investment plans for replacements
- Minimal repairs & maintenance been done on infrastructure assets due to funding constraints.
- Low asset turnover ratio
- Absence of an electronic infrastructure asset management system from project construction to repairs and maintenance.

#### **2.7.7.2. PROPOSED SOLUTIONS:**

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- External grant funding is to be sought to address the minimal repairs and maintenance due to our revenue base being predominantly rural/indigent.
- An Integrated Asset Management System is to be investigated and cost taking into consideration growing municipal assets base.

#### **2.7.7.3. ACHIEVEMENTS:**

- Ensuring that all completed projects in prior years were capitalised i.e. recorded on the Asset Register so to ensure all Infrastructure Assets are recorded accurately, including those still in work-in-progress.
- Developing and maintaining working relationships with key Department/Units within the Municipality, especially the Technical Services Department.

#### **2.7.8. Annual Financial Statements**

The 2020/21 annual financial statements were prepared in accordance with Generally Recognized Accounting Practice Standards, National Treasury formats.

##### **2.7.8.1. Basis used to prepare the municipality's annual financial statements**

- Accrual basis of accounting
- Standards of GRAP approved by the Accounting Standards Board.
- Assets, liabilities, revenue and expenses have not been offset except when offsetting is required or permitted
- On the basis of a going concern

It is the responsibility of the accounting officer to make sure that the annual financial statements are prepared based on the prescribed format and submitted to Auditor General on time as prescribed by the MFMA. An AFS process plan was developed to

**Home of the Addo Elephant Park**

safeguard against non-compliance and compilation of the AFS. It has been implemented from March and will be an on-going process till AFS are submitted.

The Financial Statements attached relate to the previous 2 years of audited financial information 2019/20 and 2020/21 financial years.

The municipality has developed an AFS plan for the 2021/22 financial year to ensure all items are dealt with and the audit file is in place come submission time. Below find high-level AFS preparation plan:



**Home of the Addo Elephant Park**

TASK	OWNER	PRIORITY	START	END
<b>Assets Cash and cash equivalents Bank</b>	<b>CFO</b>			
Obtain all bank statements for the year	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Reconcile Cashbook with general Ledger	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Perform the bank reconciliations per month	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Recalculate all bank reconciliations	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Process of reconciling items	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure interest accrual was processed	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Follow up any difference with budget manager and CFO	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain a bank confirmation for the period	Hannes Krapohl	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Cash and cash equivalents Investment accounts</b>	<b>CFO</b>			
Obtain all bank statements for the year	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Reconcile Cashbook with general Ledger	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Perform the bank reconciliations per month	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Recalculate all bank reconciliations	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Process of reconciling items	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure interest accrual was processed	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Follow up any difference with budget manager and CFO	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain a bank confirmation for the period	Hannes Krapohl	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Consumer debtors Consumer debtors</b>	<b>CFO</b>			
Obtain detail debtor transactions	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the Impairment policy and review that the policy is in line with GRAP 104	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Plot all debtors to GIS	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain consumer ageing report at year end	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain list of debtors written off	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Reconcile the ageing to the general ledger	Ncediwe Joko	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
Calculate debtors in credit	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Review unallocated deposits to consider which can be allocated.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate the provision for bad debts	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Consider cutover calculation for water and electricity	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Correct and review ageing and ledger	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Link all consumer accounts to payments	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Link all consumers to services	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Identify consumers with no payment and or services still billing interest to be written off	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Consider completeness and follow up with revenue manager and CFO	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure the list of debtors written off was approved by council	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Consider impairment of debtors	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference with revenue accountant and CFO	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Consumer debtors Other debtors</b>	<b>CFO</b>			
Obtain detail debtor transactions	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference with revenue accountant and CFO	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain consumer ageing report at year end	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain list of debtors written off	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Review unallocated deposits to consider which can be allocated.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Correct and review ageing and ledger	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate debtors in credit	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate the provision for bad debts	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Consider impairment of debtors	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Reconcile the ageing to the general ledger	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Inventory Consumables</b>	<b>CFO</b>			

# Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
Perform an inventory stock count at year end	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Review/Create a inventory policy and detail the control and accounting thereof	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Obtain accounting policy for valuation of inventory	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Obtain inventory listing report	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Obtain inventory valuation report	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Obtain list of inventory expensed during the year	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Consider impairment	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Consider through inspection obsolete inventory items	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Inventory Water inventory</b>	<b>CFO</b>			
Perform a water level report at year end	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Recalculate all water in pipes and consider sections under repair	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Other financial assets Other financial assets</b>	<b>CFO</b>			
Obtain listing of other financial assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Obtain any contracts for other financial assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Recalculate opening balance, movement and closing balance	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with budget manager and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Property plant and equipment Buildings</b>	<b>CFO</b>			
Obtain list of all municipal buildings	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure ownership with deeds data	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure all buildings have a unique number	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Reconcile all municipal buildings the FAR	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Consider from physical verification impairment of assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park



TASK	OWNER	PRIORITY	START	END
Ensure any disposal were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure valuation is not double for land and buildings	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any additions were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Recalculate depreciation for each assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Property plant and equipment Community assets</b>	<b>CFO</b>			
Obtain list of all municipal community assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure ownership with deeds data	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure all community assets have a unique number	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Reconcile all municipal buildings the FAR	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Consider from physical verification impairment of assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any disposal were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure valuation is not double for land and buildings	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any additions were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Recalculate depreciation for each assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Property plant and equipment Land</b>	<b>CFO</b>			
Reconcile the deeds dump to the SG data den the GV data	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Reconcile to the FAR	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Obtain the SG list of erven	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure all erven portions are correctly accounted for in terms of size	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Review valuation method of land and ensure asset management policy agrees with calculation	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Review control of each municipal property	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
Ensure all townland are accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Obtain the Deeds dump of all municipal erven	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure all landfill sites are accounted for as an asset	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Meetings and progress</b>	<b>CFO</b>			
Weekly meetings and progress meetings	Hannes Krapohl	HIGH	2022/05/16	2022/09/30
<b>Assets Property plant and equipment Network assets</b>	<b>CFO</b>			
Obtain asset register	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Review repairs and maintained expenditure for possible assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Perform physical verification of network assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure all assets have a unique number	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any additions were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any disposal were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Consider from physical verification impairment of assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Plot all network lines and points on map - consider meters for connections	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Review for completeness	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Calculate the repairs and maintained for asset class	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Recalculate depreciation for each assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Reconcile any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Property plant and equipment Other PPE</b>	<b>CFO</b>			
Obtain list of all other assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Recalculate depreciation for each assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Obtain licencing documentation for software	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Reconcile all assets to the FAR	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Consider from physical verification impairment of assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
Ensure all assets have a unique number	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any additions were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any disposal were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Perform physical verification	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Calculate the repairs and maintained for asset class	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Review repairs and maintained expenditure for possible assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure asset movement sheets are in place	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Property plant and equipment Roads</b>	<b>CFO</b>			
Obtain asset register	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any additions were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Verify all roads with Drone imagery	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Plot all roads on GIS	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Perform physical verification of all road furniture and roads	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure all layers is represented in asset register	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Review for completeness	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure land is accounted for in land register	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure all assets have a unique number	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Consider from physical verification impairment of assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any disposal were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Recalculate depreciation for each assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Calculate the repairs and maintained for asset class	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Review repairs and maintained expenditure for possible assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Reconcile any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
<b>Assets Property plant and equipment Vehicles</b>	<b>CFO</b>			
Obtain list of vehicles	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Recalculate depreciation for each assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Obtain licencing documentation of all vehicles	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Perform physical verification	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Reconcile all assets to the FAR	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure all vehicles have a unique number	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any additions were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure any disposal were accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Consider from physical verification impairment of assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Calculate the repairs and maintained for asset class	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Review repairs and maintained expenditure for possible assets	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Assets Property plant and equipment Work in progress</b>	<b>CFO</b>			
Obtain list of all WIP Previous year working paper	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Reconcile each project to the general ledger	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Recalculate any retentions and commitments	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Reconcile all projects finished with their completion certificates	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Using template calculate WIP	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with asset accountant and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure Accounting policies Accounting policies</b>	<b>CFO</b>			
Ensure all accounting policies are relevant and in agreement with approved policies	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure Budget statement Budget statement</b>	<b>CFO</b>			
Obtain approved adjusted budget	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Calculated the budget statement	Onomsa Kona	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
Obtain reasons for differences	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure Cashflow Cashflow</b>	<b>CFO</b>			
Using the template recalculate the cashflow	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure Contingent liabilities Contingent liabilities</b>	<b>CFO</b>			
Obtain listing of all ongoing and settled litigation	Susan Fourie	HIGH	2022/05/16	2022/09/30
Consider any onerous contracts	Susan Fourie	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure Deviations Deviations</b>	<b>CFO</b>			
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure Distribution losses Distribution losses</b>	<b>CFO</b>			
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure Financial instruments Financial instruments</b>	<b>CFO</b>			
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure Market risk  Market risk</b>	<b>CFO</b>			
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure MFMA MFMA</b>	<b>CFO</b>			
Obtain list of all non compliance and ensure disclosure of matters in financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Disclosure UIF, FW and IR UIF, FW and IR</b>	<b>CFO</b>			
Obtain list of all UIF, FW and IR	Patuxolo Bidla	HIGH	2022/05/16	2022/09/30
Ensure listing is complete and compliant	Patuxolo Bidla	HIGH	2022/05/16	2022/09/30
Ensure Unauthorised expenditure were condoned with a virement	Patuxolo Bidla	HIGH	2022/05/16	2022/09/30
Obtain list of amounts condoned and approved (Ensure reports allow for reperformance as required by the guideline)	Patuxolo Bidla	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
<b>Equity Accumulated surplus Accumulated surplus</b>	<b>CFO</b>			
Ensure all prior period errors and reclassification are supported with journals and supporting evidence	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Expenses Bulk purchases Electricity</b>	<b>CFO</b>			
Obtain all Eskom invoices	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain Eskom statement at end of financial year	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Recalculate bulk purchases for the year.	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure VAT and Interest charges reconciles with the general ledger	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain municipal meter reports to ascertain Eskom meter readings	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Follow up any differences with expenditure accountant and CFO	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Calculate distribution losses	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Expenses Bulk purchases Water</b>	<b>CFO</b>			
Obtain all water invoices	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain supplier statement at end of financial year	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Recalculate bulk purchases for the year.	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure VAT and Interest charges reconciles with the general ledger	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Calculate distribution losses	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain municipal meter reports to ascertain supplier meter readings	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Follow up any differences with expenditure accountant and CFO	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Expenses Employee cost Councillors</b>	<b>CFO</b>			
Obtain the 12 month report	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain information for Actuary for employee benefit calculations	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain council approve salary levels	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Calculate any salary accrual	Siziwe Kosi	HIGH	2022/05/16	2022/09/30

# Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
Obtain the EMP501 returns	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain the EMP201 returns	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain list of ward councillors	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain list of retrenchments, court cases and dismissals	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain list of leave taken	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain list of garnish orders	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain list of appointments	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure list of deductions agrees to employee list of approved	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Recalculate all PAYE, UIF and SDL	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Reconcile leave taken to the report of available leave	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Reconcile the payroll to SARS submitted	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Reconcile the payroll to the general ledger	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Reconcile the salary control account.	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure by recalculation all councillors are paid accurately	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure all ward councillors were paid	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Expenses Employee cost Municipal workers</b>	<b>CFO</b>			
Obtain the 12 month report	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain list of appointments	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain the salary master file	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure that the annual report reflects the information on the compliance with the prescribed minimum competency	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain information for Actuary for employee benefit calculations	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Consider fringe benefits and ensure its accurately accounted for	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain the salary master file	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain the EMP501 returns	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain the EMP201 returns	Siziwe Kosi	HIGH	2022/05/16	2022/09/30

Home of the Addo Elephant Park



TASK	OWNER	PRIORITY	START	END
Recalculate all PAYE, UIF and SDL	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain list of retrenchments, court cases and dismissals	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain list of leave taken	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain list of garnish orders	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Obtain detail list of overtime	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Recalculate travel claims and ensure limits were correctly applied	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Reconcile leave taken to the report of available leave	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Reconcile the payroll to SARS submitted	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Reconcile the payroll to the general ledger	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Reconcile the salary control account.	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure list of deductions agrees to employee list of approved	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure all overtime is preapproved with an attendance register and a date.	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Perform physical verification of all employees at year end.	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Expenses Employee cost Senior management</b>	<b>CFO</b>			
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Expenses General General</b>	<b>CFO</b>			
Scan all payment vouchers for the year	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure all expenditure has been signed off and reviewed by relevant officials, else disclose as irregular expenditure	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Reconcile and clear any difference with expenditure manager and CFO	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Perform list of payments from bank to ensure list of expenses is complete	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain listing of all suppliers	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure VAT was accounted for correctly.	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Verify expenditure was accounted for in the correct period	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Verify expenditure adhered to the SCM regulations	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Recalculate each suppliers balance with final statement at year end	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park



TASK	OWNER	PRIORITY	START	END
Obtain all the SLA's between the supplier and municipality	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Finance income Finance income Bank</b>	<b>CFO</b>			
Obtain a bank confirmation for the period	Hannes Krapohl	HIGH	2022/05/16	2022/09/30
Ensure the interest received on bank and investment accounts reconciles with the general ledger	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Finance income Finance income Consumer debtors</b>	<b>CFO</b>			
Obtain the credit policy	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain monthly interest levy report	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Confirm accuracy to the interest charged per consumer debtors	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Recalculate the interest per consumer debtor	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Finance income Finance income Loans</b>	<b>CFO</b>			
Obtain loan confirmations for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure the interest received is accounted for and reconciles to the general ledger	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Liabilities Other financial liabilities Loans</b>	<b>CFO</b>			
Obtain loan agreements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Obtain amortisation schedule for the loan	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Obtain loan statements at year end	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Recalculate and reconcile the loan to the general ledger	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Follow up any difference with budget manager and CFO	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Consider any onerous contracts	Onomsa Kona	HIGH	2022/05/16	2022/09/30

**Home of the Addo Elephant Park**

TASK	OWNER	PRIORITY	START	END
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Liabilities Other financial liabilities Unspent grants</b>	<b>CFO</b>			
Ensure unspent grants reconciles with grant income calculation	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Follow up any difference with budget manager and CFO	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Liabilities Payables Accruals</b>	<b>CFO</b>			
Verify payments after year end was accrued for should it be required	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Follow up any difference with budget manager and CFO	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Liabilities Payables Retentions</b>	<b>CFO</b>			
Obtain list of retentions from WIP schedule	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Consider completeness of list	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with budget manager and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Liabilities Payables Salary accruals</b>	<b>CFO</b>			
Obtain any salary accruals (PAYE UIF OR THIRD PARTY, OVERTIME, LEAVE, BONUS ETC)	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Reconcile to control account	Siziwe Kosi	HIGH	2022/05/15	2022/09/30
Follow up any difference with budget manager and CFO	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Liabilities Payables Trade payables</b>	<b>CFO</b>			
Scan all payment vouchers for the year	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain listing of all suppliers	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain all the SLA's between the supplier and municipality	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Consider any onerous contracts	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Perform list of payments form bank to ensure list of expenses is complete	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Recalculate each suppliers balance with final statement at year end	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
Verify expenditure was accounted for in the correct period	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure VAT was accounted for correctly.	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Reconcile and clear any difference with expenditure manager and CFO	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Liabilities Provisions Employee benefit obligations</b>	<b>CFO</b>			
Ensure expert reports are accounted for	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Follow up any difference with budget manager and CFO	Siziwe Kosi	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Liabilities Provisions Landfill sites</b>	<b>CFO</b>			
Ensure expert reports are accounted for	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Follow up any difference with budget manager and CFO	Thembi Vetsheza	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Other income Other income Administrative and management fees</b>	<b>CFO</b>			
Obtain listing off all other income	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Where significant obtain third party confirmation	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure all connections and disconnections were accounted for accurately	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure all clearance certificates were accounted for and that the change in ownership on the account was performed.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Other income Other income Agency services</b>	<b>CFO</b>			
Obtain any contract between agent and principal.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Recalculate any commission income and expense	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
<b>Other income Other income Licence and permits</b>	<b>CFO</b>			
Obtain any contract between agent and principal.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain listing of all traffic fines settle at the local court	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Recalculate any commission income and expense	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate traffic fine income, traffic fine debtor and possible impairment	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Other income Other income Property rental</b>	<b>CFO</b>			
Obtain a list of all properties rented out	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Recalculate income for the year and reconcile the ledger	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Review the investment property register to ensure list is complete	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Review the payroll for deductions to ensure list is complete	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Revenue Grants Conditional</b>	<b>CFO</b>			
Obtain a listing of all conditional grants to be received	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Obtain a listing of grant expenditure that satisfied conditions	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Verify any additional expenditure which might be allocated to the incorrect vote for possible other grant expenditure	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure the amounts are stated accurately, look for vat and invoice amounts	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure all receipts of grants was posted to Unspent grants liability account(s)	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Where an overspent of grant was identified, ensure own funding was approved by council	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
At year end, where conditions have been met, transfer the spent portion to revenue.	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure disclosure in the AFS is valid, accurate and complete	Onomsa Kona	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
<b>Revenue Grants Operational</b>	<b>CFO</b>			
Obtain a listing of all operation grants to be received	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Reconcile the receipts to the debtor account	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure outstanding grants have been confirmed by National Treasury	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure any roll over of grants that was denied was correctly deducted	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Account for all the operational grants on the 1st day of the financial year	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure disclosure in the AFS is valid, accurate and complete	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Revenue Grants Other</b>	<b>CFO</b>			
Obtain a listing of any other grants the municipality received	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure the grant is accounted for in the correct accounting year.	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure the expenditure related to it was related to the grant conditions - if any.	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
Ensure documentation is on file for approval process	Asanda Mtshikwana	HIGH	2022/05/16	2022/09/30
<b>Revenue Property rates Property rates</b>	<b>CFO</b>			
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the erf master file	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the valuation roll	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure the valuation roll reconciles to the erf master file	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate the rates per Property type for income and valuation purposes	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Recalculate the rates for the year, ensuring rebates and discount rates were correctly accounted	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up and clear any reconciling items between the valuation roll and the erf master file	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Revenue Service charges Electricity</b>	<b>CFO</b>			
Obtain a listing of all electricity meters	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain all the meter reading records	Ncediwe Joko	HIGH	2022/05/16	2022/09/30

# Home of the Addo Elephant Park

TASK	OWNER	PRIORITY	START	END
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Review detailed billing report and ensure any meter clock overs were correctly billed	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate all indigent rebates and reconcile to the rebates given	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate total consumption by all consumers	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Ensure the tariff classification agrees to the GV classification	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Revenue Service charges Refuse</b>	<b>CFO</b>			
Obtain a listing of all evens with refuse - ensure bins and or group charge is stated	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Review detailed billing report and ensure billing report is accurate	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate all indigent rebates and reconcile to the rebates given	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate total consumption by all consumers	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure the tariff classification agrees to the GV classification	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Revenue Service charges Sewerage</b>	<b>CFO</b>			
Obtain a listing of all evens with sanitation	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Review detailed billing report and ensure billing report is accurate	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate all indigent rebates and reconcile to the rebates given	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate total consumption by all consumers	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure the tariff classification agrees to the GV classification	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Revenue Service charges Water</b>	<b>CFO</b>			

## Home of the Addo Elephant Park



TASK	OWNER	PRIORITY	START	END
Obtain a listing of all water meters	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain all the meter reading records	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate all indigent rebates and reconcile to the rebates given	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Calculate total consumption by all consumers	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure the tariff classification agrees to the GV classification	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Follow up any difference and clear with manager revenue and CFO.	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Review detailed billing report and ensure any meter clock overs were correctly billed	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>AFS Finalization</b>	<b>CFO</b>			
Going Concern	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Events after reporting date	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Other Revenue</b>	<b>CFO</b>			
Obtain the approve tariff report for the year	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Obtain receipt listing report	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Reconcile receipts to ledger	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Agree the ledger to the trail balance	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
Ensure accurate disclosure in the financial statements	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Ensure classification between exchange and non exchange was performed correctly	Ncediwe Joko	HIGH	2022/05/16	2022/09/30
<b>Compliance / Laws and regulations</b>	<b>CFO</b>			
Confirm payment has been made within 30 days	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Ensure Audit file is accurate and complete	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Ensure compliance with all grants Evaluations, and submissions to National Treasury	Onomsa Kona	HIGH	2022/05/16	2022/09/30
Ensure the audit action plan is updated and adhered to	Onomsa Kona	HIGH	2022/05/16	2022/09/30
<b>Segment Reporting</b>	<b>CFO</b>			
Ensure disclosure in the AFS is valid, accurate and complete	Onomsa Kona	HIGH	2022/05/16	2022/09/30

## Home of the Addo Elephant Park

### 2.7.9. Financial Analysis

The selected trends and financial ratios relating to Sundays River Valley Municipality for the previous two years are listed below. These provide a platform to analyze the current financial situation of the municipality.

EC106 Sundays River Valley - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Borrowing Management</b>											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid/Operating Expenditure	0	0,022969247	0,037146333	0,021078522	0,018460123	0,018460123	0,017336678	0,021976254	0,017952817	
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing (Own Revenue)	0	0,035526531	0,072321543	0,041219564	0,037289078	0,037289078	0,036787558	0,031163669	0,041370911	0,031333614
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0	0	0	0	0	0	0	0	0	0
<b>Safety of Capital</b>											
Gearing	Long Term Borrowing/ Funds & Reserves	0	0	0	0	0	0	0	0	0	0
<b>Liquidity</b>											
Current Ratio	Current assets/current liabilities	0	0,377096807	0,655433758	1,324781593	0,588364629	0,588364629	0,588364629	0,855636475	1,339184976	0,954533295
Current Ratio adjusted for aged debtors	Current assets less debtors > 30 days/current liabilities	0	0,377096807	0,655433758	1,324781593	0,588364629	0,588364629	0,588364629	0,855636475	1,339184976	0,954533295
Liquidity Ratio	Monetary Assets/Current Liabilities	0	0,018597347	0,051478078	0,013672544	-0,358445405	-0,358445405	-0,358445405	0,461584949	0,326838481	0,490355749
<b>Revenue Management</b>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing %		0	0	0	0,675382558	0	0	0	0,859278047	0,674545834
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0	0	0	0,675382558	0	0	0	0,859278047	0,674545834	0,557858352
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	0	0,158376478	0,285969348	0,315522136	0,453047843	0,453047843	0,449578215	0,17791006	0,194979329	0,181667404
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										0
<b>Creditors Management</b>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))										0
Creditors to Cash and Investments		0	29,42545186	0,049630224	16,2713307	-0,28696261	0	0	1,013978594	0,833713536	0,680949324
<b>Other Indicators</b>											
	Total Volume Losses (M)										
	Total Cost of Losses (Rand '000)										
Electricity Distribution Losses (Z)	% Volume (units purchased and generated less units sold)/units purchased and generated										
	Total Volume Losses (M)										
	Total Cost of Losses (Rand '000)										
Water Distribution Losses (Z)	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	0	0,27843999	0,35549381	0,400344735	0,361482589	0,35871251	0,356234882	0,415602507	0,336802716	
Remuneration	Total remuneration/(Total Revenue - capital revenue)	0	0,303837909	0,386301401	0,434932389	0,390085181	0	0,38571553	0,452159184	0,364452334	
Repairs & Maintenance	Repairs/(Total Revenue excluding capital revenue)	0	0,005246933	0,020336408	0,034654117	0,014869287	0,014869287	0,018725038	0,03530367	0	
Finance charges & Depreciation	F&D/(Total Revenue - capital revenue)	0	0,191342313	0,166900819	0,022326566	0,171287781	0,171287781	0,169975232	0,140457962	0,023649988	0,124269766
<b>Debt coverage</b>											
	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	0	0	0	0	0	466,119624	0	429,840028	513,9037518	
IL/OS Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0	0,538465134	0,602209594	0,650160942	0,888572007	0,875315081	0,351122633	0,379171108	0,352396312	
IL/OS Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0	0,150330982	0,390165066	0,193318301	-11,58835575	0	0	3,258280978	2,659212046	4,278354541

#### 2.7.9.1. Free Basic Services

Since 1994 the South African government has introduced numerous laws, policies and strategies to improve the socio-economic conditions of poor households. At the national level there is social assistance in the form of cash grants that target different groups e.g. children, foster children, people with disabilities, older persons and the unemployed. These social grants have been very successful, contributing in large part to combating absolute poverty in the country.



There is also a system that operates at the local government level, relating to the provision of benefits in kind in respect of basic municipal services e.g. water, sanitation, electricity, and refuse removal known as indigent support. The Sundays River Valley Municipality has an Indigent Policy in place; the indigent support entails:

- Provision of “free basic” water up to 6 kiloliters every month
- Provision for “free basic” sewer services
- Provision for “free basic” electricity at 50 kilo watts
- Provision for “free basic” refuse services
- Provision of “free basic” Alternative Energy 5 liters of Gel

The household income beneficiary threshold qualification for indigent support is R 3 500 per household. The register of Indigent consumers is being updated monthly and is limited to consumers who have made application and have been approved. However, some consumers have not applied even though they qualify for the Indigent Programme. This is mostly due to a lack of knowledge about the programme. In most areas of the municipality (satellite offices), a Free Basic Service unit is being developed to ensure they educate and advise the customers accordingly.

The FBS section being established will have staff who dedicate their time and energy only on the allocated accounts as the service provider for debt collection has been allocated certain portfolios, building the necessary relations with the respective debtors and ensuring that the debts are recovered in the shortest possible time.

The municipality has 14 thousand customers and 2413 are registered as indigent with a book debt value of R11 million.

#### **2.7.10. Supply Chain Management Strategy**

The Municipality has a Supply Chain Management Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and the 2017 Preferential Procurement Regulations and the SCM Policy. The Unit has four elements, namely, demand, acquisition, logistics and disposal management.

Sundays River Valley municipality has a centralised system of supply chain. The municipality is yet to fill the position of Supply Chain Management head amidst the recent resignation of the previous staff member. The office has now only one official, demand officer. The three vacancies within this unit have been included in the organogram and are identified as critical post which will be filled soonest.

Only one bid committee is functional, being Specification Committee. The Evaluation Committee and Adjudication Committee are not functional due to the current structure of the office, which hampers on service delivery as any awards made will be considered irregular in nature.

The supply chain management policy has been reviewed. This includes subcontracting of the portion of the project scope to local emerging entities owned by persons from the historically disadvantaged groups.

The turnaround time for procurement is 30 days.

Quotations for transactions below R 30,000 are solicited from entities listed on the Treasury's Central Supplier Database (CSD) according to their areas of specialization/commodities and business location. All procurement requests exceeding R30 000 up to R200, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process.

The Annual Procurement Plan is in currently being developed for 2020/21 financial year. This tool plays a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes. The annual procurement plan includes capital and recurrent operational projects across the Municipality which in terms of their transactional value, are expected to exceed a minimum threshold for going out to tender and those that are often demanded under urgent or emergency cases. To

curb the issue of unjustifiable deviations from the normal processes, irregular, fruitless and wasteful expenditure, the Municipality has wants to established panels of service providers. This will assist in ensuring that the SCM Unit eliminates all issues of non-compliance with the SCM Policy and mitigate/eliminate audit findings in the AG report.

The following are some of the challenges faced by the SCM Unit:

- Non-compliance with the procurement plan and timeframes by the various role players involved in the competitive bidding processes;
- Late finalization of bids;
- Non-adherence to inventory management procedures due to staff capacity and competence levels.

For capital projects from Technical Services, the involvement of Consultants will have to be eliminated in the future and the technical assessment of bids be done in-house. The Municipality has implementing the SCM Policy on Infrastructure Procurement. All capital projects are subject to the subcontracting requirements as contained in the SCM Policy.

#### **2.7.11. Revenue management**

The municipality bills its customers on a monthly basis as per norms and standards of revenue management. The municipality billing systems has undergone data cleansing and this has been finalized. This affected the collection rate as billing was performed later in the year but revealed detailed findings which where attended to proactively.

##### **2.7.11.1. Financial liquidity**

The municipality's current assets exceed the current liabilities for 2020/21 financial year (1,15). The acceptable ratios should be current ratio 2:1. This indicates that financial challenges and probable liquidity problems as the municipality has insufficient cash to meet its short-term obligation.

As seen in the above ratios, the municipality is exposed to significant cash flow risk due to challenges in collection of outstanding amounts due to it and inversely affecting ability to meet its long- and short-term obligations.

**2.7.12. Internal Controls**

There are internal mechanisms in place within the municipality. A delegation register exists to ensure segregation of duties and isolation of responsibilities. These are some internal controls within the municipality but not limited to the following:

- Access controls- ICT
- Policies and Procedure Manuals in place
- Oversight through Audit Committee and MPAC
- Monthly reporting to relevant stakeholders

**2.7.12.1. Risk Assessment**

Risk management is a continuous process and the assessment is done once a year by the municipality. A risk assessment workshop was undertaken for the municipality under the facilitation of Internal Audit department. In this session risk identification was performed as these directly or indirectly jeopardise the ability of the municipality to achieve its goals.

The main aim of this exercise was to help the municipality priorities its risks given constraints in resource capacity to deal with all risks. Risk treatment strategies were developed and monitoring of this regime is of pivotal performance to provide ongoing assurance of their effectiveness.

**2.7.12.2. Financial Filing and Audit File**

There are filing systems in place as required by the Archives Act. Financial filing is facilitated by Pastel where all records are kept accordingly. Audit file for 2020/21 were prepared electronic and hard copy (files). These were submitted to Auditor General. The audit files are prepared in lines with Circular 50 of National Treasury. The municipality is currently implementing its EDMS system

**2.7.12.3. Audit Opinion****2.7.12.4. Audit opinions:**

During the past three financial years the municipality has received the following opinions from the Auditor General:

2019/20 – Disclaimer Opinion

2020/21 – Disclaimer Opinion

2021/22 – Disclaimer Opinion

Bases for Disclaimer of opinion were as follows but not limited to the below stated:

- The municipality did not capitalize infrastructure assets as assets worth R104 million were incorrectly classified as WIP.
- The indigent debtors were approved without confirming if indigent debtors were entitled to receive indigent subsidy
- No sufficient evidence provided to confirm the irregular expenditure as disclosed.
- Support evidence was not provided for the restated opening balance of VAT payable
- Inability to obtain sufficient appropriate audit evidence for service charges due to poor status of accounting records
- Inability to obtain sufficient appropriate audit evidence for bulk purchases due to the status of the accounting records
- No adequate systems of internal control to confirm what was received or consumed by the municipality

**2.7.12.5. EMPHASIS OF MATTERS**

- Fruitless and wasteful expenditure accumulated to 12,9 million due to interest charges on the late payment of invoices
- The municipality incurred unauthorized expenditure of R197 million

#### 2.7.12.6. AUDIT OF ANNUAL PERFORMANCE REPORT

- Auditors could not obtain sufficient appropriate evidence for basic services and infrastructure as the annual report was presented without accurate and complete underlying performance records.

An audit action plan has been developed to address audit findings raised by the Auditor General. Progress to date includes but not limited to the following:

- Procedure manuals being developed
- All Reconciliations being performed
- Allocations of receipts and expenditure are done on time
- Investigations performed for instances of UIFW
- System has been modified to attend supplier listing query
- All specifications are now approved
- PPPA system for evaluation and adjudication is now used
- All declaration forms signed accordingly
- Asset tracking systems purchased and utilized

#### 2.7.13. Valuation Roll

The current valuation roll was implemented with effect from the 1 July 2020. The valuation roll is effective until the June 2025. The total valuation upon which assessment rates are levied is R6.6 billion.

The municipality has just appointed a Service provider to compile a new valuation roll that will be implemented in July 2020. Objections have recently been closed and the municipality will be proceeding with implementing the new valuation as planned.

#### 2.7.14. Grant Allocations

The following table shows details in relation to operating grants to be received from other spheres:

Table 44: Grant Transfers

REVENUE FROM TRANSFERS	2022/23	2023/24	2024/25
	Rands	Rands	Rands
<b>Transfers: Operational- National</b>			
Equitable share	101 270 000,00	109 324 000,00	118 080 000,00
FMG	3 000 000,00	3 100 000,00	4 518 000,00
EPWP	1 206 000,00	-	
<b>Transfers: Operational- Provincial</b>			
Library services	1 308 000,00	1 367 000,00	1 367 000,00
<b>Transfers: Operational- Other</b>			
LGSETA	100 000,00	100 000,00	100 000,00
<b>Total operational grants</b>	<b>106 884 000,00</b>	<b>113 891 000,00</b>	<b>124 065 000,00</b>
<b>Transfers: Capital</b>			
<b>Transfers: Capital- National</b>			
MIG	28 785 000,00	29 925 000,00	31 175 000,00
INEP	10 512 000,00	6 000 000,00	6 269 000,00
Water Services Infrastructure Grant	20 000 000,00	30 000 000,00	20 900 000,00
<b>Total capital grants</b>	<b>59 297 000,00</b>	<b>65 925 000,00</b>	<b>58 344 000,00</b>
<b>Total Grants</b>	<b>166 181 000,00</b>	<b>179 816 000,00</b>	<b>182 409 000,00</b>

**2.7.15. Litigation Register**

Table 45: Litigation Register

DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICATION/ PLAINTIFF ATTORNEYS	ATTORNEYS HANDLING THE MATTER	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE- ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
26-Apr-18	SRVM	Phumeza Bono Inc	Pumeza Bono	H Jantjies & Others		Case 1531/2018	Intimidation of Contractors	High Court Order	Settled			
	Qamasande Trading	L Peko Attorneys	L Peko	SRVM		Case 2594/2018	Water Carting	High Court	Settled	R28 350 000,00		
11-Mar-20	Rudcor Contractors	Greyvensteins Attorneys	Greg Parker	SRVM		Case 738/20250	Non Payment of contractor	High Court	Settled	R743 373,65		
24/03/2020	C Links	Johan Cronje Attorneys	Johan Cronje	SRVM	Not defended	Case 92/2018		Magistrate Court	Settled	R89 447,90		

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DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICATION/ PLAINTIFF ATTORNEYS	ATTORNEYS HANDLING THE MATTER	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE- ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
10/09/2019	M R Abdullah	Mc Williams & Elliot	Mc Williams & Elliot Inc	SRVM	Phumeza Bono Inc	Case 1717/2019 CCMA, Labour Court, High court	Irregularities with CFO Appointment	Referral to High court/Labour Court	Settled	R227 070.90	R22 300	
23/10/2019	N Goba	N Borman & Botha	Justin Powers	SRVM		Case 3078/2019	Drowning Child in Sewerage dam	High Court	Settled	R1 461 965,00		
12/01/2020	SS Fadi - MM	Mc Williams & Elliot	Mc Williams & Elliot Inc	SRVM	Phumeza Bono Inc	PR 125/2020	Suspension of MM	Labour Court	Settled	R150 000	R42810.50	
	Phumeza Bono	Phumeza Bono			Phumeza Bono Inc		Payment of Legal Cost as		Settled		R3064421 5.79	

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DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICATION/ PLAINTIFF ATTORNEYS	ATTORNEYS HANDLING THE MATTER	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE-ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
							Attorney of Records					
	Zama Zondo	F T Dengana Attorneys	Adv Degana	SRVM	Phumeza Bono Inc	Case 2089/19	Upgrading of Roads Contract	High Court	Settled	R10 844 335,00	R32 560	
	K Oosthuisen			SRVM	Phumeza Bono Inc				Settled		R262622.93	
15/10/2020	Ikhono Techni (Pty) Ltd	Joubert Galpin & Searle	Phumeza Bono	SRVM	Phumeza Bono Inc	Case 2473/2020	Awarding of tender SRVLM 06/2017	High Court	Settled	R44 920.11		
	Thando Tsobo	Tsobo v State	Phumeza Bono	SRVM	Phumeza Bono Inc		Criminal Matter		Settled		R106040.84	

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DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICATION/ PLAINTIFF ATTORNEYS	ATTORNEYS HANDLING THE MATTER	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE-ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
	Mboya	Mboya, Le Roux Inc	Le Roux Inc	SRVM	Phumeza Bono Inc						R14556.70	
	SMEC South Africa	Weavind & Weavind	Le Roux Inc	SRVM	Phumeza Bono Inc	Case 14/2021 Regional Court	Engineering Services Langbos	Summons	Settled	R264 296,44	R306 525,94	Paid
	Qamasande	Qamasande Le Roux Inc	Le Roux Inc	SRVM							R32294.52	
	SRV Bussiness Chamber	Le Roux Inc	Le Roux Inc	SRVM							8486.00	
	SMME SRVM	Le Roux Inc	Le Roux Inc	SRVM							R19147.50	
	Avis Meyer			SRVM	Phumeza Bono						R15583.00	

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DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICATION/ PLAINTIFF ATTORNEYS	ATTORNEY S HANDLING THE MATTER	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE-ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
	Nqguse										R25691.75	
	S Mfama										R12068.50	
	K & R Trust	Lester Harrop Attorneys	Lester Harrop	SRVM		Case 63/2021	Outstanding rent/damages to building Middle Street	Magistrate Court	Settled	R203 723,75		
19/01/2021	Eva Statoe	Lessing, Heyns, Keyter	Chris Lessing	SRVM		Case 2663/2020	Injuries when fell in street	High Court		R700 900,00		
	Profusion Protection Serv	Abrie Landman Inc	Abrie Landman	SRVM		Case 1049/2021	Security Services Speaker	High Court	Case withdrawn	R762 717,38		Withdrawn by Plaintiff
10/05/2021	African Renaissance Suppl	DSSG Attorneys		SRVM	Not defended	Case 62/2021 - Magistrate	Outstanding debt - Stationary	Summons	Settled	R35 771,05	R38 625,72	Settled on 08/09/2021

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DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICATION/ PLAINTIFF ATTORNEYS	ATTORNEYS HANDLING THE MATTER	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE-ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
						Court Kirkwood						
02/09/2021	African Renaissance Supply	DSSG Attorneys		SRVM	Not defended	Case 62/2021 - Magistrate Court Kirkwood	Outstanding debt - Stationary	Warrant of execution	Settled	R35 771,05	R38 625,72	Paid 08/09/2021
03/09/2021	Agri Eastern Cape	RJM Attorneys		SRVM	Boqwana Burns Inc	Case 2024/2019 High Court		Court Order				
9/05/2022	Profusion Protection Serv	Hardy Attorneys	Jaclyn Hardy	SRVM	McWilliams & Elliot	Case 1049/2021	Security Services Speaker	Attachment in Execution High Court	Active	R847 879,10	Unknown	

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### 3. CHAPTER 3: STRATEGIC FRAMEWORK

Our vision, mission and values are underpinned by Council vision to see Sundays River Valley Municipality providing first class service delivery by year 2022/23.

#### 3.1. OUR VISION

**A people centered Municipality providing efficient and effective services to communities.**

#### 3.2. OUR MISSION

**To deliver effective, efficient services in an accountable and transparent manner and to create an inclusive, safe, sustainable socio-economic environment for improved quality of life.**

#### 3.3. OUR VALUES

**ACCOUNTABILITY  
TRANSPARENCY  
INTEGRITY & HONESTY  
COMMUNITY ORIENTATED**

#### 3.4. STRATEGIC DIRECTIONS

The Sundays River Valley Municipality is a category B municipality with a Collective Executive System made up of a ward participatory system established in terms of the Local Government: Municipal Structures Act 117. It is one of the seven local municipalities under the SBDM. The municipality takes its legislative mandate from the provisions of Section 152 of the South African Constitution which is as follows:

- To give priority to the basic needs of the local community.
- To promote the development of the local community.

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- To ensure that all members of the local community have access to at least a minimum level of basic municipal services (this takes precedence over others).
- To ensure sustainability of services, municipality and settlements.

To give effect to the above mandate, the municipality has approved the following priority areas:

- **Provision of Infrastructure and Basic Services.**
- **Local Economic Development.**
- **Community and Social Services.**
- **Institutional Transformation and Organizational Development.**
- **Good Governance and Public Participation.**
- **Financial Viability and Management.**

### 3.5. OBJECTIVES

#### Provision of Infrastructure and Basic Services

- Upgrade electricity network for future development
- Ensure access and a continuous supply of good quality water and sanitation to each user by 2030
- SRVM Community has access to good quality roads built according to applicable standards
- To ensure compliant reporting in all respects of all grants
- To promote programmes of shared economic growth, land redistribution and general economic redress for the poor and disenfranchised
- To enhance internal capacity in order to improve service delivery performance

#### Community and social services

- Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment
- To ensure provision of water quality monitoring and food control
- To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM
- To ensure provision of traffic services including improved revenue
- Communities of SRVM with specific reference to youth have access to suitable and affordable recreational and sport facilities as well as public amenities.

#### Local economic development

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- Establish of policy framework for LED related policies and strategies by 2026
- To create an conducive environment employment creation
- Support the capacity and training development of small businesses and increase the number of viable emerging businesses by 2026
- Create a platform for networking required for effective business decisions
- Support the establishment and strengthening of enterprises, including cooperatives and other forms of collective ownerships

**Institutional transformation and organizational development**

- To ensure the municipality approves the organogram and fills vacancies to support the implementation of the IDP
- Capacity building and empowerment programmes to ensure skills enhancement of staff
- To ensure effective public participation of ward committees
- To optimize the information and communications technology (ICT) function to support organizational performance
- To enhance employee wellness through prevention and provision of therapeutic programmes and physical fitness
- To ensure effective and efficient records management

**Financial viability and management**

- To produce financial reports that meet the requirements of National Treasury department
- To ensure compliant reporting in all respects of all grants
- To ensure a sustainable cash flow
- To ensure debt is managed sustainably
- To ensure proper procurement of goods and services terms of chapter 11 of MFMA
- To ensure proper asset management

**Good governance and public participation**

- Annual review and development of IDP/Budget
- Improve functionality, performance and professionalism in the municipality
- To enhance Council oversight
- To establish and strengthen service delivery partnerships between the municipality, district, sector departments, communities and civil society

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- Mainstreaming of vulnerable groups policy in all municipal directorates
- To ensure a fully functional Performance Management System

### **3.6. THE NATIONAL DEVELOPMENT PLAN – VISION 2030 AND BEYOND**

In 2011 the National Planning Commission (NPC) conducted a diagnosis of the challenges facing South Africa. This process culminated to the NPC producing a Diagnostic Report which report highlighted critical challenges facing the people of this country from joblessness, poor education, disease burden health, corruption etc. The situation that the country finds itself has had an effect of leaving the majority of the population trapped in a vicious circle of poverty and a growing gap of the haves and those that have not. See the figure 1 below. To arrest this situation the NPC has developed a 20 year National Development Plan (NDP).

The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like. South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan. This is how the plan proposes we achieve the goal of fighting poverty and reducing inequality:

#### **CREATE JOBS**

- Create 11 million more jobs by 2030:
- Expand the public works programme
- Lower the cost of doing business and costs for households
- Help match unemployed workers to jobs
- Make it possible for very skilled immigrants to work in South Africa
- Reward the setting up of new businesses, including partnering with companies
- Increase value for money for tourists by selling regional packages that meet all pocket sizes. Consider a single visa for SADC visitors

#### **EXPAND INFRASTRUCTURE**

- Invest in a new heavy-haul rail corridor to the Waterberg coal field and upgrade the central basin coal network

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- Enable exploratory drilling to see whether there are viable coal seam and shale gas reserves, while investigations continue to make sure that operations do not damage the environment
- Move Eskom's system operator, planning, power procurement, power purchasing and power contracting functions to the independent system and market operator
- Closely regulate the electricity maintenance plans of large cities
- Set up an investment programme for water resource development, bulk water supply and wastewater management this year, with reviews every five years
- Fix and build transport links, in these key areas:

#### **TRANSITION TO A LOW-CARBON ECONOMY**

- Speed up and expand renewable energy and waste recycling, and ensure buildings meet energy-efficient standards
- Set a target of 5 million solar water heaters by 2030
- Introduce a carbon tax
- Scale up investments and R&D for new technologies

#### **TRANSFORM URBAN AND RURAL SPACES**

- Stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs
- Improve public transport
- Give businesses incentives to move jobs to townships
- Fix the gap in the housing market by combining what banks have to offer with subsidies as well as employer housing schemes • Give communal farmers, especially women, security of tenure

#### **EDUCATION AND TRAINING**

- Develop a nutrition program for pregnant women and young children, to be piloted by the Department of Health for two years
- Make sure all children have two years of pre-school
- Get rid of union and political interference in appointments and appoint only qualified people



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### 3.7. LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS)

Due the challenges facing local government in the country the Minister of Cooperative Government and Traditional Affairs has developed a LGTAS to try and arrest this situation. The Strategy was developed after an extensive consultation process throughout the country which culminated in a State of Municipalities Report 2009.

The LGTS provides that an ideal municipality would among other things:

- i. Provide democratic and accountable government for local communities
- ii. Be responsive to the needs of the local community
- iii. Ensure the provision of services to communities in a sustainable manner
- iv. Promote social and economic development
- v. Promote a safe and healthy environment
- vi. Encourage the involvement of communities and community organizations in matters of local government
- vii. Facilitate a culture of public service and accountability amongst its staff
- viii. Assign clear responsibilities for the management and coordination of those administrative units and mechanisms.

The outcomes of meeting these objectives include:

- a) The provision of household infrastructure and services
- b) The creation of liveable, integrated and inclusive cities, towns and rural areas
- c) Local economic development
- d) Community empowerment and distribution

### 3.8. The Sundays River Municipal Management Charter

Municipal management charter according to the SDBIP addresses the following priority areas to ensure financial viability and sustainability of the Sundays River Valley Municipality:

- Implementation of a credible budget.
- Effective budget monitoring.
- Maintain and implement an effective credit control policy.
- Increase revenue collection with at least 20% to 70%.
- Review Supply Chain management policy and ensure regular reporting on Supply Chain matters.
- Effective monitoring of creditors.

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- Effective and up to date billing system.
- Provision of clean, adequate drinking water to all.
- Unqualified audit opinion.
- Develop a credible IDP.
- Fixing of roads in the municipal area.
- Good governance.
- Improved liquidity of the institution and reduction of the debt book (restore the financial viability).

### 3.8 mSCOA – Municipal Standard Chart of Accounts

The Municipal Regulations on Standard Chart of Accounts were promulgated on 22 April 2014. The regulations determine that all municipalities must adopt a standard chart of accounts with effect from 1 July 2017. It is necessary for the Minister of Finance to specify national norms and standards for the recording and collection of local government budget, financial and non-financial information which will include in some instances the specification of information required for national policy coordination and reporting. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions. A key objective of the proposed Regulations is to enable the alignment of budget information with information captured in the course of the implementation of the budget.

These Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organisational uniqueness and structural differences. These Regulations also proposes the specification of minimum business process requirements for municipalities and municipal entities as well as the implementation of processes within an integrated transaction processing environment. Sundays River Valley municipality has started with implementation of the regulations to the following extent:

- 1) Establishment of a Project Steering Committee and a Project Implementation team
- 2) Developing terms of reference for the Project Steering Committee and Project Implementation team
- 3) Conducting a municipal self-assessment
- 4) Conducting an IT-infrastructure assessment
- 5) Draft mSCOA risk register is currently being developed
- 6) Review of vote structure is currently in progress

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The implementation of the regulations is imposing additional financial burdens onto the municipality which could be regarded as a risk for non-compliance. Some of the financial burdens is partly relieved by grant funding that has been earmarked for the implementation.

### 3.9. COMMUNITY PRIORITIES

Sundays River Valley Municipality engaged in community consultations that were done at a ward level in line with the community-based planning approach. The municipality employed the community based planning approach to stimulate participatory governance by awarding community members a fair opportunity to deliberate on issues affecting them in their respective wards. Furthermore, this approach was implemented to inevitably include the local community in decision-making, planning and generally allowing them to play an active part in their own development.

#### WARD PRIORITIES AND DESIRED OUTCOMES

##### Ward 1: Cllr Payi

Ward	PRIORITIES	NEW PRIORITIES
1	<ol style="list-style-type: none"> <li>1. Fencing of the cemetery and land for the new graves</li> <li>2. Develop Lolo Area: lights a priority.</li> <li>3. Upgrade Kuyasa Hall to sport centre.</li> <li>4. Fast track issuing of little deeds.</li> <li>5. SAPS visibility</li> <li>6. Construction of Sports fields at schools.</li> <li>7. Commitment of Ward Committee (Functionality)</li> <li>8. Speed humps to curb speeding.</li> <li>9. Side-walks construction</li> <li>10. Planning should be consistent with the growth of the community (socio-economic development)</li> <li>11. Strengthen clean-up campaigns</li> </ol>	<ol style="list-style-type: none"> <li>1. Installation of cameras to curb crime.</li> <li>2. Land for cemeteries.</li> <li>3. Connection of Lolo houses to main line of sewer.</li> <li>4. Speed humps on main road.</li> <li>5. Tittle deeds</li> <li>6. Road's maintenances.</li> <li>7. High mast lights</li> <li>8. Illegal dumping site.</li> <li>9. SAPS feasibility.</li> <li>10. Land for housing and managing of informal settlement.</li> <li>11. Community safety plans.</li> <li>12. Vandalism of infrastructure of municipal properties.</li> </ol>

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**Ward 2: Cllr langbooi N**

WARD	WARD PRIORITIES	NEW PRIORITIES
2	<ol style="list-style-type: none"> <li>1. Mobile clinic</li> <li>2. Mobile Police Station/Satellite</li> <li>3. Multi-purpose centre</li> <li>4. Street naming at Emsengeni Area</li> <li>5. Drainage system – maintenance</li> <li>6. Water system</li> <li>7. Taxi loop road completion</li> <li>8. Taxi Rank at Emsengeni Area</li> <li>9. EPWP &amp; CWP program monitoring</li> <li>10. Infrastructure Development</li> <li>11. Combat Crime</li> <li>12. Street lights maintenance</li> <li>13. Community Hall</li> <li>14. Stormwater drainage</li> <li>15. Post Office services</li> <li>16. Awareness campaigns on drugs</li> </ol>	<ol style="list-style-type: none"> <li>1. street naming in Msengeni .</li> <li>2. drainage system in msengeni area.</li> <li>3. tittle deeds</li> <li>4. maintenances of roads and potholes.</li> <li>5. monitoring of informal settlement.</li> <li>6. Cable theft and vandalism of municipal properties.</li> <li>7. Mobile clinic.</li> </ol>

**Ward 3: Cllr Jonasi**

WARD	WARD PRIORITIES	Zuney Area	NEW PRIORITIES
3	<b>Zuney</b> 1. Land for housing and Farming at Muller Farm and the	• Electrification of Rosedale	1. Delivering of services –

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<p>Municipality to take ownership of Woody Cape</p> <p>2. Electricity at Rosedale, DeGriep and Groentuin</p> <p>3. Water (Groentuin) and toilets at Dekom</p> <p>4. Scholar transport from Nanaga to Alexandria (after grade 9).</p> <p>5. Sport and Playgrounds near Zamukukhanya Sch.</p> <p><b>VALENCIA</b></p> <p>1. Upgrading of pump station Jacaranda, Adams and Wallas streets</p> <p>2. Public ablution facilities in Addo Town</p> <p>3. Santa Clara Hub development</p> <p>4. Release of Municipal land for development and provide bulk services</p> <p>5. Revitalization of old RDP houses (old Valencia)</p> <p>6. Three high mast lights</p>	<ul style="list-style-type: none"> <li>• Land for farming and human settlement in Grotvlei</li> <li>• Provision of resources to the satellite office</li> <li>• Caretaker of the hall</li> <li>• SMME development initiatives</li> <li>• Youth development initiatives</li> <li>• Sportfield (use of the land in Langbos)</li> <li>• Illegal evictions and killing of livestock</li> <li>• Mobile clinic with complete resources every two (2) weeks</li> </ul>	<p>maintenance team at Valencia Area</p> <p>2. Appointment of local security company to curb crime and vandalism.</p> <p>3. Stormwater drainage permanent solution.</p> <p>4. Alternative access road</p> <p>5. Addo Heights (dusty road)</p> <p>6. Strengthen processing of reported complaints.</p> <p>7. Ownership RDP title deeds.</p> <p>8. Project management unit – must ensure quality before handover of a project.</p> <p>9. Addo CBD toilets</p> <p>10. Place for street vendors – Addo town area</p> <p>11. Transnet houses – rendering of services</p> <p>12. White elephant reservoir in Valencia</p>
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WARD	WARD PRIORITIES	NEW PRIORITIES
4	<p>1. Street lights maintenance and Eskom to connect one</p> <p>2. Formalisation of informal settlements (Emanqindini) and grading of internal streets</p> <p>3. Sand mining and Aloe processing feasibility study</p> <p>4. Multi-purpose centre and grading of clinic to NHI Standards</p> <p>5. Cleaning of illegal dumping sites</p> <p>6. Town revitalization</p> <p>7. Upgrade of Paterson sewer network (phase</p> <p>8 Storm water drainage (access road)</p> <p>9 Bush clearing behind Emanqindini houses</p>	<p>1. Formalisation of informal settlements</p> <p>2. Grading/Maintenance of internal roads</p> <p>3. Promote local economic development:</p> <ul style="list-style-type: none"> <li>- Sandmining,</li> <li>- Aloe processing and</li> <li>- Tap on tourism spin offs</li> </ul> <p>4. Introduce town revitalisation</p> <p>5. Upgrade Paterson sewerage network.</p> <p>6. Maintain stormwater drainage system.</p> <p>7. Maintain Street lights</p> <p>8. Eradicate dumping refuse through community involvement.</p> <p>9. Paving of KwaZenzele Streets</p> <p>10. Informal settlements electrification</p> <p>11. Department of Education – Provide high school classrooms</p> <p>12. SPU work should be scrutinised</p> <p>13. Learnership which were not concluded</p> <p>14. Conduct ward survey</p> <p>15. Banking services a must for Paterson population</p> <p>16. Sector Departments Satellite offices next to Police Station</p> <p>17. Children play park establishment</p> <p>18. Investigate Pre 1994 title deeds</p> <p>19. Grading of internal roads</p> <p>20. Monitoring of Projects by PMU</p>



**Ward 5: Cllr Qusheka Z**

Ward	Ward priorities	NEW PRIORITIES
5	<p>1.Houses New housing (Luthando 801) development and formalisation of squatter camp (Pre 1994 and post 1994 unfinished houses)</p> <p>2.Luthando, Mandela Village, Ntakazilali &amp; Zwelitsha Store needs infrastructure</p> <ul style="list-style-type: none"> <li>-Upgrade internal streets development</li> <li>-Stormwater drainage</li> <li>-Sewer system</li> </ul> <p>3.Upgrade Hall into multipurpose (provision of sector department services)</p> <p>4 Areas with challenge of water both ward 5&amp; 6</p> <p>5 Maintenance &amp; upgrade of internal roads.</p> <p>6 Maintenance of stormwater drainage.</p>	<ol style="list-style-type: none"> <li>1. Dilapidated houses in Ntakazilali.</li> <li>2. Upgrading of internal roads.</li> <li>3. Illegal occupation of houses in Noluthando.</li> <li>4. Tittle deeds of houses.</li> <li>5. Drainage system in main road needs to be maintained.</li> <li>6. Sport field identification for clubs.</li> <li>7. Water supply to Noluthando.</li> <li>8. Upgrading of clinic and extension of home base cares contracts.</li> <li>9. Application for business development.</li> <li>10. Housing rectification project does not include connection.</li> <li>11. SAPC availability during the harvesting time.</li> <li>12. Flashing system, no in good condition.</li> <li>13. Ambulances and emergency services.</li> </ol>

**Ward 6: Cllr Baxana N**

<b>WARD</b>	<b>WARD PRIORITIES</b>	<b>NEW PRIORITIES</b>
<b>D</b>		
<b>6</b>	<ol style="list-style-type: none"> <li>1. Land for stock farming</li> <li>2. Consider AV Bukani primary school (empty classrooms for library and technical education streams</li> <li>3. Upgrade of clinic and access to ambulances/fire services</li> <li>4. Ceazers Dam recreation facilities</li> <li>5. Upgrade internal roads</li> <li>6. Langbos and Molly formalization of informal settlements</li> </ol>	<ol style="list-style-type: none"> <li>1. Pre 1994 houses needs plastering and ceiling.</li> <li>2. Road's maintenances and drainage system to upgraded.</li> <li>3. Toilets of Molly black burn.</li> <li>4. Clinic upgrade and SAPS availability during harvest time.</li> <li>5. Land for farming and Business purposes</li> <li>6. Reservoirs and water supply to houses</li> <li>7. High mast lights and streetlights.</li> <li>8. Sport fields identification.</li> <li>9. Housing project is registered in lang boss.</li> </ol>



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**Ward 7: Cllr Ndawo**

<b>WARD</b>	<b>WARD PRIORITIES</b>	<b>NEW PRIORITIES</b>
<b>7</b>	1. Upgrade of internal roads (especially testing routes)  2. Kirkwood treatment works.  3. Building a community hall  4. Land for housing  5. Sports grounds  6. Scholar Transport to Kirkwood  7. Access to electricity & solar panel -Rectify additional charges on electricity rates	1.+ 20 houses without electricity 2.register the informal settlement to be formalized. 3.Schooler transport. 4.supply of water tanks and connection of water pipe inside the yard. 5.free basic services 6 no water connection in Klain port. 7.EPW and CWP projects be monitoring. 8 need for new toilets in glean corner. 9.railway houses needs to be transfer to people. 10.Tittle deeds.



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**Ward 8: Cllr Ncambele N**

<b>WARD</b>	<b>WARD PRIORITIES</b>	<b>NEW PRIORITIES</b>
<b>8</b>	1. Build new Clinic.  2. Multi-purpose Centre (skills development, internet café, Library)  3. 1 high mast light  4. Conduct study for formalization of informal settlements.  5. Land development	1. Mhlophekazi Primary School teachers' shortage. 2. Road project between Kirkwood and Enon/Bersheba. 3. Issuing of title deeds as promised. 4. Youth development and training 5. Internal roads/street upgrade 6. Greenfield high mast light 7. Taxi rank 8. Stadium in bishibar. 9. Scholar transport 10. Water dam not connected. 11. Municipality must forge partnership with private sector. 12. Land for development and business. 13. Satellite office and staff compliments. 14. Land for cemetery's



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**3.10. Alignment of National plans and Provincial plans with those of SRVM.**

<b>National Development Plan</b>	<b>Government Outcome</b>	<b>Provincial Growth and Development Strategy – EC.</b>
Economic growth	<b>Outcome 4:</b> Decent employment through inclusive economic growth <b>Outcome 11:</b> Output 3: Implementing the Community Work Programme;	Systematic eradication of poverty through a holistic, integrated and multi-dimensional approach to Pro-poor programming.
Rural development	<b>Outcome 7:</b> Vibrant, equitable, sustainable rural communities contributing towards food security for all	Agrarian transformation and strengthening of household food security.
Economic growth	<b>Outcome 4:</b> Decent employment through inclusive economic growth	Consolidation, development and diversification of the manufacturing base and tourism potential.
Expand infrastructure	<b>Outcome 11:</b> Output2: Improving access to basic services;	Infrastructure development
Building a capable state	<b>Outcome 5:</b> Skilled capable workforce to support an inclusive growth path	Public sector and institutional transformation.

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## 4. CHAPTER FOUR: EXTERNAL AND INTERNAL PROJECTS

### 4.1. Project Templates

Table 46: SRVM Projects

MIS FOR M ID	NATIONAL REGISTRATION NUMBER	PROJECT TITLE	REGISTER ED MIG FUNDS	TOTAL PLANNED EXPENDITURE ON MIG FOR 2022/23	TOTAL PLANNED EXPENDITURE ON MIG FOR 2023/24
28506 3	R/EC/15300/18/20	Upgrading of roads & stormwater in Enon and Bersheba-phase 2	24 354 663,94		24 354 663.94
38356 5	CS/EC/2020/21/1 1/67	Construction of multi-Purpose sport recreational facility in Nomathamsa nqa in Addo	24 337 418,58	8 000 000	8 337 419
38366 1	CS/EC/2020/21/6 8	Construction of a new Community	14 411 377,89	4 056 432	2 215 716

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MIS FOR M ID	NATIONAL REGISTRATION NUMBER	PROJECT TITLE	REGISTER ED MIG FUNDS	TOTAL PLANNED EXPENDITURE ON MIG FOR 2022/23	TOTAL PLANNED EXPENDITURE ON MIG FOR 2023/24
		Hall in Moses Mabida			
42648 5	EC/2021/22//12/1 47	Refurbishment of Enon and Bersheba water Borne sanitation	13 948 110,39		13 948 110,39
	NYR	Augmentation of the waste reticulation network Paterson	16 572 000.00		16 572 000.00
	NYR	Construction of Molly bulk water reticulation	20 994 000,00		20 994 000.00
	NYR	Refurbishment of sewer line in Vygies street (emergency works)	2 500 000,00		2500 000.00



#### 4.2. 2022/23 SRVM CAPITAL PROGRAMME UPDATE

##### PURPOSE

The purpose of the report is to inform the Sunday's River Valley Municipal Council of capital projects to be implemented in each grant for 2022/2023 FY

##### BACKGROUND

DORA Framework 2020 has been recently Gazetted

##### 2022/ 2023 MIG CAPITAL BUDGET

Sundays River Valley Municipality has received **R 28 785 000** under the Division of Revenue Act 2019 to implement its capital commitments. Draft Implementation Plan attached:

Note: Sunday's River Valley Municipality in the 2022/2023 FY has been awarded reallocation funding on the following grants;

- MIG- R10 million
- WSIG- R5 million
- INEP- R7 036 million

This award will contribute towards scope and progress in eradicating backlog and meeting service delivery targets.

##### DEPARTMENT OF PUBLIC WORKS (EPWP)

The Municipality will receive an Allocation of R 100 000.00 for the 22/23 Financial Year.

Projects Implemented with the allocation are as follows:

Project Name	Project Budget in 2022/2023	Start date	End date
Refurbishment and Maintenance of all SRVM Buildings	R 1 000 000	01 July 2022	30 June 2023

Commented [IT4]: Needs to updated

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OTHER CAPITAL PROJECTS FUNDED BY PROVINCIAL/NATIONAL DEPARTMENTS

Human settlements

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
Langboos 300	The project's Scope of Work is divided into 3 distinct phases:	Planning	April 2022 - Mach 2027	R65,550,000.00

EDUCATION

Department Education	Sunday's River Valley	Allocation
Addo primary	Valencia	R66,2299,197
BONTRUG SENIOR PRIMARY SCHOOL	Moses mabida	R2,093,482
RIETBERG PRIMARY SCHOOL	Kirkwood town	R8,571,583
A V Bukani	Nomathamsanqa	R4,072,981

DEPARTMENT OF ENERGY  
ESKOM

Project name	Municipality	Excl vat 2023/2024	Incl vat 2023/2024
Farm Dweller houses	EC106 Sunday's River Valley	R 81,582.00	R 93,819.30
Sunday's river infills	EC106 Sunday's River Valley	R 420,000.00	R 483,000.00
Langboos	EC106 Sunday's River Valley	R 00	R 00
Sunday's river extension	EC106 Sunday's River Valley	R 6,250,000.00	R 7,187,500.00

Transport Infrastructure Projects – Roads Maintenance

ROAD LENGTHS				2023/2024			2024/2025			2025/2026		
Municipality	Surfaced	Unsurfaced	SURFACED & GRAVEL Total	SURFACED MAINTENANCE	GRAVEL MAINTENANCE	TOTAL MAINTENANCE	SURFACED MAINTENANCE	GRAVEL MAINTENANCE	TOTAL MAINTENANCE	SURFACED MAINTENANCE	GRAVEL MAINTENANCE	TOTAL MAINTENANCE
Sundays River Valley	38,86	1649,45	1688,31	R3 376 340,23	R5 867 593	R9 243 933	R3 247 936	R7 815 633	R11 063 569	R3 572 729	R8 597 197	R12 169 926

## SANRAL

## PROJECTS IN SRVM

PROJECT	DESCRIPTION	BUDGET	PROJECT STAGE
R.075-020-2018/1	Special Maintenance of national route R75 Section 2 from Kirkwood Intersection (km 31) to Wolwefontein (km 91,98): PHASE 1 (km 39,6 to km 72)	R45 Million	Project start was delayed due to non-availability of supervisory Consulting Engineers Sanral is now implementing project in-house
R.336-010-2017/1: Kirkwood to Addo Phase 1	Upgrading of national route R336 Kirkwood and Addo: km 16.75 TO km 48.2	R260 million	Construction est. to commence November 2021 onwards, duration of 24 months

Sector Department	Project Name	Project Description	Project status	Time frame	Total project Budget
Department of public works& infrastructure	Addo fence	Addo	Under construction	6months	R 2 600 982.60
Department of public works and infrastructure	Addo Precint	Addo	planning	24 months	+/- R 150 000 000 .00
Department of social development	Paterson Public Library	Paterson	To be advertised in 2022/2023 fY	12 months	+/- R 9.1 million



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## 5. CHAPTER FIVE: MONITORING AND EVALUATION

### 5.1. INTRODUCTION

In South Africa, municipal performance management has its policy origins in the White Paper on Local Government. It proposed performance management together with the integrated development planning and public participation, as important tools central to the notion of developmental local government. The White Paper noted that, "Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritize the amount of time it takes a municipality to answer a query, others will prioritize 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 enhanced, and public trust in the local government system is enhanced.

### 5.2. PERFORMANCE MANAGEMENT SYSTEM IN LEGISLATION

In terms of Chapter 6, Section 38 of the Municipal Systems Act, of 2000, a municipality must (a) establish a performance management system that is:

- i) Commensurate with its resources;
- ii) Best suited to its circumstances; and
- iii) In line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan.

Not only does the Act prescribe that a performance management system must be implemented, it also prescribes in the act on how the performance management system must be developed.

#### MSA Sec 39 Development of performance management system

The executive committee or executive mayor of the municipality or, if the municipality does not have an executive committee or an executive mayor, a committee of councilors appointed by the municipal council must

- (a) Manage the development of a performance management system;

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(b) Assign responsibility in this regard to the municipal manager and;

(c) Submit the proposed system to the municipal council for adoption

MSA Sec 40 Monitoring and review of performance management system.

A Municipality must establish mechanisms to monitor and review its Performance management system.

MSA Sec 41 Core Components

1. A municipality must in terms of its performance management system and accordance with and regulations and guidelines that may be prescribed

1(a) Set appropriate key performance indicators which are to be used as a yard stick for measuring performance, including outcomes and impact with regard to the municipality's development priorities and objectives set out in its integrated development plan

(b) Set measurable performance targets in respect of each of those development priorities and objectives

(c) With regard to each of those development priorities and objectives and against the key performance indicators and targets set in terms of paragraph (a) and (b)

(i) Monitor Performance; and

(ii) Measure and review performance at least once a year;

(d) Take steps to improve performance with regard to those development priorities and objectives where performance targets were not met. (e) Establish a process of regular reporting to

(i) the council, other political structures, political office bearers and staff of the municipality; and

(ii) the public and appropriate organs of the state.

1. The system applied by a municipality in compliance with subsection (10 (c) must be advised to in such a way that it may serve as an early warning indicator of underperformance.

### **5.3. PERFORMANCE MANAGEMENT AT SUNDAYS RIVER VALLEY MUNICIPALITY**

The performance management function is located within the Office of the Municipal Manager. This is by virtue of the delegation of responsibilities in terms of the PMS policy. The municipality uses an electronic system that requires Directorates to populate performance information in their discharge. The electronic system with the information fed into it makes it easier to access such information, and to consequently compile the quarterly and annual performance reports mandated by legislation. It also allows management to assess the strides taken to achieve the objectives as set. With the myriad responsibilities of local government, management is aware that it takes continuous attention, dedication and in particular stamina from management to keep focusing on performance management in order to keep it alive in the organization.

### **5.4. GENERIC LOCAL GOVERNMENT INDICATORS**

It should be noted that the following generic indicators are compulsory and are captured in the IDP and are reflected in the performance plans of section 56m managers and are apportioned per corresponding KPA.

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to free basic services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through municipality's local economic development initiatives including capital projects
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and

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## 5.5. KPIs FROM COGTA

Table 47: KPIs FROM COGTA

KEY PERFORMANCE AREA	No of indicators	s.47 Report Writing	Departmental Monitoring
Institutional Development & Organisational Transformation.	11	04	11
Basic Services	24	24	24
LED	07	03	07
Financial Viability & Management	10	10	10
Good Governance & Public Participation	08	08	08
Cross Cutting Issues	04	03	04
<b>TOTAL</b>	<b>64</b>	<b>52</b>	<b>64</b>

Table 48: KEY PERFORMANCE INDICATORS FOR KPA 1

1	Vacancy rate for all approved post
2	Appointments in S57 posts
3	% of S57 attending at least 1 training course
4	% of Managers in Technical Service with professional qualification

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5	Level of effectiveness of PMS in the DM
6	Level of effectiveness of PMS in the LM
7	Adoption and implementation of HRD including WSP
8	% of staff that have undergone skill audit within the current 5 year term
9	% of councilors who attended a leadership training within the current 5 year term
10	% of staff complement with disability
11	% of female employees
12	% of staff aged 35 or less

Table 49:KEY PERFORMANCE INDICATORS FOR KPA 2

1	% of HH with access to potable water
2	% of HH with access to FBW
3	Clinics with access to water
4	Schools with access to water
5	Household in formal settlements using buckets
6	% of HH with access to sanitation services
7	% of HH with access to FB sanitation
8	Clinics with access to sanitation services
9	Schools with access to sanitation services
10	% of HH with access to electricity services
11	% of indigent HH with access to FBE
12	% of indigent HH with access to Free alternative Energy sources
13	% of households living in informal settlements

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14	% of informal settlements that have been provided with basic services
15	% of housing that conforms to the minimum building standards for residential houses
16	% of HH without access to gravel or graded road
17	% of road infrastructure requiring upgrade
18	% of planned new roads infrastructure actually constructed
19	% of capex reserved for road upgrading and maintenance effectively used
20	% of HH with access to refuse removal
21	Existence of an effective waste management plan
22	Existence of an effective indigent policy
23	Existence of an approved SDF
24	Existence of a Land Use Management System (LUMS)

Table 50: KEY PERFORMANCE INDICATORS FOR KPA 3

1	Existence of an LED Unit
2	% of LED budget spent on LED activities
3	Existence of an LED Strategy
4	Functionality of LED forums (# of meetings)

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5	Plans to stimulate the second economy
6	% of SMME supported during the Financial Year
7	# of Job created through PPP
8	# of job created through EPWP

Table 51: KEY PERFORMANCE INDICATOR FOR KPA 4

1	AG's Audit opinion
2	% of expenditure of Capital budget
3	Salary budget as a % of the total Opex
4	Total municipal own revenue as % of the total actual budget
5	Rate of municipal consumer debt reduction
6	% of MIG budget appropriately spent
7	% of MSIG budget appropriately spent
8	Functionality of the Audit Committee
9	Trade creditors as a % of total actual revenue
10	Submission of AFS after the end of financial year



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Table 52:KEY PERFORMANCE INDICATORS FOR KPA 5

1	% of ward committees established
2	% of ward committees that are functional
3	Existence of an effective system to monitor CDWs
4	Existence of an IGR strategy
5	Effective of IGR structural meetings
6	Existence of an effective communication strategy
7	Number of mayoral imbizos conducted
8	Existence of a fraud prevention mechanism

Table 53:KEY PERFORMANCE INDICATORS FOR CROSS-CUTTING ISSUES

1	Timely submission of the Annual Report
2	Effective IDP process for the period under review;
3	Metro and District Municipalities with developed Disaster Management Policy Frameworks and Plans;
4	Existence of an HIV/Aids Strategy.



**Home of the Addo Elephant Park**

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